



Annual Report 2020-21





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 2021.

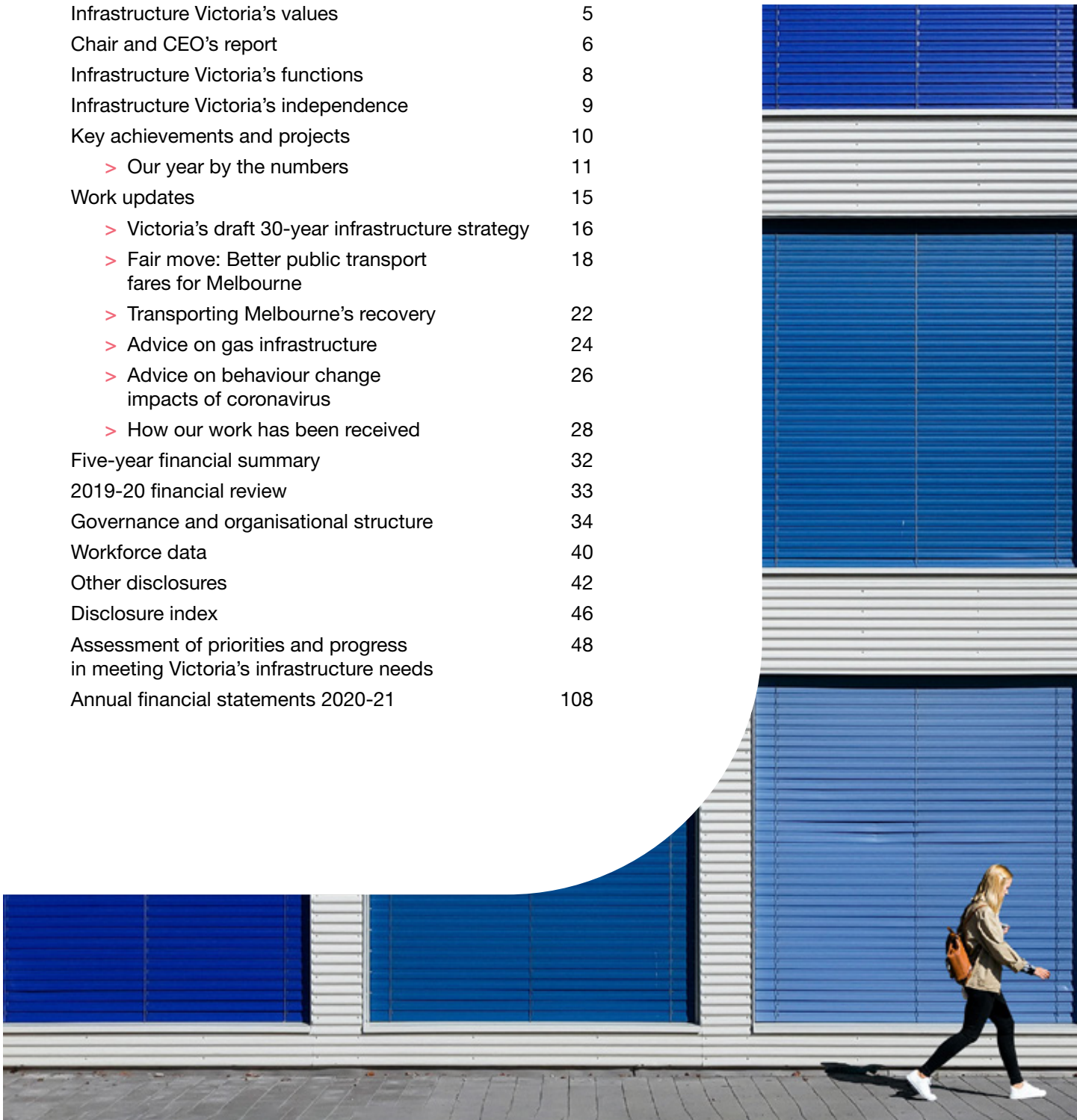


Jim Miller
Chair, Infrastructure Victoria

16 September 2021

Contents

Infrastructure Victoria's values	5
Chair and CEO's report	6
Infrastructure Victoria's functions	8
Infrastructure Victoria's independence	9
Key achievements and projects	10
> Our year by the numbers	11
Work updates	15
> Victoria's draft 30-year infrastructure strategy	16
> Fair move: Better public transport fares for Melbourne	18
> Transporting Melbourne's recovery	22
> Advice on gas infrastructure	24
> Advice on behaviour change impacts of coronavirus	26
> How our work has been received	28
Five-year financial summary	32
2019-20 financial review	33
Governance and organisational structure	34
Workforce data	40
Other disclosures	42
Disclosure index	46
Assessment of priorities and progress in meeting Victoria's infrastructure needs	48
Annual financial statements 2020-21	108



Infrastructure Victoria's values

Independence

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

Influence

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

Innovation

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

Openness

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

Engagement

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

People

We succeed through our people. Our culture esteems teamwork and welcomes diversity. Our people are valued, supported and challenged.

Chair and CEO's report

What an extraordinary year.

We are proud of how 'Team IV' has navigated the uncertainty of the COVID-19 pandemic, successfully pivoting to a mostly online work environment and continuing to deliver excellent work across the strategy, research and advice work streams. When it was safe to do so, we came together in person to share moments previously taken for granted. Now in our sixth year of operation, Infrastructure Victoria has stayed true to our values. We pride ourselves on work that is both evidence-based and extensively referenced. Our work spans across all sectors including energy, water, transport, education and training, health and human services, justice, tourism, science, agriculture, environment, waste, and information and communications technology.

There have been many milestones met throughout the past 12 months, including the release of *Victoria's draft 30-year infrastructure strategy* in December last year. By the time this annual report is tabled, *Victoria's infrastructure strategy 2021–2051* will have been presented to the Victorian Parliament – the second integrated, cross-sectoral infrastructure strategy in the state's history.

The scope of work undertaken to reach the final recommendations was significant. The updated draft strategy built on the work of the original 2016 strategy, incorporating four years of new evidence and data as well as regular consultation, especially in Victoria's regional areas. Of the 137 recommendations from the 2016 strategy, 127 or over 90% are either completed or are underway. The strategy research included our detailed assessment of *Infrastructure priorities for the regions*, which looked at the infrastructure needs of the regions, and *Growing together*, which looked at both the opportunities and challenges of better integrating infrastructure and land use planning. *Fair move: Better public transport fares for Melbourne* furthered our understanding of the merits of fares reform to improve use of the network. *Transporting Melbourne's recovery*, released in January, outlined measures that government, employers and employees can take to help reduce congestion, travel safely on public transport and get Melbourne moving as health restrictions ease – including more flexible start and finish times, protected bike lanes and cheaper fares for buses and off-peak travel.

This combination of a strong evidence base coupled with extensive consultation and engagement reflects Infrastructure Victoria's commitment to ensuring our work is not only pragmatic, evidence-based policy but reflects the aspirations of all Victorians. Consultation

for the 30-year infrastructure strategy was held over three months, included 34 community and stakeholder events and was attended by 675 participants. We received more than 25,000 website visits and over 2600 proposals for changes to the draft strategy. We also commissioned the largest ever online deliberative engagement program in Victoria to better understand the community's views on supporting the uptake of zero emissions vehicles. Over four weeks, 211 people from across Victoria deliberated and then delivered 21 recommendations. We learned of the strong appetite for accelerating the uptake of electric vehicles, with the panel recommending a date be set to end the sale of new internal combustion engine vehicles. The community also told us that while reducing or off-setting purchase costs is important, there are many more opportunities beyond financial incentives to encourage a greater uptake of zero emissions vehicles.

This year we also responded to two advice requests from the Victorian Government: one was a cabinet-in-confidence request on the behavioural change impacts of coronavirus on infrastructure use and demand; the second, which will be made public, is on the future of Victoria's gas infrastructure in a net zero economy.

The gas advice assesses the relative economic, social and environmental impacts of various energy scenarios and aims to identify infrastructure decisions that need to be made, and when, to ensure opportunities for the existing gas infrastructure can be optimised and Victoria's legislated emissions reduction targets met. We look forward to providing our final recommendations, on what will be a significant change for the state, to the Victorian Government at the end of 2021.

Infrastructure Victoria prides itself on producing work that can shape changes in policy and inform decision making. This year we welcomed a range of announcements which align strongly with our work including the Victorian Government's historic investment in social and affordable housing through the \$5.3 billion Big Housing Build program and \$626 million allocated for internet and mobile phone connectivity across Victoria. There was also a pilot of off-peak public transport fares, distance-based electric vehicle charges, *Victoria's zero emissions vehicle roadmap* and additional electric-vehicle charging stations installed throughout the state. Beyond transport initiatives, the *Open space strategy for Melbourne* references our work and the government announced the planting of 500,000 new trees to expand the tree canopy and cool Melbourne's western suburbs. Funding was also announced to support a fourth household bin for recycling glass, standardised bin lid colours, improved drop-off facilities and education campaigns, all of which align with our *Recycling and resource recovery advice*.

Our work has also influenced infrastructure planning beyond Victoria's boundaries. Infrastructure Australia has drawn extensively on our work in updating the *Australian infrastructure plan*. The International Transport Forum has referred to our strategic planning and consultation approaches in its report on *Developing strategic approaches to infrastructure planning*. The Commonwealth Productivity Commission's *National water reform 2020* draft report references our *Water governance* report. And our work on transport network pricing was used by both the NSW Productivity Commission and the NSW Treasury Forum of Federal Financial Relations. Many more examples of how our work has been used are included in this year's annual report.

There is also increasing recognition of the role and value of independent infrastructure bodies. A recent review of these bodies, including Infrastructure Victoria, by the International Transport Forum concluded "there are clear signs that the independent bodies have achieved some success". The report found that independent infrastructure bodies enable difficult issues, such as road user charging and approaches to climate change, to be raised within society; lend credence to policy and advocacy reform; and "provide genuine thought leadership" on issues including those that are challenging and unpopular.

The International Transport Forum recommended: "Governments should consider the merits of establishing independent infrastructure advisory bodies to provide transparent, expert advice on long-term, cross-sectoral infrastructure strategy, planning and policy development, as well as priorities for medium-to-longer-term infrastructure investment. Evidence to date shows these bodies constitute a low-cost and effective means of improving and complementing existing processes. Establishing independent advisory bodies by statute enhances their ability to provide frank and fearless advice and their credibility with a range of stakeholders."

The past twelve months have challenged us to work in new, more flexible and more collaborative ways. We will continue to push the boundaries on infrastructure planning, research and advice backed by sound evidence, widespread consultation and our independence. Our team are passionate about Victoria continuing to be the best place to live, regardless of postcode.

The delivery of *Victoria's infrastructure strategy 2021–2051* is not the end of the discussion, it's a new beginning. Reflecting on the past 12 months, we are incredibly proud of both the high quality and volume of work produced by the Infrastructure Victoria team and look forward to seeing what the next year brings.

Jim Miller

Chair, Infrastructure Victoria

Michel Masson

CEO, Infrastructure Victoria

Infrastructure Victoria's functions

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

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

Functions

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

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

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

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

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

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

- 01 Transport
- 02 Culture, sport and community
- 03 Information and communications technology (ICT)
- 04 Education and training
- 05 Energy
- 06 Environment
- 07 Health and human services
- 08 Justice and emergency services
- 09 Water (including waste-water)
- 10 Land use planning

Infrastructure Victoria's independence

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

Objective of independence

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

Independent Board

Infrastructure Victoria's Board consists of seven 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.

Key achievements and projects

Achievements 2020–21

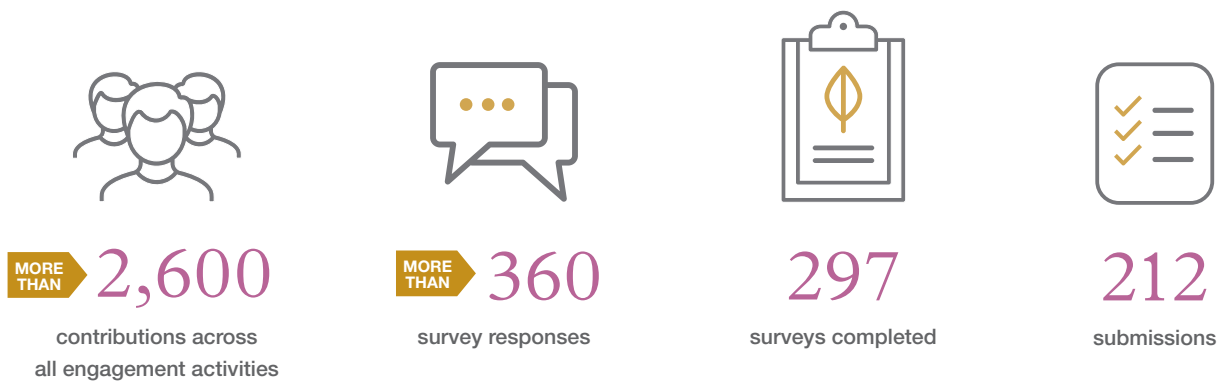
During 2020–21, Infrastructure Victoria experienced the challenges of the COVID-19 pandemic, however continued to deliver to a high standard across all work streams. In total, Infrastructure Victoria published 16 publications, seven technical reports and provided submissions to a range of reviews and Parliamentary inquiries. Infrastructure Victoria also received two advice requests from the Victorian Government on the impacts of behaviour change related to the coronavirus pandemic on infrastructure (which was Cabinet-in-Confidence) and the future of Victoria's gas infrastructure in a zero emissions economy.

Our year by the numbers 2020-21

Snapshot of Infrastructure Victoria's consultation and online activity between 1 July 2020 and 30 June 2021.

Consultation

Through stakeholder and community engagement on *Victoria's draft 30-year infrastructure strategy* we received:



Over a three-month period, we held 34 community and stakeholder events and heard from:



As part of our engagement on *Victoria's draft 30-year infrastructure strategy*, we commissioned an online deliberative panel which consisted of 211 Victorians. This was Victoria's largest-ever virtual deliberative community panel. The panel deliberated over a four-week period to answer the question "*How should the Victorian Government support more people to adopt low or zero-emissions vehicles sooner?*".

Infrastructure Victoria also held three live Q&A webinars which attracted a total of 1032 registrants, 670 attendees and an attendance rate of 64.9%. These included:

Two webinars on the *draft 30-year infrastructure strategy* which attracted:

884 registrations

70% engagement rate

63% attendance rate (industry average 45%)

77% satisfaction rate

One webinar on *Fair move: Better public transport fares for Melbourne* which attracted:

148 registrations

85% engagement rate

72% attendance rate

86% satisfaction rate

In March 2021, we commenced engagement on our advice to the Victorian Government on gas infrastructure to seek initial feedback from stakeholders across the gas sector. Formal submissions on the interim report were invited in July – August 2021 via the Engage Victoria website.

Website

Through stakeholder and community engagement on *Victoria's draft 30-year infrastructure strategy* we received:



112,686

pageviews, on average 308
pageviews per day



38,534

website users



25,846

web visitors during the draft
strategy engagement period.



28,354

downloads for the year



This includes

18,798

visits to the Infrastructure
Victoria website and



6,851

downloads of *Victoria's draft
30-year infrastructure strategy*



7,048

visits to the Engage
Victoria portal

Social media



2,183

new LinkedIn followers

8,874

total LinkedIn following

189,798

LinkedIn impressions

62%

increase on previous year

5,971

LinkedIn engagements

19%

increase on previous year

Our LinkedIn channel recorded a high engagement rate of

3.14%

compared with industry averages of 0.5 to 1%.



146,473

total Twitter impressions

24.3%

Twitter impression growth

17.8%

Twitter engagement growth

38.2%

Twitter follower growth

LinkedIn and Twitter are Infrastructure Victoria's primary social media channels



Work updates



Victoria's 30-year infrastructure strategy

Infrastructure Victoria reached a significant milestone in December 2020, releasing *Victoria's draft 30-year infrastructure strategy* for consultation. The updated draft strategy takes an integrated, cross-sectoral view of infrastructure planning, making 95 draft recommendations to the Victorian Government across both metropolitan and regional Victoria.

It presents a vision for a prosperous, inclusive and sustainable Victoria over the next 30 years and aims to confront long-term challenges, manage urban change, harness infrastructure for productivity and growth, and develop regional Victoria.

Throughout 2020-21, Victorians have embraced new ways of living and working in the face of significant challenges. As the state emerges from the coronavirus pandemic, the draft strategy included a dedicated focus on short-term, labour intensive, low cost measures the government should consider to assist Victoria's social, environmental and economic recovery.

In addition to the Draft strategy, we released nine regional profiles for consultation and two supporting research papers, *Infrastructure priorities for the regions* and *Growing together* which looks at both the opportunities and challenges associated with better integrated infrastructure and land use planning.

All Victorians were invited to have their say on the draft strategy over a three-month period through surveys, online events or by making a submission. There was strong participation

in the draft strategy engagement program and in total we received 2600 contributions across all engagement activities including more than 360 survey responses and 200 written submissions. We also held 34 community and stakeholder events that were attended by over 460 participants.

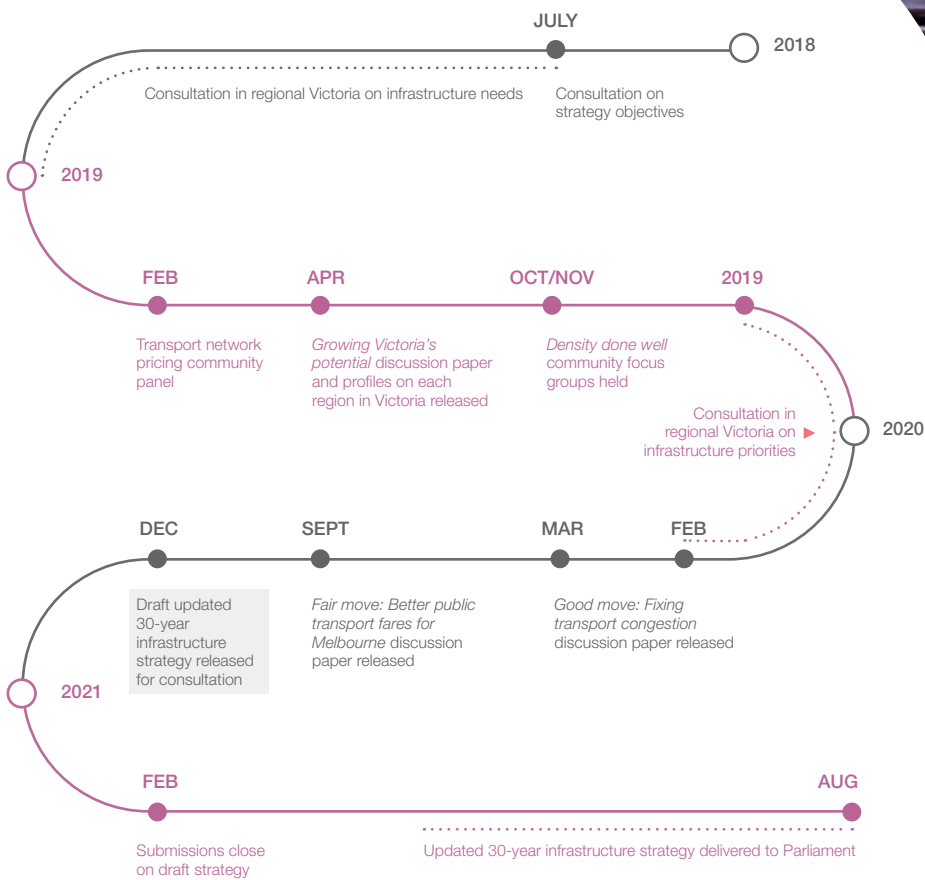
The draft strategy engagement program included Victoria's largest-ever virtual deliberative community panel of 211 participants to better understand the community's views on supporting the uptake of zero emissions vehicles. The community panel, made up of everyday Victorians deliberated over a four-week period and delivered a report outlining 21 recommendations. The panel report indicated strong appetite for transitioning to electric vehicles, with the panel recommending a date be set to end the sale of new internal combustion engine vehicles. The community also told us that while reducing or off-setting purchase costs is important there are many more opportunities beyond financial incentives to encourage a greater uptake of zero emissions vehicles.

Following the consultation program, Infrastructure Victoria reviewed each piece of feedback and incorporated changes presented in *Victoria's infrastructure strategy 2021-2051*.

Victoria's infrastructure strategy 2021-2051 was presented to the Victorian Parliament in August 2021.



Timeline



Fair move: Better public transport fares for Melbourne

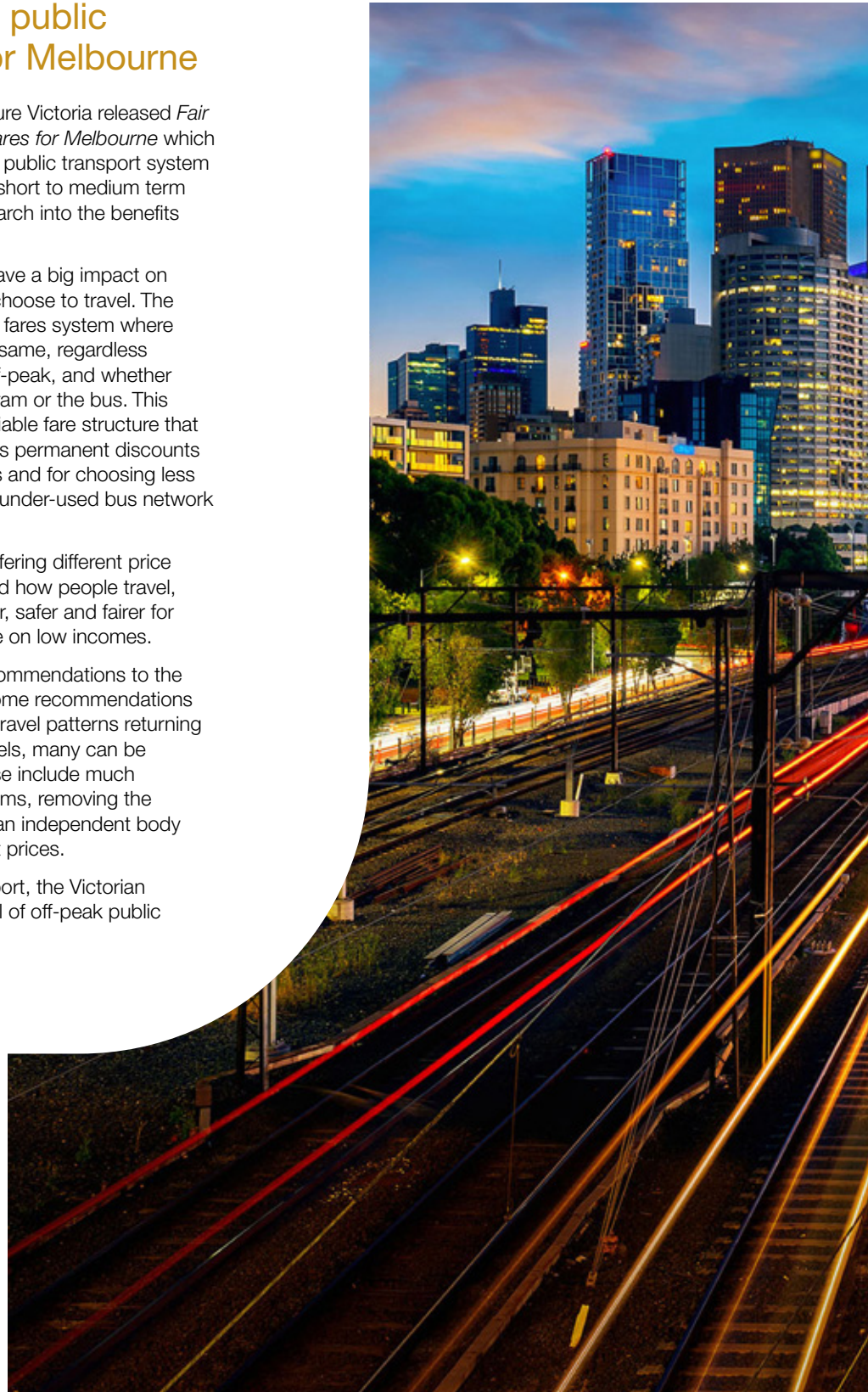
In September 2020, Infrastructure Victoria released *Fair move: Better public transport fares for Melbourne* which looks at how to make Victoria's public transport system cheaper, safer and fairer in the short to medium term and supports our ongoing research into the benefits of transport network pricing.

The way fares are priced can have a big impact on when, where and how people choose to travel. The report examines the current flat fares system where standard tickets are priced the same, regardless of travel during peak hour or off-peak, and whether you decided to take the train, tram or the bus. This work recommended a new, variable fare structure that delivers Melburnians and visitors permanent discounts for travelling outside peak times and for choosing less crowded services, such as our under-used bus network or weekend trains.

Our modelling shows that by offering different price options depending on when and how people travel, public transport can be cheaper, safer and fairer for most travellers, especially those on low incomes.

Our final report includes 13 recommendations to the Victorian Government. While some recommendations are subject to public transport travel patterns returning to pre-COVID-19 pandemic levels, many can be implemented immediately. These include much cheaper fares for buses and trams, removing the free tram zone and appointing an independent body to advise and monitor transport prices.

Following the release of this report, the Victorian Government commenced a trial of off-peak public transport fares.







Up to **71%** of public transport users pay less to travel on public transport than they do today.*

The benefits of implementing fare reform by 2031, compared with what happens if we keep on doing the same thing include:



Over **96,000** car trips are taken off Melbourne roads on a typical weekday.



Crowding on busy train services is **reduced**, with **30,000 fewer boardings during peak times** – equivalent to 27 new High Capacity Metro Trains.

* This includes the effect of total fare revenue being lower in the modelled Fares Reform scenario than the Current System. See Benefits of Change section on page 62 for detail.

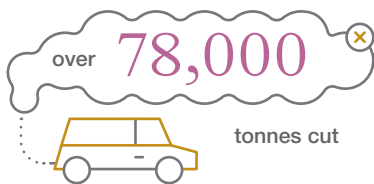


Households on the lowest incomes benefit the most – paying 26% less for fares on average.*

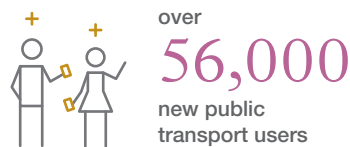
\$520 million better off



Fare reform would generate about **\$520 million in value each year for Victorians** through more transport pricing options, reduced crowding and congestion and better environmental outcomes.



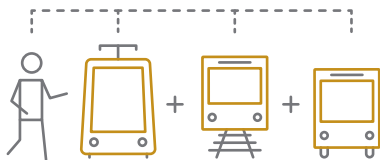
Greenhouse gas emissions cut by over 78,000 tonnes per year due to increased public transport use.



Over 56,000 new public transport users on a typical weekday.

100,000

new off-peak boardings



Over 100,000 new off-peak boardings across trains, trams and buses.

93,000

new bus boardings



Cheaper buses create over 93,000 new bus boardings across the typical weekday.

Transporting Melbourne's recovery

In January 2021, Infrastructure Victoria released *Transporting Melbourne's recovery: Immediate policy actions to get Melbourne moving* which builds on work undertaken in *Fair move: Better public transport fares for Melbourne* and looks at the likely impact the COVID-19 pandemic will have on travel patterns in Melbourne as it enters the recovery phase. The paper outlines specific measures that government, employers and employees can take to help reduce congestion, travel safely on public transport and get Melbourne moving again.

A scenario modelling approach was taken to assess the differences between minimum intervention in a COVID-19 pandemic recovery, and policy intervention which supported positive behaviour change such as greater use of public and active transport.

Findings show that flexible start and finish times, safer cycling infrastructure and permanently cheaper fares for buses and off-peak travel can reduce worsening congestion and get Melbourne moving as workers return to the city.

Modelling of the COVID-19 pandemic recovery period shows that if Melburnians choose to travel by car instead of public transport, congestion in inner Melbourne could reduce average vehicle speeds by 20-30% compared to pre-COVID-19 levels. This would cut the average vehicle speeds in inner Melbourne to under 21 km/h during the morning peak.

Our modelling also shows ample provision for physical distancing is possible (two in five seats occupied) on more than 90% of morning peak train services, even when 75% of Greater Melbourne's workforce returns to workplaces full-time. When lockdown restrictions eased in January 2021, Google mobility data indicated around 50% of Melbourne's city workforce had returned to workplaces at that time.

But without government intervention, COVID-19 car habits could become entrenched, risking long-term damage to Melbourne's liveability and economic recovery.

The research finds that cycling and walking infrastructure offers health and environmental benefits and is a cost-effective way to encourage commuters to choose active transport.

It shows an increase of 265,000 cycling and walking trips every day is achievable, including an increase of 55% of people choosing to cycle, and could also lead to a time saving equivalent to around 18 minutes stuck in traffic per week, for every inner Melbourne car driver.





Advice on gas infrastructure

In December 2020, the Victorian Government requested advice from Infrastructure Victoria on the nature and timing of decisions regarding the gas transmission and distribution networks for Victoria in a future where:

- Victoria's carbon emission reduction targets are achieved,
- sufficient and suitable energy and chemical feedstocks are available for domestic, commercial, and industrial use, and
- an option is available for hydrogen and/or biomethane to be part of the future energy mix.

Victoria has the highest domestic natural gas use in the nation, with over two million residential gas customers. By reducing emissions associated with natural gas use, Victoria will be in a better position to reach the Victorian Government's whole-of-economy target of net zero greenhouse gas emissions by 2050.

To develop the advice, Infrastructure Victoria will develop a range of scenarios to achieve net zero emissions for gas use in Victoria by 2050. The relative economic, social and environmental impacts will be assessed under each scenario to determine the implications for gas infrastructure and gas users. Infrastructure Victoria will also draw on the approach in other countries and interstate, and the potential for similar policies and approaches to be adopted in Victoria. The advice will identify the infrastructure decisions that need to be made, and when, to ensure opportunities for existing gas infrastructure can be optimised. This will include exploring the extent to which gas infrastructure can be repurposed for hydrogen, carbon capture and storage and/or biomethane.

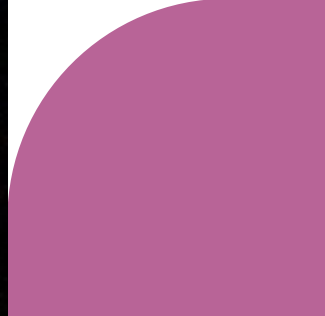
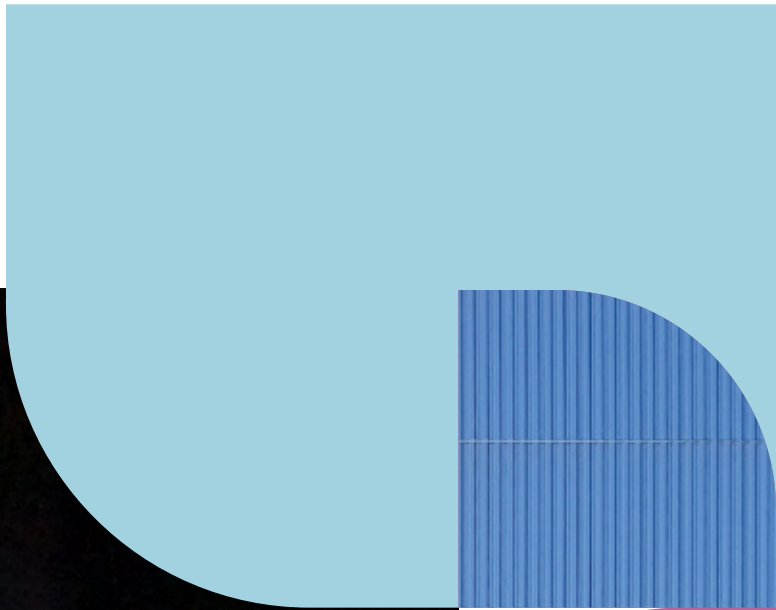
Consistent with our values, Infrastructure Victoria will also undertake extensive engagement with industry, regulators, the community, government, and other key stakeholders to help shape the advice. The first phase of consultation commenced in March 2021. Engagement activities included one-on-one meetings and targeted questionnaires from stakeholders across the gas sector, academics and think tanks, government, consumer groups and industrial users. Their valuable input helped us to refine the scope of our research and analysis.

The Treasurer will receive this advice in two parts. In July 2021, Infrastructure Victoria delivered an interim report outlining key early findings alongside technical reports detailing the evidence base. This provided an opportunity for stakeholders to provide feedback on the evidence and help shape the next steps. In December 2021, Infrastructure Victoria will deliver the final advice and recommendations.

The advice will inform the Victorian Government's Gas Substitution Roadmap and complement work by the Department of Environment, Land, Water and Planning on energy sector and industry transition issues.

Timeline





Advice on behaviour change impacts of coronavirus

Infrastructure Victoria was asked to provide advice on the behavioural change impacts of coronavirus on infrastructure use and demand. This advice was delivered on 30 July 2020.

This request for advice is intended to inform Cabinet decisions. Therefore, confidentiality protocols apply and no further details can be provided by Infrastructure Victoria. Any further enquiries are a matter for the Victorian Government.





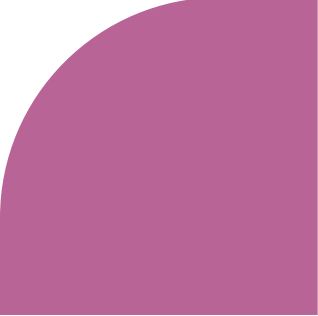
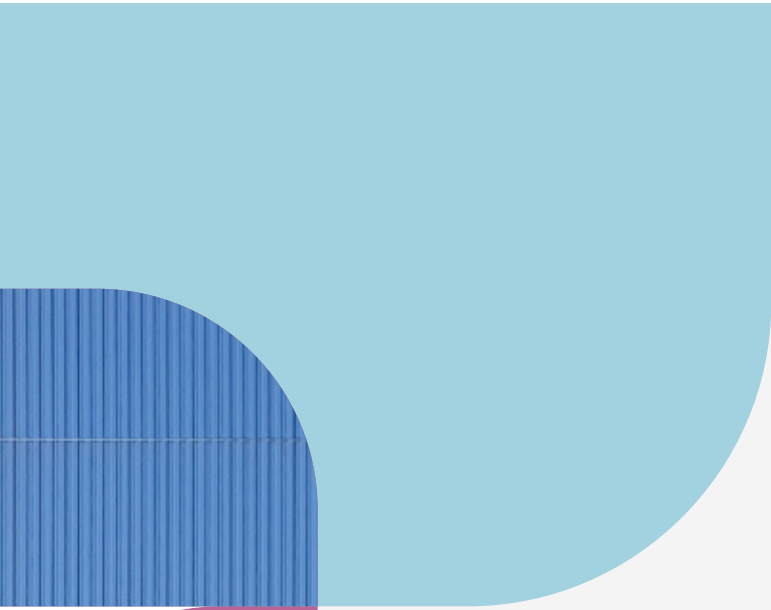
How our work has been received

Within its first five years of operation, Infrastructure Victoria has developed a strong reputation for producing independent research and advice. Our work influences government decision making, contributes to complex policy reform and is often cited in a wide range of industry, academic and policy publications.

Over the past 12 months, our work has influenced government decision making. Here are some highlights of where our work has been used:

- *Draft 30-year infrastructure strategy Volume 2, Appendix D* documents and assesses the extent of Victorian Government implementation of 2016 strategy recommendations
- The Victorian Government announced its \$5.3 billion Big Housing Build program in November 2020, which includes a commitment to develop a 10-year strategy for social and affordable housing with the not-for-profit sector and industry, supported by a rolling four-year supply and delivery plan
- The Victorian Government also allocated significant funding for digital connectivity through the \$626 million Digital Future Now initiative. This included \$250 million to co-fund business-grade broadband connectivity for selected suburbs and regional towns, in conjunction with industry partners, and \$300 million to eradicate mobile blackspots in populated areas of regional Victoria (subject to a co-contribution from the Australian Government)
- Department of Environment, Land, Water and Planning (DELWP) and Metropolitan Waste and Resource Recovery Group (MWRRG) are using the *Recycling & resource recovery advice* and supporting technical material in further policy and program design and implementation
- DELWP and Department of Transport (DOT) are using our advice on *Automated and zero emissions vehicles infrastructure (AZEVI)* and supporting technical reports in zero emission connected and automated vehicles policies and program development
- *Victoria's zero emissions vehicle roadmap* explicitly refers to and acquits *AZEVI advice* and our community panel report on ZEV uptake
- The Victorian Government's off-peak public transport fares trial is consistent with our *Fair move* research, evidence and narrative
- Real-time public transport crowding data informs the new Public Transport Victoria (PTV) RideSpace tool. Data is also integrated with Google maps and other third-party apps, consistent with Infrastructure Victoria's *Transporting Melbourne's recovery research*
- DELWP's *Open space strategy for metropolitan Melbourne* references our *Draft 30-year infrastructure strategy* and the Victorian Government has also announced \$14.5 million for parks and trails
- Victorian Government announced \$5 million for tree planting in western Melbourne growth councils, consistent with the *Draft 30-year infrastructure strategy* and our evidence to the Parliamentary inquiry into environmental infrastructure for growing populations
- Parliamentary debate and passage of zero emission vehicles (ZEV) distance-based charge legislation influenced by (and referred to) *AZEVI advice*, *Good move: Fixing transport congestion* research, and our community panel recommendations on ZEV uptake
- Government announced \$127 million to support councils to move to a four bin recycling system (including separate bin for glass), standardised bin-lid colours, improved drop-off facilities and education campaigns, all aligned to recommendations in Infrastructure Victoria's *Advice on recycling and resource recovery*.





Infrastructure Victoria draws on its sound evidence base and recommendations to contribute to complex policy reform. Over the past 12 months, Infrastructure Victoria has made the following submissions:

- submission and evidence given to Parliamentary Inquiry into Homelessness
- submission to Ministerial Expert Panel Review into Infrastructure Contribution Schemes
- submission to Commonwealth Future Fuels consultation process
- submission and evidence given to Parliamentary inquiry into Environmental Infrastructure for Growing Populations, followed by the government's announcement of additional funding for tree canopy cover in Melbourne's west
- submission to the Parliamentary inquiry into the Use of School Buses in regional and rural Victoria.

Below are some examples of where our work has been referenced over the past 12 months:

- Reference to our *Advice on securing Victoria's ports capacity* (2017) in Victorian Department of Transport discussion paper – *Independent review of the Victorian ports system*
- Reference to our research paper *Good move: Fixing transport congestion* (2020) in the NSW Productivity Commission draft green paper – *Continuing the productivity conversation*
- Reference to *The road ahead* (2016) and *Good move: Fixing transport congestion* (2020) research papers in the NSW Treasury review of federal financial relations, draft report
- Evidence given to the Parliamentary Inquiry into Homelessness in Victoria
- Reference to our *Water governance* report in The Productivity Commission's National water reform 2020
- Reference to our technical report *What makes a locality attractive?* In Auckland Council's *Better together? Wetlands, parks and housing prices* technical report

- Reference to our research paper *Good move: Fixing transport congestion* in International Association of Public Transport's review of public transport service contracts in Australia and New Zealand
- Reference to our consultation report *How consultation has shaped the Draft 30-year infrastructure strategy* in the International Transport Forum's report on *Developing strategic approaches to infrastructure planning*
- References to our report, *Good move: Fixing transport congestion* (2020) in NSW Productivity Commission White paper
- Reference to our *Advice on recycling and resource recovery infrastructure* (2017) in Victorian Greens 'Green New Deal for Victorian Policy'
- Multiple references to our published reports in Infrastructure Australia's Progress since the 2016 infrastructure plan. These include: *Victoria's draft 30-year infrastructure strategy* (2020), *Growing together* (2020), Infrastructure strategy engagement report: *Density done well* (2020), *Infrastructure priorities for the regions* (2020), *Regional comparative advantage and Addressing regional disadvantage* (2020), *Good move: Fixing transport congestion* (2020), *The road ahead* (2019), *Advice on automated and zero emissions vehicles infrastructure* (2018) and Community panel report: *Tackling transport emissions* (2021) to encourage uptake of low or zero emissions vehicles sooner, *Value capture: options, challenges and opportunities for Victoria* (2016).

Infrastructure Victoria's work is also referenced beyond Australia's borders and we are involved in a range of international engagement activities:

- We are one of only two Australian public bodies represented on the OECD Executive Consultation Group, the Blue Dot Network. The network is an international membership of private and public sector executives which aims to operationalise existing principles and standards relating to quality infrastructure investment through the establishment of a voluntary private-sector focused and government-supported certification scheme to attract investment into infrastructure.

Five-year financial summary

Five-year financial summary	2021	2020	2019	2018	2017
Total income from transactions	9,934,765	10,056,029	10,123,596	9,842,785	9,947,797
Total expenses from transactions	9,466,675	10,128,246	10,123,596	9,842,785	9,958,734
Net result from transactions	468,090	(72,217)	-	-	(10,936)
Other economic flows included in net result ^(a)	79,099	(16,178)	(35,438)	1,669	12,448
Net result for the period	547,189	(88,395)	(35,438)	1,669	1,512
Net cash flow from operating activities	312,288	296,608	37,576	5,275	403
Total assets	4,631,972	4,345,948	2,419,205	1,951,442	1,496,965
Total liabilities	4,192,351	4,453,516	2,438,378	1,935,177	1,482,369

Notes: (a) Includes gains or losses from disposal of non-financial assets and revaluation of leave liabilities for changes in the government bond rate.

2020-21 financial review

Infrastructure Victoria is funded through annual appropriations and does not receive revenue outside of the government allocation. In FY 2021 Infrastructure Victoria's total expenditure was \$9.5 million, lower than its annual appropriation by \$468k. The primary driver was savings created in Labour costs, relating to machinery of government changes from DPC to DTF, and the calculation of leave liability.

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 2020-21.

Financial position – Balance sheet

Total assets of Infrastructure Victoria increased from \$4.3 million last year to \$4.6 million this year, mainly due to the increase in Current Receivables.

The decrease in total liabilities from \$4.5 million to \$4.2 million, was due to the decrease in Non-Current lease liabilities in the balance sheet. These accounting recognitions were done as part of the implementation of AASB16 Leases, in the 2019-20 financial year.

Cash flows

The net cash flows from operations were steady at \$0.3 million this year compared to the previous year's \$0.3 million. This movement is mainly due to receipts from government to pay for office accommodation lease expenses that are separately reported under financing activities in the cash flow statement.

Subsequent events

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

Governance and organisational structure

Infrastructure Victoria is led by a board of seven directors comprising four members from the private or non-government sectors, and three 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*.

Chris Eccles AO resigned as Secretary of the Department of Premier and Cabinet on 12 October 2020. Jeremi Moule subsequently commenced in the role of Secretary of the Department of Premier and Cabinet and has been a member of Infrastructure Victoria's board since this time.

Chair – Jim Miller

Jim Miller chairs the Infrastructure Victoria board. He is also Vice Chair at J.P. Morgan and Director at Household Capital.

Jim was an Executive Director at Macquarie Capital from 1994-2015, with experience across a range of sectors, he led over \$120 billion in transactions and worked with both government and private sector clients. Jim has extensive experience in infrastructure having worked in the areas of regulated assets, transport, energy, utilities and resources and social infrastructure. He has both a Bachelor and Masters of Economics from Macquarie University. He is also a Fellow of the Institute of Actuaries Australia.

Deputy Chair – Maria Wilton AM

Maria Wilton's experience in the investment industry spans thirty years and includes portfolio management and business roles. Maria is a member of the global Board of Governors of the Chartered Financial Analyst (CFA) Institute, and a Director of Victorian Funds Management Corporation, WorkSafe Victoria, Australia Post Super and Dexus Wholesale Property Fund. She was formerly Managing Director and Chair of Franklin Templeton Investments Australia.

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

Professor Margaret Gardner AC

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



Chair
Jim Miller



Deputy Chair
Maria Wilton AM



Professor
Margaret Gardner AC



Ann Sherry AO



Jeremi Moule



John Bradley



David Martine PSM

Ann Sherry AO

Ann is one of Australia's leading business executives with a career that spans government, banking and cruise tourism. Most recently, Ann was Chair at Carnival Australia, the largest cruise ship operator in Australasia and a division of Carnival Corporation & Plc. Ann is the Chair of UNICEF Australia and currently holds non-executive roles with National Australia Bank, Sydney Airport, Palladium Group, Rugby Australia, Cape York Partnerships, Museum of Contemporary Art Australia and Infrastructure Victoria.

Jeremi Moule

Jeremi was appointed as Secretary for the Victorian Department of Premier and Cabinet on 13 November 2020. Prior to this role, he was the Deputy Secretary, Governance, Policy and Coordination at the Victorian Department of Premier and Cabinet, a position he has held since August 2018. Jeremi has held various executive positions in the Victorian Public Service over a 17 year period, was the CEO of a registered training organisation and started his career as a journalist. He lives in Bendigo and has worked extensively in regional Victoria. He holds a journalism degree from the University of South Australia and is a Graduate of the Australian Institute of Company Directors.

John Bradley

John is the Secretary of the Department of Environment, Land, Water and Planning in the Victorian Government.

He was previously CEO of Energy Networks Australia representing gas distribution and electricity transmission and distribution businesses providing services to almost every Australian energy customer. In previous roles, John served as CEO of three Queensland Government agencies working with a significant workforce and budget responsibilities.

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

David Martine PSM

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



Chief Executive Officer
Michel Masson



**Deputy Chief
Executive and Chief
Operating Officer**
Jonathan Spear



**Executive Director,
Communications
and Engagement**
Mandy Frostick

Michel Masson – Chief Executive Officer

Michel started his career at Deloitte before joining the Bollere Group where he held various senior finance positions in the transport and logistics division in the UK, Australia and New Zealand. In 2005 he joined Keolis as head of Finance and Operations for the International Division where he was responsible for leading public transport operations in seven countries and held various non-executive director positions in UK and German rail franchises.

Michel was appointed CEO of Yarra Trams in 2009 and helped lead the development of Keolis Downer throughout Australia, before joining Infrastructure Victoria early 2016 as the inaugural CEO.

Michel is a graduate from the EDHEC Business School in France, and the Australian Institute of Company Directors. He also completed the Advanced Management Program from the Harvard Business School.

In 2017, Michel was awarded an Honourary Doctorate in Technology from Swinburne University in recognition of his contribution to shaping infrastructure in Victoria.

Michel became an Australian citizen in 2014.

Jonathan Spear – Deputy Chief Executive and Chief Operating Officer

Dr. Jonathan Spear is Infrastructure Victoria's Deputy Chief Executive and Chief Operating Officer. He leads Infrastructure Victoria's work on the 30-year infrastructure strategy, research program and providing independent advice to the Victorian Government. In addition, Jonathan is General Counsel and responsible for Infrastructure Victoria's project management functions.

Before joining Infrastructure Victoria, Jonathan held senior leadership, policy, strategy and legal roles with the Department of Premier & Cabinet, Department of Justice, Victoria Police and Slater & Gordon Lawyers.

Jonathan holds a Bachelor of Arts (Hons.), Bachelor of Laws (Hons.), Master of Laws, Executive Master of Public Administration and a Doctor of Philosophy (History). He is a graduate of the Australian Institute of Company Directors and the Williamson Community Leadership Program.

Mandy Frostick – Executive Director, Communications and Engagement

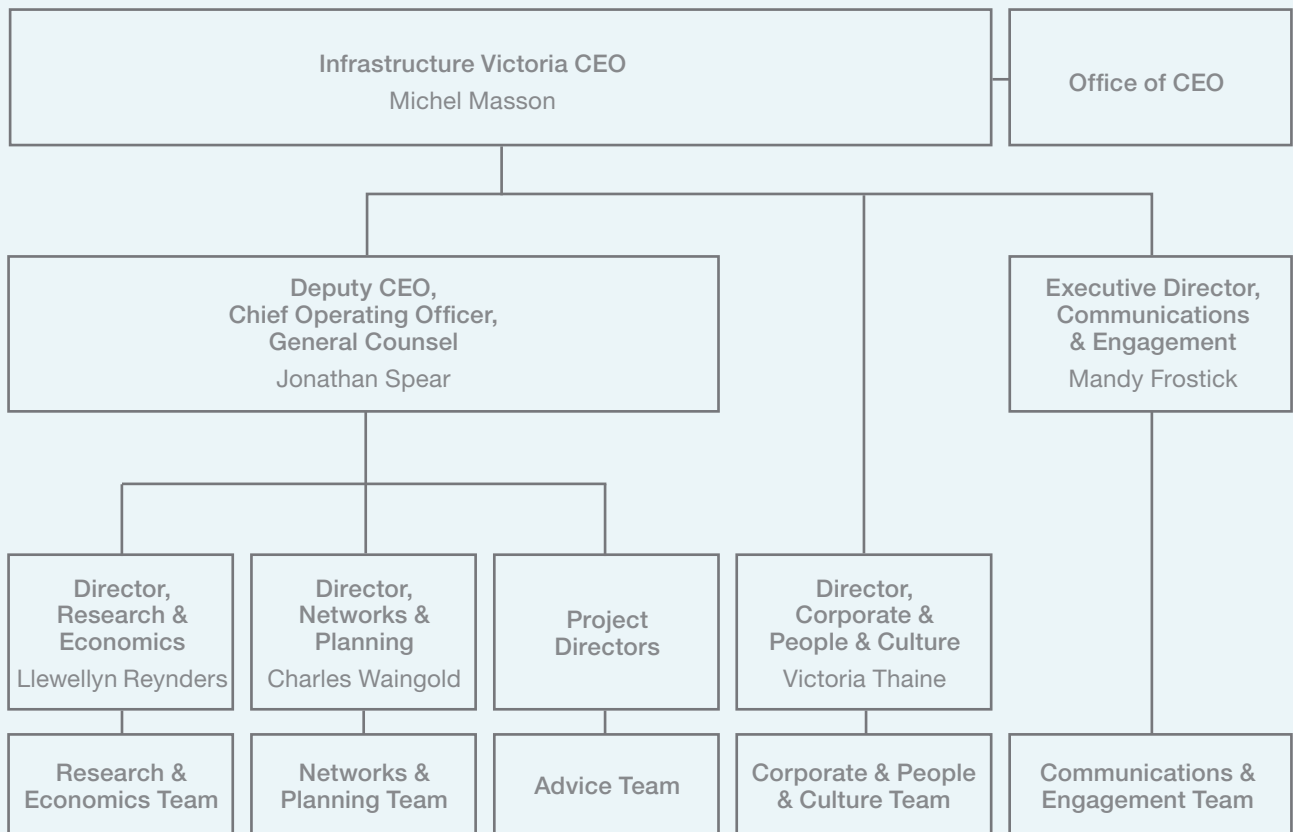
Mandy Frostick is Infrastructure Victoria's Executive Director of Communications and Engagement where she leads the strategic communications counsel across Infrastructure Victoria's strategy, research and advice functions.

Mandy brings more than 20 years' experience in strategic communications and media relations to the team. Before joining Infrastructure Victoria, Mandy was Media Manager for City of Melbourne, and prior to this she established a public relations and marketing communications consultancy, Messageworks. Mandy has also led public affairs and marketing communications teams at BHP Billiton, Worksafe, Western Health and the Royal Women's Hospital.

Mandy is a Graduate Member of the Australian Institute of Company Directors and was appointed to the Board of the Royal Women's Hospital in July 2016.

Organisational Structure

Infrastructure Victoria is managed within five groups: Strategy and Research, Communications and Engagement, Advisory, Program Management and Corporate.



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.

The board identified and agreed that John Bradley, Chris Eccles and David Martine had actual or potential conflicts of interest or duty in relation to Infrastructure Victoria's advice on behaviour change impacts of coronavirus. Following existing precedent for the management of these conflicts of interest, John Bradley, Chris Eccles and David Martine were included in board discussions but not decision making in relation to the advice on behaviour change impacts of coronavirus at meetings of the board during 2020.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 27 August 2020 that Jim Miller would excuse himself from discussions and decision making in relation to energy transmission infrastructure recommendations in the 30-year infrastructure strategy.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 27 August 2020 that Margaret Gardner would excuse herself from discussions and decision making in relation to the Suburban Rail Loop should any issues on this matter arise.

To avoid any actual or perceived conflict of interest, Jeremi Moule, David Martine and John Bradley excused themselves from the board's consideration of Infrastructure Victoria's annual assessment of the Victorian Government's priorities and progress in meeting Victoria's infrastructure needs at a meeting of the board on 29 October 2020.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 29 October 2020 that John Bradley would excuse himself from decision making in relation to the Growing together paper on infrastructure and land use planning in established areas.

The board identified and agreed that John Bradley had actual or potential conflicts of interest or duty in relation to Infrastructure Victoria's advice on gas infrastructure. Following existing precedent for the management of these conflicts of interest, John Bradley was included in board discussions but not decision making in relation to the advice on gas infrastructure at meetings of the board during 2021.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 25 March 2021 that John Bradley and David Martine would excuse themselves from decision making in relation to deliberative engagement on zero emission vehicles.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 30 June 2021 that John Bradley would excuse himself from decision making in relation to recommendations in the 30-year infrastructure strategy that directly intersect with the responsibilities of the DELWP portfolio.

To avoid any actual or perceived conflict of interest, it was agreed at a meeting of the board on 30 June 2021 that Jeremi Moule would excuse himself from decision making in relation to Aboriginal affairs-related recommendations in the 30-year infrastructure strategy that directly intersect with the responsibilities of the DPC portfolio.

Audit and risk committee

The Audit and Risk Committee comprises the following members:

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

The main responsibilities of the audit committee are to:

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

The committee met four times in 2020-21.

Occupational health and safety

Infrastructure Victoria maintains a policy on Occupational Health and Safety. There were no reportable incidents relating to OH&S in 2020-21.

Employment and conduct principles

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

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



Workforce data

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

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

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 2021 and of the previous reporting period ending 30 June 2020.

		June-21						June-20					
		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	10	10	6	4.41	16	14.41	11	11.00	6	5.60	17	16.60
	Female	13	13	8	6.61	21	19.99	15	13.90	7	5.61	22	19.51
	Self-described	-	-	-	-	-	-	0	0	0	0	0	0.00
	Age												
	Under 25	0	0	2	1.4	2	1.4	1	1.00	3	1.41	4	2.41
	25-34	5	5	4	2.91	9	7.91	4	4.00	2	2.00	6	6.00
	35-44	10	10	4	3.8	14	13.6	12	11.50	7	6.80	19	18.30
	45-54	5	5	4	2.91	9	7.71	6	5.60	1	1.00	7	6.60
	55-64	3	3	0	0	3	2.6	2	1.80	0	0.00	2	1.80
65+	-	-	-	-	-	-	1	1.00	0	0.00	1	1.00	
Classification data	VPS2			1	1	1	1	0	0.00	0	0.00	0	0.00
	VPS3	1	1	2	1.8	3	2.8	1	1.00	2	2.00	3	3.00
	VPS4	2	2		-	2	2	3	3.00	0	0.00	3	3.00
	VPS5	3	3	4	3.9	7	6.7	3	2.70	4	3.80	7	6.50
	VPS6	12	12	3	3	15	14.4	16	15.20	4	4.00	20	19.20
	STS	-	-	-	-	-	-	0		0	0.00	0	
	SES-3	1	1	-	-	1	1	1	1.00	0	0.00	1	1.00
	SES-2	1	1	-	-	1	1	1	1.00	0	0.00	1	1.00
	SES-1	3	3	-	-	3	3	1	1.00	0	0.00	1	1.00
	Other	-	-	4	1.33	4	1.33	0	0.00	1	1.41	1	1.41
Total	23	23	14	11.03	37	33.23	26	24.90	11	11.21	37	36.11	

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

Salary band	Executives – June 21		Executives – June 20	
	Headcount	FTE	Headcount	FTE
< \$199,999	1	1.00	0.00	0.00
\$200,000 – \$219,999	1	1.00	1	1.00
\$220,000 – \$239,999	1	1.00	1	1.00
\$240,000 – \$259,999	1	1.00	0	0.00
\$260,000 – \$279,999	0	0.00	0	0.00
>\$280,000	1	1.00	1	1.00

Executive officer data

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

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

	June-21								June-20							
	Female		Male		Self-described		Total		Female		Male		Self-described		Total	
	Head-count	FTE	Head-count	FTE	Head-count	FTE	Head-count	FTE	Head-count	FTE	Head-count	FTE	Head-count	FTE	Head-count	FTE
SES-3	0	0.00	1	1.00	0	0.00	1	1.00	0	0.00	1	1.00	0	0.00	1	1.00
SES-2	1	1.00	0	0.00	0	0.00	1	1.00	1	1.00	0	0.00	0	0.00	1	1.00
SES-1	1	0.00	2	1.00	0	0.00	3	1.00	0	0.00	1	1.00	0	0.00	1	1.00
Total	2	1.00	3	2.00	0	0.00	5	3.00	1	1.00	2	2.00	0	0.00	3	3.00

The number of executives in the Report of Operations is based on the number of executive positions that were occupied at the end of the financial year. Note 8.5 in the financial statements lists the total number of EOs and the total remuneration paid to EOs over the course of the reporting period. The financial statements note does not include the Accountable Officer, nor does it distinguish between executive levels or disclose separations of executives who have left Infrastructure Victoria during the 2019-20 financial year. These disclosures are reconciled in the table below:

Reconciliation of executive numbers	2020-21	2019-20
Executives (as per Note 8.3)	5	6
Accountable Officer	1	1
Separations	0	-3
Total executive number 30 June	6	4

Other disclosures

Local Jobs First

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

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

Infrastructure Victoria undertook no projects subject to the *Local Jobs First Act 2003* during the 2020-21 reporting period.

Government advertising expenditure

In 2020-21, Infrastructure Victoria undertook no government advertising campaigns.

Consultancy expenditure

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

In 2020-21, Infrastructure Victoria undertook 12 consultancy engagements where total fees payable exceeded \$10,000. The total expenditure incurred during 2021-21 in relation to these consultancies was \$1,870,045 (excluding GST). Details of individual consultancies are provided in the following table.

Details of consultancies under \$10,000

In 2020-2021, there was one consultancy engaged during the year where the total fees payable to the individual consultants were less than \$10,000. The total expenditure incurred during 2020-2021 in relation to these consultancies was \$3,000 (excl. GST).

ICT expenditure

The Department of Treasury and Finance provides ICT services to Infrastructure Victoria on a fee for service basis under the terms of a memorandum of understanding. In 2020-21, business-enabling ICT, finance and human resources services were provided through a shared services arrangement with the Department of Treasury and Finance for a fee of \$260,081.

Consultant	Contract description	Start date	End date	Total approved project fee (excl. GST)	Expenditure 2020-21 (excl. GST)	Future expenditure (excl. GST)
ARUP P/L	Transport modelling and assessment	24-Aug-20	30-Jun-21	931,135	900,040	0
Capire Consulting Group Pty Ltd	Community engagement services	11-Aug-20	30-Jun-21	259,090	224,340	35,189
Doris Engineering Australia Pty Ltd	Gas infrastructure analysis	29-Mar-21	14-May-21	199,461	199,461	0
Accenture Australia Pty Ltd	Gas infrastructure analysis	3-Mar-21	23-Apr-21	198,500	198,500	0
Victoria University	SCGE Modelling	13-Aug-20	28-Feb-21	125,090	125,090	0
Victoria University	VLUTI Modelling	30-Oct-17	30-Jun-21	30,000	30,000	0
Veitch Lister Consulting	COVID-19 transport modelling	31-Jul-20	31-Oct-20	85,770.91	80,995	0
Veitch Lister Consulting	Public Transport Fares modelling	8-Apr-20	30-Jun-20	77,061.00	14,156	0
Quantum Market Research	Gas infrastructure analysis	1-Jun-21	30-Jun-21	30,000	30,000	0
PKF Melbourne Audit & Assurance Pty Ltd	Internal audit services	1-Sep-20	30-Jun-23	91,254.00	28,300	62,954
Monash University	COVID-19 Recovery Analysis	5-Jun-20	7-Jul-20	26,262	24,723	0
Diplomacy Pty Ltd	Communications and engagement services	29-Jul-20	29-Jul-21	14,440	14,440	0

Freedom of Information requests

Freedom of Information Act 1982 allows the public a right of access to documents held by Infrastructure Victoria. In 2020-2021 Infrastructure Victoria did not receive any requests.

Access to documents may be obtained through written request to the Freedom of Information Manager, as detailed in s17 of the *Freedom of Information Act 1982*.

In summary, the requirements for making a request are:

- it should be in writing;
- it should identify as clearly as possible which document is being requested; and
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Infrastructure Victoria should be addressed to:

**Freedom of Information Manager
Infrastructure Victoria
Level 33/140 William St
Melbourne VIC 3000**

Requests can also be lodged online at www.foi.vic.gov.au. Access charges may also apply once documents have been processed and a decision on access is made for example, photocopying and search and retrieval charges.

Further information regarding Freedom of Information can be found at www.foi.vic.gov.au

Compliance with the *Building Act 1993*

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

Competitive Neutrality Policy

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

Compliance with the *Public Interest 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 encourages its officers and members of the public to report known or suspected incidences of improper conduct and detrimental action.

You may make a protected disclosure to Infrastructure Victoria:

- in person;
- by phone;
- by leaving a voicemail message;
- in writing by post, personal delivery or email;
- by any other form of electronic communication; and/or
- anonymously.

Alternatively, disclosures of improper conduct or detrimental action by the Department or any of its employees and/or officers may also be made directly to the Independent Broadbased Anticorruption Commission:

**Level 1, North Tower, 459 Collins Street
Melbourne, VIC 3000**
Phone: **1300 735 135**
Internet: www.ibac.vic.gov.au

Compliance with the *Carers Recognition Act 2012*

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

Compliance with the *Disability Act 2006*

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

Office base environmental impacts

Infrastructure Victoria minimises the use of electricity through the use of motion sensitive lighting and efficient appliances. All staff are encouraged to avoid printing where possible and, where necessary, all printers default to double sided printing reducing paper waste. Additionally, every Infrastructure Victoria printer uses 100% recycled copy paper. All office waste systems are segregated, reducing the amount of recyclable material directed to landfill. Finally, all staff are encouraged to employ active or public modes of transport when undertaking business activities.

Additional Information

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

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

Attestation for financial management compliance with Ministerial Standing Direction 5.1.4

Infrastructure Victoria Financial Management
Compliance Attestation Statement

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

Disclosure index

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

Legislation	Requirement	Page reference
Standing Directions & Financial Reporting Directions		
Report of operations		
Charter and purpose		
FRD 22H	Manner of establishment and the relevant Ministers	Page 8-9
FRD 22H	Purpose, functions, powers and duties	Page 8-9
FRD 8D	Departmental objectives, indicators and outputs	Page 8-9
FRD 22H	Key initiatives and projects	Page 10-31
FRD 22H	Nature and range of services provided	Page 8-9
Management and structure		
FRD 22H	Organisational structure	Page 34-37
Financial and other information		
FRD 8D	Performance against output performance measures	Page 10-31
FRD 8D	Budget portfolio outcomes	NA
FRD 10A	Disclosure index	Page 46
FRD 12B	Disclosure of major contracts	Page 43
FRD 15D	Executive officer disclosures	Page 41
FRD 22H	Employment and conduct principles	Page 38
FRD 22H	Occupational health and safety policy	Page 38
FRD 22H	Summary of the financial results for the year	Page 33
FRD 22H	Significant changes in financial position during the year	Page 33
FRD 22H	Major changes or factors affecting performance	Page 33
FRD 22H	Subsequent events	Page 33
FRD 22H	Application and operation of <i>Freedom of Information Act 1982</i>	Page 44
FRD 22H	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	Page 44
FRD 22H	Statement on National Competition Policy	Page 44
FRD 22H	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	Page 44
FRD 22H	Application and operation of the <i>Carers Recognition Act 2012</i>	Page 44
FRD 22H	Details of consultancies over \$10,000	Page 42-43
FRD 22H	Details of consultancies under \$10,000	Page 42
FRD 22H	Disclosure of government advertising expenditure	Page 42
FRD 22H	Disclosure of ICT expenditure	Page 42

Legislation	Requirement	Page reference
FRD 22H	Statement of availability of other information	Page 45
FRD 24C	Reporting of office based environmental impacts	Page 45
FRD 25D	Local Jobs First	Page 42
[pending]		
FRD 29C	Workforce Data disclosures	Page 40
SD 5.2	Specific requirements under Standing Direction 5.2	Page 45

Compliance attestation and declaration

SD 3.7.1	Attestation for compliance with Ministerial Standing Direction	Page 45
SD 5.2.3	Declaration in report of operations	Page 3

Financial statements

Declaration

SD 5.2.2	Declaration in financial statements	Page 75
----------	-------------------------------------	---------

Standing Directions & Financial Reporting Directions

Other requirements under Standing Directions 5.2

SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pronouncements	Page 75
SD 5.2.1(a)	Compliance with Standing Directions	Page 75
SD 5.2.1(b)	Compliance with Model Financial Report	


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

FRD 9A	Departmental Disclosure of Administered Assets and Liabilities by Activity	Page 90-91
FRD 11A	Disclosure of Ex gratia Expenses	N/A
FRD 13	Disclosure of Parliamentary Appropriations	Page 83
FRD 21C	Disclosures of Responsible Persons, Executive Officers and other Personnel (Contractors with Significant Management Responsibilities) in the Financial Report	Page 102
FRD 103G	Non Financial Physical Assets	N/A
[pending]		
FRD 110A	Cash Flow Statements	Page 80
FRD 112D	Defined Benefit Superannuation Obligations	Page 84
FRD 114C	Financial Instruments – general government entities and public non-financial corporations	Page 90
[pending]		

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

Legislation

<i>Freedom of Information Act 1982</i>	Page 44
<i>Building Act 1993</i>	Page 44
<i>Public Interest Disclosures Act 2012</i>	Page 44
<i>Carers Recognition Act 2012</i>	Page 44
<i>Disability Act 2006</i>	Page 45
<i>Local Jobs Act 2003</i>	Page 42
<i>Financial Management Act 1994</i>	Page 45



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





Introduction

The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria’s *annual report* to include “an assessment of the government’s specified priorities and progress in meeting the infrastructure needs identified in the five-year infrastructure plan.”

This 2020-21 annual assessment continues to monitor progress over the last 12 months on the *Victorian infrastructure plan*, published in 2017. Infrastructure Victoria tabled *Victoria’s infrastructure strategy 2021–2051* in the Victorian Parliament in August 2021. We have adapted our assessment approach to recognise the updated strategy’s release, during the transition until the Victorian Government completes a new *Victorian infrastructure plan*. We will review our assessment approach once a new plan that responds to the updated strategy is available.

Summary

In 2020-21, the Victorian Government continued to respond to the impacts of the COVID-19 pandemic. It announced over \$7 billion¹ for building works, such as Victoria's housing and transport 'Big Build' programs, new and upgraded schools, hospital and mental health facility developments, and actions to help reach Victoria's 2050 target of net zero greenhouse gas emissions. It also continued to support communities affected by the 2019-20 bushfires.²

The Victorian Government has continued to support digital connectivity, education, justice and water sectors, and delivered reforms in the transport, health and human services, energy and the environment sectors. Many of these investments progress recommendations from *Victoria's infrastructure strategy 2016*. *Victoria's infrastructure strategy 2021-2051* makes recommendations that build on the Victorian Government's investment and reforms, supporting economic recovery and positioning the state to leverage future growth opportunities.

Victoria's infrastructure strategy 2021-2051 also assesses the government's progress on the 2016 strategy recommendations provided in the *Victorian infrastructure plan* and other policy and project announcements. The Victorian Government has made progress in implementing most of the 2016 recommendations. Of the 137 recommendations from the 2016 strategy, 127 or over 90% are either completed or are underway.

In transport, the Victorian Government continues to deliver on its expansive 'Big Build' transport infrastructure program with 165 road and rail projects, including flagship projects such as the Metro Tunnel project, Level Crossing Removal Project, West Gate Tunnel, North East Link, Melbourne Airport Rail, Regional Rail Revival Program and early works for the Suburban Rail Loop.

The Victorian Government can continue to plan for more changes allowing existing transport infrastructure to carry more passengers and move more vehicles. Better planning and maintenance of existing and new transport infrastructure can support the growing and changing needs of communities. Using pricing can help people make better, more informed choices about when and how they travel. New digital road management systems can potentially allow many more cars to use the same roads, while having some of the highest returns on investment. Redesigning the bus network with new 'next generation' services can make catching a bus equally attractive to travelling on trains and trams, expanding space-efficient public transport use, and reaching more Victorians. Reconfiguring roads can expand their carrying capacity by encouraging more efficient transport options, like walking, cycling or public transport. In Victoria's regions, more useful public transport services can better meet local needs.

¹ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 1

² Department of Treasury and Finance, *Victorian Budget 2021-22: Treasurer's speech Paper 1*, 2021, p. 11

In education, the Victorian Government has allocated billions of dollars for new and upgraded schools, including funding to build 13 new schools, acquire land for 14 future school sites, upgrade TAFE facilities, and support Tech Schools. In future, the Victorian Government could improve equity in access to learning opportunities, including through better digital connectivity and transport access, particularly in regional Victoria.

Regarding digital connectivity, the Victorian Government's *Digital future now* initiative continues to be delivered, including to eradicate mobile black spots in regional Victoria. Service Victoria is developing its online services. The *Digital twin Victoria* program trial can support better integrated planning and decision-making, and reduce asset maintenance costs. The platform is expected to be accessible in late 2021. The Victorian Government can make further improvements to provide more reliable and consistent digital connectivity, particularly in regional Victoria. Delivering more resilient digital infrastructure can support innovative solutions, improve connections, lift productivity and enable regional industries to access domestic and global markets, as well as supporting communities to stay safe during emergencies.

The justice system continues to adapt its services to the effects of the COVID-19 pandemic, with the government passing legislation so courts can hear more matters via audio visual link and without in-person hearings. The legislation also provides a legal framework for the electronic signing and remote witnessing of important legal documents, and continues measures introduced during the pandemic to streamline arrangements for serving documents, enabling remote attendance and examinations, and electronically inspecting documents. The Victorian Government should continue to build on this digital transformation. Better court infrastructure can more frequently use digital and telepresence technologies in the justice system, meaning fewer courts may ultimately be needed. Further, co-locating services in a shared facility benefits individuals and groups with complex needs, because they support smoother transitions between services and create opportunities for access to a wider range of services.

In the water sector, the Victorian Government initiated and progressed several initiatives to plan and maintain Victoria's water security and reliability, such as the release of the *Guidelines for assessing the impact of climate change on water availability* and commitment to a study to scope potential infrastructure options for expanding irrigation development in central Gippsland. It also completed the first stage of a review to inform the use of recycled water in Victoria. While progress continues to be made to modernise Victoria's water infrastructure and incorporate integrated water cycle management into existing systems, the Victorian Government can do more to support consideration of all water sources as part of future water supply planning.

In environment and climate change, the Victorian Government released *Victoria's climate change strategy*, interim reduction targets and sector pledges, which included \$1.6 billion to support the *Energy sector emissions reduction pledge*. The *Climate change strategy* included a 50% target for all new car sales to be zero emissions vehicles by 2050. The Victorian Government also released *Victoria's zero emissions vehicle roadmap* to encourage the uptake of zero emissions vehicles, along with the introduction of a road user charge for low and zero emissions vehicles. Accelerating the uptake of zero emission vehicles will reduce carbon emissions that also contribute to improving people's health. The Victorian Government also made commitments for a minimum 5-star energy efficiency rating for all new government buildings from 2021, and a 6-star rating from 2025. It also allocated funding towards improving thermal performance of 35,000 social housing properties and for programs that lower energy bills.

The Victorian Government can further support the transition to renewable energy by coordinating new energy transmission investments with new renewable energy generation in renewable energy zones to support reliable, sustainable and affordable energy. Reducing the growth in energy demand in total and peak periods will also help ease the energy transition to help meet the net zero emissions target. To deliver climate resilient infrastructure in the future, the government should also strategically review climate risks and consequences, as well as take account of climate change scenarios and carbon valuation in infrastructure planning.

³ Environment Protection Authority, *New laws to better protect the environment*, 7 July 2021, (website) www.epa.vic.gov.au/about-epa/laws/new-laws (website: accessed 15 July 2021)

Regarding community and cultural infrastructure, the Victorian Government invested over \$34 million for regional creative infrastructure projects and over \$1.4 billion to transform Melbourne's Arts Precinct in Southbank. Local government continued to receive assistance to deliver community infrastructure through the *Community infrastructure loans scheme*. The Victorian Government also released *Open space for everyone: Open space strategy for metropolitan Melbourne* and launched its \$154 million *Suburban parks* program to purchase land in growth areas and established suburbs. It extended the *Growing suburbs fund* to help address the infrastructure challenges of peri-urban local governments. With increasing density, efforts to improve Melbourne's tree canopy and public open spaces need to be well coordinated to create connections across suburbs and enhance environmental, recreational, cultural, and social values.

The Victorian Government continues to implement its waste policy *Recycling Victoria – a new economy*. In 2021 the Victorian and Australian Governments partnered to invest in recycling projects in Victoria. The Victorian Government should continue to improve waste management infrastructure planning for priority materials and develop new markets for recycled products to support the transition to a more circular economy.

Limitations

Infrastructure Victoria has assessed specified priorities in the sectors identified in the *Victorian infrastructure plan*. The Victorian Government's high-level priorities listed in the plan have not changed. This year's assessment relies on both the 2020-21 (released 24 November 2020) and 2021-22 Victorian Budgets, and other Victorian Government policy and project announcements in the 2020-21 financial year. The Victorian Government has not updated the *Victorian projects pipeline* since October 2019. This assessment is based on publicly available information that Infrastructure Victoria could locate at the time of assessment, and may not capture all relevant policy commitments, nor work undertaken by departments and agencies.

Infrastructure Victoria tabled *Victoria's infrastructure strategy 2021–2051* in Parliament in August 2021. The Victorian Government has a further 12 months to respond to the updated strategy's recommendations and publish an updated *Victorian infrastructure plan*. This means this report continues to be an assessment of progress in achieving the priorities and needs identified in the 2017 *Victorian infrastructure plan*. Further information on the Victorian Government's position, which is provided in the sector analysis tables, can be found in the *Victorian infrastructure plan*. Similarly, more detailed analysis of Infrastructure Victoria's assessment may be found in Volume Two of *Victoria's infrastructure strategy 2021–2051*.



01.

Transport

The Victorian infrastructure plan sets out four priorities for the transport sector:

1. Making the most of existing assets
2. Building for the future
3. Connecting regional Victoria
4. Developing smarter transport solutions.

Priority 1

Making the most of existing assets

Good asset management optimises the use and lifespan of existing infrastructure, minimises or defers the need for new assets, and allows for rapid responses to changing demand.

To make the most of Victoria's expansive transport network the Victorian Government has continued to invest during 2020-21 in the renewal of existing and new transport infrastructure and assets, including these major road and rail transport projects:

- \$986 million for 25 new X'Trapolis 2.0 trains⁴
- over \$240 million to improve services at Caulfield Junction⁵
- \$94 million to support higher capacity trains on the Melton and Wyndham Vale rail corridors⁶
- 280 new metro train services each week, including 70 new services during peak periods, and 170 additional peak services each week for V/Line services operating within the myki ticket area⁷
- \$450 million towards Victorian road maintenance⁸
- \$13 million for 100 km of pop up cycling lanes, with 9 km complete⁹
- \$60.6 million for bus service improvements,¹⁰ announcing planning for bus network reforms on a suburb-by-suburb basis.¹¹ These are on a suburb-by-suburb basis and it is unclear whether the locations are prioritised and how they link to the trunk network
- over \$15 million funding for public transport accessibility and amenity upgrades, including the preparation of a public transport accessibility strategy.¹²

Future directions to make the most of existing assets in Victoria's infrastructure strategy 2021–2051

The Victorian Government has made progress in many areas and continues to investigate system improvements. The Victorian Government responded to 17 of the 2016 strategy recommendations as part of transport priority 1: making the most of existing assets. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 4 were substantially completed
- 11 were in progress
- 2 were not commenced.

In the future, the Victorian Government can do more to make the most of existing infrastructure.

The Victorian Government can maximise the benefits of the **existing public transport network** by enabling more frequent services and better access to the public transport system. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

44. Plan for and fund public transport accessibility, including tram stop upgrades
57. Reshape the metropolitan bus network and introduce 'next generation' bus services
58. Connect suburban jobs through 'next generation' buses and road upgrades
59. Increase off-peak service frequencies and suburban rail corridor capacity.

The Victorian Government can invest in **enabling more active transport**, which helps takes pressure off motorised transport infrastructure, promotes public health and physical activity, and helps create higher amenity in local communities. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

38. Partner with local governments to fund pedestrian infrastructure
39. Transform cycling in Melbourne, Ballarat, Bendigo and Geelong
40. Improve walking and cycling data to better estimate travel impacts and benefits.

⁴ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, pp. 114, 118; and Infrastructure Australia, Australia and New Zealand Infrastructure Pipeline X'TRAPOLIS 2.0 TRAINS (website), <https://infrastructurepipeline.org/project/xtrapolis-2-0-trains> (website: accessed 19 July 2021)

⁵ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, pp. 114, 118

⁶ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 108, 114; Victorian Government, 'Victorian Budget 2021-22: Public transport Victorians can rely on', 20 May 2021, (website) Public transport Victorians can rely on | Victorian Budget 21/22 | Victorian Budget (website: accessed 19 July 2021)

⁷ Public Transport Victoria, 'New timetables for Victoria's train network', (website) <https://www.ptv.vic.gov.au/more/the-new-timetable-for-victorias-train-network/new-timetable-train-line-information/> (website: accessed 1 June 2021)

⁸ Department of Treasury and Finance, *2020-21 State Budget: Service Delivery Budget Paper 3*, 2020, pp. 127, 128, 132

⁹ Victorian Government, 'Safer cycling and more routes to keep Melbourne moving', 7 October 2020, (media release) Safer Cycling And More Routes To Keep Melbourne Moving | Premier of Victoria

¹⁰ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 3*, 2021, p. 107, 109

¹¹ Victorian Government, 'Better bus services connect Victorians', 13 June 2021 (media release) <https://www.premier.vic.gov.au/better-bus-services-connect-victorians>

¹² Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 3*, 2021, pp. 114, 121

Priority 1

Making the most of existing assets – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Cycling corridors/walking improvements (4.1.3, 10.3.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Partner with local governments to fund pedestrian infrastructure. Transform cycling in Melbourne, Ballarat, Bendigo and Geelong.
Cycling end-of-trip facilities (4.1.1)	Supported	<i>Not commenced.</i>	<ul style="list-style-type: none"> Transform cycling in Melbourne, Ballarat, Bendigo and Geelong.
Cycling/walking data (4.1.2, 10.3.1)	Supported in principle	<i>Not commenced.</i>	<ul style="list-style-type: none"> Improve walking and cycling data to better estimate travel impacts and benefits.
Cycling/walking in established areas (4.2.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Partner with local governments to fund pedestrian infrastructure. Transform cycling in Melbourne, Ballarat, Bendigo and Geelong.
Doncaster bus system (10.6.4)	Supported in principle	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Melbourne Airport bus (10.9.1, 11.4.1)	Partly supported	<i>In progress.</i>	<i>Infrastructure Victoria notes Airport Rail Link effectively supersedes the need for significant new investment in bus connections between central Melbourne and Melbourne Airport.</i>
Metropolitan bus network (10.4.5, 11.3.4)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Reshape the metropolitan bus network and introduce 'next generation' bus services. Connect suburban jobs through 'next generation' buses and road upgrades.
Metropolitan rail stations (10.4.6)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Increase off-peak service frequencies and suburban rail corridor capacity.
Metropolitan rail upgrades (10.4.4)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Increase off-peak service frequencies and suburban rail corridor capacity.
Metropolitan rolling stock (10.5.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Increase off-peak service frequencies and suburban rail corridor capacity.
Public transport accessibility (6.1.3)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Plan for and fund public transport accessibility, including tram stop upgrades.
Regional rail upgrades (12.2.4)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> Fund and plan for ongoing regional rail freight network development and maintenance.
Regional road maintenance (2.1.4, 12.2.10, 13.4.4)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Deliver long-term funding certainty for regional road maintenance and upgrades.

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Regional rolling stock (12.2.3)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Road asset management (10.6.1, 11.3.1, 12.2.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver long-term funding certainty for regional road maintenance and upgrades.
Train timetabling (10.4.2)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Increase off-peak service frequencies and suburban rail corridor capacity.
Transport interchanges (6.1.2, 10.4.3, 11.3.2)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Plan for and fund public transport accessibility, including tram stop upgrades.

Priority 2

Building for the future

Victorians depend on transport infrastructure to support their economic, social and cultural connections. To keep people and freight moving requires continued investment to update and expand our transport network.

The Victorian Government has embarked on an expansive transport infrastructure program, the 'Big Build'. This initiative includes 165 road and rail projects, with approximately \$80 billion worth of transport infrastructure projects currently underway.¹³ The program's flagship projects include the Metro Tunnel project, Level Crossing Removal Project, West Gate Tunnel, North East Link, Melbourne Airport Rail, Regional Rail Revival Program and early works for the Suburban Rail Loop.¹⁴ As of 30 June 2021, its Level Crossing Removal Project had removed 46 of 75 level crossings and 26 new stations have been opened.¹⁵ The Victorian Government also commenced planning for Melbourne Airport Rail, with construction expected to begin in 2022.¹⁶ Other key government initiatives include:

- progress on the \$2.2 billion 'Suburban Roads Upgrade' program, to be delivered in 2025¹⁷
- commenced operation of the first of 65 high capacity trains, on the Pakenham line¹⁸
- \$10 million¹⁹ for an Outer Metropolitan Ring/E6 Corridor Detailed Business Case²⁰
- \$15 million towards the planning, development and protection of transit corridors for Fishermans Bend.²¹

¹³ Major Transport Infrastructure Authority, 'About Victoria's biggest transport program', 2021, (website), <https://bigbuild.vic.gov.au/about> (website: accessed 19 July 2021)

¹⁴ Major Transport Infrastructure Authority, 'About Victoria's biggest transport program', 2021 (website), <https://bigbuild.vic.gov.au/about> (website: accessed 19 July 2021)

¹⁵ Major Transport Infrastructure Authority, 'Level Crossing Removal Project', 2021, (website), <https://bigbuild.vic.gov.au/projects/level-crossing-removal-project> (website: accessed 19 July 2021)

¹⁶ Major Transport Infrastructure Authority, 'Melbourne Airport Rail', 2021, (website), <https://bigbuild.vic.gov.au/projects/melbourne-airport-rail> (website: accessed 19 July 2021)

¹⁷ Australian Government, 'Suburban Roads Upgrades – South Eastern Roads and Northern Roads', 19 May 2021 (website) [Project Details \(infrastructure.gov.au\)](https://infrastructure.gov.au) (website: accessed 19 July 2021); Infrastructure Partnership Australia, Australia and New Zealand Infrastructure pipeline: Suburban roads upgrade (website) <https://infrastructurepipeline.org/project/suburban-roads-upgrade> (website: accessed 19 July 2021)

¹⁸ Transport for Victoria, 'High Capacity Metro Trains Project', (website), Bigger trains for a better Melbourne | Department of Transport (website: accessed 19 July 2021)

¹⁹ Note there was \$10 million from each the Victorian and Australian Governments for the Outer Metropolitan Ring/E6 Corridor Detailed Business Case.

²⁰ Australian Government, Infrastructure Investment Program, 11 May 2021 (website) Microsoft Word – VIC – Outer Metropolitan Ring – E6 Corridor Detailed Business Case.docx (infrastructure.gov.au) (website: accessed 2 June 2021)

²¹ Victorian Government, 'Budget 2021-22: Public transport Victorians can rely on', 20 May 2021 (website) <https://www.budget.vic.gov.au/public-transport-victorians-can-rely> (website: accessed 19 July 2021); Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 3*, 2021, p. 107

Future directions to build for the future in Victoria's infrastructure strategy 2021–2051

Future changes can help achieve more value from the Victorian Government's 'Big Build'.

The Victorian Government responded to 19 of the 2016 strategy recommendations as part of transport priority 2: building for the future. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 2 were substantially completed
- 12 were in progress
- 5 were not commenced.

The Victorian Government can carefully select the next major transport investments to maximise the value delivered to Victorians.

The Victorian Government can make strategic investments in Victoria's **passenger train and tram networks** to prevent future demand from creating unacceptable crowding on parts of the network, and facilitate efficient urban development. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

43. Activate urban renewal with new tram links
60. Reconfigure the City Loop for more frequent and reliable services

61. Prepare for Melbourne Metro Two and direct Geelong rail services
74. Extend rail services in Melbourne's western and northern growth areas.

The Victorian Government can also invest in expanding Victoria's **major freeways** to help manage future road congestion and ensure efficient operation of the road network. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

62. Protect a long-term option for a new cross-city motorway
66. Construct an outer metropolitan road and rail corridor.

The Victorian Government can also prioritise transport investment for Melbourne's fast growing **outer suburban growth areas**, especially once population growth resumes following the COVID-19 pandemic. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

75. Link outer suburbs to rail with 'next generation' buses
76. Expand and upgrade Melbourne's outer suburban road and bus networks.

Priority 2

Building for the future – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
10-car metropolitan trains (10.5.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Increase off-peak service frequencies and suburban rail corridor capacity.
City Loop reconfiguration (10.10.1)	Supported in principle	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Reconfigure the City Loop for more frequent and reliable services.
Clyde rail extension (1.3.7, 10.8.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Link outer suburbs to rail with 'next generation' buses.
Employment centre arterial roads (11.5.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Expand and upgrade Melbourne's outer suburban road and bus networks. • Connect suburban jobs through 'next generation' buses and road upgrades.
Employment centre mass transit (11.5.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Connect suburban jobs through 'next generation' buses and road upgrades.
Eastern Freeway-Citylink-Western Ring Road connectivity (11.5.8, 13.5.4)	Partly supported	<i>In progress (western section).</i>	<ul style="list-style-type: none"> • Protect a long-term option for a new cross-city motorway.

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Fishermans Bend tram link (1.2.1, 10.8.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Activate urban renewal with new tram links.
Growth area local buses (1.3.2, 11.5.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Reshape the metropolitan bus network and introduce 'next generation' bus services. • Connect suburban jobs through 'next generation' buses and road upgrades.
High-capacity signalling (10.4.7)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Increase off-peak service frequencies and suburban rail corridor capacity.
Level crossing removals (11.3.3)	Supported	<i>Substantially complete</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Melbourne Airport rail link (10.9.2, 11.4.2)	supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Melbourne Metro — future stages (10.10.2)	Supported	<i>Not commenced</i>	<ul style="list-style-type: none"> • Prepare for Melbourne Metro Two and direct Geelong rail services.
Melton rail electrification (1.3.6, 10.8.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Extend rail services in Melbourne's western and northern growth areas. • Expand and upgrade Melbourne's outer suburban road and bus networks.
North East Link (11.5.6, 13.5.2)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation is being met.</i>
Outer metropolitan arterial roads (1.3.5, 11.5.5)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Expand and upgrade Melbourne's outer suburban road and bus networks.
Outer Metropolitan Ring Road (11.5.7, 13.5.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Construct an outer metropolitan road and rail corridor.
SmartBus network (1.3.3, 11.5.3)	Supported in principle	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Reshape the metropolitan bus network and introduce 'next generation' bus services. • Connect suburban jobs through 'next generation' buses and road upgrades.
Wallan rail electrification (1.3.8, 10.8.5)	Supported in principle	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Extend rail services in Melbourne's western and northern growth areas. • Expand and upgrade Melbourne's outer suburban road and bus networks.
Wollert transport links (1.3.9, 10.8.6)	Supported	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Link outer suburbs to rail with 'next generation' buses. • Expand and upgrade Melbourne's outer suburban road and bus networks.

Connecting regional Victoria

Good infrastructure can support innovative solutions to connect people to jobs, goods and services, and each other. In 2020-21, the Victorian Government supported improvements to transport and connections for people and goods through existing strategies such as the *Victorian freight plan*.²² The Victorian Government continues to deliver the \$4 billion *Regional rail revival* program,²³ and other initiatives, to better connect regional Victoria, including:

- completion of the Ballarat line upgrade works, and commencing work on the Bendigo, Geelong, Shepparton, Gippsland,²⁴ and Warrnambool lines²⁵
- \$613 million to V/Line for regional passenger and freight network maintenance and reliability²⁶
- \$265 million additional funding to plan, upgrade and maintain regional roads²⁷
- adding about 3,000 kilometres of road to the pre-approved Higher Productivity Freight Vehicles network, including key freight routes along the Bass Highway, Murray Valley Highway, Wimmera Highway and Ballarat-Maryborough Road.²⁸

In 2021, the Australian Government committed a \$2 billion initial investment in a Melbourne Intermodal Terminal,²⁹ with the planning work for the location due in 2021.³⁰

²² Department of Transport, *Delivering the goods – creating Victorian Jobs: Victorian Freight Plan*, 2018

²³ Note: Australian and Victorian Governments funded initiative.

²⁴ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 108, 114; Victorian Government, *Victorian Budget 2021-22*, (website) Public transport Victorians can rely on | Victorian Budget 21/22 | Victorian Budget (website: accessed 1 June 2021)

²⁵ Victorian Government, 'Victoria's big build: Regional rail revival', 2021 (website), <https://bigbuild.vic.gov.au/projects/regional-rail-revival> (website: accessed 9 June 2021)

²⁶ Department of Treasury and Finance, *Victorian Budget 2021-22: Service Delivery Budget Paper 3*, 2021, pp. 107, 114, 119

²⁷ Department of Treasury and Finance, *Victorian Budget 2021-22 Creating Jobs, Caring for Victorians: Rural and Regional Budget Information Paper*, p. 3, <https://s3-ap-southeast-2.amazonaws.com/budgetfiles202122.budget.vic.gov.au/2021-22+State+Budget+Rural+and+Regional.pdf>

²⁸ Victorian Government, *Farmers And Businesses To Benefit From Network Expansion*, 16 June 2021 (media release) <https://www.premier.vic.gov.au/farmers-and-businesses-benefit-network-expansion> (media release: accessed 17 June 2021)

²⁹ Minister for Infrastructure, Transport and Regional Development, *Federal Budget infrastructure boost to help build Australia's economic recovery* (media release) 10 May 2021, <https://minister.infrastructure.gov.au/mccormack/media-release/federal-budget-infrastructure-boost-help-build-australias-economic-recovery> (media release: accessed 1 June 2021); and Infrastructure Australia, *Australia and New Zealand Infrastructure Pipeline, Melbourne Intermodal Terminal*, (website) <https://infrastructurepipeline.org/project/melbourne-intermodal-terminal> (website: accessed 1 June 2021)

³⁰ Transport for Victoria, *Delivering the Goods: Victorian freight plan*, Melbourne, VIC, 2018, p. 22; and Department of Infrastructure, Transport, Regional Development and Community, *Business case for Melbourne Inland Rail Intermodal Terminal*, 19 May 2021 (website), *Project Details* (infrastructure.gov.au) (website: accessed 7 June 2021)

Future directions to connect regional Victoria in Victoria's infrastructure strategy 2021–2051

The Victorian Government continues to progress the state's freight initiatives and capacity, as well as build on the commitments of the *Regional rail revival* program. The Victorian Government responded to 14 of the 2016 strategy recommendations as part of transport priority 3: connecting regional Victoria. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 4 were substantially completed
- 9 were in progress
- 1 had not commenced.

In the future, the Victorian Government can do more to connect regional Victoria.

Victoria's freight networks are especially critical for regional Victoria, as they connect agriculture and other regional industries to local, national and international markets. The Victorian Government can help deliver **efficient freight networks** for increasing freight volumes. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

63. Optimise capacity at the Port of Melbourne
65. Deliver a new intermodal freight terminal for Inland Rail.

The Victorian Government can also improve **maintenance and network development** for rail and road infrastructure in Victoria's regions, ensuring clear standards and investment to maintain road and rail infrastructure. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

78. Deliver long-term funding certainty for regional road maintenance and upgrades
79. Fund and plan for ongoing regional rail freight network development and maintenance.

The Victorian Government can also re-design **regional Victoria's public transport** network to facilitate local movement more clearly. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

61. Prepare for Melbourne Metro Two and direct Geelong rail services
74. Extend rail services in Melbourne's western and northern growth areas
83. Redesign regional public transport to meet local needs.

Priority 3

Connecting regional Victoria – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Freight precincts (13.3.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver a new intermodal freight terminal for Inland Rail.
Geelong/Werribee/Wyndham rail (1.3.4, 10.8.2, 12.3.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Extend rail services in Melbourne's western and northern growth areas. • Prepare for Metro Melbourne Two and direct Geelong rail services. • Expand and upgrade Melbourne's outer suburban road and bus networks.
High Productivity Freight Vehicles (13.4.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver long-term funding certainty for regional road maintenance and upgrades.
Inland Rail (13.5.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation is being met.</i>
Long-distance rail services (12.2.9)	Supported in principle	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Port rail shuttle (13.3.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Optimise capacity at the Port of Melbourne. • Deliver a new intermodal freight terminal for Inland Rail.
Regional city local buses (12.2.7)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Redesign regional public transport to meet local needs.
Regional coaches (2.1.2, 12.2.8)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Redesign regional public transport to meet local needs.
Regional highways (2.1.1, 12.2.5, 13.4.1)	Partly supported	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Deliver long-term funding certainty for regional road maintenance and upgrades.
Regional rail eastern corridor (12.3.3, 13.5.5)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Increase off-peak service frequencies and suburban rail corridor capacity.
Regional rail gauge standardisation (13.4.2)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Fund and plan for ongoing regional rail freight network development and maintenance.
Torquay transport links (12.3.2)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Webb Dock rail access (13.3.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Optimise capacity at the Port of Melbourne.
Western Interstate Freight Terminal (13.3.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver a new intermodal freight terminal for Inland Rail.

Developing smarter transport solutions

The exact evolution of technology is unpredictable, making it challenging to plan for infrastructure, but technology can help integrate transport services to deliver a seamless customer experience. A responsive, resilient and adaptive system can help meet rapidly changing transport needs, using innovation and technology to provide safe and more up to date information to support better travel planning.

The Victorian Government has taken steps to prepare for, and continue to deliver on, the changing transport needs through programs such as the centralised public transport and road networks disruption information on the 'Big Build' website,³¹ and continuing to deliver the \$340 million 'smarter roads' program, investing in technology to improve operational road management.³² Other government initiatives include:

- launch of the Ridespace online tool,³³ providing real time passenger crowding information for metropolitan trains,³⁴ and further initiatives to actively predict traffic congestion are also underway
- release of *Victoria's zero emissions vehicle roadmap* to encourage the uptake of zero emissions vehicles³⁵
- legislated a distance-based road user charge for low and zero emissions vehicles (ZEVs)³⁶
- \$3,000 subsidies for at least 20,000 new ZEV purchases to assist uptake both within commercial passenger fleets and passenger car sales.³⁷

³¹ Major Transport Infrastructure Authority, 'Disruptions' (website), <https://bigbuild.vic.gov.au/disruptions> (website: accessed 11 September 2021)

³² VicRoads, '\$340 million VicRoads investment in smarter roads' (website) \$340 million VicRoads investment in smarter roads: VicRoads (website: accessed 9 June 2021)

³³ Public Transport Victoria, RideSpace, (website) <https://www.ptv.vic.gov.au/more/ridespace/> (website: accessed 1 June 2021); Victorian Government, 'More choices for Victorian train Passengers', 31 January 2021 (media release) <https://www.premier.vic.gov.au/sites/default/files/2021-01/210131%20-%20More%20Choices%20For%20Victorian%20Train%20Passengers.pdf> (media release: accessed 1 June 2021)

³⁴ Department of Treasury and Finance, *Victorian Budget 2021-22 Service Deliver Budget Paper No. 3, 2021*, pp. 107, 112

³⁵ Department of Environment, Land, Water and Planning, *Victoria's zero emission vehicle roadmap*, May 2021, p. 6

³⁶ Victoria Government, 'Ensuring Drivers Pay Their Fair Share To Use Our Roads', 17 March 2021 (media release), <https://www.premier.vic.gov.au/ensuring-drivers-pay-their-fair-share-use-our-roads>

³⁷ 'Zero Emissions Vehicle (ZEV) Subsidy', <https://www.solar.vic.gov.au/zero-emissions-vehicle-subsidy> (website: accessed 19 May 2021)

³⁸ KPMG and Arup, 'MABM Fact Sheet' (developed for Infrastructure Victoria), 2019, www.infrastructurevictoria.com.au/wp-content/uploads/2019/04/KPMG-MABM-factsheet.pdf; and Infrastructure Victoria, 'Melbourne activity-based model' (website), www.infrastructurevictoria.com.au/melbourne-activity-based-model

³⁹ Infrastructure Victoria, *Transporting Melbourne's recovery: Immediate policy actions to get Melbourne moving*, 2021

Future directions to develop smarter transport solutions in *Victoria's infrastructure strategy 2021–2051*

Further reforms can promote innovative transport service models to generate greater efficiency and competition across Victoria's transport network. To inform *Victoria's infrastructure strategy 2021–2051*, Infrastructure Victoria used the Melbourne Activity Based Model (MABM)³⁸ and Victorian Land Use and Transport Integration (VLUTI) model. These models assessed the short-term impacts on the transport network from the COVID-19 pandemic and analysed six major transport programs and two alternative future scenarios.³⁹

The Victorian Government responded to 13 of the 2016 strategy recommendations as part of transport priority 4: developing smarter transport solutions. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 12 were in progress
- 1 had not commenced.

In the future, the Victorian Government can do more develop smarter transport solutions.

Central to a smart, efficient transport network is a good foundation. The Victorian Government can fulfill the aspirations of the *Transport Integration Act 2010* by **publishing the transport plan** it requires. It can do this by adopting the following recommendation from *Victoria's infrastructure strategy 2021–2051*:

33. Publish Victoria's transport plan.

Smarter ways of managing Victoria's roads can help fulfill Victorian's transport needs without building more infrastructure. The Victorian Government can invest in new ways of **using roads more efficiently**. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

24. Introduce new road network demand management technology
41. Reallocate road space to priority transport modes.

Pricing systems are especially useful in helping inform people's travel behaviour to help them make choices that consider the needs of other people. The Victorian Government can better use **price signals** to help the transport system work smarter. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

52. Trial full-scale congestion pricing in inner Melbourne
53. Phase out fixed road user charges and introduce user pays charging.

The Victorian Government can also use **emerging technologies** to enhance the smarter use of the transport network. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

21. Prepare for increasingly automated vehicle fleets
22. Facilitate integration of public transport with new mobility services.

Priority 4

Developing smarter transport solutions – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Driver assistance applications (10.7.2, 13.2.3)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Prepare for increasingly automated vehicle fleets.
Driverless freight vehicles (13.2.2)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Prepare for increasingly automated vehicle fleets.
Driverless vehicles (6.2.2, 10.7.3)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Prepare for increasingly automated vehicle fleets.
Innovative transport services (1.3.1, 10.7.1, 12.2.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Facilitate integration of public transport with new mobility services. Redesign regional public transport to meet local needs.
On-demand transport services (2.1.3, 6.2.1, 12.2.6)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Redesign regional public transport to meet local needs.
Public transport real-time information (10.4.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Facilitate integration of public transport with new mobility services.
Public transport resilience (19.1.3)	Supported in principle	<i>Not commenced.</i>	<ul style="list-style-type: none"> Publish Victoria's transport plan. Strategically review climate consequences for infrastructure and recommendation.
Road space allocation (10.6.3, 11.3.5)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Reallocate road space to priority transport modes.
Traffic management systems (10.6.2, 13.2.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Introduce new road network demand management technology.
Transport contingency planning (19.2.2)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Introduce new road network demand management technology. Publish Victoria's transport plan.
Transport control centres (19.2.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Introduce new road network demand management technology.
Transport modelling (10.2.1, 11.2.1, 13.1.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Improve walking and cycling data to better estimate travel, health and safety impacts and benefits.
Transport network pricing (10.2.2, 11.2.2, 13.1.2)	Not supported	<i>In progress</i>	<ul style="list-style-type: none"> Trial full-scale congestion pricing in inner Melbourne. Phase out fixed road user charges and introduce user pays charging.

02.

Culture, sport and community

The Victorian infrastructure plan sets out four priorities for the culture, sport and community sector:

1. Maintaining Victoria's competitive edge
2. Planning for a growing population
3. Growing participation
4. Maintaining our current facilities.

Priority 1

Maintaining Victoria's competitive edge

The economic and social recovery from the COVID-19 pandemic will be a major challenge for cultural, sport and community infrastructure. Many facilities were closed during 2020 and parts of 2021. Long-term planning can help renew and expand Victoria's cultural, sport and community infrastructure, and support local economies. Existing Victorian Government strategies, such as the *Creative State*,⁴⁰ *Active Victoria* (update due in late 2021),⁴¹ *Major Stadia Strategy*,⁴² and *State Facilities Strategy*,⁴³ will help Victoria maintain high quality venues and events. In 2020-21, the Victorian Government continued to invest in key initiatives, including:

- over \$1.4 billion to transform Melbourne's Arts Precinct in Southbank, including the National Gallery of Victoria's new contemporary art gallery, the new Australian Performing Arts Gallery, expansion of the Australian Music Vault, and modernising the Arts Centre Melbourne's theatre buildings⁴⁴

- \$288 million to support Victoria's creative economy to reinvigorate and respond to the impact of the COVID-19 pandemic⁴⁵
- \$141.1 million towards the final stage of the Kardinia Park Stadium Redevelopment⁴⁶
- \$34.7 million for regional creative infrastructure projects⁴⁷
- \$17 million to renew the Melbourne Museum's exhibition offerings and visitor experience⁴⁸
- \$84.5 million for the La Trobe University Sports Park.⁴⁹

Assessment of maintaining Victoria's competitive edge

The Victorian Government responded to one of the 2016 strategy recommendations as part of cultural priority 1: maintaining Victoria's competitive edge. *Victoria's infrastructure strategy 2021–2051* assessment found this recommendation was in progress.

Priority 1

Maintaining Victoria's competitive edge – assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Major cultural/sporting infrastructure (4.3.1, 5.1.1)	Partly Supported	<i>In progress.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

⁴⁰ Creative Victoria, 'Creative State 2025', (website) Creative State 2025 | Creative Victoria; (websites: accessed 7 July 2021)

⁴¹ Engage Victoria, 'Active Victoria: a framework for sport and recreation in Victoria' (website) Active Victoria: A framework for sport and recreation in Victoria | Engage Victoria (website accessed 19 July 2021)

⁴² Victorian State Government, *Home Ground Advantage: Victoria's Major Stadia Strategy*, 2018

⁴³ Netball Victoria, *Statewide Facilities Strategy 2016-2026*

⁴⁴ Department of Treasury and Finance, Victorian Budget 2020-21 Service Delivery Budget Paper No. 3, 2020, pp. 102-103; Development Victoria, 'Melbourne Arts Precinct: Overview' (website), www.development.vic.gov.au/projects/melbourne-arts-precinct?page=overview (website: accessed 19 July 2021)

⁴⁵ Creative Victoria, 'Victoria's multi-billion-dollar creative economy will be reinvigorated thanks to an unprecedented \$288 million investment in the Victorian Budget 2021/22', 11 May 2021, (website) [https://creative.vic.gov.au/news/2021/budget-delivers-\\$228-million-boost-to-the-creative-state](https://creative.vic.gov.au/news/2021/budget-delivers-$228-million-boost-to-the-creative-state) (website accessed 2 August 2021)

⁴⁶ Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, pp. 14, 21, 23

⁴⁷ Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, pp. 14, 17

⁴⁸ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Budget Paper 4*, 2021, p. 9

⁴⁹ Department of Treasury and Finance, *Victorian Budget 2021-22: Service Delivery Budget Paper 3*, 2021, p. 71

Planning for a growing population

Population growth creates demand for more cultural, sport, recreation, and community infrastructure, as well as spaces to support community cohesion. The ongoing challenge is to deliver new infrastructure in fast growing areas, while updating older facilities in established areas to meet changing community expectations and needs – including regional Victoria. In 2020-21, the Victorian Government continued to deliver initiatives to plan cultural, sport and community infrastructure for a growing population, including:

- revising *Active Victoria: a framework for sport and recreation*⁵⁰
- continuing the Local Sports and Infrastructure Fund to deliver shared sporting facilities on school sites,⁵¹ complementing efforts by the Department of Education and Training to deliver competition-standard sports courts with new schools that can be shared with their surrounding communities⁵²
- release of *Open Space for Everyone: Open Space Strategy for Metropolitan Melbourne*,⁵³ which supports shared community use of school grounds and a review of underutilised government land
- \$70.6 million for community sporting clubs and facilities, including \$55 million to deliver new and improved community sports infrastructure across the state⁵⁴
- \$75.2 million to extend the Growing Suburbs Fund to support peri-urban councils in late 2020,⁵⁵ and a further \$50 million in 2021.⁵⁶

Future directions to plan for a growing population in *Victoria's infrastructure strategy 2021–2051*

Better planning and investment can help cater for a growing population. The Victorian Government responded to five of the 2016 strategy recommendations as part of cultural priority 2: planning for a growing population. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 2 were substantially completed
- 3 were in progress.

In the future, the Victorian Government can do more to plan for community infrastructure to cater for a growing population. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

37. Develop an interconnected open space network
73. Fund libraries and aquatic centres in growth areas.

⁵⁰ Sport and Recreation Victoria, 'Active Victoria Refresh', (website) <https://sport.vic.gov.au/news/articles/have-your-say-on-the-active-victoria-refresh> (website: accessed 19 July 2021); Victorian Government, 'Engage Victoria: Active Victoria: a framework for sport and recreation in Victoria', (website) <https://engage.vic.gov.au/active-victoria-strategic-framework> (website: accessed 19 July 2021)

⁵¹ Sport and Recreation Victoria, 'Grants and Funding: Local Sports Infrastructure Fund', 29 June 2018, (website) <https://sport.vic.gov.au/grants-and-funding/our-grants/local-sports-infrastructure-fund> (website: accessed 19 July 2021)

⁵² Department of Education and Training, 'Competition Grade Sporting Facilities', 11 February 2021, (website) www2.education.vic.gov.au/pal/competition-grade-sporting-facilities/advice (website: accessed 19 July 2021)

⁵³ Victorian Government, *Open Space for Everyone: Open Space Strategy for Metropolitan Melbourne*, April 2021, p. 37; Victorian Government, 'Parks investment means more open space and jobs', 30 April 2021, (media release) <https://www.premier.vic.gov.au/parks-investment-means-more-open-space-and-jobs>

⁵⁴ Victorian Government, 'Backing grassroots sport and a level playing field', 20 May 2021 (media release) <https://sport.vic.gov.au/news/articles/backing-grassroots-sport-and-a-level-playing-field>

⁵⁵ Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, pp. 84, 95

⁵⁶ Department of Treasury and Finance, *Victorian Budget 2021-22 Service Delivery Budget Paper No. 3*, pp. 80, 71, 404; Local Government Victoria, Growing Suburbs Fund, (website) <https://www.localgovernment.vic.gov.au/grants/growing-suburbs-fund> (website: accessed 19 July 2021)

Priority 2

Planning for a growing population – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Community cultural facilities (5.1.2)	Supported	<i>In progress.</i>	<i>Infrastructure Victoria notes considerable progress to date on this recommendation, and that improvements should continue to be delivered through the normal business of government.</i>
Community sport/ recreation facilities (4.3.2)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Fund libraries and aquatic centres in growth areas.
Public libraries (1.4.5, 5.4.3, 9.4.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Fund libraries and aquatic centres in growth areas.
Public space utilisation (1.4.1, 5.2.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Develop an interconnected open space network.
Relocatable community infrastructure (1.4.3, 5.4.1, 19.2.3)	Supported in principle	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>

Priority 3

Growing participation

Balancing Victorian Government investments between formal sports facilities and recreation infrastructure is a challenge, particularly given many more people participate in active recreation (such as walking and cycling) than formal sports. Increasing participation of women and girls in sport also continues to be a priority. To meet the community's needs and leverage the government's substantial investment in new and upgraded school facilities the Victorian Government initiatives included:

- updating guidelines, instructions and explanatory notes for completing joint use proposals to support the sharing of schools with the wider community⁵⁷
- \$55 million to deliver new and improved community sports infrastructure across the state, with a particular focus on providing facilities to encourage participation among women and girls.⁵⁸

Assessment of growing participation

Better planning and investment can help cater for a growing population. The Victorian Government responded to two of the 2016 strategy recommendations as part of cultural priority 3: growing participation. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found one was substantially completed, and the other was in progress.

Infrastructure Victoria observes that investments in active transport, discussed in our transport sector assessment, can help grow participation in active recreation and physical activity for Victorians.

Priority 3

Growing participation – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Active lifestyle facilities (4.2.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Transform cycling in Melbourne, Ballarat, Bendigo and Geelong. • Partner with local governments to fund pedestrian infrastructure.
Community space shared use agreements (1.4.2, 2.3.1, 5.2.2)	Supported in principle	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>

⁵⁷ Department of Education, 'Community Use of Schools — Hiring, Licensing and Community Joint Use Agreements', 11 February 2021, (website) <https://www2.education.vic.gov.au/pal/community-use-schools-hiring-licensing-and-community-joint-use-agreements/policy> (website: accessed 19 July 2021)

⁵⁸ Victorian Government, 'Backing grassroots sport and a level playing field', 20 May 2021 (media release) <https://sport.vic.gov.au/news/articles/backing-grassroots-sport-and-a-level-playing-field>

Priority 4

Maintaining our current facilities

Meeting the ongoing demands for maintenance and renewal of government-owned cultural and community infrastructure is challenging, and compounded by adapting infrastructure to modern accessible, climate-resilient needs. To progress delivery for community needs the Victorian Government initiatives included:

- \$75.2 million to extend the Growing Suburbs Fund to support peri-urban councils in late 2020,⁵⁹ and a further \$50 million in 2021⁶⁰
- continued the Community Infrastructure Loans Scheme, allowing local governments to borrow at interest rates lower than are commercially available.⁶¹

In practice, these two schemes seem to prioritise ‘shovel ready’ projects or those local governments with expanding revenue bases, and potentially exclude councils with a greater demonstrable need. This is a challenge for rural councils, who often struggle to afford the upgrades required to ensure their community infrastructure is accessible, safe and able to support a range of services.⁶²

Future directions to maintain our current facilities in Victoria’s infrastructure strategy 2021–2051

Future planning for the development and use community infrastructure will require it to be accessible, energy efficient and climate resilient. The Victorian Government responded to one of the 2016 strategy recommendations as part of cultural priority 4: maintaining our current facilities. *Victoria’s infrastructure strategy 2021–2051* assessed this recommendation was in progress.

In the future, the Victorian Government can do more to support rural and regional local governments to transition their existing community infrastructure to cater for changing community needs. It can do this by adopting the following recommendations from *Victoria’s infrastructure strategy 2021–2051*:

89. Update community infrastructure.

Priority 4

Maintaining our current facilities– Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria’s 2021 recommendations
Community space refurbishment/rationalisation (1.4.4, 2.3.2, 5.4.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Update community infrastructure.

⁵⁹ Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, pp. 84, 95

⁶⁰ Department of Treasury and Finance, *Victorian Budget 2021-22 Service Delivery Budget Paper No. 3*, pp. 80, 71, 404; Local Government Victoria, Growing Suburbs Fund, (website) <https://www.localgovernment.vic.gov.au/grants/growing-suburbs-fund> (website: accessed 19 July 2021)

⁶¹ Department of Environment, Land, Water and Planning, 2020-21 *Community Infrastructure Loans Scheme Guidelines*, 2020, p. 6

⁶² Infrastructure Victoria, *Infrastructure Priorities for the Regions*, Recommendation 19, 2020, pp. 7, 97 – 99

03.

Digital connectivity

The Victorian infrastructure plan sets out three digital connectivity priorities:

1. Improving digital access across Victoria
2. Supporting use of digital technologies
3. Transforming state assets.

Priority 1

Improving digital access across Victoria

Digital technologies are changing how people live, work and interact with each other, and opening up new opportunities,⁶³ but these benefits are not being shared equally across Victoria.

The Victorian Government continues to take steps to deliver improved digital access, continuing to deliver outcomes through the \$626 million Digital Future Now initiative, including:

- \$250 million to co-fund business-grade broadband connectivity for Victorian suburbs and regional towns
- \$300 million to eradicate mobile black spots in populated areas of regional Victoria.⁶⁴

Future directions to improve digital access in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to one of the 2016 strategy recommendations as part of digital priority 1: improving digital access across Victoria. *Victoria's infrastructure strategy 2021–2051* assessment found this recommendation was in progress.

In the future, the Victorian Government can do more to improve digital access across Victoria. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

- 84. Address regional Victoria's digital connectivity gaps
- 85. Improve regional telecommunications infrastructure resilience
- 86. Fund regional libraries to provide better internet access.

Priority 1

Improving digital access across Victoria – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Communications infrastructure (12.1.3, 19.1.2)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Improve regional telecommunications infrastructure resilience. • Address regional Victoria's digital connectivity gaps.

⁶³ Australian Government, *Australia's tech future*, 2018, p. 18

⁶⁴ Note: both initiatives are co-funded by the Australian Government. Premier of Victoria, 'Keeping us connected and working, wherever we are' (media release), 24 November 2020, www.premier.vic.gov.au/keeping-us-connected-and-working-wherever-we-are

Priority 2

Supporting use of digital technologies

Many new technologies with potential implications for infrastructure are developing swiftly, such as artificial intelligence, automated and connected vehicles, the 'Internet of Things', and digital health and education.⁶⁵ The government continues to support initiatives that improve their service delivery, access to technology and combination infrastructure, such as the following initiatives:

- established Digital Victoria to centralise and simplify government IT services⁶⁶
- funded around \$70 million for Service Victoria to provide more services online⁶⁷
- delivered the \$2.2 million government *Digital twin Victoria* program trial which sought to support better integrated planning and decision-making.⁶⁸ The platform is expected to be accessible in late 2021⁶⁹
- \$10 million *Digital Agriculture Investment Scheme*, to support the uptake of digital technologies to improve productivity, resilience and long-term viability in Victoria's agriculture industry.⁷⁰

Further digital technology initiatives by the Victorian Government can also be found in the transport, health and human services and justice and emergency management sectors.

Assessment of supporting use of digital technologies

The Victorian Government did not reference specific 2016 strategy recommendations as part of digital priority 2: supporting use of digital technologies.

Infrastructure Victoria observes good infrastructure can support innovative solutions, improve connections, lift productivity and enable regional industries to access domestic and global markets. To capitalise on these technological opportunities, *Victoria's infrastructure strategy 2021–2051* makes numerous recommendations to support use of digital technologies, including in the transport, health, and justice sectors, documented elsewhere in this assessment.

⁶⁵ Commonwealth Scientific and Industrial Research Organisation and AlphaBeta, Digital innovation: Australia's \$315B opportunity, 2018, p. 4, <https://data61.csiro.au/~media/D61/Files/Digital-InnovationReport>

⁶⁶ Premier of Victoria, 'Digital revolution making life easier for Victorians' (media release), 24 November 2020, www.premier.vic.gov.au/digital-revolution-making-life-easier-victorians

⁶⁷ Premier of Victoria, 'Stronger, safer services for Victorians' (media release), 20 May 2021, www.premier.vic.gov.au/stronger-safer-services-victorians

⁶⁸ Department of Environment, Land, Water and Planning, 'Digital twin Victoria' (website), <https://www.land.vic.gov.au/maps-and-spatial/projects-and-programs/digital-twin-victoria> (accessed 15 July 2021).

⁶⁹ Victorian Government, 'Planning Victoria's Digital Transformation', 12 July 2021 (media release) Planning Victoria's Digital Transformation | Premier of Victoria

⁷⁰ Premier of Victoria, 'Digital grants back the health of Victorian farm businesses' (media release), 23 June 2021, www.premier.vic.gov.au/digital-grants-back-health-victorian-farm-businesses

Priority 3

Transforming state assets

With the widespread adoption of technology comes risks, which require strong privacy safeguards and robust cyber security. The government continues to support initiatives to make the most of existing assets and manage the risks associated with digital infrastructure through initiatives including:

- \$50.8 million towards *Cyber Safe Victoria*, to protect public services from cyber attacks through improvements to government cybersecurity controls and early detection of cyber risks⁷¹
- \$30 million additional funding to upgrade hospital and health services IT infrastructure to help guard against cyber attacks.⁷²

Assessment of transforming state assets

How services are delivered and infrastructure is used over the next 30 years will be transformed by digital connectivity and technology. The government can build on its work to date by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

- 20. Improve critical infrastructure information flows and embed resilience
- 85. Improve regional telecommunications infrastructure resilience.

The Victorian Government responded to one of the 2016 strategy recommendations as part of digital priority 1: improving digital access across Victoria. *Victoria's infrastructure strategy 2021–2051* assessment found this recommendation was in progress.

Priority 3

Transforming state assets – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Critical infrastructure control systems (19.1.1)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes considerable progress to date on this recommendation, and that improvements should continue to be delivered through the normal business of government.</i>

⁷¹ Premier of Victoria, 'Stronger, safer services for Victorians' (media release), 20 May 2021, www.premier.vic.gov.au/stronger-safer-services-victorians

⁷² Premier of Victoria, 'Helping protect hospitals from cyber attacks' (media release), 15 April 2021, www.premier.vic.gov.au/helping-protect-hospitals-cyber-attacks

04.

Education and training

The Victorian infrastructure plan sets out five priorities for the education and training sector:

1. Catering for a growing population
2. Creating inclusive shared spaces
3. Maximising use of technology
4. Developing skills for tomorrow
5. Improving education infrastructure.

Priority 1

Catering for a growing population

The Victorian Government faces challenges in delivering sufficient fit for purpose facilities to support life-long learning for all. Significant investment is underway, with the Victorian Government announcing \$3.1 billion in 2020 and a further \$1.4 billion in 2021 for new and upgraded schools,⁷³ including:

- \$388.8 million towards improving facilities at 39 specialist schools⁷⁴
- \$112 million to provide grants to build, expand and upgrade kindergarten and early childhood facilities⁷⁵
- \$491.6 million to build 13 new schools⁷⁶
- \$276.4 million to acquire land for 14 future school sites,⁷⁷ contributing to the existing commitment to open 100 new schools in Victoria by 2026
- continued community access to information on the planning and funding for new facilities and capital upgrades⁷⁸ through the Victorian School Building Authority's website.

Future directions to cater to a growing population in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of education priority 1: cater to a growing population. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found both were substantially completed.

The Victorian School Building Authority's website shares information on new facilities and capital upgrades, but does not have a published education infrastructure plan. To support the significant investment by government, *Victoria's infrastructure strategy 2021–2051* recommends producing public plans for priority infrastructure sectors, including education.

Priority 1

Cater to a growing population – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
School investment pipeline (9.3.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intention of this recommendation is being met.</i>
School network planning (9.1.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>

⁷³ Department of Treasury and Finance, *Victorian Budget 2020-21: Strategy and Outlook Budget Paper No. 2*, 2020, p. 89; Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p1

⁷⁴ Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, p. 41

⁷⁵ Department of Treasury and Finance, *Victorian 2020-21 Budget Rural and Regional Budget Information Paper*, 2020, p. 18; Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p31

⁷⁶ Victorian Government, *Victorian Budget 2021-22 highlights*, May 2021, p. 5 [VictorianBudget2021-22.pdf](#) (education.vic.gov.au)

⁷⁷ Victorian Government, *Victorian Budget 2021-22 highlights*, May 2021, p. 5 [VictorianBudget2021-22.pdf](#) (education.vic.gov.au)

⁷⁸ Victorian School Building, 'Projects in my area', 4 July 2016 (website) [Projects in my area](#) (schoolbuildings.vic.gov.au) (website accessed 19 July 2021)

Priority 2

Creating inclusive shared spaces

The Victorian Government's significant and growing education assets can better adapt to local differences and meet changing community needs. Better design and facility sharing of education assets can achieve greater community benefits. Existing policies such as *Plan Melbourne* and the *Education State* support community use of facilities in new and existing schools. In 2020-21, the Victorian Government continued to deliver improved shared spaces, including through these initiatives:

- continued delivery of new kindergartens in or next to new schools⁷⁹
- including competition-grade standard and size gyms in all new schools that can be shared with the wider community⁸⁰
- \$72 million in 2021 to upgrade TAFE facilities⁸¹
- planning for a new library and learning hub in Warrnambool, in partnership with Warrnambool Council and South West TAFE, bringing together library and TAFE facilities on the TAFE campus.⁸²

Future directions to create inclusive shared spaces in *Victoria's infrastructure strategy 2021–2051*

The Victorian Government supports delivering improved outcomes in new and upgraded education facilities. Delivering multipurpose shared social services and equity in access to learning opportunities, particularly in the regions, can help achieve broader social outcomes. The Victorian Government responded to two of the 2016 strategy recommendations as part of education priority 2: creating inclusive shared spaces. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found both were in progress.

The Victorian Government can do more to help create inclusive shared spaces, including using education infrastructure for wider community use. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

88. Deliver multipurpose shared social service facilities in the regions
89. Use rural schools for children's specialist and allied telehealth services.

Priority 2

Creating inclusive shared spaces – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Community use of TAFE assets (9.4.2)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver multipurpose shared social service facilities in the regions.
Schools as community facilities (1.4.7, 2.3.3, 5.3.1, 9.3.3)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Use rural schools for children's specialist and allied telehealth services.

⁷⁹ Victorian Government, 'Ditching the dreaded double drop off at every new primary school', 7 November 2018 (media release) <https://www.danandrews.com.au/policies/ditching-the-dreaded-double-drop-off-a-kinder-at-every-new-primary-school>

⁸⁰ Department of Education, 'Competition Grade Sporting Facilities', 12 February 2021, (website) <https://www2.education.vic.gov.au/pal/competition-grade-sporting-facilities/advice> (website: accessed 2 August 2021)

⁸¹ Victorian Government, *Victorian Budget 2021-22 highlights*, 2021, p. 6 (website) [VictorianBudget2021-22.pdf](https://www.vic.gov.au/victorian-budget-2021-22-highlights) (education.vic.gov.au) (website: accessed 21 July 2021)

⁸² South West TAFE, 'New learning hub & library', (website) <https://www.swtafe.edu.au/Library> (website: accessed 19 July 2021)

Priority 3

Maximising use of technology

The COVID-19 pandemic highlighted the strengths and weaknesses of education facilities technological capabilities, with almost all Victorian students learning remotely from home. The Department of Education and Training released a summary of lessons learned from remote and flexible learning in July 2020,⁸³ the findings showed that 8% of secondary and 7% of primary students had problems with technology – either internet connectivity or hardware and software issues. The survey also found the problems were exacerbated in disadvantaged communities.⁸⁴ To support use of technology in education the government has invested:

- \$23.1 million additional funding for onsite school technical support services to ensure the technology is reliable and issues promptly addressed.⁸⁵

Assessment of maximising use of technology

The Victorian Government responded to one of the 2016 strategy recommendations as part of education priority 3 – maximising use of technology. *Victoria's infrastructure strategy 2021–2051* assessment found this recommendation was substantially complete.

Students living in regional Victoria were more challenged, often having slower internet speeds and worse mobile coverage compared with Melbourne. To provide equity in access to learning, particularly in regional Victoria, the Victorian Government can improve digital connectivity, discussed elsewhere in this assessment.

Priority 3

Maximising use of technology – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Education delivery through technology (2.2.2, 9.2.1, 12.1.4)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, and that improvements should continue to be delivered through the normal business of government.</i>

⁸³ Department of Education, The experience of remote and flexible learning in Victoria, July 2020, p 20

⁸⁴ Department of Education, The experience of remote and flexible learning in Victoria, July 2020, p 20

⁸⁵ Victorian Government, Victorian Budget 2021-22 highlights, 2021, p. 4 (website) VictorianBudget2021-22.pdf (education.vic.gov.au)

Priority 4

Developing skills for tomorrow

Population growth creates demand for education services. The location and services offered at these education facilities can improve people's access to lifelong learning and skills development for the future. The impact the COVID-19 pandemic on international fee revenue for the tertiary education sector has been significant and meant providers are investing in online programs. The impact of this change on infrastructure is unclear at this stage and needs to be monitored. To maintain the reputation as a global leader in education, Victoria must continue to adapt to provide the students with the skills in the locations they need. Victoria's TAFE assets are worth around \$2.8 billion.⁸⁶ The Victorian Government continues to invest in TAFE facilities and tech schools, including:

- \$72 million to upgrade TAFE facilities, including major redevelopments in Broadmeadows and Shepparton, and planning for training provision at Melton⁸⁷
- \$12 million to upgrade facilities and equipment to support training for apprentices and trainees⁸⁸
- \$20.5 million additional funding for Tech Schools, including a delivery model pilot for students in remote areas of Gippsland.⁸⁹

Assessment of developing skills of tomorrow in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to one of the 2016 strategy recommendations as part of education priority 4 – developing skills of tomorrow. *Victoria's infrastructure strategy 2021–2051* assessment found this recommendation was in progress.

Priority 4

Developing skills for tomorrow – Assessment and future direction

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Tertiary education/VET in schools (9.4.1)	Supported	<i>In progress.</i>	<i>Continued progress in addressing regulatory and workforce barriers to the delivery of tertiary education courses on school sites should be delivered through the normal business of government.</i>

⁸⁶ Victorian Auditor-General's Office, *Results of 2020 Audits: Technical and Further Education Institutes*, June 2021, p. 6

⁸⁷ Victorian Government, *Victorian Budget 2021-22 highlights*, 2021, p. 6 (website: VictorianBudget2021-22.pdf (education.vic.gov.au) (website: accessed 21 July 2021)

⁸⁸ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p1; Department of Treasury and Finance, *Victorian Budget 2020-21 Service Delivery Budget Paper No. 3*, 2020, p. 41; *Victorian Government Victorian Budget 2021-22 highlights*, May 2021, p. 6, VictorianBudget2021-22.pdf (education.vic.gov.au) (website: accessed 8 July 2021)

⁸⁹ Victorian Government, *Victorian Budget 2021-22 highlights*, May 2021, p. 4, VictorianBudget2021-22.pdf (education.vic.gov.au) (website: accessed 8 July 2021)

Priority 5

Improving education infrastructure

To meet the needs today and for the future will require government to continue to invest in not just new facilities, but also updating existing facilities. Inadequate attention to maintenance and upgrading infrastructure can accelerate the need for major repairs, shorten the operational life of facilities, create worse outcomes for users, and can have unexpected impacts on the Victorian Budget. The Victorian Government have invested:

- over \$400 million to continue the three-year-old kindergarten roll-out
- \$340 million to upgrade 35 metropolitan schools and 17 regional schools
- \$188 million towards essential school maintenance.⁹⁰

The Department of Education and Training use a *School asset management roles and responsibilities framework* to support principals and school council members to maintain school assets. The government also has a *Planned maintenance program*,⁹¹ listing schools receiving funding.⁹²

Assessment of improving education infrastructure

The Victorian Government responded to one of the 2016 strategy recommendations as part of education priority 5 – improving education infrastructure. *Victoria’s infrastructure strategy 2021–2051 assessment* found this recommendation was substantially complete.

Priority 5

Improving education infrastructure – Assessment and future direction

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria’s 2021 recommendations
School maintenance (9.3.2)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, noting improvements should continue to be delivered through the normal business of government.</i>

⁹⁰ Victorian Government, *Victorian Budget 2021-22 highlights*, May 2021, p. 5, [VictorianBudget 2021-22.pdf](#) (education.vic.gov.au)

⁹¹ Department of Education and Training, ‘Planned Maintenance Program Policy’, 10 May 2021, (website) [Policy | education.vic.gov.au](#) (website: accessed 8 July 2021)

⁹² Department of Education and Training, ‘Planned Maintenance Program’ 10 May 2021, (website) [Planned Maintenance Program](#) (schoolbuildings.vic.gov.au) (website: accessed 8 July 2021)

05.

Energy

The Victorian infrastructure plan sets out three energy sector priorities:

1. Ensuring efficiency and affordability
2. Protecting our energy security
3. Targeting net zero emissions.

Priority 1

Ensuring efficiency and affordability

Climate change mitigation, technological advances and changing consumer energy sources are disrupting Victoria's energy generation, production and network infrastructure. To make the most of the energy produced and continue to further improve efficiency and affordability the Victorian Government has:

- allocated \$112 million towards improving the thermal performance of 35,000 social housing properties⁹³
- provided additional funding for programs that lower energy bills, such as the Victorian Energy Compare website⁹⁴
- committed to a minimum 5-star energy efficiency rating from 2021, and a 6-star rating from 2025 for all new government buildings,⁹⁵ and is supporting 7-star energy efficiency rating for new homes⁹⁶
- continued working with other jurisdictions to develop improved energy efficiency standards for residential and non-residential buildings under the National Construction Code⁹⁷
- supported introducing more time of use tariffs for fairer and more effective cost recovery, which informed the Australian Energy Regulator's decision on electricity distribution charges for 2021-26.⁹⁸

Future directions to ensure efficiency and affordability in Victoria's infrastructure strategy 2021–2051

A thriving future depends on reliable, affordable and sustainable energy, including efficient and productive energy infrastructure. The Victorian Government responded to three of the 2016 strategy recommendations as part of energy priority 1: ensuring efficiency and affordability. *Victoria's infrastructure strategy 2021–2051* assessment found all three recommendations were in progress.

In the future, the Victorian Government can do more to ensure energy efficiency and affordability. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

5. Require 7-star energy-rated new homes by 2022, and increase afterwards
6. Mandate a home energy disclosure scheme
7. Strengthen minimum energy efficiency standards for rented homes
8. Make Victorian Government buildings more energy efficient
9. Encourage demand management pricing to reduce peaks and optimise distributed energy.

Priority 1

Ensuring efficiency and affordability – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Energy efficiency of existing public buildings (18.1.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Make Victorian Government buildings more energy efficient.
Energy efficiency of new buildings (18.1.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Require 7-star energy-rated new homes by 2022, and increase afterwards.
Energy pricing (18.1.1)	Not supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Encourage demand management pricing to reduce peaks and optimise distributed energy.

⁹³ Department of Environment, Land, Water and Planning, 'Budget 2020-21', 21 May 2021, (website) <https://www.delwp.vic.gov.au/our-department/budget-2020-21> (website: accessed 12 July 2021)

⁹⁴ Department of Environment, Land, Water and Planning, 'Budget 2020-21', 21 May 2021, (website) <https://www.delwp.vic.gov.au/our-department/budget-2020-21> (website: accessed 12 July 2021)

⁹⁵ Victorian Government, *Whole of Victorian Government emissions reduction pledge*, May 2021, p. 5

⁹⁶ Department of Environment, Land, Water and Planning, *Energy sector emissions reduction pledge*, May 2021, p. 9 https://www.energy.vic.gov.au/_data/assets/pdf_file/0022/521347/Energy-Sector-Pledge.pdf

⁹⁷ Department of Environment, Land, Water and Planning, *Plan Melbourne 2017-50: Report on Progress*, 2019, p. 37

⁹⁸ Australian Energy Regulator, *Submissions to energy regulatory proposals 2021-26: Department of Environment, Land, Water and Planning – Tariff structure submission*, June 2020, Microsoft Word – MBR042475 – NPBK-BQ3DEH.Docx (aer.gov.au)

Priority 2

Protecting our energy security

Victoria's central electricity challenge is managing the eventual closure of the remaining Latrobe Valley power stations. Electricity infrastructure must generate and transmit enough energy to meet the highest peak of electricity demand, or risk blackouts – while retaining affordable, reliable, low emissions replacement energy. The Australian Energy Market Operator's *Integrated System Plan* identifies areas in Victoria well-suited to absorb additional capacity,⁹⁹ and provided additional connection insights in its Victorian Annual Planning Reports.¹⁰⁰ To plan for the change in mix, location and future need of Victoria's energy, the Victorian Government initiatives include:

- development of Regional Renewable Energy Roadmaps¹⁰¹
- consultation on a *Victorian Renewable Energy Zones Development Plan*, which identifies potential supporting transmission investments and the creation of VicGrid.¹⁰²

Future directions to protect our energy security in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of energy priority 2: protecting our energy security. *Victoria's infrastructure strategy 2021–2051* assessment found one was substantially complete, and the other was in progress.

In the future, the Victorian Government can do more to protect our energy security. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

3. Augment electricity transmission for renewable energy and resilience
4. Identify and coordinate Renewable Energy Zones
12. Strategically review climate consequences for infrastructure.

Priority 2

Protecting our energy security – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Electricity network capability (18.2.2)	Supported in principle	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Augment electricity transmission for renewable energy and resilience. • Identify and coordinate Renewable Energy Zones.
Brown coal transition (18.2.1)	Subject to future consideration	<i>In progress.</i>	<ul style="list-style-type: none"> • Augment electricity transmission for renewable energy and resilience. • Identify and coordinate Renewable Energy Zones. • Strategically review climate consequences for infrastructure.

⁹⁹ Australian Energy Market Operator, *2020 Integrated System Plan*, 2020, p. 17

¹⁰⁰ Australian Energy Market Operator, *Victorian Annual Planning Report, 2019*, pp. 60-77; Australian Energy Market Operator, *Victorian Annual Planning Report, 2020*, pp.116-126

¹⁰¹ Engage Victoria, 'Regional Renewable Energy Roadmaps', (website) <https://engage.vic.gov.au/regional-renewable-energy-roadmaps> (website: accessed 14 September 2020)

¹⁰² Department of Environment, Land, Water and Planning, *Victorian Renewable Energy Zones Development Plan – Directions Paper*, February 2021

Priority 3

Targeting net zero emissions

Around 70% of Australia’s greenhouse gas emissions are either directly attributable to or influenced by infrastructure,¹⁰³ with Victoria’s largest source of emissions from the energy and transport sectors.¹⁰⁴ Victoria has committed to a net zero emissions target by 2050, requiring action across all sectors, including the energy sector. To support the transition to a low carbon future, the Victorian Government’s initiatives include:

- release of *Victoria’s climate change strategy*, interim reduction targets and sector pledges,¹⁰⁵ including new commitments: a 50% target for all new car sales to be zero emissions vehicles by 2050, and the first state to power all government operations with 100% renewable electricity by 2025¹⁰⁶
- \$1.6 billion to support implementation of the *Energy sector emissions reduction pledge*, including support for innovative renewable energy and hydrogen projects and expansion of the rooftop solar program¹⁰⁷
- release of *Victoria’s zero emissions vehicle roadmap* to encourage the uptake of zero emissions vehicles,¹⁰⁸ informed by Infrastructure Victoria’s *Advice on Automated & Zero Emission Vehicles Infrastructure* and work on *Tackling transport emissions to encourage uptake of low or zero emissions vehicles sooner – community panel report*.¹⁰⁹

The Victorian Government has also asked Infrastructure Victoria for advice on Victoria’s gas infrastructure by December 2021.¹¹⁰ This complements its proposed gas substitution roadmap, which will include aspirational natural gas displacement targets for 2025 and 2030.¹¹¹

Future directions to target net zero emissions in Victoria’s infrastructure strategy 2021–2051

The Victorian Government responded to one of the 2016 strategy recommendations as part of energy priority 3: targeting net zero emissions. *Victoria’s infrastructure strategy 2021–2051* assessment found this recommendation was substantially complete.

In the future, the Victorian Government can do more to target net zero emissions. It can do this by adopting the following recommendations from *Victoria’s infrastructure strategy 2021–2051*:

1. Accelerate consumer purchases of zero emissions vehicles
2. Transition government fleet and freight vehicles to zero emissions technologies
10. Confirm gas policies and pathways to reach net zero emissions and allow new gas-free homes
11. Specify climate scenarios and carbon value in assessing infrastructure.

Priority 3

Targeting net zero emissions – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria’s 2021 recommendations
Small-scale solar (18.2.3)	Partly supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

¹⁰³ National Climate Change Adaptation Research Facility, *Climate proofing Australia’s infrastructure*, 2013; and *Infrastructure Australia, Assessment Framework for Initiatives and Projects to be Included in the Infrastructure Priority List*, 2018, p. 120

¹⁰⁴ Department of Environment, Land, Water and Planning, *Victoria’s Climate Change Strategy*, 2021

¹⁰⁵ Department of Environment, Land, Water and planning, ‘Victorian Government action on climate change’, 14 July 2021, (website) <https://www.climatechange.vic.gov.au/victorian-government-action-on-climate-change> (website: accessed 20 July 2021)

¹⁰⁶ Department of Environment, Land, Water and Planning, *Victoria’s Climate Change Strategy*, 2021

¹⁰⁷ Department of Environment, Land, Water and Planning, ‘Energy sector emissions reduction pledge’, 16 July 2021, (website) <https://www.energy.vic.gov.au/energy-sector-emissions-reduction-pledge> (website: accessed 20 July 2021)

¹⁰⁸ Department of Environment, Land, Water and Planning, *Victoria’s zero emission vehicle roadmap*, May 2021, p. 6

¹⁰⁹ Infrastructure Victoria, *Tackling transport emissions to encourage uptake of low or zero emissions vehicles sooner Community Panel Report*, April 2021

¹¹⁰ Infrastructure Victoria, ‘Infrastructure Victoria advice on gas infrastructure’ (website) <https://www.infrastructurevictoria.com.au/project/infrastructure-victoria-advice-on-gas-infrastructure/> (website: accessed 12 July 2021)

¹¹¹ Department of Environment, Land, Water and Planning, *Energy sector emissions reduction pledge*, May 2021, p. 7

06.

Environment

The 2017 Victorian infrastructure plan sets out four environment sector priorities

1. Protecting Victoria's biodiversity
2. Managing our parks
3. Taking action on climate change
4. Improving resource recovery and waste management.

Priority 1

Protecting Victoria's Biodiversity

The impacts of climate change and population growth, and the related ongoing costs, are key challenges for Victoria's biodiversity. Without action the extent and quality of the state's biodiversity will shrink. A modern approach to protecting this valued asset is required. Existing policies, such as *Plan Melbourne* and *Protecting Victoria's environment – biodiversity 2037*, start to address these challenges. Government initiatives to better manage and protect Victoria's biodiversity include:

- release of *Open space for everyone: Open space strategy for metropolitan Melbourne 2021*¹¹²
- \$154 million for the Suburban Parks Program¹¹³ to purchase land in growth areas and established suburbs
- \$52 million to improve community driven action¹¹⁴
- \$92.3 million for storing carbon including revegetation for habitat connectivity (2021).¹¹⁵

Future directions to protect Victoria's biodiversity in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of environment priority 1: protecting Victoria's biodiversity. *Victoria's infrastructure strategy 2021–2051* assessment found both these recommendations were in progress.

In the future, the Victorian Government can do more to protect Victoria's biodiversity. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

37. Develop an interconnected open space network
71. Target 30% tree canopy coverage in new growth areas.

Priority 1

Protecting Victoria's biodiversity – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Green infrastructure (1.4.6, 4.2.3, 16.3.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Develop an interconnected open space network. • Target 30% tree canopy coverage in new growth areas.
Habitat corridors (16.3.2)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes improvements should continue to be delivered through the normal business of government.</i>

¹¹² Department of Environment, Land, Water and Planning, *Open space for everyone: Open space strategy for Metropolitan Melbourne*, 2021

¹¹³ Premier of Victoria, 'Pooch Lovers Set To Lap Up New Dog Parks', 26 August 2020, (media release), www.premier.vic.gov.au/pooch-lovers-set-lap-new-dog-parks

¹¹⁴ Department of Treasury and Finance, *Victorian Budget 2021-22 Service Delivery Budget Paper No. 3*, 2021, p. 36, 40; Department of Environment, Land, Water and Planning, 'Budget 2021-22', 21 May 2021, (website) <https://www.delwp.vic.gov.au/our-department/budget-2021-22> (website: accessed 15 July 2021)

¹¹⁵ Department of Environment, Land, Water and Planning, 'Nature restoration for carbon storage – BushBank program', June 2020, (website) www.environment.vic.gov.au/bushbank (website: accessed 15 July 2021)

Priority 2

Managing our Parks

Our parks and forests face many challenges, including responding to climate change, population growth, changing community needs, increased visitation, invasive pest species and accessibility requirements. How our parks and park infrastructure is developed and maintained can influence visitation and the enjoyment people get from Victoria's parks, as well as the protection provided to the flora and fauna. To maintain our parks, the Victorian Government have progressed action through the *Valuing Victoria's Parks* initiative,¹¹⁶ and development of *Conservation Action Plans* (CAPs).¹¹⁷ Other initiatives include:

- over \$30 million to maintain and upgrade visitor park facilities¹¹⁸
- over \$2.8 million for Community Volunteer Action Grants¹¹⁹
- progressing the Grampians Peak trail, expected to be complete in spring 2021.¹²⁰

The Victorian Government is developing a statewide *Land management strategy* to guide and inform future planning and decision-making across Victoria's parks. It is also supporting Traditional Owners to develop the *Victorian cultural landscapes strategy* that will establish principles to integrate Care for Country into forest and parks management decisions.

Future directions to manage our park in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to three of the 2016 strategy recommendations as part of environment priority 1: protecting Victoria's biodiversity. *Victoria's infrastructure strategy 2021–2051* assessment found all three recommendations were in progress.

In the future, the Victorian Government can do more to manage our parks. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

81. Plan for and facilitate regional nature-based tourism investments
82. Develop a Victorian Aboriginal tourism strategy with Aboriginal communities.

Priority 2

Managing our parks – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Parks governance (16.2.1)	Supported	<i>In progress.</i>	<i>Infrastructure Victoria notes progress to date and anticipates the delivery of the Land Management Strategy will meet the intent of this recommendation.</i>
Parks pricing/funding/expenditure (16.1.1)	Supported	<i>In progress.</i>	Plan for and facilitate regional nature-based tourism investments.
Parks partnerships (16.2.2)	Partially supported	<i>In progress.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

¹¹⁶ Parks Victoria, *Valuing Victoria's Parks Report Summary*, 2015, p. 2

¹¹⁷ Parks Victoria, 'Conservation Action Plans', (website) www.parks.vic.gov.au/get-into-nature/conservation-and-science/conserving-our-parks/conservation-action-plans (website: accessed 15 July 2021)

¹¹⁸ Department of Treasury and Finance, *Victorian Budget 2021–22 Service Delivery Budget Paper No. 3*, 2020, pp. 36, 43; Department of Environment, Land, Water and Planning, 'Budget 2021–22', 21 May 2021 (website) <https://www.delwp.vic.gov.au/our-department/budget-2021-22> (website: accessed 15 July 2021)

¹¹⁹ Department of Environment, Land, Water and Planning, *2021 Community Volunteer Action Grants Guidelines*, p. 9

¹²⁰ Parks Victoria, 'Grampians peak trail', (website) <https://www.parks.vic.gov.au/places-to-see/parks/grampians-national-park/things-to-do/grampians-peaks-trail> (website: accessed 15 July 2021)

Priority 3

Taking action on climate change

Climate change presents one of the greatest long-term challenges for Victoria, with a need to better understand these risks to further mitigate emissions and adapt infrastructure. Victoria's *Climate Change Act 2017* legislates a net zero greenhouse gas emissions target by 2050.¹²¹ The key Victorian Government initiatives include:

- release of *Victoria's climate change strategy*,¹²² interim reduction targets and sector pledges and supporting funding.¹²³ Adaptation action plans are due in late 2021.¹²⁴
- release of *Victoria's Zero emissions vehicle roadmap*,¹²⁵ which paired with decarbonising of the electricity sector will help achieve the net zero emissions target
- \$15 million to safeguard marine and coastal environments.¹²⁶

Since 2016 the Government's investment in coastal protection has been variable, from \$4 million in 2016-17¹²⁷ to monitor coastal flooding, erosion and land stability through to \$15 million in 2020-21 to safeguard marine and coastal environments.¹²⁸

Future directions to take action on climate change in *Victoria's infrastructure strategy 2021-2051*

The Victorian Government responded to one of the 2016 strategy recommendations as part of environment priority 3: taking action on climate change. *Victoria's infrastructure strategy 2021-2051* assessment found this recommendation was in progress.

In the future, the Victorian Government can do more to take action on climate change. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021-2051*:

11. Specify climate scenarios and carbon value in assessing infrastructure
12. Strategically review climate consequences for infrastructure
18. Invest in protection and adaptation for Victoria's coasts.

Priority 3

Taking action on climate change – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Coastal protection infrastructure (19.1.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Invest in protection and adaptation for Victoria's coasts.

¹²¹ Climate Change Act 2017 (Vic)

¹²² Department of Environment, Land, Water and Planning, *Victoria's Climate Change Strategy*, May 2021

¹²³ Department of Environment, Land, Water and Planning, *Victorian Government action on climate change: Victoria's emissions reduction pledges*, July 2021 Victorian Government action on climate change (website: accessed 15 July 2021)

¹²⁴ Engage Victoria, 'The draft built environment adaption action plan 2022-2026', 9 July 2021 (website) The Draft Built Environment Adaptation Action Plan | Engage Victoria (website: accessed 13 July 2021)

¹²⁵ Department of Environment, Land, Water and Planning, *Victoria's zero emission vehicle roadmap*, May 2021, p. 6

¹²⁶ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery Budget Paper 3*, 2020, pp. 50, 60-61

¹²⁷ Department of Treasury and Finance, *Victorian Budget 2016-17: Service Delivery Budget Paper 3*, 2016, p. 76-77

¹²⁸ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery Budget Paper 3*, 2020, pp. 50, 60-61

Priority 4

Improving resource recovery and waste management

Victoria is producing more waste today than ever before, which is a significant challenge for waste, recycling and resource recovery systems. As the population grows, how we reduce and improve management waste systems becomes increasingly important. The Victorian Government's *Recycling Victoria – a new economy*, supports a more circular economy approach to how we will reduce and manage our waste into the future. The government initiatives include:

- introduced two planning scheme amendments to improve buffer area management, including around landfills¹²⁹
- released planning guidance to support the planning scheme amendments¹³⁰
- a new *Environment Protection Amendment Act 2018* came into force on 1 July 2021,¹³¹ making changes to the landfill levy and new controls to reduce risks to the environment and community
- continued implementation of *Recycling Victoria – a new economy*¹³²
- investing \$46 million in recycling projects in Victoria.¹³³

While the government continues to implement *Recycling Victoria – a new economy*,¹³⁴ an updated *Statewide waste and resource recovery infrastructure plan* is yet to be released.

Future directions to improve resource recovery and waste management in *Victoria's infrastructure strategy 2021–2051*

The Victorian Government responded to five of the 2016 strategy recommendations as part of environment priority 4: improving resource recovery and waste management. *Victoria's infrastructure strategy 2021–2051* assessment found of these five recommendations:

- 2 were substantially complete
- 3 were in progress.

In the future, the Victorian Government can do more to improve resource recovery and waste management. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

28. Facilitate improved recycling infrastructure for priority materials
29. Strengthen end markets for recycled materials
30. Address barriers to recycling and reducing waste
31. Minimise waste and improve residual waste infrastructure planning.

¹²⁹ Department of environment Land Water and Planning, *Planning Scheme Amendment VC175*, (website), Browse amendments (planning.vic.gov.au) (website: accessed 15 July 2021); Department of environment Land Water and Planning, *Planning Scheme Amendment VC10 – Insert Buffer Area Overlay at clause 44.03*, (website) Browse amendments (planning.vic.gov.au) (website: accessed 15 July 2021)

¹³⁰ Department of environment Land Water and Planning, *Managing buffers for land use capability*, March 2021, (website) www.planning.vic.gov.au/policy-and-strategy/buffers-and-land-use-compatibility (website: accessed 15 July 2021)

¹³¹ Environment Protection Authority, *New laws to better protect the environment*, 7 July 2021, (website) www.epa.vic.gov.au/about-epa/laws/new-laws (website: accessed 15 July 2021)

¹³² Department of Environment, Land, Water and Planning, *Recycling Victoria A New Economy*, 2020

¹³³ Note: Initiative jointly funded by the Victorian and Australian Governments. Sustainability Victoria, 'Upgrading Victoria's infrastructure to recycle more plastic and glass', 18 January 2021 (Media release) Upgrading Victoria's infrastructure to... | Sustainability Victoria

¹³⁴ Department of Environment, Land, Water and Planning, *Recycling Victoria A New Economy*, 2020

Priority 4

Improving resource recovery and waste management – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Landfill protection (15.2.1)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> Minimise waste and improve residual waste infrastructure planning.
Organic waste (15.1.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Facilitate improved recycling infrastructure for priority materials. Minimise waste and improve residual waste infrastructure planning. Address barriers to recycling and waste.
Recycled materials in construction (15.1.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Strengthen end markets for recycled materials.
Waste management sites (15.2.2)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> Facilitate improved recycling infrastructure for priority materials. Minimise waste and improve residual waste infrastructure planning.
Waste pricing (15.1.3)	Supported in principle	<i>Substantially complete.</i>	<ul style="list-style-type: none"> Minimise waste and improve residual waste infrastructure planning. Address barriers to recycling and waste.

07.

Health and human services

The 2017 Victorian infrastructure plan sets out five health and human service sector priorities:

1. Building a proactive system that anticipates demand
2. Driving system-wide reform for safer, better services
3. Integrating care across the health and social services system
4. Improving equity and access
5. Investing in the future.

Priority 1

Building a proactive system that anticipates demand

A growing and ageing population increases the demands on Victoria's health services. Consistent investment in reforms and infrastructure can help to meet current and future needs. In 2020-21, the Victorian Government continued to invest in health and human services initiatives including:

- \$384.2 million to start the Warrnambool Base Hospital redevelopment¹³⁵
- \$217 million to expand Latrobe Regional Hospital¹³⁶
- \$95 million to upgrade Maryborough Hospital¹³⁷
- \$3.6 million towards planning and design for a new Women's and Children's Hospital¹³⁸
- \$2.7 billion to support hospital services' transition to 'COVID normal'¹³⁹
- provision of new social housing dwellings and new affordable and market homes for first home buyers and renters, as part of the Victoria's \$5.3 billion Big Housing Build program¹⁴⁰
- \$300 million to upgrade existing public housing¹⁴¹
- creation of Homes Victoria,¹⁴² a new agency to manage the social housing system and development of a 10-year social and affordable housing strategy¹⁴³
- \$110 million to extend the Private Rental Assistance Program¹⁴⁴
- \$9.1 million for an Aboriginal family violence refuge in the Horsham region¹⁴⁵
- \$11 million for accommodation for young people leaving care and the youth justice system.¹⁴⁶

Future directions to build a proactive system that anticipates demand in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to six of the 2016 strategy recommendations as part of health and human services priority 1: building a proactive system that anticipates demand. *Victoria's infrastructure strategy 2021–2051* assessment found of these six recommendations:

- 1 was substantially complete
- 5 were in progress.

A more strategic and proactive approach to whole-of-life management and renewal of health and human service assets is required to better meet Victoria's future and changing needs. In the future, the Victorian Government can do more to build a proactive system that anticipates demand. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

32. Produce public plans for priority infrastructure sectors
55. Rapidly renew old public housing
56. Upgrade and rebuild public hospital infrastructure
68. Set targets to grow social housing
69. Build new hospital capacity
91. Build regional residential alcohol and drug rehabilitation facilities
93. Expand social housing in regional centres, in locations with good access.

¹³⁵ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Deliver Budget Paper 3*, pp. 14, 17, 21, 23, 25 2020; Victorian Government, 'Victorian Budget 2021-22', 20 May 2021, (website) <https://www.budget.vic.gov.au/building-and-upgrading-our-hospitals> (website: accessed 15 July 2021)

¹³⁶ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Deliver Budget Paper 3*, pp. 14, 17, 21, 23, 25 2020; Victorian Government, 'Victorian Budget 2021-22', 20 May 2021, (website) <https://www.budget.vic.gov.au/building-and-upgrading-our-hospitals> (website: accessed 15 July 2021)

¹³⁷ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Deliver Budget Paper 3*, pp. 14, 17, 21, 23, 25 2020; Victorian Government, 'Victorian Budget 2021-22', 20 May 2021, (website) <https://www.budget.vic.gov.au/building-and-upgrading-our-hospitals> (website: accessed 15 July 2021)

¹³⁸ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Deliver Budget Paper 3*, pp. 14, 17, 21, 23, 25 2020; Victorian Government, 'Victorian Budget 2021-22', 20 May 2021, (website) <https://www.budget.vic.gov.au/building-and-upgrading-our-hospitals> (website: accessed 15 July 2021)

¹³⁹ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery*, 2020, pp. 64-57

¹⁴⁰ Homes Victoria, *Victoria's Big Housing Build*, November 2020

¹⁴¹ Homes Victoria, *Victoria's Big Housing Build*, November 2020

¹⁴² Victorian Government, Homes Victoria, 2 July 2021, (website) <https://www.vic.gov.au/homes-victoria> (website: accessed 15 July 2021)

¹⁴³ Homes Victoria, *Victoria's Big Housing Build*, November 2020, pp. 12-13

¹⁴⁴ Premier Victoria, 'Supporting more Victorians into a stable home', 20 May 2021, (media release) <https://www.premier.vic.gov.au/supporting-more-victorians-stable-home>

¹⁴⁵ Premier Victoria, 'Supporting more Victorians into a stable home', 20 May 2021, (media release) <https://www.premier.vic.gov.au/supporting-more-victorians-stable-home>

¹⁴⁶ Premier Victoria, 'Supporting more Victorians into a stable home', 20 May 2021, (media release) <https://www.premier.vic.gov.au/supporting-more-victorians-stable-home>

Priority 1

Building a proactive system that anticipates demand – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Acute/sub-acute health facilities (3.2.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Build new hospital capacity.
Affordable housing plan (7.4.1)	Partly supported	<i>In progress.</i>	<i>Infrastructure Victoria awaits completion of the Victorian Government 10-year strategy for social and affordable housing.</i>
Affordable housing provision (7.4.3)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Set targets to grow social housing.
Aged care facility approvals (3.4.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Major hospitals (3.2.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> Produce public plans for priority infrastructure sectors. Upgrade and rebuild public hospital infrastructure.
Public housing asset management (7.2.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Rapidly renew old public housing.

Priority 2

Driving system-wide reform for safer, better services

Inconsistency, and the absence of mechanisms to actively coordinate investments and services, will be a barrier to achieving integrated service and infrastructure planning. Royal Commission recommendations into the state mental health and national aged care systems released in early 2021 considered that the way Victorians use infrastructure to deliver and access services must continually change and adapt.¹⁴⁷ The Victorian Government will implement all Mental Health Royal Commission recommendations and has invested \$3.8 billion in 2020-21 including:¹⁴⁸

- \$350 million for the Thomas Embling Hospital¹⁴⁹
- \$141 million for five new 10-bed youth prevention and recovery care units¹⁵⁰
- \$11 million to deliver an additional five beds at the mental health Acute Inpatient Unit in Warrnambool¹⁵¹
- establishing six new mental health 'hubs' by the end of 2022, with up to another 60 sites to open by 2026.¹⁵²

During the COVID-19 pandemic, health services demonstrated and expanded different ways of providing health care,¹⁵³ and the Victorian Government and major private hospital operators agreed to work together to relieve pressure on the public system,¹⁵⁴ demonstrating the potential for adapting existing infrastructure and re-shaping partnerships to deliver better health outcomes.

Assessment of driving system-wide reform for safer, better services

The Victorian Government did not reference specific 2016 strategy recommendations as part of health and human services priority 2: driving system-wide reform for safer, better services. However, it can support driving system-wide reform by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

25. Use innovation to deliver better models of health care

32. Produce public plans for priority infrastructure sectors.

¹⁴⁷ Royal Commission into Victoria's Mental Health System, Final Report: Summary and Recommendations, 2021

¹⁴⁸ Victorian Government, 'Building Homes For People Living With Mental Illness' 6 July 2021 (media release) Building Homes For People Living With Mental Illness | Premier of Victoria

¹⁴⁹ Department of Treasury and Finance, Victorian Budget 2021-22: State Capital Program Paper 4, 2021, p. 5

¹⁵⁰ Department of Treasury and Finance, Victorian Budget 2021-22: State Capital Program Paper 4, 2021, p. 5

¹⁵¹ Department of Treasury and Finance, Victorian Budget 2021-22: State Capital Program Paper 4, 2021, p. 5

¹⁵² D. Estcourt, 'Six new mental health hubs to be rolled out in priority areas', The Age, 3 March 2021, (media article) www.theage.com.au/national/victoria/six-new-mental-health-hubs-to-be-rolled-out-in-priority-areas-20210303-p577ev.html

¹⁵³ S. Duckett et al., Coming out of COVID-19 lockdown: The next steps for Australian health care, Grattan Institute, June 2020, p. 3

¹⁵⁴ Minister for Health, 'Health-care system to work as one during pandemic' (media release), 2 April 2020, www.premier.vic.gov.au/health-care-system-work-one-during-pandemic

Priority 3

Integrating care across the health and social services system

Victoria's social infrastructure must grow to meet demand, as well as meet changing community needs – planning for future needs, not just those experienced today. Better integration of the right services in the right location can strengthen prevention and early intervention outcomes, improving the effectiveness and delivery of health and social services. The Victorian Government is delivering initiatives including:

- \$675 million for the *Community Hospitals Program* for 10 community hospitals to deliver a broad range of health and social services, reducing pressure on major hospitals ¹⁵⁵
- continuing to plan and deliver *Orange Door* hubs in 10 locations in Victoria, providing families escaping family violence with the range of specialist supports they need.

Future directions to integrate care across the health and social services system in *Victoria's infrastructure strategy 2021–2051*

The Victorian Government responded to four of the 2016 strategy recommendations as part of health and human services priority 3: integrating care across the health and social services system. *Victoria's infrastructure strategy 2021–2051* assessment found of all four of these recommendations were in progress.

Planning for facilities that integrate health and social services is not a 'business as usual' approach across government. In the future, the Victorian Government can do more to integrate care across the health and social services system. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

70. Deliver infrastructure for a more responsive and integrated mental health system
88. Deliver multipurpose shared social service facilities in the regions
91. Build regional residential alcohol and drug rehabilitation facilities
92. Fund more Youth Foyers in regional Victoria.

Priority 3

Integrating care across the health and social services system – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Forensic mental health facilities (3.3.1, 8.3.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver infrastructure for a more responsive and integrated mental health system.
Health care partnerships (3.2.1)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes improvements should continue to be delivered through the normal business of government, including as a result of lessons learned from the COVID-19 pandemic response.</i>
Integrated community health hubs (3.2.3, 12.1.7)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver multipurpose shared social service facilities in the regions.
Mental health/AOD facilities (3.3.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Deliver infrastructure for a more responsive and integrated mental health system. • Build regional residential alcohol and drug rehabilitation facilities.

¹⁵⁵ Victorian Health Building Authority, 'Community hospitals program' 8 April 2021, website <https://www.vhba.vic.gov.au/health/community-based-care/community-hospitals-program> (website: accessed 15 July 2021)

Priority 4

Improving equity and access

Rents have increased, and as house prices have risen, fewer Victorians own their homes, especially those with lower incomes.¹⁵⁶ A coordinated approach is required to support reforms that provide the Victorian community with access to affordable housing and health services for the most vulnerable, including in regional areas. The Victorian Government is making significant investments as part of Victoria's Big Housing Build program to deliver affordable housing including:

- over 9300 new social housing dwellings and upgrade of existing public housing¹⁵⁷
- 2900 new affordable homes for first home buyers and renters¹⁵⁸
- approved two Victorian Planning Provisions amendments (VC187 and VC190) to fast track affordable housing projects under Victoria's Big Housing Build program.¹⁵⁹

At the time of writing, the Ministerial Advisory Committee had not publicly released their advice on possible models and options to facilitate the supply of affordable housing through the Victorian planning system.¹⁶⁰

Future directions to improve equity and access in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to five of the 2016 strategy recommendations as part of health and human services priority 4: improving equity and access. *Victoria's infrastructure strategy 2021–2051* assessment found of these five recommendations:

- 2 were substantially complete
- 3 were in progress.

There remains a significant shortfall in social and affordable housing to meet current and projected needs. In the future, the Victorian Government can do more to improve equity and access. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

36. Use value-capture mechanisms to deliver very low income housing
54. Require accessible buildings for public services
68. Set targets to grow social housing
93. Expand social housing in regional centres, in locations with good access.

Priority 4

Improving equity and access – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Affordable housing fast track approvals (7.3.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of this recommendation has been met.</i>
Affordable housing planning mechanism (7.3.2)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Use value-capture mechanisms to deliver very low income housing.
Crisis accommodation and supportive housing (7.4.2)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Set targets to grow social housing.
Housing rental assistance (7.1.1)	Supported	<i>In progress.</i>	<i>Infrastructure Victoria notes improvements should continue to be delivered through the normal business of government and the COVID-19 pandemic response.</i>
Universal design (6.1.1)	Supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Require accessible buildings for public services.

¹⁵⁶ K. Raynor, I. Dosen and C. Otter, *Housing affordability in Victoria*, Parliamentary Library and Information Service, 2017, p. 9

¹⁵⁷ Homes Victoria, *Victoria's Big Housing Build*, November 2020; Victorian Government, *Victoria's Big Housing Build*, 2020, p. 2

¹⁵⁸ Homes Victoria, *Victoria's Big Housing Build*, November 2020; Victorian Government, *Victoria's Big Housing Build*, 2020, p. 2

¹⁵⁹ Victorian Government, 'New Planning rules to support Victoria's Big Housing Build', 2 December 2020 (website) <https://www.planning.vic.gov.au/policy-and-strategy/streamlining-approvals-of-social-and-affordable-housing> (website: accessed 15 July 2021)

¹⁶⁰ Department of Environment, Land, Water and Planning, Panels and committees: Planning Mechanisms for Affordable Housing Advisory Committee, (website) <https://www.planning.vic.gov.au/panels-and-committees/browse-panels-and-committees/policies-and-initiatives/planning-mechanisms-for-affordable-housing-advisory-committee> (website: accessed 15 July 2021)

Priority 5

Investing in the future

Health and human service providers can try different ways of working, including innovative models of healthcare that promote better access to health services. In 2018, one quarter of Australians were unfamiliar with technologies such as digital education, telehealth, and on-demand transport.¹⁶¹ The COVID-19 pandemic accelerated the adoption of telehealth and digital technology more broadly across the health sector. New technology and innovative approaches can transform the way services are designed and delivered. The Victorian Government is investing in initiatives such as:

- \$12.5 million to support health services to maintain high usage rates for telehealth services¹⁶²
- \$30 million to upgrade IT systems supporting services like pathology, diagnostic imaging, and patient management systems¹⁶³
- \$2.3 million to trial two new digital services, so rural and regional Victorians can access care from their own homes.¹⁶⁴

The Victorian Auditor-General's Office (VAGO) 2017 *ICT Strategic planning in the health sector audit*,¹⁶⁵ found further work was required to fully and effectively implement the *Statewide health ICT strategic framework*.¹⁶⁶

Future directions to invest in the future in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of health and human services priority 5: investing in the future. *Victoria's infrastructure strategy 2021–2051* assessment found both of these recommendations were in progress.

The Victorian Government can do more to invest in the future. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

25. Use innovation to deliver better models of health care
87. Use rural schools for children's specialist and allied telehealth services.

Priority 5

Investing in the future – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Health care delivery through technology (2.2.3, 3.1.2, 12.1.6)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Use rural schools for children's specialist and allied telehealth services. • Use innovation to deliver better models of health care.
Health care ICT systems (3.1.1, 12.1.5)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Use innovation to deliver better models of health care.

¹⁶¹ Infrastructure Australia, *An assessment of Australia's future infrastructure needs – the Australian infrastructure audit 2019*, June 2019, p. 135

¹⁶² Minister for Health, 'Better at Home – More support to recover at home', 14 November 2020, (media release), www.premier.vic.gov.au/better-home-more-support-recover-home; Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery*, 2020, pp. 64-66

¹⁶³ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery*, 2020, p.79

¹⁶⁴ Department of Treasury and Finance, *Budget 2021-22: Creating Jobs, Caring for Victorians: Rural and regional Budget Paper*, p. 6; Victorian Government, 'Better mental health care for regional Victoria', 20 May 2021 (media release) Better Mental Health Care For Regional Victoria | Premier of Victoria (media release: accessed 7 June 2021)

¹⁶⁵ Victorian Auditor-General's Office, *ICT Strategic Planning in the Health Sector*, 2017

¹⁶⁶ Victorian Auditor-General's Office, *ICT Strategic Planning in the Health Sector*, 2017, p. 19

08.

Justice and emergency services

The Victorian infrastructure plan sets out five justice and emergency services sector priorities:

1. Keeping Victorians safe
2. Building the corrections and youth justice facilities we need
3. New and improved court services
4. Deploying information and communications technology innovations
5. Enhancing public safety.

Priority 1

Keeping Victorians safe

Crime is increasingly sophisticated, while complex issues such as family violence, mental illness, and alcohol and drug dependence require closer cooperation with other agencies and jurisdictions. The Victorian Government committed to a 10-year agenda of action to make Victoria a safer state. The *2019-20 Community safety statement* included commitments to replace and upgrade facilities at 32 police stations across Victoria, and a focus on strengthening frontline and specialist police capacity. Refurbishment works are complete at 15 stations and replacement works complete at 13 stations.¹⁶⁷ Other government initiatives include:

- \$300 million for Victoria Police to implement a range of system enhancements and reforms to deliver more effective and efficient police operations¹⁶⁸
- \$29 million to replace the Benalla Police Station with a new state-of-the-art facility.¹⁶⁹

Future directions to keep Victorians safe in *Victoria's infrastructure strategy 2021–2051*

The Victorian Government responded to two of the 2016 strategy recommendations as part of justice priority 1: keeping Victorians safe. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found one was substantially complete, and one was in progress.

In the future, the Victorian Government can do more to keep Victorians safe. It can do this by adopting the following recommendation from *Victoria's infrastructure strategy 2021–2051*:

27. Improve technology and infrastructure for a responsive police service.

Priority 1

Keeping Victorians safe – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Police communications channels (2.2.1, 8.2.1, 12.1.1)	Supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes the intent of the recommendation has been met.</i>
Police complexes (8.1.3)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Improve technology and infrastructure for a responsive police service.

¹⁶⁷ Victorian Government, 'Increasing connection with the community' (website), June 2019, <https://communitysafety.vic.gov.au/increasing-connection-to-the-community> (website: accessed 12 July 2021)

¹⁶⁸ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery Paper 3*, 2020, pp. 104, 108, 113-114

¹⁶⁹ Victorian Government, 'Delivering even more police to keep the community safe', 3 May 2021 (media release) *Delivering Even More Police To Keep The Community Safe* | Premier of Victoria

Priority 2

Building the corrections and youth justice facilities we need

Victoria's prison population has grown rapidly,¹⁷⁰ driving greater demand for corrections and youth justice infrastructure. New infrastructure can take years to plan, design, pass regulatory approvals and be built, rendering it relatively slow to react to rapid changes in demand. The Victorian Government continues to upgrade and build new facilities to make sure that the future needs of the corrections and justice systems are planned for. The Victorian Government's \$1.8 billion funding from 2019 continues to support construction of key corrections and youth justice facilities projects, including:

- a new 1248 bed maximum security men's prison at Chisholm Road, as part of the Lara Prison Precinct
- a new 140-bed high-security youth justice centre in Cherry Creek, west of Werribee
- major upgrades to existing prisons in Lara, Castlemaine, Ararat and Ravenhall
- 106 additional beds at Dame Phyllis Frost Centre
- short-stay and holding cells for up to 200 people on remand at a new court and custody complex in West Melbourne
- 68 more beds across the Youth Justice custodial precincts in Parkville and Malmsbury.¹⁷¹

Future directions to build the corrections and youth justice facilities we need in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to one of the 2016 strategy recommendations as part of justice priority 2: building the corrections and youth justice facilities we need. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found it was substantially complete.

In the future, the Victorian Government can do more to build the corrections and youth justice facilities we need. It can do this by adopting the following recommendation from *Victoria's infrastructure strategy 2021–2051*:

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

Priority 2

Building the corrections and youth justice facilities we need – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Future prisons (8.3.1)	Supported	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Plan and consistently deliver corrections and youth justice infrastructure while managing demand with policy settings.

¹⁷⁰ Sentencing Advisory Council Victoria, *Growth in Victoria's Remand Population Is Driving Increase in Prison Sentences: New Report* (media release), 4 February 2020, <https://www.sentencingcouncil.vic.gov.au/news-media/media-releases/growth-victorias-remand-population-driving-increase-prison-sentences-new>; Sentencing Advisory Council Victoria, 'Key Events for Sentencing in Victoria', 11 February 2021, (website), <https://www.sentencingcouncil.vic.gov.au/about-sentencing/key-events-for-sentencing-in-victoria> (website: accessed 20 July 2021)

¹⁷¹ Community Safety Building Authority, 'Our projects', March 2021 (website) <https://csba.vic.gov.au/our-projects> (website: accessed 12 July 2021); Department of Premier and Cabinet, *Victorian Infrastructure Plan: Projects Pipeline 2019-20*, p. 67

Priority 3

New and improved court services

Capacity constraints and delays in Victoria's court system cause longer periods of uncertainty for victims, more time on remand for accused people, and greater overcrowding in remand facilities. New and upgraded facilities are part of supporting a well-functioning court system. The government continues to deliver and invest in initiatives including:

- \$12.2 million for County Court accommodation and renewal¹⁷²
- \$10.2 million to grow the Online Magistrates' Court¹⁷³
- commenced construction of the \$152.4 million¹⁷⁴ state of the art Bendigo law court, which is scheduled to be operational in 2023¹⁷⁵
- operationalised three of the five Specialist Family Violence Courts, Shepparton, Ballarat and Moorabbin, with Frankston and Heidelberg to commence operation in 2021¹⁷⁶
- \$500 million social housing boost, including: stable housing and support services for those in contact with the justice system; \$42 million to create 250 bedrooms across 16 projects across Victoria. These projects are due for completion by mid-2022.¹⁷⁷

Future directions for new and improved court services in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to four of the 2016 strategy recommendations as part of justice priority 3: new and improved court services. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found:

- 3 were in progress
- 1 had not commenced

In the future, the Victorian Government can do more to build new and improved court services. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

26. Modernise courts through digitisation and contemporary shared facilities
32. Produce public plans for priority infrastructure sectors.

Priority 3

New and improved court services – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Courts maintenance (8.3.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities.
Courts in high growth areas (8.1.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities.
Courts in Melbourne's CBD (8.3.4)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities.
Justice/health/human services integrated planning (8.1.1)	Partly supported	<i>Not commenced.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities. • Produce public plans for priority infrastructure sectors. • Deliver multipurpose shared social service facilities in the regions.

¹⁷² Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 113

¹⁷³ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 113

¹⁷⁴ Court Services Victoria, 'Project history – Bendigo', 16 March 2021, (website) Project History – Bendigo | Court Services Victoria (website: accessed 12 July 2021)

¹⁷⁵ Court Services Victoria, 'Bendigo law court development', 15 July 2021, (website) Bendigo Law Court Development | Court Services Victoria (website: accessed 19 July 2021)

¹⁷⁶ Australian Government, 'Specialist Family Violence Courts and Family Violence Contact Centre' (website), 22 March 2021, <https://plan4womenssafety.dss.gov.au/initiative/specialist-family-violence-courts-and-contact-centre/> (website: accessed 12 July 2021)

¹⁷⁷ Victorian Government, 'Stable Housing And Supports For A Safer Community', 31 May 2021 (media release) <https://www.premier.vic.gov.au/stable-housing-and-supports-safer-community>

Priority 4

Deploying ICT innovations

While the COVID-19 pandemic changed how justice is administered in courts and tribunals, including virtual courtroom technology, challenges for widespread adoption of online dispute resolution remain.¹⁷⁸ The Victorian Government continues to implement and upgrade technology to strengthen court processes. Initiatives include:

- \$29 million to continue the Victorian Civil and Administrative Tribunal digital service transformation¹⁷⁹
- passage of the *Justice Legislation Amendment (System Enhancements and Other Matters) Act 2021* to enable courts to hear a wider range of matters via audio visual link and without in-person hearings. The Act also provides a legal framework for the electronic signing and remote witnessing of important legal documents, and continues measures to streamline arrangements for serving documents.¹⁸⁰

To inform courts' future use of technology, the *Parliamentary inquiry into the Victorian Government's response to the COVID-19 pandemic* recommended Court Services Victoria consider publishing information on how each court used technology during the pandemic.¹⁸¹

Future directions to deploy ICT innovations in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of justice priority 4: deploying ICT innovations. *Victoria's infrastructure strategy 2021–2051* assessment found both these recommendations were in progress.

In the future, the Victorian Government can do more to deploy ICT innovations. It can do this by adopting the following recommendation from *Victoria's infrastructure strategy 2021–2051*:

26. Modernise courts through digitisation and contemporary shared facilities.

Priority 4

Deploying ICT innovations – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Dispute resolution technology (8.2.2, 12.1.2)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities.
Justice case management ICT system (8.2.3)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Modernise courts through digitisation and contemporary shared facilities.

¹⁷⁸ Anne Wallace, "Virtual Justice in the Bush": *The use of court technology in remote and regional Australia*, *Journal of Law, Information and Science*, Vol 19, 2008, p. 11

¹⁷⁹ Department of Treasury and Finance, *Victorian Budget 2021-22: State Capital Program Paper 4*, 2021, p. 113

¹⁸⁰ Attorney-General, 'New legislation keeping the wheels of justice turning' (media release), 17 March 2021, www.jaclynsmes.com.au/media-releases/new-legislation-keeping-the-wheels-of-justice-turning/

¹⁸¹ Parliament of Victoria (Public Accounts and Estimates Committee), *Inquiry into the Victorian Government's response to the COVID-19 pandemic: Interim Report*, 2020, p. 139

Priority 5

Enhancing public safety

Victoria’s social and economic wellbeing depends on its critical infrastructure. The resilience of infrastructure needs to improve so it can be relied upon during a crisis or in changing social, economic, and environmental circumstances. The Victorian Government continues to invest in upgrading infrastructure and facilities. Initiatives include:

- \$50.8 million to support Victoria’s program to protect public services from cyber attacks¹⁸²
- over \$100 million additional funding for initiatives in communities impacted by the 2019–2020 bushfires, including business support, rebuilding, replacement of visitor assets restoration of waterways and supports for schools and early childhood services¹⁸³
- funding to implement actions from recent inquiries by the Inspector-General for Emergency Management and the Commonwealth Government’s Royal Commission into National Natural Disaster Management.

Future directions to enhancing public safety in Victoria’s infrastructure strategy 2021–2051

The Victorian Government responded to one of the 2016 strategy recommendations as part of justice priority 5: enhancing public safety. *Victoria’s infrastructure strategy 2021–2051* assessment found this recommendation was substantially complete.

In the future, the Victorian Government can do more to enhance public safety. It can do this by adopting the following recommendation from *Victoria’s infrastructure strategy 2021–2051*:

26. Modernise courts through digitisation and contemporary shared facilities.

Priority 5

Enhancing public safety – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria’s 2021 recommendations
Critical infrastructure contingency planning (19.2.1)	Supported in principle	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Improve critical infrastructure information flows and embed resilience.

¹⁸² Department of Treasury and Finance, *Victorian Budget 2021-22: Service Delivery, Budget Paper No. 3, 2021*, p. 102-103

¹⁸³ Department of Treasury and Finance, *Victorian Budget 2021-22: Service Delivery, Budget Paper No. 3, 2021*, pp. 88, 93

09.

Water

The Victorian infrastructure plan sets out three priorities for the water sector:

1. Extending and using our water grid better
2. Building resilience to climate changes
3. Improving the health of waterways and catchments.

Priority 1

Extending and using our water grid

Climate change is increasing the intensity and frequency of hot days and heatwaves, exacerbating any drought conditions, increasing water demand and reducing water storages. Good water management needs investment in new water resources and the continued modernisation of the water grid. The Victorian Government is continuing to deliver and invest in water efficiency and extension of the water grid through initiatives including:

- commencing a review of the *Central and Gippsland region sustainable water strategy*, with the final plan to be released in 2022¹⁸⁴
- continuing to deliver the Goulburn Murray water efficiency project, due for completion in 2023¹⁸⁵
- \$500,000 to undertake a study to scope potential infrastructure options for expanding irrigation development in central Gippsland¹⁸⁶
- delivering the next stages of the Werribee irrigation district modernisation project.¹⁸⁷

Future directions to extend and use our water grid in *Victoria's infrastructure strategy 2021–2051*

The Victorian Government responded to four of the 2016 strategy recommendations as part of water priority 1: extending and using our water grid. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found one was substantially complete, and three were in progress.

There has been good progress made to modernise Victoria's water infrastructure, but more needs to be done to provide for our future water security needs. In the future, the Victorian Government can do more to extend and use our water grid. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

13. Consider all water supply sources
15. Improve decision-making for urban water investment
16. Strengthen agricultural water security by modernising irrigation.

Priority 1

Extending and using our water grid – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Irrigation water delivery (14.1.3)	Supported in principle	<i>Substantially complete.</i>	<ul style="list-style-type: none"> • Strengthen agricultural water security by modernising irrigation.
Major water supply augmentation (14.3.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Consider all water supply sources. • Improve decision-making for urban water investment.
Water governance (14.1.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Improve decision-making for urban water investment.
Water trading (14.1.2)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

¹⁸⁴ Department of Environment, Land, Water and Planning, 'Engage Victoria: Central and Gippsland Region Sustainable Water Strategy', (website) <https://engage.vic.gov.au/central-and-gippsland-region-sustainable-water-strategy> (website: accessed 15 July 2021); Department of Environment, Land, Water and Planning, 'Central and Gippsland Region Sustainable Water Strategy', 22 April 2021, (website), <https://www.water.vic.gov.au/planning/long-term-assessments-and-strategies/sws/central-gipps-sws> (website: accessed 15 July 2021)

¹⁸⁵ Premier of Victoria, 'Landmark Investment to Modernise Water Infrastructure in Victoria's Largest Irrigation Network', 3 March 2021, (media release), www.premier.vic.gov.au/landmark-investment-modernise-water-infrastructure-victorias-largest-irrigation-network

¹⁸⁶ Premier of Victoria, 'Central Gippsland Irrigation Funding', 25 June 2020, (media release), Central Gippsland Irrigation Funding | Premier of Victoria

¹⁸⁷ Note: the initiative is funded by the Australian Government. Commonwealth of Australia, Budget 2021-22: Budget Paper No. 2, Canberra, ACT, 2021, p. 164

Priority 2

Building resilience to climate change

Water infrastructure and supply are acutely vulnerable to climate change impacts, with a high risk of water shortages, and drainage and sewerage damage from flooding. Planning for and responding to climate change and optimising use of all available water sources will help secure Victoria's water supply. The Victorian Government has delivered and continues to look for opportunities to optimise the use of water through initiatives including:

- completion of the first phase of a review into the use of recycled water¹⁸⁸
- release of two new guidelines for the safe and sustainable use of recycled water in Victoria¹⁸⁹
- commencement of the second phase of the use of recycled water review that will include a review of the Environmental Protection Authority's *Guidelines for wastewater irrigation*¹⁹⁰ and a project to better understand emerging contaminants in recycled water¹⁹¹
- release of *Guidelines for assessing the impact of climate change on water availability*,¹⁹² a consistent approach for applying climate change scenarios to assessing water availability¹⁹³
- release of the draft *Urban stormwater management guidelines*.¹⁹⁴

Future directions to build resilience to climate change in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to three of the 2016 strategy recommendations as part of water priority 2: building resilience to climate change. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found one was substantially complete, and two were in progress.

While progress continues to incorporate integrated water cycle management into existing systems, further work is required to support consideration of all water sources as part of our future water supply planning. In the future, the Victorian Government can do more to build resilience to climate change. It can do this by adopting the following recommendation from *Victoria's infrastructure strategy 2021–2051*:

14. Progress integrated water cycle management.

Priority 2

Building resilience to climate change – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Recycled water (non-potable use) (14.2.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> • Progress integrated water cycle management.
Stormwater harvesting (14.2.2, 17.2.1)	Supported in principle	<i>In progress.</i>	<ul style="list-style-type: none"> • Progress integrated water cycle management.
Stormwater quality (17.1.1)	Partly supported	<i>Substantially complete.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

¹⁸⁸ Department of Environment, Land, Water and Planning, 'Review on the use of recycled water', 22 March 2021, (website), Using alternative water sources (website: accessed 15 July 2021)

¹⁸⁹ Environment Protection Authority, '1910.2 Victorian guideline for water recycling', 16 March 2021 (website) <https://www.epa.vic.gov.au/about-epa/publications/1910-2> (website: accessed 15 July 2021); Environment Protection Authority, '1911.2: Technical information for the Victorian guideline for water recycling', 18 March 2021 (website) <https://www.epa.vic.gov.au/about-epa/publications/1911-2> (website: accessed 15 July 2021)

¹⁹⁰ Environment Protection Authority, 168: *Guidelines for wastewater irrigation*, April 1991, (website) <https://www.epa.vic.gov.au/about-epa/publications/168> (website: accessed 15 July 2021)

¹⁹¹ Department of Environment, Land, Water and Planning, 'Review on the use of recycled water' (website), 22 March 2021, Using alternative water sources (website: accessed 15 July 2021)

¹⁹² Department of Environment, Land, Water and Planning, *Guidelines for assessing the impact of climate change on water availability in Victoria*, November 2020

¹⁹³ Department of Environment, Land, Water and Planning, *Guidelines for assessing the impact of climate change on water availability in Victoria*, November 2020

¹⁹⁴ EPA, 'Urban stormwater management guidance', 12 May, (website) Urban stormwater management guidance | Environment Protection Authority Victoria (epa.vic.gov.au) (website: accessed 15 July 2021)

Priority 3

Improving the health of waterways and catchments

More frequent and intense bushfires are expected as a result of climate change, risking damage to catchments and water storages, from ash and debris contaminating the water supply.¹⁹⁵ The health of our waterways is also under pressure from the impacts of urbanisation, industrial and agricultural activities. The Victorian Government continues to invest in initiatives to protect our waterways and catchments by:

- continuing to progress nine new environmental work projects worth \$320 million, part of the Murray Darling Basin Plan, to deliver infrastructure such as pipes, pumps and flow regulators to divert environmental water from the river to 14,000 hectares of high-value Murray floodplain¹⁹⁶
- allocating about \$224 million to improve regional waterways and catchments.¹⁹⁷

Future directions to improve the health of waterways and catchments in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to two of the 2016 strategy recommendations as part of water priority 3: improving the health of waterways and catchments. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found the two were in progress.

Climate change will continue to place pressure and risk on Victoria's growing and competing demands for water. In the future, the Victorian Government can do more to improve the health of waterways and catchments. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

11. Specify climate scenarios and carbon value in assessing infrastructure
12. Strategically review climate consequences for infrastructure
13. Consider all water supply sources.

Priority 3

Improving the health of waterways and catchments – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Future directions in Infrastructure Victoria's 2021 recommendations
Environmental water delivery (16.3.3, 17.2.2)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes improvements should continue to be delivered through the normal business of government.</i>
Riparian fencing (17.1.2)	Supported in principle	<i>In progress.</i>	<i>Infrastructure Victoria notes progress to date on this recommendation, the remaining elements of which should continue to be delivered through the normal business of government.</i>

¹⁹⁵ Water Services Association Australia, *Managing debris flow risk in catchments after bushfires*, 2020, p. 1

¹⁹⁶ Department of Environment, Land, Water and Planning, *Delivering Water for Victoria*, 2018, p. 15

¹⁹⁷ Department of Treasury and Finance, *Victorian Budget 2020-21: Service Delivery Paper 3*, 2020, pp. 49, 51

10.

Planning and infrastructure

Fragmented decision-making, ambiguous responsibilities and undisclosed plans hinder integrated planning, leading to siloed planning and infrastructure decision-making, inconsistent outcomes, and unintended consequences for places and communities.¹⁹⁸ Planning underpins how we manage growth, to make sure that Victoria has the right infrastructure and services in the right places for the future.

The Victorian Government's *Plan Melbourne 2017–2050* strategy includes an aspirational scenario for 70% of new dwellings to be built in Melbourne's established areas, and policies for housing in urban renewal precincts, activity centres and areas with good access to jobs, services and public transport.¹⁹⁹ The *Plan Melbourne* implementation plan advances these objectives,²⁰⁰ with the *Land use framework* plans due in 2021.²⁰¹ Since the release of *Plan Melbourne*, the Victorian Government committed to the Suburban Rail Loop, with stage one precinct locations now confirmed. These will be important destinations for employment, housing, services and commercial development.²⁰² The *Digital twin Victoria* program trial aims to support better integrated planning and decision-making, and reduce the costs of maintaining assets with the platform expected to be accessible in late 2021.²⁰³

Future directions for planning and infrastructure in Victoria's infrastructure strategy 2021–2051

The Victorian Government responded to three of the 2016 strategy recommendations as part of planning and infrastructure. Of these, *Victoria's infrastructure strategy 2021–2051* assessment found all three were in progress.

The government has demonstrated progress and a continued commitment to improving integration of service and infrastructure planning. In the future, the Victorian Government can do more to further integrate services and prioritise infrastructure for growing communities. It can do this by adopting the following recommendations from *Victoria's infrastructure strategy 2021–2051*:

32. Produce public plans for priority infrastructure sectors
34. Review Victoria's infrastructure contribution system to cover gaps
35. Support more homes in priority established places
72. Prioritise and oversee infrastructure delivery in growing communities.

Planning and infrastructure – Assessment and future directions

Infrastructure Victoria: 2016 recommendation	Government position	Infrastructure Victoria assessment	Next steps – Infrastructure Victoria: 2021 recommendation
Development in/around employment centres (1.1.2, 10.1.2, 11.1.1)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Support more homes in priority established places.
Development in established areas (1.1.1, 10.1.1)		<i>In progress.</i>	<ul style="list-style-type: none"> Support more homes in priority established places.
Government service/ infrastructure planning (1.5.1, 2.4.1, 11.1.2)	Partly supported	<i>In progress.</i>	<ul style="list-style-type: none"> Produce public plans for priority infrastructure sectors. Prioritise and oversee infrastructure delivery in growing communities.

¹⁹⁸ Infrastructure Australia, *Planning liveable cities: a place-based approach to sequencing infrastructure and growth*, Canberra, 2018, p. 4

¹⁹⁹ Department of Environment, Land, Water and Planning, *Plan Melbourne 2017–2050*, pp. 44, 47

²⁰⁰ Department of Environment, Land, Water and Planning, *Plan Melbourne Implementation Actions*, 2017, pp. 1, 3–5, 13

²⁰¹ Department of Environment, Land, Water and Planning, *Plan Melbourne, Report on Progress 2019*, p9

²⁰² Suburban Rail Loop Authority, 'Suburban rail loop', (website), <https://suburbanrailloop.vic.gov.au/> (website: accessed 3 August 2021)

²⁰³ Department of Environment, Land, Water and Planning, *Digital Twin Victoria*, 23 July 2021, (website) <https://www.land.vic.gov.au/maps-and-spatial/projects-and-programs/digital-twin-victoria>, (website: accessed 3 August 2021)



Financial statements

for the year ended 30 June 2021

Contents

Accountable Officer's and Chief Financial Officer's declaration	109
Financial statements	
Comprehensive operating statement	112
Balance sheet	113
Cash flow statement	114
Statement of changes in equity	115
Notes to the financial statements	
Note 1. About this report	116
Note 2. Funding of our services	117
Note 3. Cost of delivering our services	118
Note 4. Key assets available to support output delivery	121
Note 5. Other assets and liabilities	124
Note 6. Financing our operations	126
Note 7. Risks, contingencies and valuation judgements	130
Note 8. Other disclosures	133

Accountable Officer's and Chief Financial Officer's declaration

The attached financial statements for Infrastructure Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the 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, cash flow statement, statement of changes in equity and notes to the financial statements, presents fairly the financial transactions during the year ended 30 June 2021 and financial position of Infrastructure Victoria as at 30 June 2021.

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 26 August 2021.



Tania Reaburn
Chief Financial Officer
Melbourne
25 August 2021



Michel Masson
Chief Executive Officer
Melbourne
25 August 2021

Independent Auditor's Report

To the Board of Infrastructure Victoria

Opinion	<p>I have audited the financial report of Infrastructure Victoria which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • Accountable Officer's and Chief Financial Officer's declaration. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of Infrastructure Victoria as at 30 June 2021 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>
Basis for opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of Infrastructure Victoria in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board's responsibilities for the financial report	<p>The Board of Infrastructure Victoria is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing Infrastructure Victoria's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report


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

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

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

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

MELBOURNE
31 August 2021


Timothy Maxfield
as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the financial year ended 30 June 2021

		2021	2020
	Notes	\$	\$
Income from transactions			
Grants	2.1	9,934,765	10,056,029
Total income from transactions		9,934,765	10,056,029
Expenses from transactions			
Employee benefits	3.2.1	6,116,950	6,611,167
Depreciation	4.2	402,922	404,522
Interest expenses	3.1	71,212	80,309
Capital asset charge	3.1	1,998	9,900
Other operating expenses	3.3	2,873,593	3,022,348
Total expenses from transactions		9,466,675	10,128,246
Net result from transactions (net operating balance)		468,090	(72,216)
Other economic flows included in net result			
Net gain/(loss) on disposal of non-financial assets		-	(3,453)
Net gain/(loss) from the revaluation of leave liabilities		79,099	(12,725)
Total other economic flows included in net result		79,099	(16,178)
Net result		547,189	(88,394)
Comprehensive result		547,189	(88,394)

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

Balance sheet

As at 30 June 2021

		2021	2020
	Notes	\$	\$
Assets			
Financial assets			
Receivables	5.1	2,089,184	1,424,425
Total financial assets		2,089,184	1,424,425
Non-financial assets			
Property, plant and equipment	4.1	2,454,110	2,857,032
Prepayments	5.4	88,678	64,491
Total non-financial assets		2,542,788	2,921,523
Total assets		4,631,972	4,345,948
Liabilities			
Employee benefits	3.2.2	1,045,491	1,211,743
Payables	5.2	499,158	275,796
Other provisions	5.5	98,667	98,667
Borrowings	6.1	2,532,071	2,844,359
Deferred lease incentive	5.3	16,964	22,951
Total liabilities		4,192,351	4,453,516
Net assets		439,621	(107,568)
Equity			
Accumulated surplus		439,621	(107,568)
Net worth		439,621	(107,568)

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

Cash flow statement

For the financial year ended 30 June 2021

		2021	2020
	Notes	\$	\$
Cash flows from operating activities			
Receipts			
Receipts from government		8,928,778	11,099,155
Total receipts		8,928,778	11,099,155
Payments			
Payments to suppliers and employees		(8,543,280)	(10,712,338)
Capital asset charge paid		(1,998)	(9,900)
Interest and other finance costs paid		(71,212)	(80,309)
Total payments		(8,616,490)	(10,802,547)
Net cash flows from/(used in) operating activities	6.2	312,288	296,608
Cash flows from investing activities			
Net cash flows from/(used in) investing activities		-	-
Cash flows from financing activities			
Proceeds from disposal of motor vehicles		-	32,045
Repayment of leases		(312,288)	(328,654)
Net cash flows from/(used in) financing activities		(312,288)	(296,608)
Net increase/(decrease) in cash and cash equivalents		-	-
Cash and cash equivalents at the beginning of the financial year		-	-
Cash and cash equivalents at the end of the year		-	-

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

Statement of changes in equity

For the financial year ended 30 June 2021

	Accumulated surplus	Total
	\$	\$
Balance at 1 July 2019	(19,173)	(19,173)
Net result for the year	(88,395)	(88,395)
Balance at 30 June 2020	(107,568)	(107,568)
Net result for the year	547,189	547,189
Balance at 30 June 2021	439,621	439,621

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

1. About this report

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

The principal address is:

Infrastructure Victoria
Level 33
140 William Street
Melbourne VIC 3000

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

Basis of preparation

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

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

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

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

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

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

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

Compliance information

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

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

Other accounting policies

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

2. Funding of our services

INTRODUCTION

Infrastructure Victoria is an independent advisory body, which is funded by Parliamentary appropriations for the provision of outputs. These appropriations are received by the Department of Treasury and Finance and provided to Infrastructure Victoria in the form of grants.

STRUCTURE

2.1 Income that funds the delivery of our services
2.2 Grants

2.1 Income that funds the delivery of our services

		2021	2020
	Notes	\$	\$
Grants	2.2	9,934,765	10,056,029
Total income		9,934,765	10,056,029

2.2 Grants

		2021	2020
		\$	\$
Grants from the Department of Treasury and Finance		9,934,765	2,002,565
Grants from the Department of Premier and Cabinet		-	8,053,465
Total grants		9,934,765	10,056,029

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

Infrastructure Victoria do not have any grants other than grants received from the Department of Treasury and Finance (DTF). These grants are recognised under the accounting standard AASB 1004 when Infrastructure Victoria has delivered the services and DTF has transferred the grant.

3. Cost of delivering our services

INTRODUCTION

This section provides an account of the expenses incurred by Infrastructure Victoria in delivering its services.

The funds that enable the provision of the services were disclosed in Note 2

STRUCTURE

- 3.1 Expenses incurred in the delivery of services
- 3.2 Employee benefits
- 3.3 Other operating expenses

3.1 Expenses incurred in the delivery of services

		2021	2020
	Notes	\$	\$
Employee benefits	3.2.1	6,116,950	6,611,167
Interest expenses		71,212	80,309
Capital asset charge		1,998	9,900
Other operating expenses	3.3	2,873,593	3,022,348
Total operating expenses		9,063,753	9,723,724

Interest expenses relate to the notional interest cost in leases recognised under AASB16 Leases. For Infrastructure Victoria this relates to the accommodation lease for the Williams Street Office facility.

3.2 Employee benefits

3.2.1 Employee benefits in the comprehensive operating statement

		2021	2020
		\$	\$
Salaries and wages, annual leave and long service leave		5,645,909	6,138,804
Defined contribution superannuation expense		471,041	472,363
Total employee benefits expenses		6,116,950	6,611,167

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

3.2.2 Employee benefits in the balance sheet

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

	2021	2020
	\$	\$
Current provisions:		
Annual leave	442,038	512,205
Long service leave	311,283	406,010
Total current provisions	753,321	918,215
Non current provisions		
Long service leave	292,170	293,528
Total non-current provisions	292,170	293,528
Total employee benefits ^(a)	1,045,491	1,211,743

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

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

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

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

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

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

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

3.3 Other operating expenses

	2021	2020
	\$	\$
Purchase of services	1,905,158	2,071,211
Supplies and services	692,853	650,527
Low-value lease expenses	34,351	39,284
Information technology costs	89,849	146,566
Occupancy costs	151,383	114,760
Total other operating expenses	2,873,594	3,022,348

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

Low-value lease expenses are related to the low-value leases (explained below).

All leases (except below) are accounted under AASB 16 Leases in the balance sheet:

- Short-term leases – leases with a term less than 12 months;(there are none in 2020-2021) or
- Low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10 000.

4. Key assets available to support output delivery

INTRODUCTION

Infrastructure Victoria controls property, plant and equipment in fulfilling its objectives and conducting its activities. These assets represent the key resources that Infrastructure Victoria uses for the delivery of these activities.

STRUCTURE

4.1 Property, plant and equipment
4.2 Asset depreciation

4.1 Property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Right-of-use buildings	3,095,214	3,095,214	(743,149)	(371,574)	2,352,065	2,723,640
Leasehold improvements	304,323	304,323	(231,346)	(205,626)	72,977	98,697
Leased motor vehicles	37,977	37,977	(8,910)	(3,283)	29,067	34,695
Net carrying amount	3,437,514	3,437,514	(983,405)	(580,483)	2,454,109	2,857,032

Leasehold Improvements – Initial Recognition

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

Leasehold Improvements – Subsequent Measurement

In reporting periods subsequent to initial recognition, leasehold improvements are valued using the historical cost method. Historical cost is used as a close proxy to the current replacement cost due to its short useful life.

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

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

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

Right-of-use asset – Subsequent measurement

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

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

Motor vehicles (including Motor vehicles under leases)

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

Impairment

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

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

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

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

	Right of use buildings	Leasehold improvements	Leased motor vehicles	Total
	\$	\$	\$	\$
2021				
Carrying amount at the start of the year	2,723,640	98,697	34,695	2,857,032
Additions	-	-	-	-
Disposals	-	-	-	-
Depreciation expenses	(371,575)	(25,720)	(5,627)	(402,922)
Carrying amount at the end of the year	2,352,065	72,977	29,068	2,454,110
2020				
Carrying amount at the start of the year	-	124,316	39,544	163,861
Recognition of right-of-use assets on initial application of AASB 16	3,095,214	-	-	3,095,214
Additions	-	-	37,977	37,977
Disposals	-	-	(35,498)	(35,498)
Depreciation expenses	(371,574)	(25,619)	(7,329)	(404,522)
Carrying amount at the end of the year	2,723,640	98,697	34,695	2,857,032

4.2 Asset depreciation

	2021	2020
	\$	\$
Right-of-use buildings	371,574	371,574
Leasehold improvements	25,721	25,619
Leased motor vehicles	5,627	7,329
Total depreciation	402,922	404,522

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

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

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

The estimated useful lives, residual values and depreciation method are reviewed at least annually.

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

Useful life of assets

Asset class	Useful life (years)
Right-of-use buildings	9
Leasehold improvements	5-40
Leased motor vehicles	2-3

5. Other assets and liabilities

INTRODUCTION

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

STRUCTURE

- 5.1 Receivables
- 5.2 Payables
- 5.3 Deferred lease incentive
- 5.4 Prepayments
- 5.5 Other provisions

5.1 Receivables

	2021	2020
	\$	\$
Statutory		
Amounts owing from Victorian Government	2,026,321	1,420,772
GST recoverable	62,863	3,653
Total receivables	2,089,184	1,424,425
Represented by:		
Current receivables	1,839,776	1,160,328
Non-current receivables	249,408	264,097

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

5.2 Payables

	2021	2020
	\$	\$
Contractual		
Creditors and accruals	473,687	249,807
Statutory		
Amounts payable to other government agencies	25,471	25,989
Total payables	499,158	275,796
Represented by:		
Current payables	499,158	275,796

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

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

5.3 Deferred lease incentive

	2021	2020
	\$	\$
Current	5,987	5,987
Non-current	10,977	16,964
Total deferred lease incentive	16,964	22,951

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

5.4 Prepayments

	2021	2020
	\$	\$
Occupancy costs	32,374	39,299
Information technology costs	25,557	25,192
Membership costs	30,747	-
Total prepayments	88,678	64,491

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

5.5 Other provisions

	2021	2020
	\$	\$
Make-good provision	98,667	98,667
Total other provisions	98,667	98,667

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

6. Financing our operations

INTRODUCTION

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

STRUCTURE

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

6.1 Borrowings

	2021	2020
	\$	\$
Secured		
Current lease liabilities	334,590	312,289
Non-current lease liabilities	2,197,481	2,532,070
Total Borrowings	2,532,071	2,844,359

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

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to Infrastructure Victoria and for which the supplier does not have substantive substitution;
- Whether Infrastructure Victoria has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and Infrastructure Victoria has the right to direct the use of the identified asset throughout the period of use; and
- Whether Infrastructure Victoria has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

Separation of lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the lessee is required to separate out and account separately for non-lease components within a lease contract and exclude these amounts when determining the lease liability and right-of-use asset amount.

Recognition and measurement of leases as a lessee

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or Infrastructure Victoria's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- payments arising from purchase and termination options reasonably certain to be exercised.

Interest expenses include costs incurred in connection with the borrowing of funds or the notional interest cost in the accommodation lease recognised under the AASB16 Leases. Interest expense is recognised in the period in which it is incurred.

Lease Liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or to reflect revised in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Short-term leases and leases of low-value assets

Infrastructure Victoria has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

Infrastructure Victoria presents right-of-use assets as 'property plant equipment' (refer to Note 4.1 (a)) unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet. Lease liabilities are presented as 'borrowings' in the balance sheet.

6.1 (a) Amounts recognised in the Comprehensive Operating Statement

The following amounts are recognised in the Comprehensive Operating Statement relating to leases:

	2021	2020
	\$	\$
Interest expense on lease liabilities	71,212	80,309
Low-value lease expenses	34,351	39,284
Total amount recognised in the statement of comprehensive statement	105,563	119,593

6.1 (b) Amounts recognised in the Cash flow statement

The following amounts are recognised in the Cash flow statement for the year ended 30 June 2021 relating to leases

	2021	2020
	\$	\$
Interest expense on lease liabilities	71,212	80,309
Low-value lease expenses	34,351	39,284
Lease liability payments	312,288	328,654
Total cash outflow for leases	417,851	448,246

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

	2021	2020
	\$	\$
Net result for the period	547,189	(88,394)
Non-cash movements		
Depreciation	402,922	404,522
Net (gain)/loss on disposal of non-financial assets	-	3,453
Movements in assets and liabilities	-	
(Increase)/decrease in receivables	(664,759)	744,347
(Increase)/decrease in prepayments	(24,187)	22,082
(Decrease)/Increase in payables	223,362	(1,038,522)
(Decrease)/Increase in provisions	(166,252)	255,109
(Decrease)/Increase in lease incentive	(5,987)	(5,987)
Net cash flows from/(used in) operating activities	312,288	296,609

6.3 Commitments for expenditure

	Less than one year	1-5 years	Greater than 5 years	Total
	\$	\$	\$	\$
Nominal amounts				
2021				
Other commitments payable	379,850	69,700	-	449,550
Total commitments (inclusive of GST)	379,850	69,700	-	449,550
<i>Less GST recoverable</i>	(34,454)	(6,336)	-	(40,790)
Total commitments (exclusive of GST)	345,396	63,364	-	408,760
2020				
Other commitments payable	76,785	23,458	-	100,244
Total commitments (inclusive of GST)	76,785	23,458	-	100,244
<i>Less GST recoverable</i>	(6,980)	(2,133)	-	(9,113)
Total commitments (exclusive of GST)	69,805	21,326	-	91,130

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are reported above at their nominal value and inclusive of GST. Where it is considered appropriate and it provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

7. Risks, contingencies and valuation judgements

INTRODUCTION

Infrastructure Victoria is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements.

This section sets out financial instrument specific as well as those items that are contingent in nature or require a higher level of judgement to be applied.

STRUCTURE

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

7.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements between entities that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of Infrastructure Victoria's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*. For example, statutory receivables do not meet the definition of financial instruments as they do not arise under contract. Infrastructure Victoria's statutory receivables are disclosed in note 5.1.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs. These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

Categories of financial liabilities

Financial liabilities at amortised cost

Financial instrument liabilities are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs.

Financial instrument liabilities measured at amortised cost include all of Infrastructure Victoria's contractual payable and lease liabilities.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when the rights to receive cash flows from the asset have expired.

Derecognition of financial liabilities

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

Offsetting financial instruments

Financial instrument assets and liabilities are offset, and the net amount presented in the balance sheet when, and only when, Infrastructure Victoria has a legal right to offset the amounts and intend either to settle on a net basis or to realise the asset and settle the liability simultaneously.

7.1.1 Categorisation of financial instruments

			2021	2020
			\$	\$
Financial assets	Note	Category		
Receivables *	5.1	Financial assets at amortised cost	-	-
			-	-
Financial liabilities	Note	Category		
Payables	5.2	Financial liabilities at amortised cost	473,687	249,807
Lease Liabilities	6.1	Financial liabilities at amortised cost	2,532,071	2,844,359
			3,005,758	3,094,166

Note: *Receivables disclosed exclude statutory receivables (i.e. amounts receivable from government departments and GST recoverable)

7.1.2 Financial risk management objectives and policies

Infrastructure Victoria's financial risk management program seeks to manage the risks arising from volatility in financial instruments.

Infrastructure Victoria's main financial risks include credit risk, liquidity risk and market risk. Infrastructure Victoria manages these financial risks in accordance with its financial risk management policy.

Credit risk

Credit risk arises from the financial assets of Infrastructure Victoria, which comprise trade and other receivables. Infrastructure Victoria's exposure to credit risk arises from the potential default of counterparties on their contractual obligations resulting in financial loss to Infrastructure Victoria. Credit risk is measured at fair value and is monitored on a regular basis.

Credit risk associated with Infrastructure Victoria's financial assets is minimal because the main debtors are the Victorian Government departments.

Liquidity risk

Liquidity risk arises when Infrastructure Victoria is unable to meet its financial obligations as they fall due. Infrastructure Victoria operates under the Victorian Government's fair payments policy of settling financial obligations within 30 days and, in the event of a dispute, makes payments within 30 days from the date of resolution.

Infrastructure Victoria's exposure to liquidity risk is deemed insignificant based on the current assessment of risk. Maximum exposure to liquidity risk is the carrying amount of financial liabilities. Infrastructure Victoria manages its liquidity risk by maintaining an adequate level of uncommitted funds that can be used at short notice to meet its short-term obligations.

Market risk

Infrastructure Victoria has no exposure to interest rate, foreign currency or other price risks. Interest rates on Infrastructure Victoria's lease liabilities are fixed.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

There were no contingent assets based on the above definitions relating to Infrastructure Victoria as at 30 June 2021 (30 June 2020: Nil).

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

There were no contingent liabilities based on the above definitions relating to Infrastructure Victoria as at 30 June 2021 (30 June 2020: Nil).

8. Other Disclosures

INTRODUCTION

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

STRUCTURE

- 8.1 Subsequent events
- 8.2 Changes in accounting policies
- 8.3 Australian Accounting Standards issued but not yet effective
- 8.4 Responsible persons
- 8.5 Remuneration of executives
- 8.6 Related parties
- 8.7 Remuneration of auditors
- 8.8 Restructuring of administrative arrangements

8.1 Subsequent events

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of Infrastructure Victoria.

8.2 Changes in accounting policies

There have been no changes in accounting policies for Infrastructure Victoria during 2020-21.

8.3 Australian Accounting Standards (AASs) issued but not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2020-21 reporting period. These accounting standards have not been applied to these Financial Statements. Infrastructure Victoria is reviewing its existing policies and assessing the potential implications of these accounting standards which includes:

- AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current*

This Standard amends AASB 101 to clarify requirements for the presentation of liabilities in the statement of financial position as current or non-current. It initially applied to annual reporting periods beginning on or after 1 January 2022 with earlier application permitted however the AASB has recently issued AASB 2020-1 *Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date* to defer the application by one year to periods beginning on or after 1 January 2023. Infrastructure Victoria will not early adopt the Standard.

Infrastructure Victoria is in the process of analysing the impacts of this Standard. However, it is not anticipated to have a material impact.

Several other amending standards and AASB interpretations have been issued that apply to future reporting periods but are considered to have limited impact on Infrastructure Victoria's reporting.

- AASB 17 Insurance Contracts.
- AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (Appendix C).
- AASB 2020-2 Amendments to Australian Accounting Standards – Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities.
- AASB 2020-3 Amendments to Australian Accounting Standards – Annual Improvements 2018-2020 and Other Amendments.
- AASB 2020-7 Amendments to Australian Accounting Standards – Covid-19-Rent Related Concessions: Tier 2 Disclosures.
- AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2.
- AASB 2020-9 Amendments to Australian Accounting Standards – Tier 2 Disclosures: Interest Rate Benchmark Reform (Phase 2) and Other Amendments.

8.4 Responsible persons

The persons who held the positions of Minister and Accountable Officer in Infrastructure Victoria (from 1 July 2020 to 30 June 2021) were:

Position	Names	
Treasurer	Tim Pallas MP	(1 July 2020 to 30 June 2021)
Chief Executive Officer	Michel Masson	(1 July 2020 to 30 June 2021)

Remuneration received or receivable by the Accountable Officer, in connection with the management of Infrastructure Victoria during the reporting period, was in the range: \$590,000-\$599,999¹ (\$540,000-\$549,999 for 2019-20).

¹ Infrastructure Victoria's CEO received a 2% increase in total remuneration in February 2020. The CEO's contract was renewed in February 2021 with no further increase in remuneration. The change in remuneration range is largely driven by a variation in oncosts.

8.5 Remuneration of executives

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include employer contributions for members of both defined benefit and defined contribution superannuation plans.

Other long-term benefits include long service leave, other long-service benefits or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

	2021	2020
Remuneration of executives officers	\$	\$
Short-term employee benefits	1,128,093	726,587
Post-employment benefits	74,137	220,034
Other long-term benefits	46,464	82,283
Termination benefits	-	132,500
Total remuneration	1,248,694	1,161,404
Total number of executives ⁽ⁱ⁾	5	6
Total annualised employee equivalents ⁽ⁱⁱ⁾	5.0	2.8

Notes:

- (i) The total number of executive officers includes persons who meet the definition of key management personnel of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (Note 8.4).
- (ii) Annualised employee equivalent is based on paid working hours of 38 ordinary hours per week over the 52 weeks for the reporting period.

8.6 Related parties

Infrastructure Victoria is a wholly owned and controlled entity of the State of Victoria. Related parties of Infrastructure Victoria include:

- all key management personnel and their close family members;
- all cabinet Ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of State consolidated financial statements.

Significant transactions with government-related entities

Infrastructure Victoria received grants from the Department of Treasury and Finance of \$9.9 million in 2020-21 (\$2.0 million received in 2019-20 and \$8.0 million from the Department of Premier and Cabinet in 2019-20). No grants were received from the Department of Premier and Cabinet in 2020-21.

The Key Management Personnel (KMP) of Infrastructure Victoria includes the Portfolio Minister being Tim Pallas MP and members of the Senior Executive Team, which includes:

Key management personnel	Role at Infrastructure Victoria
James Miller	Chair, Board
Maria Wilton	Deputy Chair, Board
Chris Eccles*	Board Member (until October 2020)
Jeremi Moule*	Board Member (from October 2020 to June 2021)
John Bradley*	Board Member
Margaret Gardner	Board Member
Ann Sherry	Board Member
David Martine*	Board Member
Michel Masson	Chief Executive Officer
Jonathan Spear	Deputy Chief Executive, Chief Operating Officer & General Counsel

*Departmental secretaries

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported in the financial report of Department of Parliamentary Services.

The compensation details below also exclude the departments' secretaries who are also board members of Infrastructure Victoria; these are reported in the financial report of each respective department.

	2021	2020
Compensation of KMPs	\$	\$
Short-term employee benefits	1,093,313	1,005,309
Post-employment benefits	46,314	57,651
Other long-term benefits	34,672	35,718
Total	1,174,300	1,098,678*

*The compensation of KMPs for 2020 has been restated to exclude two Executive Officers who were not KMPs

Transactions with KMPs and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with Infrastructure Victoria, there were no related party transactions that involved KMPs and their close family members. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.7 Remuneration of auditors

	2020	2019
	\$	\$
Audit fees paid or payable to the Victorian Auditor-General's Office		
Audit of the Annual Financial Statements	16,500	16,700
Total	16,500	16,700

The Victorian Auditor-General's Office provided no other direct services to Infrastructure Victoria.

8.8 Restructuring of administrative arrangements

Due to Machinery of Government (MoG) changes, the portfolio department of the Infrastructure Victoria was transferred from the Department of Premier and Cabinet (DPC), to the Department of Treasury and Finance (DTF) effective 1 May 2020.



This publication may be of assistance to you, but Infrastructure Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence that may arise from you relying on any information in this publication. You should seek appropriately qualified advice before making any decisions regarding your particular project.

Printed by Infrastructure Victoria

September 2021

© Copyright Infrastructure Victoria 2021



Except for any logos, emblems, trademarks, figures and photography, this document is made available under the terms of the Creative Commons Attribution 3.0 Australia licence. It is a condition of this Creative Commons Attribution 3.0 licence that you must give credit to the original author, who is Infrastructure Victoria.

This document is available in PDF and accessible Word format at www.infrastructurevictoria.com.au

Photo credits: Unsplash, Pexels
Design: OU Design



