



October 2025

# Annual report 2024–2025

Financial year 2024–2025





## About us

Infrastructure Victoria is an independent advisory body with 3 functions:

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

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

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

Infrastructure Victoria does not directly oversee or fund infrastructure projects.

## Acknowledgement

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







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# Responsible body’s declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present Infrastructure Victoria’s Annual Report for the reporting period ending 30 June 2025.

**Jim Miller**  
Chair, Infrastructure Victoria

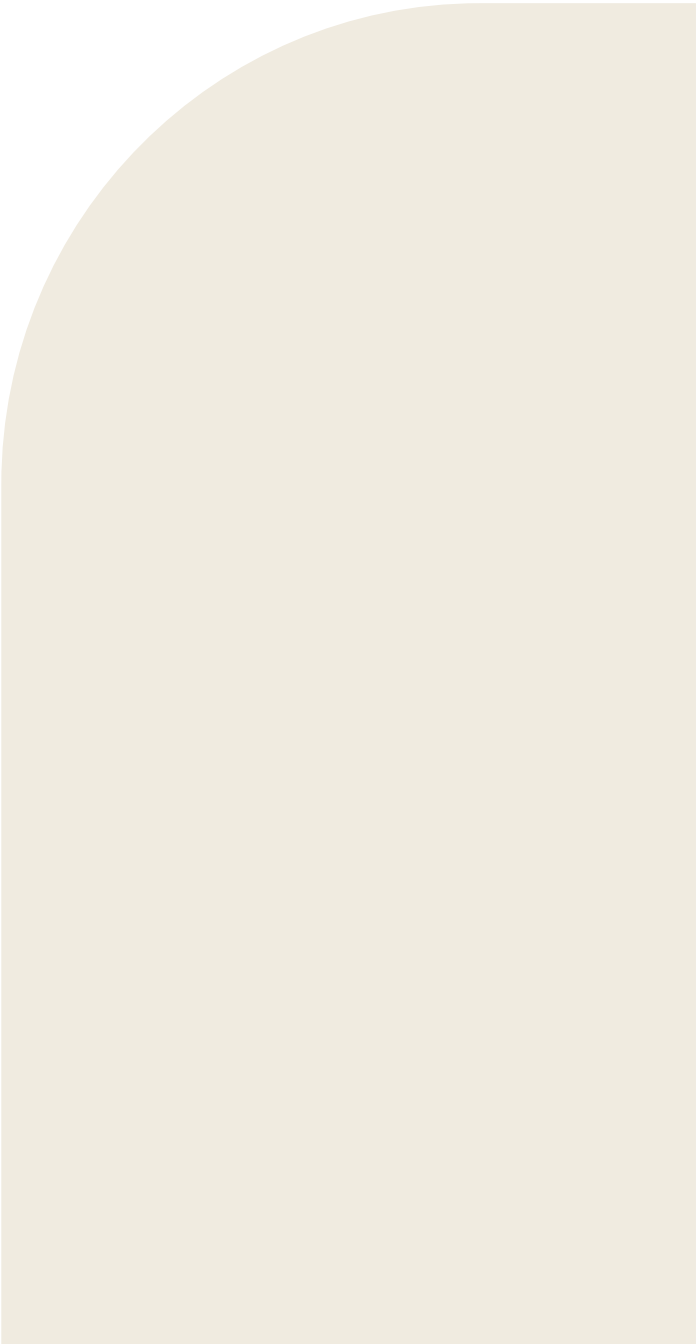
10 October 2025







# Report of operations



# Chair and CEO's report

Infrastructure Victoria is completing its 10th year as an authoritative and independent voice on infrastructure needs and priorities.

We influence decisions on infrastructure planning, anticipate challenges and opportunities before they arise, and provide practical advice to the Victorian Government. Our work supports improved social, economic and environmental outcomes for the state.

The release of *Victoria's draft 30-year infrastructure strategy* for consultation in March was a significant milestone. The third updated strategy reflects the key issues that matter to Victorians including better access to jobs and services, more housing choices, more infrastructure for regional and growth areas and reducing greenhouse gas emissions.

To support the draft strategy's release, we ran an 8-week engagement program. More than 21,000 active users visited our engagement sites. We hosted 3 public webinars, 7 government briefings, and 9 sector workshops. We received more than 2,500 pieces of feedback including 309 submissions. We updated the strategy based on evidence from our stakeholders. We look forward to *Victoria's 30-year infrastructure strategy 2025–2055* being tabled in Parliament later this year.

We delivered 6 new research reports and 14 supporting reports this financial year. Our research program informed the draft 30-year infrastructure strategy. As the state continues to navigate workforce and supply chain issues, our *Digital technology and infrastructure productivity* report named 5 existing technologies that offer the greatest potential to deliver big savings and productivity benefits across government infrastructure now, if more widely used. *Getting better use from infrastructure* showed how asset managers can be supported to get better use from the \$400 billion of state-owned land and infrastructure.

We delivered a series of research reports on Victoria's social infrastructure. In *Getting more from school grounds: sharing places for play and exercise*, we identified the potential for more of Victoria's public schools to open their grounds for community use outside school hours, creating more open space for Victorians to connect, play and stay physically active. We also modelled the state's future demand for education infrastructure. *Learning for life: preparing kindergarten, school and TAFE infrastructure for the*

*future* found Victoria will need around 900 new kindergartens, up to 60 new government schools and 20% more teaching space for TAFE over the next decade to give more Victorians access to education and training as the state grows.

We increased our focus on the needs of Victoria's First Peoples. For the first time, Victoria's draft 30-year infrastructure strategy includes an evidence-based objective for Aboriginal people to have self-determination and equal outcomes to other Victorians. In another first, we released a co-authored report developed with the Victorian Aboriginal Community Controlled Health Organisation. *Investing in Aboriginal health and wellbeing infrastructure* found an urgent need for funding to deliver major new and upgraded facilities that better support their unique and effective model of culturally appropriate care. We welcomed the \$12.5 million commitment to Dandenong and District Aborigines Co-Operative in the 2025–26 budget, acknowledging more action will be needed to close the infrastructure gap.

Actions in our *Reflect Reconciliation Action Plan* also continue to progress. Working within the Reconciliation Australia framework, we are building our knowledge of Victoria's First Peoples. We are strengthening our relationships, sourcing more services from First Peoples' businesses and making our organisation culturally safer.

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More than 21,000 web users took part in our draft strategy consultation. There were 2,500 items of feedback and 309 submissions.

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Our work is reaching Victorians and influencing change. We hosted 6 public information webinars, inviting stakeholders to join the discussion and explore topics including medium-density housing, education infrastructure, Aboriginal community health infrastructure and digital technologies. This year, our research was cited in more than 145 industry and research publications and in more than 2,500 news stories. Our work on the updated infrastructure strategy, providing more housing choices while



making better use of infrastructure, improving safety on local streets, and delivering social infrastructure to growing communities was the subject of extensive media coverage and stakeholder discussion.

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Our research was cited in more than 145 industry and academic publications and 2,500 media stories.

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The Infrastructure Victoria Act 2015 requires us to assess the government's priorities and progress in meeting the infrastructure needs identified in the strategy against their 5-year statewide infrastructure plan. Since the release of Victoria's infrastructure strategy 2021–2051, the government has progressed or substantially implemented around 85% of our recommendations.

This financial year's assessment finds more progress of our 2021 recommendations across transport, health, housing, planning, open space, waste and recycling and more. The following Victorian Government announcements reflect our recommendations and advice:

- In August 2024, the government released plans to deliver an extra 60,000 homes across 10 suburban activity centres by 2051. This aligns closely with our strategy recommendations and research; *Our home choices* and *Choosing Victoria's future*.
- *Plan for Victoria* was released in February 2025. It contains many directions and actions that are consistent with our 2021–2051 infrastructure strategy and other recommendations.
- New 'train and tram zone' activity centres were announced in February 2025. Consistent with our recommendations and research, these are intended to encourage more housing in well-located, established areas of Melbourne.
- Throughout 2024 and 2025 the government continued to deliver bus service changes in growth areas, established suburbs and the Mornington Peninsula. This aligns with our strategy recommendations and *Fast, frequent, fair* report.
- Following the release of *Getting more from school grounds* in October 2024, the government announced a trial for 41 schools in Melbourne's west to share their grounds with the community outside school hours.
- The government has updated its speed zone policy to allow councils and relevant state

authorities to name and enforce 30km/h as a standard speed zone option in suitable areas. *Victoria's draft 30-year infrastructure strategy* recommended speed limits be set to 30km/hr on local streets, starting in places that children frequent to make local streets safer (draft recommendation 14).

- The release of the Victorian Government's road maintenance strategy in June 2025 followed the 2024–25 Budget commitment to allocate \$6.6 billion over 10 years to maintain the state's road network. This aligns with recommendation 78 to deliver long-term funding certainty for regional road maintenance and upgrades.
- The government's *Gas security statement* and new building electrification regulations require new residential buildings to be fully electric from January 2027. The government also committed to gradually phasing in new minimum energy efficiency standards for rental properties from March 2027. These changes align with strategy recommendations 10 and 7, respectively.

This year marks the beginning of our tenth year in operation. Our ongoing commitment to being a fantastic place to work was reflected in our outstanding People Matter Survey results. We achieved a staff satisfaction rating of 87%, which is 20% higher than our nearest comparator group. We are proud of the work of our team and Board in supporting our positive culture. Our stakeholders have also noted our value. Key stakeholders gave us a 96% rating for reputation and a 91% rating for trust in independent biennial research undertaken in February 2025.

On a governance note, we would like to thank Paul Younis for his valued contributions to the Infrastructure Victoria board. We welcome Jeroen Weimar in his new position as Secretary, Department of Transport and Planning.

The last year has highlighted the importance of Infrastructure Victoria's unique model and independence to the benefit of Victorians. As we mark our 10th anniversary in October 2025, we look forward to building on our achievements and continuing to support better outcomes for the state.

**Jim Miller**  
Chair, Infrastructure Victoria

**Jonathan Spear**  
Chief Executive Officer, Infrastructure Victoria

# Infrastructure Victoria’s functions

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

The *Infrastructure Victoria Act 2015* came into effect on 1 October 2015.

The Act established Infrastructure Victoria as a statutory authority, with the independence and appropriate powers to support its role to provide trusted, evidence-based advice to the Victorian Government, Parliament and the community.

## Functions

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

Infrastructure Victoria has 3 key functions pursuant to the *Infrastructure Act 2015*:

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

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

## Regions and sectors

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

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

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





# Infrastructure Victoria's independence

The *Infrastructure Victoria Act 2015* has key provisions which ensure Infrastructure Victoria operates independently.

## Objective of independence

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

## Independent board

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

## No ministerial direction or control

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

## Freedom to publish

Infrastructure Victoria does not require the approval of the government to publish its 30-year strategy or research.

The 30-year strategy is transmitted to the Parliament for all Victorians to see as soon as possible after it is completed.

## Independence of advice

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

## Power to obtain information

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

## Independence

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

## Influence

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

## Innovation

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

## Openness

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

## Engagement

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

## People

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





# Our plan and our people

Infrastructure Victoria's corporate plan focuses on influencing change on the infrastructures issues that really matter.

We strategically chose our priorities, considering the world around us and the challenges that Victorians face, on the issues we can best add value to with relevant, implementable advice.

Our 5-year corporate plan defines our aspirations, and how we will deliver them. It describes the choices we made to support our success and how we will position ourselves in a changing environment.

## Doing more with less

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

## Navigating change and disruption

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

## Improving social equity through access

Victoria should be a great place for everyone who lives here. With rigorous research, we will examine people's different needs, the disparities between

people and places, and the interventions that can make access to infrastructure fairer. These disparities are particularly visible in regional Victoria and Melbourne's growth areas. We will help people understand these differences and provide options to bridge the disparities in access to infrastructure.

## Mitigating and adapting to our changing climate

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

## Improving how people engage with our work

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

## Supporting success in a hybrid work environment

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

# Our achievements

In 2024–2025, we made significant progress in delivering on our corporate plan. This is our assessment of our progress against the current 5-year plan.

| Our aspirations                                                                                                                                                                                        | Our progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Deliver research, advice and strategy recommendations that enable better use of Victoria’s infrastructure and support productivity growth.                                                             | <ul style="list-style-type: none"><li>Published research examines most prospective digital technologies not yet adopted at scale in Victoria. Shortlists 5 that can best boost productivity in the infrastructure sector by 2030.</li><li>Published <i>Victoria’s draft 30-year infrastructure strategy</i> which includes recommendations to enable better use of Victoria’s infrastructure and support productivity growth. Recommendations include using modern traffic management technology; making rail freight more competitive, reliable and efficient; encouraging off-peak freight delivery in urban areas and rezoning more locations near existing infrastructure.</li><li>Published research on getting better use from infrastructure by improving asset management of Victorian Government infrastructure.</li></ul> |
| Support Victoria’s navigation of emerging changes and disruption. Guide better infrastructure planning and decisions under uncertain conditions through research, advice and strategy recommendations. | <ul style="list-style-type: none"><li>Published <i>Victoria’s draft 30-year infrastructure strategy</i> including recommendations to help guide better infrastructure planning and decisions under uncertain conditions. Recommendations include preparing and publishing infrastructure plans to shape Victoria’s cities, creating and preserving opportunities for future major infrastructure projects, greater use of digital technologies, adapting infrastructure to climate change and advancing integrated water management.</li></ul>                                                                                                                                                                                                                                                                                      |
| Improve social equity through access. Examine people’s different needs, the disparities between people and places, and the interventions that can make access to infrastructure fairer.                | <ul style="list-style-type: none"><li>Published 3 social infrastructure reports with a strong focus on improving social equity through greater access to infrastructure. Reports covered opening more government school grounds for informal community access outside school hours, kindergarten, school and TAFE infrastructure needs over the next decade and investment in Aboriginal health and wellbeing infrastructure.</li><li>Published <i>Victoria’s draft 30-year infrastructure strategy</i> including recommendations to help improve social equity through access. Recommendations include greater investment in social housing,</li></ul>                                                                                                                                                                             |



Our aspirations

Our progress

Identify and address priorities to adapt Victorian infrastructure to climate change. Investigate new opportunities to reduce infrastructure related emissions.

- Published *Victoria’s draft 30-year infrastructure strategy* with recommendations to help make Victoria resilient and better prepare the state’s infrastructure for the impacts of climate change. Recommendations include using new flood maps to revise planning schemes, funding of high-priority infrastructure adaptation actions and reducing greenhouse gas emissions of infrastructure.

Improve access and the usability and presentation of our research, advice and strategy work. Adopt a digital-first approach.

- Designed online development of Victoria’s 30-year infrastructure strategy with interactive graphics and new search capability.
- Future-proofed our website development to deliver a digital-first approach for new projects.
- Implemented new technology to improve and automate website workflow for webinar events.

Support our people to be productive, collaborative and healthy in a hybrid work environment. Improve our information management.

- People matter survey results outperform comparator and broader public sector.
- Began exploring use of artificial intelligence to support and enhance our work program and corporate processes.



Our people

Infrastructure Victoria aspires to be a fantastic place to work. During 2024–2025, we consolidated our strong results in creating a positive workplace culture that produces excellent, evidence-based work.

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

The annual survey was conducted in May and June this year. Almost all our results outperformed the comparator and broader public sector groups, building on our strong performance from the past 2 years.

A high-level snapshot of our key results shows:

Infrastructure Victoria staff survey result

| Indicator             | Our 2025 result | Comparator result | Our 2024 result |
|-----------------------|-----------------|-------------------|-----------------|
| Workforce engagement  | 89%             | 69%               | 92%             |
| Response rate         | 92%             | 54%               | 93%             |
| Employee satisfaction | 87%             | 67%               | 89%             |
| Employee inclusion    | 93%             | 80%               | 97%             |
| Safety climate        | 86%             | 62%               | 88%             |

Source: Victorian Public Sector Commission

Infrastructure Victoria maintained a very high positive rating across multiple survey questions with many in line, or above, our results from last year:

- I feel culturally safe at work (97%)
- I am proud to tell others I work for my organisation (97%)
- my organisation is committed to earning a high level of public trust (100%)
- I understand how my job helps my organisation achieve its goals (97%)

- I can use my skills and knowledge in my job (97%)
- In my workgroup, work is allocated fairly, regardless of gender (97%).

In the past year, we focused heavily on continuous improvement initiatives to better manage work-related stress.

We were pleased that because of those initiatives, no staff reported high to severe work stress in the 2025 survey results. This was an 11% improvement on the previous survey.



# Our year by numbers

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

Our work helped shape recommendations and policy options in *Victoria’s draft 30-year infrastructure strategy*, plus 5 research reports released throughout the year:

- *Victoria’s draft 30-year infrastructure strategy*
- *Investing in Aboriginal health and wellbeing infrastructure: securing safe and sustainable Community-controlled care*
- *Learning for life: preparing kindergarten, school and TAFE infrastructure for the future*
- *Getting more from schoolgrounds: sharing places for play and exercise*
- *Digital technology and infrastructure productivity*
- *Getting better use from infrastructure: how Victoria can improve its asset management*

We also published 15 supporting reports. These documents are on our website, together with the relevant Infrastructure Victoria primary report.

An important part of Infrastructure Victoria’s role is informing public discussion about major infrastructure priorities, challenges and opportunities for Victoria. Our recommendations and advice attracted more than 142,000 visitors to our new website in its first full year of operation.

Our published work and interviews by our spokespersons generated more than 2,500 news stories throughout the financial year. Our spokespersons also undertook hundreds of speaking engagements, presentations, panel discussions, and other engagement activities, with key stakeholders and community forums.

Below is a snapshot of Infrastructure Victoria’s digital and engagement activity for the financial year ended 30 June 2025:



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

# Research, advice and strategy program

## Victoria's draft 30-year infrastructure strategy

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

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

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

**Figure 1: Victoria's 30-year strategy objectives**



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

Informed by this feedback, we developed 6 objectives to guide the development of a new draft 30-year infrastructure strategy. A detailed summary of this first phase of the engagement program is outlined in the *Strategy objectives engagement report: Victoria's 30-year infrastructure strategy*.

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

The infrastructure strategy is cross-sectoral and statewide. The draft recommendations and future options are grouped by objective with most meeting several objectives.

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

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

The draft strategy recommendations respond to these immediate needs in Victoria's largest cities and regional areas. They also identify ways to harness population growth and help the Victorian Government sustainably plan for the infrastructure that communities will need over the coming decades. It notes that well-managed population growth can bring new skills into Victoria's economy, enhancing economic prosperity and making Victoria a better place to live.

The draft strategy also identifies the productivity benefits and cost savings from getting better use from the infrastructure Victoria already has – and that which is currently being built.

It noted the government can improve how it maintains infrastructure so it performs better and lasts longer, and publish long term plans so that other governments, industry and not-for-profit providers can make more informed choices on where and when to invest.

Long term infrastructure sector plans can sequence infrastructure delivery so more people can reach facilities and services sooner, at lower cost (draft recommendation 35).

Encouraging more public transport use by offering cheaper fares outside peak periods and the delivery of more goods during quieter hours of the day (draft



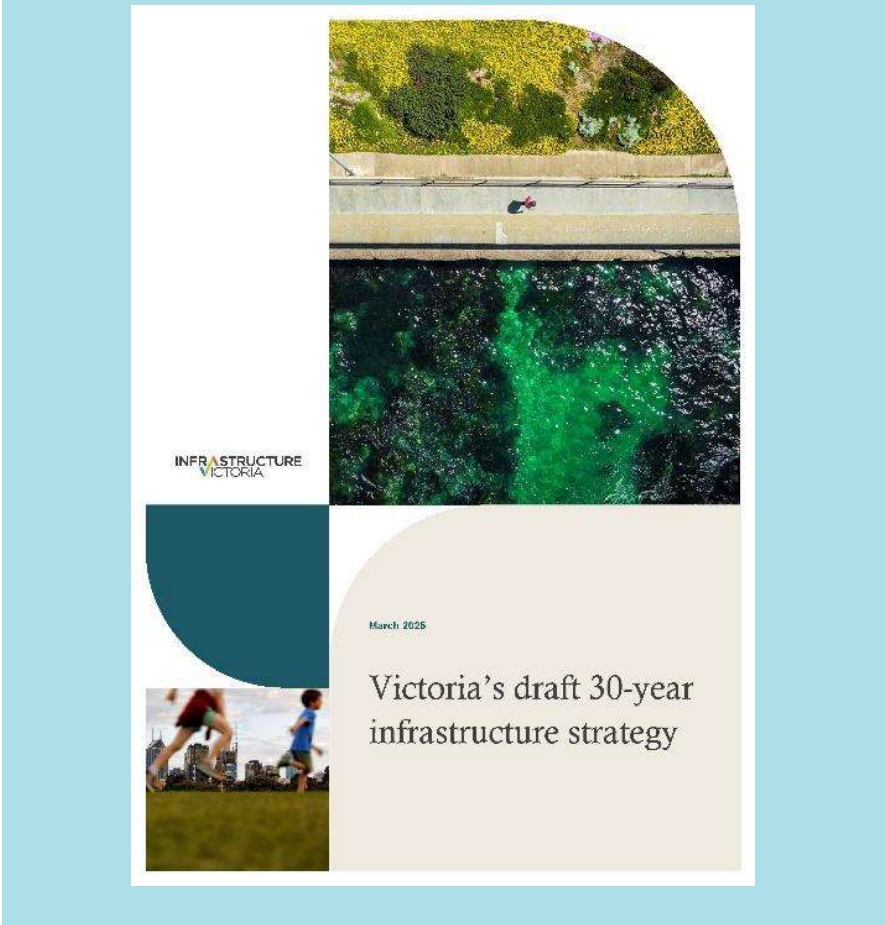
recommendations 13 and 42) can also make better use of existing infrastructure.

Draft recommendation 37 highlighted the need for more funding for infrastructure maintenance and upgrades to make the most of the government’s nearly \$400 billion worth of assets.

It notes how digital technologies can produce big savings. For example, investing in modern traffic control technology can improve traffic flow on existing arterial roads and freeways (draft recommendation 40).

Using building information modelling to build major infrastructure and housing projects can also reduce cost overruns, saving billions of dollars (draft recommendation 39).

Preparing now for the major infrastructure projects that Victoria is likely to need in the longer term can reduce total project costs, prevent conflicting land use and allow others to plan better (draft recommendation 43).



The methods we used to allow all Victorians to have their say included:

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

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

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

We would like to thank all Victorians who provided feedback on the draft strategy. *Victoria’s infrastructure strategy 2025–2055* will be tabled in the Victorian Parliament in November 2025.

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# Community engagement by the numbers

**8**   
**weeks** of  
public consultation

  
**3 webinars** viewed by  
**548 people**

**9**   
**sector**  
**workshops** with  
**68 organisations**

**7**   
**government**  
**briefings** with  
**16 departments and agencies**

  
**309**  
submissions

more than  
**2,500**   
**individual**  
points of feedback

more than  
**21,000**   
**active users**  
across our website and Engage Victoria

more than  
**57,000**   
**page views**  
across our website and Engage Victoria



# Investing in Aboriginal health and wellbeing infrastructure

Evidence shows that services delivered by Aboriginal Community-Controlled Organisations (ACCOs) have a 50% greater impact than if those same interventions were delivered through mainstream health services.

But an initial \$150 million urgent investment is needed by 2030 in Victorian ACCO infrastructure to deliver safe and effective care and help close the widening gap in health outcomes for Aboriginal Victorians.

Another \$30 million of funding is needed each year over the next 5 years for Aboriginal Community-controlled organisations to urgently repair existing infrastructure.

Despite the state of infrastructure, the Victorian ACCO model delivers quality outcomes and early interventions that improve health and wellbeing and reduce pressure on other healthcare services.

Aboriginal and Torres Strait Islander people are more likely to adhere to treatment plans when they are facilitated by ACCOs (96%) compared to mainstream health services (78%).

The research finds ACCOs could do much more if their infrastructure worked.

Jointly developed by Infrastructure Victoria and the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), this report recommends the Victorian Government act now to fund urgent repairs to make ACCO buildings safe, operational and efficient.

## Recommendations

The report makes 3 recommendations to the Victorian Government:

- Provide additional annual funding to further develop the skills and capacity of health and wellbeing ACCOs to plan, develop and deliver new and upgraded infrastructure in a self-determined way.
- Establish an interim fund for minor works and repairs until a self-determined perpetual infrastructure fund is introduced.
- Fund and start health and wellbeing infrastructure projects for ACCOs.

**More than 80% of Victorian health and wellbeing ACCO buildings need replacing or substantial repairs within the next 15 years**



Dandenong and District Aborigines Co-operative Ltd (DDCAL) was forced to close its Stud Road headquarters in August 2024 due to structural failure and the risk of asbestos exposure. Source: Infrastructure Victoria and VACCHO, *Investing in Aboriginal health and wellbeing infrastructure*.

# Learning for life: preparing kindergarten, school and TAFE infrastructure for the future

Victoria will need around 900 new kindergartens, up to 60 new government schools and 20% more teaching space for TAFE over the next decade as the state grows.

This research finds that Melbourne’s new growth suburbs will need 95% of new government schools and 40% of new kindergartens for the many more children and young people that will soon live there.

Private and not-for-profit providers will meet some of this demand in the kindergarten sector. The Victorian Government can maximise the contribution of other infrastructure providers by targeting its infrastructure where others are unlikely to invest.

The government can accommodate more students in schools by adding more modern relocatable buildings, expanding existing schools and building larger new schools.

By 2030, TAFE campuses in Melbourne’s west, north and south-east growth areas, and some large regional centres, will need more space to train more students. This is critical for sectors with skills shortages such as construction, energy and health.

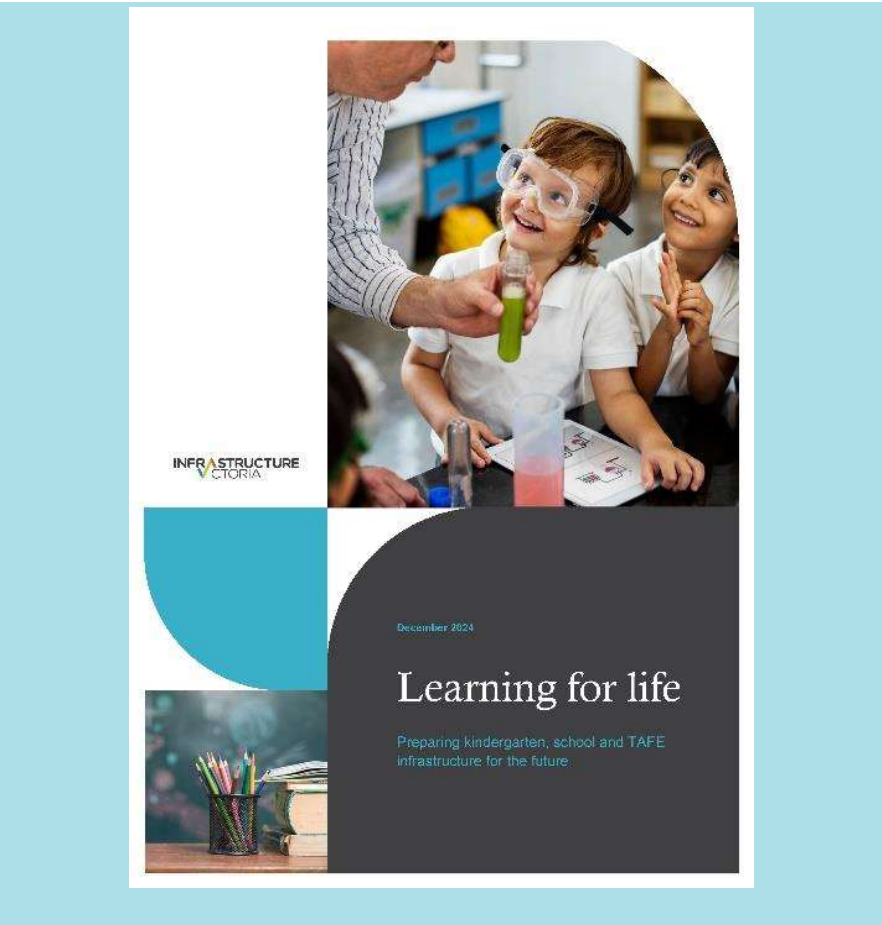
By planning for the next decade or so now, the government can improve access to the education infrastructure Victorians need and save billions of dollars in delivering it.

Detailed, published plans provide certainty and help give the non-government sector the information it needs to confidently plan its own education infrastructure.

## Key findings

- By 2036, Victoria will need 900 new kindergartens. Melbourne’s growth areas will need over 40% of these, the middle suburbs will need about 25% of them. Over 100 new kindergartens will be needed in regional Victoria.
- The government can save \$1.5 billion to 2036 by building larger new schools compared to the historical approach. Regional schools will be able to accommodate future growth by expanding existing schools to 2056.

- Victoria’s TAFEs will need about 20% more teaching space by 2036. TAFEs in Melbourne’s north, west and south-east growth areas will need over 125,000 square metres of extra teaching floorspace to deliver training in construction and healthcare combined.



## Recommendations

- Facilitate markets for private and not-for-profit investment in kindergarten infrastructure. Share regularly updated information about the demand for and supply of kindergarten places.
- Immediately publish priorities for government investment over the next 5 years to deliver kindergarten in communities that will have the greatest need in 2036.
- Identify schools to expand and confirm areas that will need new schools. By 2030, fund expansions of existing schools and begin delivery of 35 to 60 new schools. Minimise costs by expanding the built capacity of existing schools and building larger schools.
- By 2030, expand TAFE campuses in Melbourne’s west, north and south-east growth areas, and some large regional centres, to train more students to fill skills gap, especially in construction, energy and health.



# Investing in community health infrastructure

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

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

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

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

## Structural issues and leaks cause emergency closures of community health facilities



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

### Key findings

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

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

### Recommendations

We make 3 recommendations to the government:

- 1 Conduct an asset assessment of all community health facilities in Victoria, including integrated and registered community health services.
- 2 Undertake long-term infrastructure planning in consultation with community health services and use this to develop community health services infrastructure investment priorities.

Invest in community health facilities to support the delivery of local, high-quality community health services over the next 5 years.

# Getting more from schoolgrounds: sharing places for play and exercise

Where people live and whether they can access open space affects how much exercise they do. As Victoria grows and more people live closer together, sharing more school grounds can benefit many more people in the state's largest cities.

Shared school grounds are unevenly distributed across Melbourne. School grounds in the outer northern, western and south-eastern suburbs are less likely to be open for community use. People in these suburbs are also less likely to have an alternative sports ground nearby or to get a healthy level of regular exercise.

Supporting schools in these areas to share ovals, courts and playgrounds can provide the greatest community benefit. There are not large enough parcels of land for many new community sports fields. School grounds are an under-used community asset, especially in areas with limited open space.



## Key findings

About 1.7 million Melburnians cannot access a community sports field within a 10-minute walk. If all government school grounds were open, nearly half a million of those people would have access.

As Melbourne’s population grows, the city will need about 900 extra hectares for all types of open space, including spaces for recreation, by 2036. Purchasing the land to provide this could cost up to \$3 billion.

About two-thirds of government schools already make their outdoor areas available for community use. But shared school grounds can have challenges such as higher maintenance and repair costs because they are used by more people, more often.

Supporting more schools to open outdoor areas can make better use of existing government land. It is also likely far cheaper than building separate facilities or bearing the social and health costs of leaving communities without access to spaces for play and exercise.

## Recommendations

Our recommendations to the Victorian Government focus on helping schools to share outdoor areas with the community.

- Prioritise which government school grounds could deliver the greatest benefit if they were shared with local communities outside school hours.
- Give these schools extra help for maintenance if they voluntarily share their grounds outside school hours.
- Offer funding for upgrades to incentivise shared access outside school hours.



# Digital technology and infrastructure productivity

This technical report explores which digital technologies, not yet adopted at scale in Victoria, can best boost productivity in the infrastructure sector by 2030.

The report shortlists 5 technologies, assessed from a list of 25, with the biggest potential to reduce time and material costs and increase benefits:

- robotics
- advanced data analytics
- geospatial technologies
- advanced imaging
- machine learning and artificial intelligence (AI).

The report explores 5 test cases to measure the potential benefits:

- machine learning and artificial intelligence in school and kindergarten construction
- robotics in water utilities inspections and maintenance
- advanced imaging for subsurface inspections in road construction
- building information modelling for drawingless design and construction of social housing
- geospatial hazard management for flood and fire.

## Key findings

Digital technologies can unlock millions in economic benefits.

Robotics have the greatest near-term and long-term impact. They also require the greatest investment to be adopted at scale.

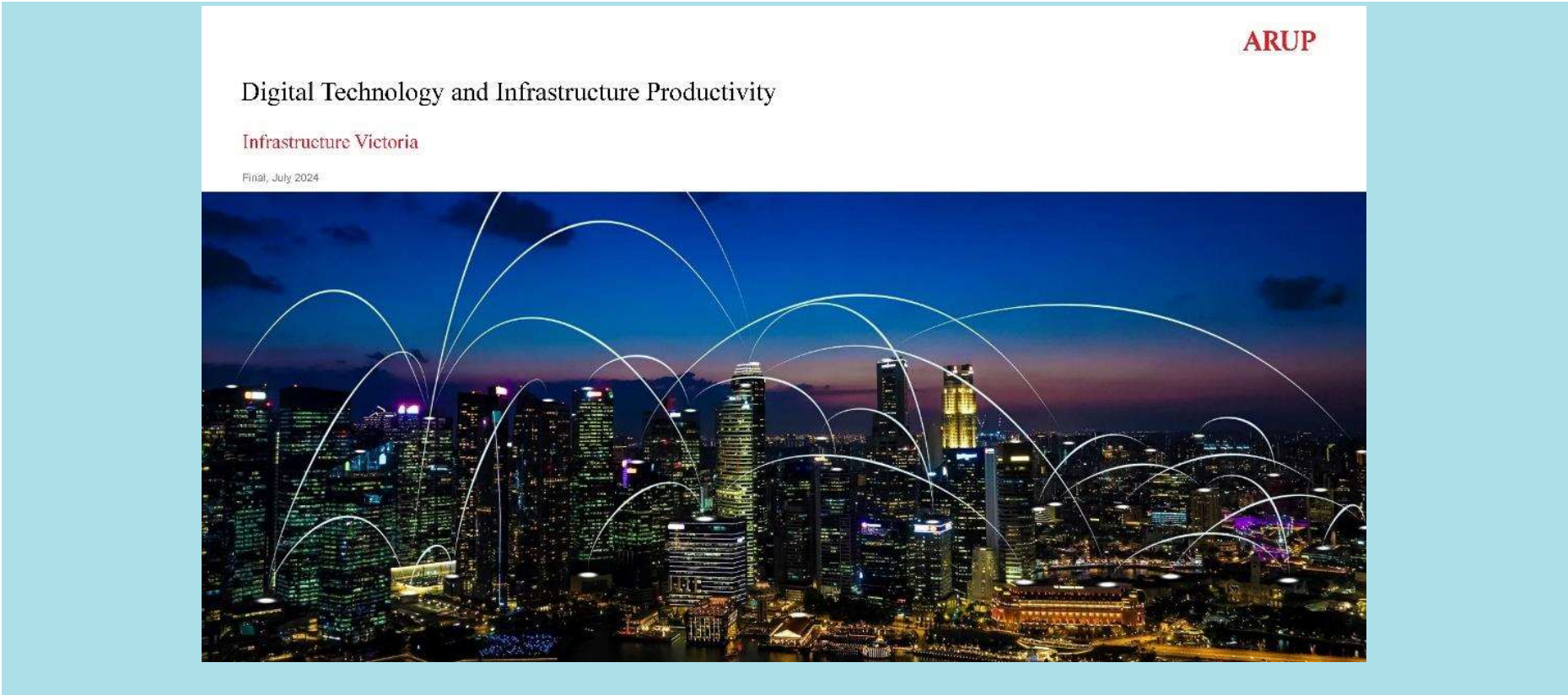
Geospatial technologies are well developed and can deliver benefits at less cost, but also a lower overall benefit.

A new workforce of specialists will be needed to support the increased use of digital technologies across the infrastructure sector.

## Options

The report identifies 5 actions for the Victorian Government to support adoption of digital technologies:

- build industry willingness and understanding of digital technology applications, benefits and procurement
- develop the required specialist workforce
- use the government’s purchasing power consistently
- support interdependent technologies to ensure impact is not held back by the slowest mover
- develop frameworks to support the safe development and adoption of technologies.





# Getting better use from infrastructure: how Victoria can better manage its assets

The Victorian Government owns about \$400 billion of land and infrastructure. This includes public transport, schools and hospitals.



When community needs change or infrastructure ages, building new infrastructure is not the only answer. The government can also upgrade existing infrastructure, maintain it better or change how people use it. This process is known as asset management.

This report examines how Victorian Government agencies manage public infrastructure. It also looks at how they could improve.

Good asset management avoids unexpected breakdowns and helps deliver reliable services for Victorians.

## Key findings

- Many Victorian Government departments do not know enough about the condition or performance of their infrastructure assets.
- Government should strengthen asset management practices across all agencies and support asset managers to better manage infrastructure.
- Better asset data can reduce risk and help government to make the most of its infrastructure investments.

## Recommendation

The report makes one recommendation to the Victorian Government:

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

We estimate improving government asset management will cost \$150 million to \$250 million over 5 years. That is about 0.05% of the value of government land and infrastructure.





# How our work informs and engages

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

A key measure for any advisory authority is demonstrated influence in informing government policy and decision-making. Infrastructure Victoria is proud of our record of impact over the past 10 years.

We presented *Victoria's infrastructure strategy 2021–2051* to the Victorian Parliament in August 2021. The strategy made 94 recommendations and the Victorian Government's 5-year infrastructure plan indicated support for 88% of them.

Each year we assess government's progress in delivery of its infrastructure plan and the strategy recommendations. This year's analysis shows 84%, or 79 of the 94 strategy recommendations, have been implemented or are in progress.

During 2024–25, the Victorian Government announced projects and committed funding to further advance its plan and many of the strategy recommendations. The highlights below show how our work has informed government policy and decision-making during the year.

- In August 2024, the government released plans to deliver an extra 60,000 homes across 10 suburban activity centres by 2051. This aligns closely with our strategy recommendations and research; *Our home choices* and *Choosing Victoria's future*.
- *Plan for Victoria* was released in February 2025. It contains many directions and actions that are consistent with our 2021–2051 infrastructure strategy and other recommendations.
- New 'train and tram zone' activity centres were announced in February 2025. Consistent with our recommendations and research, these are intended to encourage more housing in well-located, established areas of Melbourne.
- Throughout 2024 and 2025 the government continued to deliver bus service changes in growth areas, established suburbs and the Mornington Peninsula. This aligns with our draft strategy recommendations and *Fast, frequent, fair* report.
- Following the release of *Getting more from school grounds* in October 2024, the government announced a trial for 41 schools in Melbourne's

west to share their grounds with the community outside school hours.

- The government has updated its speed zone policy to allow councils and relevant state authorities to name and enforce 30km/h as a standard speed zone option in suitable areas. *Victoria's draft 30-year infrastructure strategy* recommended speed limits be set to 30km/hr on local streets, starting in places that children frequent to make local streets safer (draft recommendation 14).
- The Victorian Government's road maintenance strategy released in June 2025 followed its 2024–25 Budget commitment of \$6.6 billion over 10 years to maintain the state's road network. This aligns with draft strategy recommendation 78 to deliver long-term funding certainty for regional road maintenance and upgrades.
- The government's *Gas security statement* and new building electrification regulations require new residential buildings to be fully electric from January 2027. The government also committed to phasing in new minimum energy efficiency standards for rental properties from March 2027. These changes align with strategy recommendations 10 and 7, respectively.

## Engagement

Stakeholder and community engagement is integral to Infrastructure Victoria's research, strategy and advice work. Independent stakeholder satisfaction research in February 2025 gave us a 96% rating for reputation and a 91% rating for trust.

Throughout the year, we sought feedback from the Victorian community and stakeholders through our research projects and an 8-week engagement program following the release of *Victoria's draft 30-year infrastructure strategy*.

- Over 19,000 people participated in webinars discussion groups and other engagement activities to inform the update of Victoria's 30-year infrastructure strategy.

- A survey of over 4,000 Victorians to understand their use of social infrastructure, such as TAFEs, community health services and outdoor sports fields on government school grounds.
- We co-authored a report with the Victorian Aboriginal Community Controlled Health Association, which represents 33 Aboriginal Community Controlled Organisations.
- A survey of Victoria's 24 registered community health organisations for our research report, *Investing in community health infrastructure*.

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

Our work influences government decision making, contributes to complex policy reform and is cited in a wide range of academic, industry and policy publications.

## Policy submissions

Infrastructure Victoria draws on its sound evidence base and recommendations to contribute to complex policy reform. During the past year, we made submissions to 3 parliamentary public inquiries and provided a further 7 submissions on Victorian and Australian proposed policy changes and strategies:

- Submission on draft National Urban Policy for Australia 'to enable our urban areas to be liveable, equitable, productive, sustainable and resilient'. Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts.
- Submission to the Victorian Parliament Legislative Council Select Committee, inquiry into Victoria Planning Provisions amendments VC257, VC267 and VC274.
- Submission to the Australian Government, Productivity Commission, inquiry into opportunities in the circular economy to improve materials productivity and efficiency.
- Submission to the Victorian Parliament Legislative Assembly, Environment and Planning Committee, inquiry into the supply of homes in regional Victoria.
- Submission to Australian Parliament, Joint Committee of Public Accounts and Audit, inquiry

into the use and governance of artificial intelligence systems by public sector entities.

- Submission to Environment Protection Authority Victoria on its draft Statement of Regulatory Intent on Climate Change 2025 to 2027.
- Submission to the Victorian Department of Energy, Environment and Climate Action on Victoria's 2026–30 Climate Change Strategy.
- Submission to the Australian Energy Market Commission on a rule change to include distribution network resilience in the National Electricity Rules.
- Submission to the Victorian Department of Energy, Environment and Climate Action, proposed guidance for addressing the biodiversity impacts of renewable energy projects.

## References and citations

Infrastructure Victoria prides itself on research backed by evidence, engagement and consultation that can be used by stakeholders across every infrastructure sector to challenge, support and progress their own work.

Notable citations and references during the year included:

- The World Economic Forum cited *Victoria's infrastructure strategy 2021–2051* in their *Implementing a life-cycle approach to infrastructure: A policy roadmap for cities* report.
- Our *Weathering the storm* report was used as a case study by the United Nations Economic and Social Council.
- OECD used *Victoria's infrastructure strategy 2021–2051* as an international case study in their *Optimising public infrastructure investments in Czechia* report.
- International Coalition for Sustainable Infrastructure cited *Weathering the storm* in Issue 3 of their *Climate resilient infrastructure report: A focus on technology*.
- ICARUS used our *Weathering the storm* report as an international case study.
- New Zealand Infrastructure Commission cited *Choosing Victoria's future* in *Auckland's infrastructure: the cost to service a city that's growing upwards* report.
- Australian Energy Regulator cited *Weathering the storm* in their *State of the energy market 2024*.



- Australian Energy Market Commission cited *Weathering the storm* in its final determination in ruling on *Including distribution network resilience in the National Electricity Rules*.
- Department of Climate Change, Energy, the Environment and Water cited our *Advice on recycling and resource recovery infrastructure* in their *Circular Economy Ministerial Advisory Group final report*.
- Australasian Heath Infrastructure Alliance cited *Weathering the storm* in their *Climate resilience and adaptation guide*.
- Engineers Australia cited *Opportunities to reduce greenhouse gas emissions* in their *Carbon measurement fundamentals for engineers* report.
- Infrastructure Australia cited *Opportunities to reduce greenhouse gas emissions* in their *Embodied carbon projections for Australian infrastructure and buildings* report.
- Climate Council cited *Fast, frequent, fair* in their *Next stop suburbia: Making shared transport work for everyone in Aussie cities* report.
- Australian Government's Senate Economics Reference Committee cited *Towards 2050: Gas infrastructure in a net zero emission economy* in their *Residential electrification* final report.
- Department of Transport and Planning cited *Towards 2050: Gas infrastructure in a net zero emission economy* in their *Building electrification regulatory impact statement*.
- Department of Energy, Environment and Climate Action cited *Opportunities to reduce greenhouse gas emissions* in their *Victorian energy upgrades 2026–27 targets regulatory impact statement*.
- Department of Transport and Major Infrastructure WA cited *Opportunities to reduce greenhouse gas emissions* in their *Carbon hierarchy and life cycle assessment* appendix of their *Transport sustainable infrastructure policy 2024*.
- VicHealth cited *Social infrastructure in Melbourne's growth areas* in their *submission to Plan for Victoria*.
- Recycling Victoria cited *Victoria's infrastructure strategy 2021-2051* and *Advice on recycling and resource recovery infrastructure* in their *Victorian recycling infrastructure plan*.
- Public Transport Association Australia and New Zealand cited *Fast, frequent, fair* in their *Mobility beyond the pandemic* report.
- Grattan Institute cited *Our home choices* and *What are the impacts of living in social housing?* in its *Orange Book 2025: Policy priorities for the federal government* report.
- Grattan Institute cited *What are the impacts of living in social housing?* in their *Renting in retirement* report.
- Grattan Institute cited *Infrastructure provision in different development settings* and *Our home choices* in their submission to the Victorian Parliament's *inquiry into Victorian planning provisions VC257, VC267 and VC274*.
- Planning Institute Australia cited *Our home choices* in their *2024 policy position paper on housing targets*.
- Australian Institute of Architects cited *Our home choices* in their *Density done well* policy paper for *Plan for Victoria*.
- Productivity Commission cited *Infrastructure provision in different development settings* in their *Housing construction productivity: Can we fix it?*
- Community Housing Industry Association Victoria cited *Victoria's infrastructure strategy 2021–2051* in its *Reshaping the future of community housing: a 10-year roadmap for growth* [pdf] report.
- The Aurecon, Jacobs and Mott MacDonald Joint Venture cited *Victoria's infrastructure strategy 2021–2051, Growing together, and Getting more from school grounds* in their community infrastructure needs assessments for the Suburban Rail Loop East's *Draft structure plans*.
- The Aurecon, Jacobs and Mott MacDonald Joint Venture cited *Recycling and resource recovery infrastructure* in their *Climate response plans* for the Suburban Rail Loop East's *Draft structure plans*.
- The Aurecon, Jacobs and Mott MacDonald Joint Venture cited *Victoria's infrastructure strategy 2021–2051* and *Good move: Fixing transport* in their *Transport technical reports* for the Suburban Rail Loop East's *Draft structure plans*.
- RPS cited *Our home choices* in their *Structure planning community panels report* for Suburban Rail Loop East.
- Deloitte cited *Victoria's infrastructure strategy 2021–2051* in its *Delivering future-ready infrastructure on time and on budget* report.
- The Victorian Alcohol & Drug Association cited *Victoria's infrastructure strategy 2021–2051* in their *2025 state budget submission*.
- The Victorian Alcohol & Drug Association cited *Victoria's infrastructure strategy 2021–2051* in their submission to the Standing Committee on Health, Aged Care and Sport's *inquiry into the health impacts of alcohol and other drugs in Australia*.

- WWF Australia cited *Advice on recycling and resource recovery infrastructure* in their [submission to the Productivity Commission's Opportunities in the circular economy inquiry](#).
- Resilient Ready cited *Getting more from school grounds, Victoria's draft 30-year infrastructure strategy, Victoria's infrastructure strategy 2021–2051, Social infrastructure in Melbourne's growth areas and Social infrastructure accessibility mapping* in their [Creating a national social capital + social infrastructure measurement framework to benefit every Australian: Early findings](#) report.
- The Legislative Assembly Environment and Planning Committee cited *Choosing Victoria's future* and *Our home choices* in its [Securing the Victorian food supply](#) final report.
- The Australian Energy Council cited *Victoria's draft-30 year strategy* in its submission to [Victoria's Climate Change Strategy 2026-2030](#) [pdf].
- Biodiversity Council cited *Choosing Victoria's future* in their [Delivering houses and saving dragons](#) report.
- The Australian Institute of Traffic Planning and Management cited *Choosing Victoria's future* in their [The path to net zero](#) policy paper.
- Mott Macdonald cited *Opportunities to reduce greenhouse gas emissions of infrastructure* in their [Defining infrastructure net zero](#) [pdf] report to the Australasian Sustainable Built Environment Council, the Green Building Council Australia and the Infrastructure Sustainability Council.
- Ecologi cited *Recycling and resource recovery infrastructure* in their reference guide to the Victorian Government on [Recycled materials in rail infrastructure](#) [pdf].
- UDIA Victoria cited *Fast, frequent, fair and Our home choices* in their [2025-26 pre-budget submission](#).
- Wood Products Victoria cited *Opportunities to reduce greenhouse gas emissions of infrastructure* in their [Steps towards a greener future](#) report.
- Rail Future Institute and Town and Country Planning Association cited *Choosing Victoria's future* in their [Growing Victoria's regions](#) report.
- The Municipal Association of Victoria cited *Victoria's infrastructure strategy 2021-2051, Five-year focus: Immediate actions to tackle congestion, Our home choices and Infrastructure provision in different development* in their [submission to Plan for Victoria](#).
- The Municipal Association of Victoria cited *Opportunities to reduce greenhouse gas emissions of infrastructure and Victoria's infrastructure strategy 2021-2051* in their [submission to the Transport and infrastructure net zero consultation roadmap](#).
- Abundant Housing Network Australia cited *Our home choices and Infrastructure provision in different development settings* in their [submission on the National Urban Policy](#).
- HIA Victoria cited *Our home choices* in their submission to the Legislative Assembly's Environment and Planning Committee's [Inquiry into the supply of homes in regional Victoria](#).
- The Council to Homeless Persons cited *Victoria's draft 30-year infrastructure strategy* in their submission to the [Inquiry into the redevelopment of Melbourne's public housing towers](#).
- The Australian Nursing & Midwifery Federation cited *Weathering the storm* in their [submission to Victoria's 2026-30 Climate change strategy](#) [pdf].
- Architectus cited *Getting more from school grounds* in their [Can stadium design learn from public schools?](#) article.
- Outer Melbourne Councils cited *Victoria's infrastructure strategy 2021-2051* in their [Gearing up for growth](#) report.
- Northern Councils Alliance cited *Victoria's infrastructure strategy 2021-2051* in their [Advocacy priorities 2024–2025](#) report.
- The City of Greater Bendigo cited *Infrastructure provision in different development settings* in their [Managed growth strategy](#).
- Manningham City Council cited *Victoria's infrastructure strategy 2021-2051, Fast, frequent, fair and Bus reform community research* (for *Fast, frequent, fair*) in their [submission to Plan for Victoria and draft housing targets](#).
- Hume City Council cited *Victoria's infrastructure strategy 2021-2051* in their [2024-2034 transport strategy](#).
- Wyndham City Council cited *Victoria's infrastructure strategy 2021-2051, Choosing Victoria's future, Get on board and Social infrastructure in Melbourne's growth areas* in their [submission to Plan for Victoria](#).

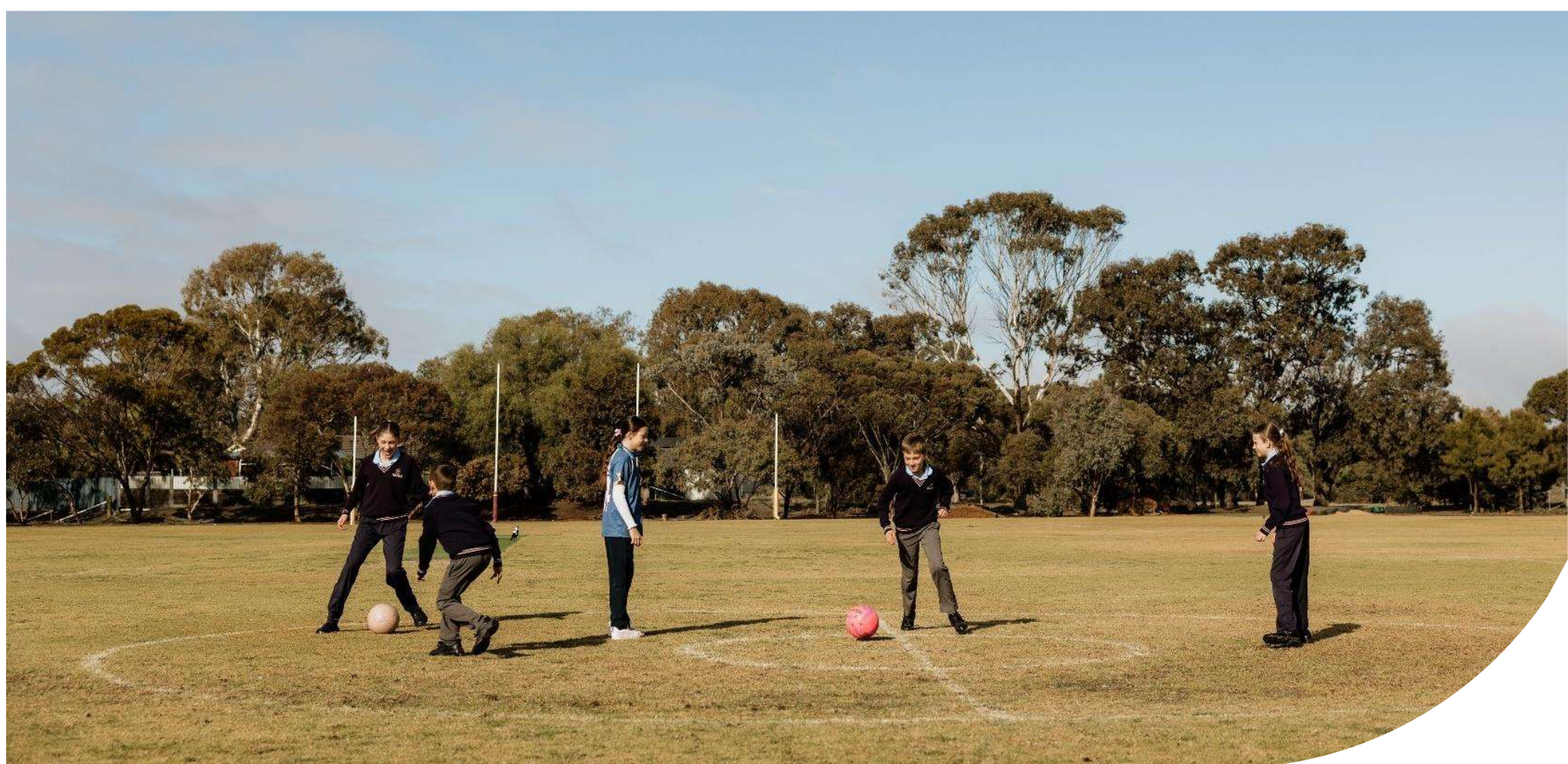


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- *Good move and Model calibration and validation report* were cited in Q. Duong, H. Gilbert and H. Nguyen, 'A novel framework for crash frequency prediction: Geographic support vector regression based on agent-based activity models in Greater Melbourne', *Accident Analysis & Prevention*, 2024, 207:107747.
- *Fast, frequent, fair* was cited in V. Loh, S. Sahlqvist, J. Veitch, A. Walsh, E. Cerin, J. Salmon, S. Mavoa and A. Timperio, 'Active travel, public transport and the built environment in youth: Interactions with perceived safety, distance to school, age and gender', *Journal of Transport & Health*, 2024, 38:101895.
- *Social infrastructure in Melbourne's growth areas* was cited in A. An, 'Growing liveable cities: an indicators study of Melbourne's fast-growing metropolitan area', *GeoJournal*, 2024, 89(5):224.
- *Weathering the storm and Adapting Victoria's infrastructure to climate change* (for *Weathering the storm*) were cited in T. Mote and J. Hellmuth, 'Enhancing resilience by considering climate change influenced bushfire in slope risk analysis', *Australian Geomechanics*, 2024, 59(3):119–136.
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- *Social infrastructure in Melbourne's growth areas* was cited in K. Villanueva, G. Turrell, A. Alderton, M. Davern, S. Brinkman, L. Gauvin, S. Goldfeld and H. Badland, 'Neighborhood "double disadvantage" and child development in inner city and growth areas', *Wellbeing, Space and Society*, 2024, 7:100231.
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- *Opportunities to reduce greenhouse gas emissions* was cited in M. Abdellah and Y. Feng's 'Exploring gain/pain share mechanisms for carbon emission reduction in the Australian construction industry: A scoping review' conference paper at the *23rd CIB World Building Congress*, International Council for Research and Innovation in Building and Construction, West Lafayette, IN, 19–23 May 2025.
- *Weathering the storm* was cited in T. Mote and M.G. de Membrillera Ortuno's 'Wildfire impact on dam and reservoir landslide safety risks considering future climate' conference paper at the *28th International Congress on Large Dams*, International Commission on Large Dams, Chengu, China, May 2025.
- *Our home choices* was cited in B. Coates, J. Moloney and M. Bowes, 'Victoria's planning reforms could help solve the housing crisis. But they are under threat', *The Conversation*, 12 May 2025.
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# Five-year financial summary

| Five-year financial summary                              | 2024–2025 | 2023–2024 | 2022–2023 | 2021–2022 <sup>b</sup> | 2020–2021 |
|----------------------------------------------------------|-----------|-----------|-----------|------------------------|-----------|
| Total income from transactions                           | 9,404,017 | 9,331,733 | 9,922,138 | 9,849,369              | 9,934,765 |
| Total expenses from transactions                         | 9,404,155 | 9,440,000 | 9,976,101 | 9,310,816              | 9,466,675 |
| Net result from transactions                             | -138      | -108,267  | -53,963   | 538,553                | 468,090   |
| Other economic flows included in net result <sup>a</sup> | 12,799    | 327,141   | -7,801    | 53,806                 | 79,099    |
| Net result for the period                                | 12,661    | 218,874   | -61,764   | 592,359                | 547,189   |
| Net cashflows from operations                            | 231,256   | 378,147   | 416,668   | 336,459                | 312,288   |
| <b>Total assets</b>                                      | 4,548,033 | 4,585,807 | 5,310,110 | 5,719,438              | 4,631,972 |
| <b>Total liabilities</b>                                 | 3,346,587 | 3,397,022 | 4,340,199 | 4,687,457              | 4,192,391 |

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

# 2024–2025 financial review

Infrastructure Victoria is funded through annual appropriations and does not receive revenue outside of the government allocation. In 2024–25 the base funding allocation for Infrastructure Victoria was \$9,404,017, an increase of \$72,284 from the FY 2023–24 Budget of \$9,331,722.

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 2024–25.

## Financial position – balance sheet

Total assets of Infrastructure Victoria decreased from \$4.6 million last year to \$4.5 million this year. This was mainly due to depreciation on the lease for the Infrastructure Victoria office at 140 William Street, Melbourne.

This was offset by prepayments primarily related to a strategic partnership with the Department of Government Services for the Digital Transformation Strategic Partnership project and the addition of two VicFleet vehicles.

The decrease in total liabilities from \$3.4 million to \$3.3 million was due to the corresponding decrease in lease liability for the Infrastructure Victoria office, combined with a reduction in employee related provisions due to staff movements. This was off-set by an increase in end of financial year accruals compared to 2023–24.

## Cash flows

The net cash flows from operations decreased to \$0.231 million this year compared to the previous year’s \$0.378 million. This movement is mainly due to reduced lease payments following the commencement of a new lease agreement at a lower cost in April 2024.

## Subsequent events

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



# Governance and organisational structure

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

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



**Jim Miller**

**Chair**

Jim was Vice Chair at J.P. Morgan from 2018 to 2023 and has been Independent Co-Lead for the Australian Government - Defence Estate Audit since 2023.

He was Executive Director at Macquarie Capital from 1994 to 2015 and led over \$200 billion in transactions working with government and private sector clients, both as a principal and adviser, across a range of sectors.

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

**Christine O'Reilly**

**Deputy Chair**

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

Christine was CEO of the GasNet Australia Group and co-head of Unlisted Infrastructure Investments at Colonial First State Global Asset Management. This followed an early career in investment banking and audit.

Christine is currently Chair of Australia Pacific Airports Corporation and is a non-executive director of BHP and The Australia and New Zealand Banking Group.



**Dr Rebecca Casson**

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

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

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



**Lucia Cade**

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

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

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





**Jeremi Moule**

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

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

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



**Jeroen Weimar**

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

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

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

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



**Chris Barrett**

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

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

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



### Dr Jonathan Spear

#### Chief Executive Officer

Jonathan is Infrastructure Victoria's Chief Executive Officer.

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

Before joining Infrastructure Victoria in 2015, Jonathan held senior executive roles with the Victorian Government Department of Premier and Cabinet, Department of Justice, Victoria Police and Slater and Gordon Lawyers.

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



### Jill Riseley AM

#### Deputy Chief Executive

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

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

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



### Mandy Frostick

#### Executive Director Communications and Engagement

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

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

Mandy is a graduate member of the Australian Institute of Company Directors. She was a non-executive director of the Royal Women's Hospital for 7 years and chaired the board's people, culture and engagement committee.





**Llewellyn Reynders**

**Director Research and Policy**

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

Llewellyn joined Infrastructure Victoria in 2019 as the Manager Strategy and Policy, coordinating the development of recommendations for projects, policies and reforms and the delivery of *Victoria’s infrastructure strategy 2021–2051*.

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



**Eloise Modun**

**Director Research and Policy**

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

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

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



**Victoria Thaine**

**Director, Corporate & People and Culture**

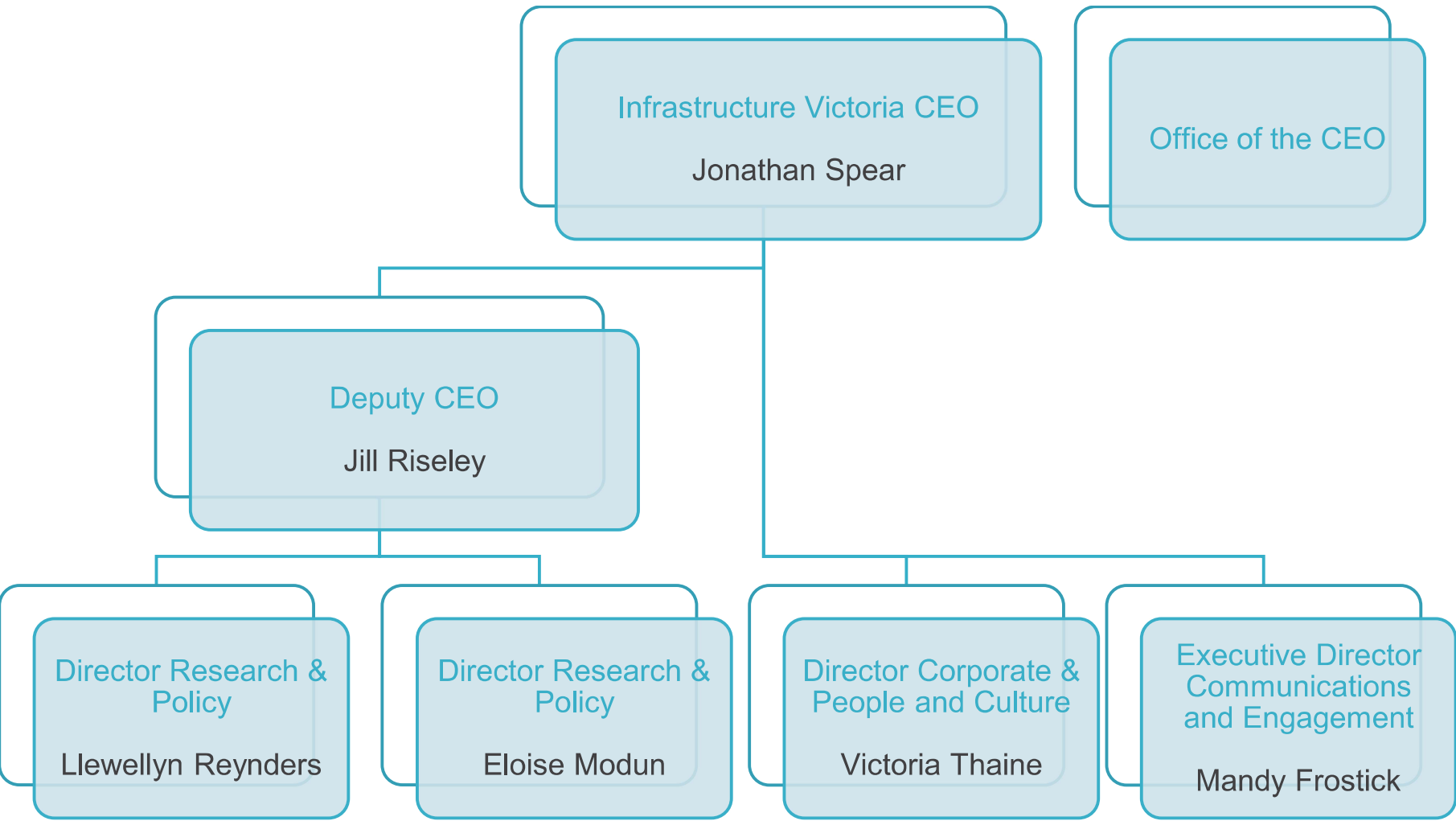
Victoria Thaine is Infrastructure Victoria’s Director Corporate & People and Culture, leading the delivery of operational functions including procurement, budgeting and governance. She is also responsible for designing and implementing key organisational culture initiatives.

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

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

# Organisational structure

Infrastructure Victoria is managed within 3 groups: Communications and Engagement, Research and Policy, and Corporate, People & Culture.





## Conflicts of interest or duties

Infrastructure Victoria's Conflicts of interest or duties policy sets out the board's obligations in relation to managing conflicts of interest or duties. The policy ensures there is a clear, transparent and accountable process in place for directors to manage conflicts of interest or duties.

The policy fulfils Infrastructure Victoria's legislative obligations regarding conflicts of interest or duties under both section 81 of the *Public Administration Act 2004* and section 26 of the *Infrastructure Victoria Act 2015*. Under these Acts, Infrastructure Victoria must report any details of a conflict of interest disclosed by a director in a financial year.

To avoid any actual or perceived conflict of interest, Jeremi Moule, Paul Younis and Chris Barrett were not provided with papers outlining Infrastructure Victoria's annual assessment of the Victorian Government's progress in meeting Victoria's infrastructure needs at a meeting of the board on 30 August 2024. Jeremi Moule and Chris Barrett attended the meeting but excused themselves from the discussion and decision-making.

To avoid any actual or perceived conflict of interest, at a meeting of the board on 7 February 2025, Jeremi Moule, Jeroen Weimar and Chris Barrett took part in discussion but not decision-making in relation to policy areas and recommendations in *Victoria's draft 30-year infrastructure strategy* for which their departments are responsible. To avoid any actual or perceived conflict of interest, Jeremi Moule, Jeroen Weimar and Chris Barrett took part in discussion but not decision-making in relation to a review of government progress in implementing its *Victorian Infrastructure Plan 2021* and recommendations in *Victoria's infrastructure strategy 2021–2051*.

At the 7 February 2025 meeting, to avoid any actual or perceived conflict of interest, Jeroen Weimar took part in discussion but not decision-making on Infrastructure Victoria's transport modelling and economic analysis accompanying *Victoria's draft 30-year infrastructure strategy*.

To avoid any actual or perceived conflict of interest, Jeroen Weimar did not participate in decision-making on an out of session item on 10 February 2025 relating to transport infrastructure recommendations and supporting analysis in *Victoria's draft 30-year infrastructure strategy*.

## Audit and risk

The Audit and Risk Committee comprises the following members:

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

Natalie MacDonald is an experienced executive and board member with a background in strategy development and implementation, change management and large-scale service delivery. She also has deep experience in the delivery of government funded housing and civic infrastructure. She is Deputy Chair of Development Victoria and a board member on several other entities.

The main responsibilities of the audit committee are:

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

The committee met 4 times in 2024–2025.

## Occupational health and safety

Infrastructure Victoria maintains a policy on occupational health and safety. There were no reportable health and safety incidents in 2024–2025.

Employment and conduct principles

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

Infrastructure Victoria is committed to applying merit and equity principles when appointing staff. Our selection processes ensure applicants are assessed and evaluated fairly based on key selection criteria and other accountabilities, without discrimination.

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

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

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



# Workforce data

The following table discloses the head count and full-time equivalent (FTE) of all Infrastructure Victoria employees as at the conclusion of the current reporting period, 30 June 2025, and of the previous reporting period ending 30 June 2024.

|                | June 2025 |       |                    |      |           |       | June 2024 |      |                    |     |           |      |
|----------------|-----------|-------|--------------------|------|-----------|-------|-----------|------|--------------------|-----|-----------|------|
|                | Ongoing   |       | Fixed term /casual |      | Total     |       | Ongoing   |      | Fixed term /casual |     | Total     |      |
|                | Headcount | FTE   | Headcount          | FTE  | Headcount | FTE   | Headcount | FTE  | Headcount          | FTE | Headcount | FTE  |
| Gender         |           |       |                    |      |           |       |           |      |                    |     |           |      |
| Male           | 14        | 13.6  | 5                  | 2.8  | 19        | 16.4  | 12        | 12   | 6                  | 5.2 | 18        | 17.2 |
| Female         | 24        | 21.11 | 11                 | 4.07 | 35        | 25.18 | 22        | 19.1 | 4                  | 2.9 | 26        | 22   |
| Self-described | 0         | 0     | 0                  | 0    | 0         | 0     | 0         | 0    | 0                  | 0   | 0         | 0    |
| Age            |           |       |                    |      |           |       |           |      |                    |     |           |      |
| Under 25       | 1         | 1     | 3                  | 0    | 4         | 1     | 0         | 0    | 2                  | 1.4 | 2         | 1.4  |
| 25-34          | 8         | 7.4   | 8                  | 3.8  | 16        | 11.2  | 8         | 7.4  | 5                  | 3.9 | 13        | 11.3 |
| 35-44          | 15        | 13.21 | 1                  | 0.8  | 16        | 14.01 | 15        | 13.8 | 2                  | 1.8 | 17        | 15.6 |
| 45-54          | 10        | 9.7   | 1                  | 1    | 11        | 10.7  | 7         | 6.5  | 0                  | 0   | 7         | 6.5  |
| 55-64          | 4         | 3.4   | 3                  | 1.27 | 7         | 4.67  | 4         | 3.4  | 1                  | 1   | 5         | 4.4  |
| 65+            | 0         | 0     | 0                  | 0    | 0         | 0     | 0         | 0    | 0                  | 0   | 0         | 0    |
| VPSG2          | 0         | 0     | 6                  | 0    | 6         | 0     | 0         | 0    | 3                  | 1.7 | 3         | 1.7  |
| VPSG3          | 1         | 1     | 1                  | 0    | 2         | 1     | 4         | 4    | 1                  | 1   | 5         | 5    |
| VPSG4          | 10        | 9.2   | 0                  | 0    | 10        | 9.2   | 5         | 4.2  | 0                  | 0   | 5         | 4.2  |
| VPSG5          | 6         | 5.8   | 5                  | 3.27 | 11        | 9.07  | 5         | 4.9  | 3                  | 3   | 8         | 7.9  |
| VPSG6          | 15        | 12.8  | 4                  | 3.6  | 19        | 16.4  | 15        | 13.4 | 3                  | 2.4 | 18        | 15.8 |
| STS            | 0         | 0     | 0                  | 0    | 0         | 0     | 0         | 0    | 0                  | 0   | 0         | 0    |
| SES3           | 0         | 0     | 0                  | 0    | 0         | 0     | 0         | 0    | 0                  | 0   | 0         | 0    |
| SES2           | 3         | 3     | 0                  | 0    | 3         | 3     | 2         | 1.8  | 0                  | 0   | 2         | 1.8  |
| SES1           | 3         | 2.91  | 0                  | 0    | 3         | 2.91  | 3         | 2.8  | 0                  | 0   | 3         | 2.8  |
| Other          | 0         | 0     | 0                  | 0    | 0         | 0     | 0         | 0    | 0                  | 0   | 0         | 0    |
| Total          | 38        | 34.71 | 16                 | 6.87 | 54        | 41.58 | 34        | 31.1 | 10                 | 8.1 | 44        | 39.2 |

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

|                       | Executives – June 2025 |      | Executives – June 2024 |      |
|-----------------------|------------------------|------|------------------------|------|
| Salary band           | Headcount              | FTE  | Headcount              | FTE  |
| <\$199,999            | 0                      | 0.00 | 0                      | 0.00 |
| \$200,000 – \$219,999 | 0                      | 0.00 | 0                      | 0.00 |
| \$220,000 – \$239,999 | 0                      | 0.00 | 3                      | 2.80 |
| \$240,000 – \$259,999 | 3                      | 2.91 | 0                      | 0.00 |
| \$260,000 – \$279,999 | 0                      | 0.00 | 0                      | 0.00 |
| >\$280,000            | 2                      | 2.00 | 2                      | 1.80 |

Executive officer data

An executive officer is defined as a person employed as an executive under part 3 of the *Public Administration Act 2004* or a person to whom the Victorian Government’s Policy on Executive Remuneration in Public Entities applies.

The table below reflects employment levels at the last full pay period in June of the current and corresponding previous reporting year, broken down by gender against executive officer classification levels.

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

|       | June 2025 |      |           |      |                |      |           |      | June 2024 |      |           |      |                |      |           |      |
|-------|-----------|------|-----------|------|----------------|------|-----------|------|-----------|------|-----------|------|----------------|------|-----------|------|
|       | Female    |      | Male      |      | Self-described |      | Total     |      | Female    |      | Male      |      | Self-described |      | Total     |      |
|       | Headcount | FTE  | Headcount | FTE  | Headcount      | FTE  | Headcount | FTE  | Headcount | FTE  | Headcount | FTE  | Headcount      | FTE  | Headcount | FTE  |
| SES-3 | 0         | 0.00 | 0         | 0.00 | 0              | 0.00 | 0         | 0.00 | 0         | 0.00 | 0         | 0.00 | 0              | 0.00 | 0         | 0.00 |
| SES-2 | 2         | 2.00 | 0         | 0.00 | 0              | 0.00 | 2         | 2.00 | 2         | 1.80 | 0         | 0.00 | 0              | 0.00 | 2         | 1.80 |
| SES-1 | 2         | 1.91 | 1         | 1.00 | 0              | 0.00 | 3         | 2.91 | 2         | 1.80 | 1         | 1.00 | 0              | 0.00 | 3         | 2.80 |
| Total | 4         | 3.91 | 1         | 1.00 | 0              | 0.00 | 5         | 4.91 | 4         | 3.60 | 1         | 2.00 | 0              | 0.00 | 5         | 4.60 |



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

Note 8.2 in the financial statements lists the total number of executive officers and the total remuneration paid to executive officers during the reporting period.

The financial statements note does not include the Accountable Officer, nor does it distinguish between executive levels or disclose separations of executives who have left Infrastructure Victoria during the 2024–25 financial year.

These disclosures are reconciled in the table below:

| Reconciliation of executive numbers   | 2024–25  | 2023–24  |
|---------------------------------------|----------|----------|
| Executives (as per Note 8.3)          | 5        | 5        |
| Accountable Officer                   | 1        | 1        |
| Separations                           | 1        | 0        |
| <b>Total executive number 30 June</b> | <b>6</b> | <b>6</b> |

# Other disclosures

## Local Jobs First

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

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

Infrastructure Victoria undertook no projects subject to the *Local Jobs First Act 2003* during the 2024–2025 reporting period.

## Government advertising expenditure

In 2024–2025, Infrastructure Victoria did not undertake any government advertising campaigns.

## Consultancy expenditure

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

In 2024–25, Infrastructure Victoria undertook 13 consultancy engagements where total fees payable exceeded \$10,000. The total expenditure incurred during 2024–25 for these consultancies was \$1,099,086 (excluding GST). Details of individual consultancies are provided in the following table.

### Details of consultancies under \$10,000

In 2024–25, Infrastructure Victoria did not engage any consultancies where the total fees payable to each firm was less than \$10,000.

| Consultant                         | Contract description                          | Start date | End date | Total approved contract fee (ex. GST) | Expenditure 2024–25 (ex. GST) | Future expenditure (ex. GST) |
|------------------------------------|-----------------------------------------------|------------|----------|---------------------------------------|-------------------------------|------------------------------|
| ABSTARR Consulting                 | Stakeholder engagement                        | Mar-25     | Jun-25   | \$32,725                              | \$13,090                      | \$0                          |
| AECOM Australia                    | Transport modelling                           | May-24     | Jun-25   | \$257,873                             | \$113,357                     | \$0                          |
| Aurora Energy Research             | Victoria’s energy transition                  | Jun-24     | Dec-24   | \$50,000                              | \$25,000                      | \$0                          |
| Centre for International Economics | Social infrastructure                         | Mar-24     | Jul-25   | \$50,000                              | \$1,250                       | \$0                          |
| FTI Consulting                     | Cycling corridors                             | Apr-25     | Jul-25   | \$156,748                             | \$140,103                     | \$16,645                     |
| HLB Mann Judd                      | Internal audit                                | May-23     | Jun-25   | \$70,000                              | \$32,572                      | \$0                          |
| Institute for Sensible Transport   | Bike use propensity index                     | Jun-24     | Jul-25   | \$21,680                              | \$13,008                      | \$0                          |
| Mob Jobs                           | Reconciliation Working Group                  | May-25     | Sep-26   | \$21,600                              | \$5,400                       | \$16,200                     |
| SEC Newgate                        | Stakeholder assessment                        | Jun-24     | Nov-24   | \$54,765                              | \$27,383                      | \$0                          |
| The Indigenuity Lab                | Self-determination in infrastructure planning | Jul-24     | Dec-24   | \$27,431                              | \$27,431                      | \$0                          |
| Trafficworks                       | Cycling corridors                             | Apr-24     | Jun-25   | \$99,307                              | \$58,780                      | \$0                          |



| Consultant   | Contract description         | Start date | End date | Total approved contract fee (ex. GST) | Expenditure 2024–25 (ex. GST) | Future expenditure (ex. GST) |
|--------------|------------------------------|------------|----------|---------------------------------------|-------------------------------|------------------------------|
| Trafficworks | Peer review of research      | Sep-24     | Dec-24   | \$15,000                              | \$15,000                      | \$0                          |
| Jacobs Group | Victoria’s energy transition | Mar-24     | Aug-24   | \$241,957                             | \$48,391                      | \$0                          |

### Information and communication technology expenditure

The Department of Government Services provided information and communication technology services to Infrastructure Victoria, on a fee for service basis, under the terms of a memorandum of understanding for the period 1 July 2024 to 30 June 2025.

In 2024–2025, business-enabling information and communication technology, finance and human resources services were provided through a shared services arrangement with the Department of Government Services for a fee of \$249,771.

### Freedom of Information

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

In 2024–2025 Infrastructure Victoria did not receive any requests.

Further information regarding the operation and scope of Freedom of Information Act can be obtained from the Act, regulations made under the Act and [ovic.vic.gov.au](http://ovic.vic.gov.au)

### Compliance with the *Building Act 1993*

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

### Competitive neutrality

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

### Compliance with the *Public Interest Disclosures Act 2012*

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

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

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

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

Compliance with the Carers Recognition Act 2012

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

Compliance with the Disability Act 2006

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

Environmental impacts

During 2024–2025, Infrastructure Victoria took further action to progress our environmental and circular economy commitment.

We continued our commitment to only publishing reports (including this annual report) and Victoria’s draft 30-year infrastructure strategy online. This has eliminated report print wastage.

We proactively engage building management at the office premises to progress sustainable building initiatives. We minimise the use of electricity by using motion sensitive lighting and efficient appliances. We operate a largely paperless office with minimal printing using double sided printing and recycled paper.

All office waste systems are segregated, reducing the amount of recyclable material directed to landfill. All staff are encouraged to employ active or public modes of transport when undertaking business activities.

Social Procurement Framework

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

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

Social procurement achievements

During 2024–2025, Infrastructure Victoria engaged 5 social benefit suppliers with a total spend of \$99,061.

| Social procurement opportunity                                           | Businesses engaged | Actual spend |
|--------------------------------------------------------------------------|--------------------|--------------|
| Opportunities for Victorian Aboriginal people                            | 4                  | \$55,242     |
| Opportunities for Victorians with a disability                           | 0                  | 0            |
| Opportunities for disadvantaged Victorians                               | 0                  | 0            |
| Sustainable Victorian social enterprises and Aboriginal business sectors | 1                  | \$43,819     |
| Total                                                                    | 5                  | \$99,061     |

During 2024–2025, Infrastructure Victoria also implemented several initiatives to support its social procurement approach including:

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

Sustainable procurement

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

Additional Information

Infrastructure Victoria’s published reports and information are available online at [www.infrastructurevictoria.com.au](http://www.infrastructurevictoria.com.au), our internet site.

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



**Attestation for financial management  
compliance with Ministerial Standing  
Direction 5.1.4**

Infrastructure Victoria Financial Management  
Compliance Attestation Statement:

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

# Disclosure index

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

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# Assessment of progress in meeting Victoria's infrastructure needs

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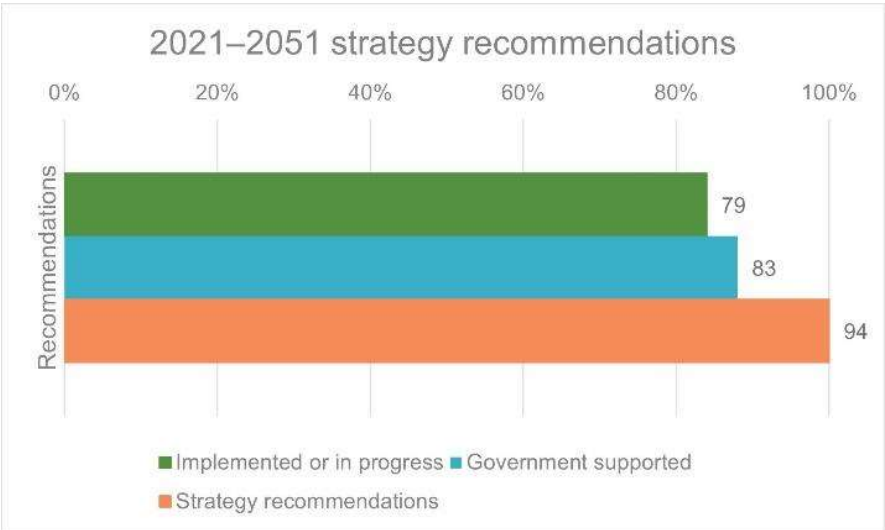
The *Infrastructure Victoria Act 2015* requires Infrastructure Victoria to conduct an annual assessment of the Victorian Government's priorities and progress in meeting the needs identified in Victoria's 30-year infrastructure strategy.



# Legislative requirement to assess government progress

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

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



The

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

The plan divides government actions into 8 infrastructure sectors:

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

The *Infrastructure Victoria Act 2015* also requires Infrastructure Victoria to conduct an annual assessment of the Victorian Government's priorities

and progress in meeting the infrastructure needs identified in the strategy. This assessment is published in Infrastructure Victoria's annual report each year. This report details our assessment for the 2024–25 financial year.

## Assessment approach

To complete the assessment, we:

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

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

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

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

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

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

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

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Need – <i>Victorian Infrastructure Plan 2021</i>                       | <ul style="list-style-type: none"><li>• Confront long-term challenges</li><li>• Navigate the energy transition</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Recommendation 1 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Accelerate consumer purchases of zero emissions vehicles</b></p> <p>In the next two years, publish a statewide electric vehicle charging network strategy, and produce charging infrastructure design standards and payment principles. Over the next five years, monitor and review the effectiveness of financial incentives in encouraging early zero emission vehicle purchases. Commit to no longer registering new petrol and diesel vehicles in Victoria by 2035 at the latest, through increasingly stringent vehicle registration emissions standards.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Government position                                                    | Partially supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Leading our transition to a clean energy economy and supporting jobs in the new energy sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"><li>• The Australian Government continues to be committed to introduce higher fuel quality standards for petrol and diesel cars from December 2025.<sup>3</sup></li><li>• The Australian Government introduced a New Vehicle Efficiency Standard to bring cleaner cars to Australia and reduce transport emissions. The standard came into effect in January 2025.<sup>4</sup></li><li>• Australian, state and territory energy and climate change ministers agreed to a national statement of intent for regional and remote electric vehicle charging infrastructure in July 2024.<sup>5</sup></li><li>• Australian states and territories agreed to minimum operating standards for government-supported public electric vehicle charging infrastructure in July 2024.<sup>6</sup></li><li>• Announced in the <i>Victorian 2024–25 Budget update</i> that zero and low emission vehicles will no longer receive the annual \$100 registration discount from 1 January 2026.<sup>7</sup></li></ul> |
| Previous progress                                                      | <ul style="list-style-type: none"><li>• Closed the zero emissions vehicles subsidy to new applicants on 30 June 2023. It supported Victorians to purchase nearly 10,000 zero emission vehicles.<sup>8</sup></li><li>• The Australian Government released <i>The national electric vehicle strategy</i> in April 2023. It will develop nationally consistent principles for zero emission vehicle incentives and state/territory charging networks.<sup>9</sup></li><li>• The Australian Government announced more funding for the Driving the Nation Fund in 2022 to help deliver 117 electric vehicle chargers on key highway routes across Australia.<sup>10</sup></li><li>• Released the <i>Zero emissions vehicle roadmap</i> in 2021.<sup>11</sup> It was supported by a \$100 million package of initiatives, including a target of 50% of all new light vehicle sales to be zero emissions vehicles by 2030.<sup>12</sup></li></ul>                                                                                             |
| Opportunities for further progress                                     | Progress has been made on this need. The Victorian and Australian Governments can continue accelerating consumer purchases of zero emissions vehicles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



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|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Need – <i>Victorian Infrastructure Plan 2021</i>                       | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Navigate the energy transition</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Recommendation 2 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Transition government fleet and freight vehicles to zero emissions technologies</b></p> <p>Within the next five years, require all new government fleet vehicles to be zero emissions vehicles where available. Incentivise uptake of zero emissions freight vehicles through reviewing restrictions on zero emissions freight movements on freight routes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Government position                                                    | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Leading our transition to a clean energy economy and supporting jobs in the new energy sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>• Updated the <i>Standard motor vehicle policy</i> in February 2025. Government departments and agencies are required to order a zero emissions vehicle, where a fit for purpose vehicle is available.<sup>13</sup></li> <li>• Released <i>Victoria’s zero emission bus transition plan</i> in November 2024. The plan guides the switch from diesel powered to zero emission buses over time.<sup>14</sup></li> <li>• The <i>Zero emissions vehicle roadmap</i> continues to remain in effect until 2030. The roadmap included a zero emission public transport bus trial. It also required all new public transport buses to be zero emissions from 2025.<sup>15</sup></li> <li>• Continued to update the low or zero emission heavy vehicle access map. The map provides an approved access route for low and zero emission Volvo trucks and from other manufacturers that match their configurations.<sup>16</sup></li> </ul> |
| Previous progress                                                      | <ul style="list-style-type: none"> <li>• In October 2021, Victoria, along with other Australian states and territories, signed the 2021 United Nations Climate Conference (COP26) transport declaration. By signing, Victoria committed to convert the government’s car and van fleets to zero emissions by 2035.<sup>17</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Opportunities for further progress                                     | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Need – <i>Victorian Infrastructure Plan 2021</i>                       | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Navigate the energy transition</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Recommendation 3 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Augment electricity transmission for renewable energy and resilience</b></p> <p>Support augmentation of critical electricity transmission infrastructure by 2027–28 to accommodate new renewable energy generation and improve network resilience and reliability through interconnection with other states.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Government position                                                    | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Protecting our energy security                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>Announced \$2.5 million in the Victorian <i>2025–26 Budget</i> to continue working with the Australian Government and the Tasmanian Government to build the Marinus Link interconnector.<sup>18</sup> It is a second undersea electricity connection between Tasmania and Victoria.<sup>19</sup></li> <li>Released the Minister for Planning’s assessment of the environmental effects of the Marinus Link project in May 2025. It concluded that the environmental effects of the project can be acceptably managed.<sup>20</sup></li> <li>Continued early works for the Victoria-New South Wales Interconnector (VNI West), led by the Australian Energy Market Operator.<sup>21</sup> Transmission Company Victoria is progressing the project.<sup>22</sup> Consultation on VNI West’s environmental effects statement started in November 2024.<sup>23</sup></li> </ul>                                                                                                                                                         |
| Previous progress                                                      | <ul style="list-style-type: none"> <li>Signed an agreement with the Australian Government to jointly fund VNI West in 2022.<sup>24</sup></li> <li>Signed an agreement with the Australian and Tasmanian Government on the Marinus Link interconnector in 2022.<sup>25</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Opportunities for further progress                                     | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Need – <i>Victorian Infrastructure Plan 2021</i>                       | <ul style="list-style-type: none"> <li>Confront long-term challenges</li> <li>Navigate the energy transition</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Recommendation 4 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Identify and coordinate Renewable Energy Zones</b></p> <p>In the next year, identify Renewable Energy Zones, especially in the state's north-west, and continue to coordinate their development over the next 10 years.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Government position                                                    | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Leading our transition to a clean energy economy and supporting jobs in the new energy sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>Published the <i>draft 2025 Victorian transmission plan</i> in May 2025. The plan identified 7 draft proposed Renewable Energy Zones in Victoria to support onshore renewable projects.<sup>26</sup></li> <li>Published the <i>Economic growth statement</i> in December 2024. It stated that projects in Victoria's renewable energy zones will be incorporated in the State Planning Policy Framework to enable faster planning approvals.<sup>27</sup> The <i>2025-26 Budget</i> announced \$5 million recurring funding until 2028 to incorporate renewable energy zones to the State Planning Policy Framework.<sup>28</sup></li> <li>Announced \$13.2 million over 2 years in the <i>2025–26 Budget</i> for the Offshore Wind Program. It aims to deliver 2 gigawatts of offshore wind energy capacity in Victoria.<sup>29</sup></li> <li>Continued coordinating the development of transmission infrastructure for offshore wind energy generation in Gippsland and the declared Southern Ocean area.<sup>30</sup></li> </ul> |
| Previous progress                                                      | <ul style="list-style-type: none"> <li>Consulted community on the draft <i>Renewable energy zones community benefits plan</i> between May and June 2024.<sup>31</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

- Developed the *Victorian transmission investment framework* in 2023. The framework supported the coordination of investment in transmission, generation and storage.<sup>32</sup>
- Established VicGrid in 2021 to coordinate the planning and development of Victoria's Renewable Energy Zones and transmission infrastructure to support the transition to renewable energy.<sup>33</sup>
- Began investigating the required transmission infrastructure for offshore wind energy generation in Gippsland.<sup>34</sup>

Opportunities for further progress
Progress has been made on this need. The Victorian Government can continue consult and develop the Renewable Energy Zones identified in the *draft 2025 Victorian transmission plan*.

- Need – *Victorian Infrastructure Plan 2021*
  - Confront long-term challenges
  - Navigate the energy transition

Recommendation 5 – *Victoria’s Infrastructure Strategy 2021–2051*

**Require 7-star energy-rated new homes by 2022, and increase afterwards**

Require all new homes to achieve a minimum 7.0-star NatHERS rating (or equivalent) by 2022, increasing towards 8.0 stars (or equivalent) by 2025, either through the National Construction Code or Victorian regulations.

Government position
Supported

Related priority *Victorian Infrastructure Plan 2021*
Ensuring efficient and affordable energy services

- Actions in financial year 2024–2025
  - No publicly available initiatives identified.

- Previous progress
  - Required all new homes to have a minimum 7.0-star Nationwide House Energy Rating Scheme (NatHERS) rating from May 2024.<sup>35</sup>
  - In July 2023, the Victorian and all other Australian, state and territory energy and climate change ministers agreed to update the Trajectory for Low Energy Buildings by the end of 2024. The update intended to support the delivery of a low energy, net zero emissions residential and commercial building sector by 2050.<sup>36</sup>

Opportunities for further progress
Progress has been made on this need. The Victorian Government can increase the energy rating requirement to 8 stars.

- Need – *Victorian Infrastructure Plan 2021*
  - Confront long-term challenges
  - Navigate the energy transition

Recommendation 6 – *Victoria’s Infrastructure Strategy 2021–2051*

**Mandate a home energy disclosure scheme**

In the next five years, develop an energy efficiency disclosure scheme for home sales, to overcome information barriers and encourage energy efficiency improvements to existing homes.

Government position
Supported in principle



|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Ensuring efficient and affordable energy services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>The Australian Government released the <i>Home energy ratings disclosure framework – version 2</i> and the <i>Disclosure cost-benefit analysis report</i> in December 2024. The framework set out a national approach to assess the energy performance rating and certificate to households at the point of sale or lease. When finalised, the framework will help inform residential disclosure policy in Victoria.<sup>37</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Previous progress                                                      | No publicly available initiatives identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Opportunities for further progress                                     | Progress has been made on this need by the Australian Government. The Victorian Government can make further progress in implementing a residential energy efficiency disclosure policy in Victoria. <sup>38</sup> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Need – Victorian Infrastructure Plan 2021                              | Confront long-term challenges<br>Navigate the energy transition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Recommendation 7 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Strengthen minimum energy efficiency standards for rented homes</b><br>In the next three years, increase minimum energy efficiency standards to reduce energy use and costs in rented homes. During the next 15 years, keep updating these standards to reflect new cost effective measures, and improve renters’ ability to make home energy efficiency improvements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Government position                                                    | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Ensuring efficient and affordable energy services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>Announced new building electrification regulations and energy efficiency standards for rental homes. The <i>Gas security statement</i> released in June 2025 committed to phasing in new minimum energy efficiency standards for rental properties gradually from March 2027.<sup>39</sup></li> <li>Legislated the <i>Residential Tenancies and Residential Tenancies (Rooming House Standards) Amendment (Minimum Energy Efficiency and Safety Standards) Regulations 2024</i> in November 2024. It prescribed minimum standards for ceiling insulation, draughtproofing, hot water systems, cooling and heating.<sup>40</sup></li> <li>Introduced regulations to increase existing minimum standards for rooming houses. From 1 December 2025, rooming house operators must install a fixed heater in each resident's room, an energy efficient fixed heater is required from 1 December 2030.<sup>41</sup></li> </ul> |
| Previous progress                                                      | <ul style="list-style-type: none"> <li>Released the <i>Gas substitution roadmap update</i> in December 2023. It committed to new energy efficiency standards for rental homes.<sup>42</sup> Public consultation on these standards was completed in June 2024.<sup>43</sup></li> <li>Provided rebates to install energy efficient air conditioners and cap old gas heaters in rental properties, community housing organisations and owner-occupied households in 2021.<sup>44</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opportunities for further progress                                     | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Need – Victorian Infrastructure Plan 2021                              | Confront long-term challenges<br>Navigate the energy transition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Recommendation 8 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Make Victorian Government buildings more energy efficient</b><br>Generate energy savings in existing owned and leased Victorian Government buildings through energy efficiency upgrades. Set and report against energy efficiency targets for the next five years to support delivery of energy efficiency outcomes, then review with a view to set a longer term energy efficiency target.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Government position                                                    | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Related priority <i>Victorian Infrastructure Plan 2021</i>             | Ensuring efficient and affordable energy services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Actions in financial year 2024–2025                                    | <ul style="list-style-type: none"> <li>Continued to deliver the Greener Government Buildings program to support energy efficiency improvements of existing government buildings. Since 2009 it has facilitated energy efficiency and renewable energy upgrades across 49 projects.<sup>45</sup></li> <li>Legislated the <i>Residential Tenancies and Residential Tenancies (Rooming House Standards) Amendment (Minimum Energy Efficiency and Safety Standards) Regulations 2024</i> for rental properties in November 2024.<sup>46</sup> They will support energy efficient improvements in public housing and other rental properties owned by the government.</li> <li>Committed for all new public health infrastructure to be all-electric.<sup>47</sup> In November 2024, the design for the new all-electric Melton Hospital was released.<sup>48</sup></li> </ul>                                                                                                                                                                                                                                                                                                                           |
| Previous progress                                                      | <ul style="list-style-type: none"> <li>Released the National Australian Built Environment Rating System (NABERS) ratings for Victoria’s public hospitals in April 2024. Hospital buildings achieved an average 4.1-star NABERS for energy, which represents high performance. Hospital buildings achieved an average 3.9-star NABERS for water, which represents market standard.<sup>49</sup></li> <li>The \$40 million Energy Efficiency and Solar program improved energy efficiency in public hospitals, aged care facilities and ambulance stations between 2022 and 2024.<sup>50</sup></li> <li>The <i>Whole of Victorian Government emissions reduction pledge</i> was published in May 2021. It required all new government office buildings and tenancy fit-outs to have a minimum 5-star energy efficiency rating, increasing to a 6-star rating from 2025. Government is also required to preference leases for higher-rated buildings and buildings with a Green Lease Schedule.<sup>51</sup></li> <li>Released the <i>Gas substitution roadmap</i> in December 2023. The roadmap committed for all new government buildings to be all electric from July 2023.<sup>52</sup></li> </ul> |
| Opportunities for further progress                                     | Progress has been made on this need. The Victorian Government can continue making government buildings more energy efficient.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Navigate the energy transition</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Recommendation 9 – <i>Victoria’s Infrastructure Strategy 2021–2051</i>  | <p><b>Encourage demand management pricing to reduce peaks and optimise distributed energy</b></p> <p>In the next 10 years, optimise use of existing electricity infrastructure by encouraging demand management pricing.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Ensuring efficient and affordable energy services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• In July 2024 the Victorian and all other Australian, state and territory energy and climate change ministers released the <i>National consumer energy resources roadmap</i>. The roadmap included reforms that will allow Australians to maximise their use of consumer energy resources.<sup>53</sup></li> <li>• To implement the roadmap, the Australian Energy Market Commission commenced a pricing review and released a discussion paper in June 2025.<sup>54</sup></li> <li>• Consulted on the Victorian Consumer Protections framework for consumer energy resources from December 2024 to January 2025.<sup>55</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Introduced new time of use network tariffs in July 2021.<sup>56</sup> The tariffs allowed consumers to get better value from their distributed energy resources, including electric vehicles, and optimises integration of distributed energy resources into the electricity grid.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue encouraging demand management pricing and optimising distributed energy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Navigate the energy transition</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Recommendation 10 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Confirm gas policies and pathways to reach net zero emissions and allow new gas-free homes</b></p> <p>Within a year, respond to Infrastructure Victoria’s <i>Advice on gas infrastructure</i>, including by considering the trajectory to transition natural gas to reach net zero emissions by 2050. This allows gas network planning changes after 2025. Adjust policies so they do not encourage or embed future residential natural gas use.</p>                                                                                                                                                                                                                        |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Leading our transition to a clean energy economy and supporting jobs in the new energy sector                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Released the <i>Gas security statement</i> and the <i>Building electrifications regulations summary</i> in June 2025. They stated that all new residential buildings will be required to be fully electric from January 2027. Households must also replace gas hot water systems with electric systems when they reach the end of their life from March 2027.<sup>57</sup></li> </ul>                                                                                                                                                                                                                                                    |



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|  | <ul style="list-style-type: none"> <li>Released the <i>Gas substitution roadmap update 2024</i> in December 2024. The roadmap supported more new and existing homes to become all-electric, stronger consumer protections, and fairer network charges. It also committed to working with business and industry and ensuring secure, affordable gas and electricity supply.<sup>58</sup></li> <li>Passed the <i>Offshore Petroleum and Greenhouse Gas Storage Amendment Bill 2024</i> on 17 October 2024.<sup>59</sup></li> <li>Released <i>Victoria's renewable gas directions paper</i> for consultation in December 2024.<sup>60</sup> It responded to the consultation with community on <i>Victoria's renewable gas consultation paper</i> in 2023 and proposes a renewable gas target and supporting scheme.<sup>61</sup></li> <li>Published the <i>Economic growth statement</i> in December 2024. It stated that new gas projects will be fast tracked through the Development Facilitation Program.<sup>62</sup></li> <li>Extended the Victorian Energy Upgrades program to 2045.<sup>63</sup> In November 2024, the Victorian Government added induction cooktops to replace gas cooktops as part of the program.<sup>64</sup> Announced \$12 million over 4 years in the <i>2025-26 Budget</i> for insulation upgrades.<sup>65</sup></li> <li>Announced \$29.7 million in the <i>2025–26 Budget</i> for hot water rebates through the Solar Homes Program. It enables households to install energy efficient electric heat pumps and solar hot water systems.<sup>66</sup></li> <li>Announced the State Electricity Commission's one-stop-shop to help households to install energy efficient appliances in May 2025.<sup>67</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Released the <i>Gas substitution roadmap</i> in December 2023. The roadmap encouraged sustainable alternatives to fossil gas and improved access to an affordable, secure, reliable and safe energy supply. It committed to investigating options to progressively electrify all residential and most commercial buildings.<sup>68</sup> The first <i>Gas substitution roadmap</i> was released in July 2022. It removed incentives for residential gas appliances from the Victorian Energy Upgrades scheme and added new incentives for those switching to efficient electric appliances.<sup>69</sup></li> <li>Removed the requirement for new dwellings, apartment buildings, and residential subdivisions needing planning permits to have a gas connection.<sup>70</sup></li> <li>Amended the <i>Building Regulations 2018</i> in November 2023 to remove the requirement for a gas-boosted solar water heater.<sup>71</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue confirming pathways to reach net emissions. |
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| Need – Victorian Infrastructure Plan 2021 | Confront long-term challenges<br>Respond to a changing climate |
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| Recommendation 11 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Specify climate scenarios and carbon value in assessing infrastructure</b></p> <p>In the next year, update and expand practical instructions for government agencies on integrating climate-related risks into infrastructure assessments. This should include high, medium and low future climate change scenarios, transitional risks and valuing emission reductions.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Taking action on climate change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Released the <i>Victoria’s climate science report 2024</i> in November 2024. The report informed research, risk assessments and planning for climate resilience.<sup>72</sup></li> <li>Updated Victoria’s Future Climate Tool in June 2025. It provided public access to future climate information to help inform decision-making.<sup>73</sup></li> <li>Committed through the <i>Plan for Victoria</i> to provide mapping and data about flooding through VicPlan’s statewide digital map.<sup>74</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released the <i>Transport infrastructure decarbonisation strategy</i> by the Victorian Infrastructure Delivery Authority in June 2024.<sup>75</sup></li> <li>The national Infrastructure Transport and Ministers’ meeting in June 2024 provided in-principle support for the use of the nationally consistent set of carbon values in the assessment of business cases for transport infrastructure projects over \$100 million.<sup>76</sup> It also approved the <i>Embodied carbon measurement for infrastructure: technical guidance</i>. The guidance provided a nationally consistent approach for valuing embodied carbon in transport infrastructure projects.<sup>77</sup></li> <li>Released the <i>Victorian greenhouse gas emissions report</i> in 2022.<sup>78</sup></li> <li>Committed \$61.4 million in 2022 to deliver the climate action agenda.<sup>79</sup></li> <li>Released <i>Victoria’s climate change strategy</i> in May 2021.<sup>80</sup></li> </ul> |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria’s <i>Opportunities to reduce greenhouse gas emissions of infrastructure</i> explains how the Victorian Government can update policies, guidelines and procedures for integrating carbon valuation and measurement in infrastructure assessment. <sup>81</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Confront long-term challenges</li> <li>Respond to a changing climate</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Recommendation 12 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Strategically review climate consequences for infrastructure</b></p> <p>Strategically review the climate change consequences for Victoria's infrastructure needs and priorities, beginning in November 2021 after delivering the adaptation plans under the <i>Climate Change Act 2017</i>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Taking action on climate change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Consulted on <i>Victoria’s 2026–30 climate change strategy</i> between March and April 2025. The final strategy is expected to be released by the end of 2025.<sup>82</sup></li> <li>The Legislative Council Environment and Planning Committee completed consultation on the <i>Inquiry into climate resilience</i> in December 2024. The inquiry examined the main risks facing Victoria's built environment and infrastructure from climate change and how Victorians will be impacted.<sup>83</sup></li> <li>Responded to the <i>Network outage review</i> in December 2024. The Victorian Government supported, either in full or in principle, all 19 recommendations of the review. These included support payments during prolonged outages and minimum service standards for feeders.<sup>84</sup></li> </ul>                                                                                                                                                         |

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| Previous progress | <ul style="list-style-type: none"> <li>Committed \$20 million in 2023 to support climate change policy capability and advice on Victoria’s transition to net-zero by 2045.<sup>85</sup></li> <li>Released 7 system-based <i>Adaptation action plans</i> and 6 <i>Regional adaptation strategies</i> in 2021 to guide adaptation efforts.<sup>86</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. Infrastructure Victoria’s <i>Weathering the storm</i> report advises the Victorian Government on better assessing and preparing infrastructure for the impacts of climate change. <sup>87</sup> |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Confront long-term challenges</li> <li>Respond to a changing climate</li> </ul> |
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| Recommendation 13 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Consider all water supply sources</b></p> <p>Consider all water sources for supply augmentation, including identifying and addressing barriers to purified recycled drinking water within the next 10 years. When planning for future water supply, investigate all options including, but not limited to recycled water, seawater desalination, stormwater harvesting and better use of the water grid.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Extending and using our water grid better |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>Continued building the Western Irrigation Network project connecting existing recycled water plants. Construction is expected to be completed in mid-2025.<sup>88</sup></li> <li>Announced a further \$21.3 million for 5 projects of the Water Infrastructure for Sustainable and Efficient Region initiative.<sup>89</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Melbourne’s water corporations released the <i>Greater Melbourne urban water and system strategy: water for life</i> in April 2023. The strategy is a shared plan to protect Melbourne’s water supplies for the next 50 years.<sup>90</sup></li> <li>The <i>Central and Gippsland Region sustainable water strategy 2022</i> introduced a new Water Grid Plan Readiness Framework to plan and progress urban water planning investment, ahead of finalising the first <i>Water grid plan</i>.<sup>91</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue to consider all water sources for supply augmentation. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Confront long-term challenges</li> <li>Respond to a changing climate</li> </ul> |
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| Recommendation 14 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Progress integrated water cycle management</b></p> <p>Within five years, accelerate progress toward an integrated model of water cycle management, starting by clarifying policy settings to allow the better use of stormwater and recycled water.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Extending and using our water grid better                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Actions in financial year 2024–2025                        | <ul style="list-style-type: none"> <li>• \$15.7 million to diversify Victoria’s water supplies and improve water use efficiency through investment in integrated water management projects.<sup>92</sup></li> <li>• Announced the completion of the \$11.8 million Horsham SmartWater and Integrated Water Management project in February 2025.<sup>93</sup></li> <li>• Continued delivering the Werribee System Reconfiguration project in partnership with Southern Rural Water, Melbourne Water, Greater Western Water and the Traditional Owner Partnership Group for the Central Gippsland Region Sustainable Water Strategy.<sup>94</sup> In November 2024, Southern Rural Water released a community engagement report to inform the project’s business case.<sup>95</sup></li> </ul> |
| Previous progress                                          | <ul style="list-style-type: none"> <li>• Released the Metropolitan Melbourne catchment scale integrated water management action plans in April 2024.<sup>96</sup></li> <li>• Released the Central and Gippsland Region sustainable water strategy in 2022. The strategy included actions to improve use of stormwater and recycled water.<sup>97</sup> A progress report was released in June 2023.<sup>98</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |
| Opportunities for further progress                         | Progress has been made on this need. The Victorian Government can continue to work with partners to fund and deliver integrated water management projects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Respond to a changing climate</li> </ul> |
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| Recommendation 15 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Improve decision-making for urban water investment</b></p> <p>In the next five years, clearly allocate the roles and responsibilities for urban water systems and major supply augmentation planning.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Extending and using our water grid better                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Actions in financial year 2024–2025                        | <ul style="list-style-type: none"> <li>• Committed \$24.6 million over 4 years in the <i>2024–25 Budget</i> for the Water Planning for a Resilient and Secure Future initiative. It aimed to enhance Victoria’s water planning to deliver more resilient, coordinated and secure water systems.<sup>99</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Previous progress                                          | <ul style="list-style-type: none"> <li>• The 5 Metropolitan Melbourne Integrated Water Forums released the <i>Metropolitan Melbourne catchment scale integrated water management action plans</i> in April 2024.<sup>100</sup></li> <li>• Melbourne’s water corporations released the <i>Greater Melbourne urban water and system strategy: water for life</i> in April 2023. The strategy is a shared plan to protect Melbourne’s water supplies for the next 50 years.<sup>101</sup></li> <li>• Released the <i>Central and Gippsland Region sustainable water strategy</i> in 2022. It provided strategic direction for decision-making in urban water investment.<sup>102</sup> A progress report was released in June 2023.<sup>103</sup></li> </ul> |

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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can publish the <i>Water grid plan</i> , to provide options for future, regionally significant urban water supplies. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Respond to a changing climate</li> </ul> |
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| Recommendation 16 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Strengthen agricultural water security by modernising irrigation</b></p> <p>In the next 30 years, contribute funding toward planning and delivery of water infrastructure and irrigation modernisation projects across Victoria.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Extending and using our water grid better |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>• Continued delivering the Victoria Connections Package to provide new or upgraded water infrastructure across 9 projects. The package includes a new recycled water pipeline and upgrades to existing channels to deliver water savings and help support the agricultural industry during drought conditions.<sup>104</sup></li> <li>• Continued delivering the \$85.2 million East Grampians Rural Pipeline Project. The Victorian Government is contributing \$32 million to the project, with the Australian Government and other partners providing the remaining funding.<sup>105</sup></li> <li>• Continued delivering the \$116.3 million Western Irrigation Network to provide irrigation water to farmers in the Parwan and Balliang regions. The Victorian Government is contributing \$65.6 million to the project, with the Australian Government and other partners providing the remaining funding.<sup>106</sup></li> <li>• Completed the Macalister Irrigation District Modernisation Project – Phase 2 in September 2024.<sup>107</sup></li> <li>• Completed constructing the Lower Murray Water: Sunraysia Water Efficiency Project in November 2024.<sup>108</sup></li> <li>• Announced the completion of the \$11.8 million Horsham SmartWater and Integrated Water Management project in February 2025.<sup>109</sup></li> <li>• The Australian Government committed up to \$132.1 million for the Broken Reconfiguration Project to address the water needs of the region’s irrigators and communities. The schedule to commence the development of a business case was signed in May 2025.<sup>110</sup></li> <li>• The Australian Government’s Resilient Rivers Water Infrastructure Program also provided \$1.3 million for the Victorian Government to investigate the delivery of stock and domestic water supply.<sup>111</sup></li> <li>• Supported developing the business case for the proposed Broken reconfiguration project. The Australian Government is providing \$6.9 million via the Federation Funding Agreement – Environment.<sup>112</sup></li> <li>• \$14.7 million to promote water efficiency in rural and regional irrigation communities and oversee the delivery of rural, regional and peri-urban water infrastructure projects.<sup>113</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Completed the Goulburn-Murray Water: Water Efficiency Project in October 2023.<sup>114</sup></li> </ul> |
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- Launched the WaterSmart program in September 2023 to help businesses and organisations install data loggers to monitor water use data to detect leaks and minimise water waste.<sup>115</sup>
- Released the *Central and Gippsland Region sustainable water strategy* in 2022. The strategy included actions to modernise irrigation.<sup>116</sup> A progress report was released in June 2023.<sup>117</sup>
- Completed the Mitiamo and District Reticulated Water Supply Project in July 2021.<sup>118</sup>

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| Opportunities for further progress | Progress has been made on this need and no further opportunity has been identified. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Confront long-term challenges</li> <li>• Respond to a changing climate</li> </ul> |
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| Recommendation 17 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Upgrade Victoria's emergency water network</b></p> <p>In the next year, assess the condition, capacity and security of Victoria's emergency water supply point network, and upgrade or replace inadequate supply points. Clarify ongoing responsibility for monitoring, maintenance and funding to secure a resilient network.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Extending and using our water grid better |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>• Continued delivering emergency water supply points. This included Southern Rural Water completing new emergency water bores at Bradvale Recreation Reserve and Derrinallum Recreation Reserve in December 2024 and at St Andrews, Christmas Hills and Strathewen in May 2025.<sup>119</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Improved Victoria’s Emergency Water Supply Point Network by constructing upgrading or repairing emergency water supply points by late 2023.<sup>120</sup></li> <li>• Released the <i>Water cycle adaptation action plan</i> in February 2022. In the plan, the government agreed to review Victoria's emergency water supply point network every 5 years and clarify responsibilities to provide operations or maintenance to any new or upgraded emergency water supply points.<sup>121</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need and no further opportunity has been identified. |
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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Embed resilience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Recommendation 18 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Invest in protection and adaptation for Victoria's coasts</b></p> <p>In the next year, develop clear guidance on coastal adaptation planning, including thresholds, triggers, and planning guidelines to support local area decision-making. Invest in coastal protection upgrades and maintenance, including beach and dune protection and rehabilitation, and storm surge protection, over the next eight years.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Protecting Victoria’s biodiversity by 2037                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• \$220,000 for the Coastcare Victoria Community Grant program. In 2025, the grant funded 27 projects to support the community in caring for and acting for the marine and coastal environment.<sup>122</sup></li> <li>• \$1.4 million for the Coastal Public Access and Risk Grants to improve safety and coastal access at beaches along Victoria’s coast.<sup>123</sup></li> <li>• Announced \$15 million to address coastal erosion, safety risks and access issues along Victoria’s coast in March 2025.<sup>124</sup></li> <li>• Released the <i>draft Cape to Cape resilience plan</i> for public consultation in July 2024. The plan aimed to better manage coastal hazard impacts and increase resilience for coastal areas from Cape Paterson to Cape Liptrap.<sup>125</sup></li> <li>• The Port Phillip Bay Western Shoreline Regional and Strategic Partnership continues to progress adaptation planning for Port Phillip Bay. In May 2025, it released a summary report on coastal hazard exposure.<sup>126</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Released the Port Phillip Bay coastal hazard assessment report in January 2024.<sup>127</sup></li> <li>• Released Victoria’s resilient coast – adapting for 2100+ in 2023. It provided a framework to enable place-based, best practice and long-term coastal hazard risk management and adaptation.<sup>128</sup></li> <li>• Committed \$7 million in 2023 for the VicCoasts initiative to build a safe, healthier and more resilient marine and coastal environment for the community.<sup>129</sup></li> <li>• \$1 million for the Victoria’s Resilient Coast Grants for 27 projects across 3 funding rounds in 2022 and 2023. The grants supported coastal land managers to adapt to coastal hazards and protect local coastal values.<sup>130</sup></li> <li>• Released the Marine and coastal strategy in May 2022. The strategy aimed to build the foundations for long-term climate adaptation and environmental protection in Victoria’s marine and coastal environment.<sup>131</sup></li> </ul>                               |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can produce a common set of flood (including coastal inundation) projections based on the latest climate data. It should use this information to update flood studies and maps and apply them in planning schemes, and minimise building in areas at high risk of flooding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Confront long term challenges</li> <li>• Embed resilience</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Recommendation 19 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Build back better after emergencies</b></p> <p>In the next year, consider policy changes and funding mechanisms so high priority public infrastructure destroyed by emergencies is built to a more resilient standard or in less vulnerable locations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Taking action on climate change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• \$11 million for critical bushfire and emergency asset maintenance and replacement.<sup>132</sup></li> <li>• \$4 million for bushfire risk reduction on the road network.<sup>133</sup></li> <li>• Announced \$48.3 million over 3 years in the <i>2025–26 Budget</i> for the recovery from the Western Victoria Bushfires. Funding is also provided to support the Wildwood Wildlife Shelter.<sup>134</sup></li> <li>• Announced \$17.4 million in the <i>2025–26 Budget</i> to supporting recovery and address critical short-term public safety and access concerns following the August to September 2024 severe weather events.<sup>135</sup></li> <li>• Announced the 16 recipients of the first round of Disaster Recovery Heritage Grants for heritage sites damaged by floods, storms and bushfires. This includes \$30,000 for Waller House in Ivanhoe to make its roof more resilient to future weather events.<sup>136</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Provided Bushfire Recovery Grants for Community Facilities between July 2021 and January 2023 to support organisations in fire-affected communities to build, upgrade or repair local facilities.<sup>137</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria’s <i>Weathering the storm</i> report provides guidance on assessing how to build more resilient infrastructure and the need to continue to build back better and smarter after emergencies. <sup>138</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Confront long term challenges</li> <li>• Embed resilience</li> </ul>                                                                                                                                                                                                                                                                                                     |
| Recommendation 20 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Improve critical infrastructure information flows and embed resilience</b></p> <p>Over the next five years, expand information sharing capabilities and embed resilience across and between critical infrastructure sectors and jurisdictions. Among mechanisms to achieve this, consider expanding the Victorian legislated definition of critical infrastructure beyond energy, water, and transport.</p> |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                         |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Enhancing public safety                                                                                                                                                                                                                                                                                                                                                                                           |

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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>Funded upgrades to emergency information systems in 2024, including the VicEmergency platform.<sup>139</sup></li> </ul>                                                                                                                                                                                                   |
| Previous progress                   | <ul style="list-style-type: none"> <li>The Australian Government’s Cyber Infrastructure and Security Centre released the <i>Critical infrastructure resilience strategy</i> in February 2023. The strategy is a framework for industry and governments to mature the security and resilience of critical infrastructure to all hazards.<sup>140</sup></li> </ul> |
| Opportunities for further progress  | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                              |

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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Embrace technology and innovation</li> </ul> |
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| Recommendation 21 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Prepare for increasingly automated vehicle fleets</b></p> <p>In the next year, begin updating transport regulations to allow automated vehicle operation on the road network. In the next 10 years, upgrade roads and communications infrastructure to help facilitate increasingly connected and automated vehicles, particularly for corporate and government fleets. Develop policy, business case and land use planning guidance to maximise the benefits of automated vehicles and mitigate their risks.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Smarter transport solutions |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>Continued delivering the Smarter Roads program, including upgrading communications infrastructure such as real-time traffic signals.<sup>141</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>The Australian Government and the National Transport Commission consulted on the proposed <i>Automated vehicle regulatory framework</i> between April to June 2024.<sup>142</sup> The consultation built on the infrastructure and transport minister’s agreement in May 2021 on a national approach to regulating automated vehicles.<sup>143</sup></li> <li>Delivered the first automated on-road heavy freight vehicle trial in Australia on the M1 motorway in partnership with private industry in December 2022.<sup>144</sup></li> <li>Partnered with the National Transport Commission to advance the national automated vehicle reform program to inform future policies and regulations.<sup>145</sup></li> <li>Contributed to research by iMOVE to support Co-operative Intelligent Transport Systems technology being introduced on Australia roads. The technology would enable road users and infrastructure to communicate with each other.<sup>146</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue preparing for increasingly automated vehicle fleets. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Embrace technology and innovation</li> </ul> |
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| Recommendation 22 –<br><i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Facilitate integration of public transport with new mobility services</b><br>In the next five years, develop open access ticketing platforms to facilitate integration of public transport modes with new mobility services, incorporating better data sharing and collection. Remove public transport contract barriers to allow integration of existing and emerging transport modes and services.                            |
| Government position                                                        | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                             |
| Related priority <i>Victorian Infrastructure Plan 2021</i>                 | Smarter transport solutions                                                                                                                                                                                                                                                                                                                                                                                                        |
| Actions in financial year 2024–2025                                        | <ul style="list-style-type: none"> <li>Completed a trial of tap and go payments on local buses in Wangaratta to test the new myki infrastructure in May 2025.<sup>147</sup></li> <li>Started installing new ticket readers across the rail network. New readers will be installed on trams and buses thereafter. These will enable payments by card, smartphone or smart devices from early 2026 onwards.<sup>148</sup></li> </ul> |
| Previous progress                                                          | <ul style="list-style-type: none"> <li>Commenced the new public transport ticketing contract in December 2023. The contract is intended to see the system evolve with modern improvements, including new payment methods.<sup>149</sup></li> </ul>                                                                                                                                                                                 |
| Opportunities for further progress                                         | The opportunity to integrate public transport ticketing with new mobility services continues to exist.                                                                                                                                                                                                                                                                                                                             |

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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Embrace technology and innovation</li> </ul> |
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| Recommendation 23 –<br><i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Incorporate personal mobility devices in regulation</b><br>In the next two years, incorporate nationally consistent rules for personal mobility devices in Victorian legislation, update existing active transport design standards to better accommodate new devices and develop a statewide regulatory framework for shared mobility schemes.                                                                                                                                        |
| Government position                                                        | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Related priority <i>Victorian Infrastructure Plan 2021</i>                 | Smarter transport solutions                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in financial year 2024–2025                                        | <ul style="list-style-type: none"> <li>Legislated the use of e-scooters in October 2024, including safety and compliance measures. The Victorian Government will also continue working with councils and share hire e-scooter operators to improve safety for riders and pedestrians.<sup>150</sup></li> <li>Launched an e-scooter awareness campaign with the Transport Accident Commission in December 2024. The campaign promoted the safe use of e-scooters.<sup>151</sup></li> </ul> |
| Previous progress                                                          | <ul style="list-style-type: none"> <li>Updated the <i>Urban design guidelines</i> in June 2023. The guidelines aimed to ensure the movement network accommodates the diversity of transport modes and supports activities, including active transport.<sup>152</sup></li> </ul>                                                                                                                                                                                                           |

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| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue incorporating personal mobility devices in regulation.                                                                                                                                                                                                                                                                                                                                                                                                                |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Embrace technology and innovation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Recommendation 24 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Introduce new road network demand management technology</b></p> <p>In the next five years, progressively introduce new road network demand management technologies across the state and integrate management systems for different road-based transport modes. Combine them with a road infrastructure upgrade program to optimise the benefits of technologies, such as by providing extra clearways and introducing dedicated lanes for bus routes.</p>                                                                                  |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Smarter transport solutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Continued delivering the Traffic Light Optimisation Program. The program is reviewing traffic lights along every major road in Melbourne until mid-2027.<sup>153</sup></li> <li>• Started upgrading the Eastern Freeway. The upgrade will include the installation of smart on-road traffic technology.<sup>154</sup></li> <li>• Announced the installation of cameras across 6 roads in Maribyrnong in May 2025 to enforce the no-truck zone when the West Gate Tunnel opens.<sup>155</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Since 2021 the \$340 million Smarter Roads program started delivering a more efficient network and better responses to incidents. The program installed more than 1,000 new traffic monitoring cameras, hundreds of wireless travel time sensors, vehicle detectors, real-time travel signs, and more than 100 dynamic pedestrian crossings.<sup>156</sup></li> </ul>                                                                                                                                   |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria’s <i>Fast, frequent and fair</i> report recommends that the Victorian Government can achieve further road space efficiency by speeding up buses through on-road priority and smarter technology such as traffic signal improvements and queue jumps. <sup>157</sup> The Victorian Government can further extend modern traffic control technology, like sensors and cameras along arterial roads and freeways, in Victoria’s largest cities.                                        |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Manage urban change</li> <li>• Embrace technology and innovation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Recommendation 25 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Use innovation to deliver better models of health care</b></p> <p>Within two years, help slow the growth in demand for hospital infrastructure by developing a comprehensive statewide health innovation strategy, supported by funding over five years to promote and progressively implement better models of health care.</p>                                                                                                                                                                                                           |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Investing in the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Actions in financial year 2024–2025                        | <ul style="list-style-type: none"> <li>• Announced \$436.7million over 4 years in the <i>2025–26 Budget</i> to expand the Victorian Virtual Emergency Department. It enables patients to access virtual consultations with emergency trained nurses and doctors for non-life-threatening conditions.<sup>158</sup></li> <li>• Announced \$27.6 million in the <i>2025–26 Budget</i> to continue delivering Victoria’s 12 urgent care clinics in the financial year 2025-26.<sup>159</sup></li> <li>• Announced \$21.4 million in November 2024 to upgrade record keeping at 4 health services to use electronic systems.<sup>160</sup></li> <li>• \$75.9 million to deliver more timely emergency care. This included an initiative to improve patient flow and reduce pressure on emergency departments.<sup>161</sup></li> <li>• Commenced the mobile women's health clinic in regional and remote Victoria in January 2025. The 12-month pilot will provide sexual and reproductive health services to improve women's access to health services.<sup>162</sup></li> <li>• Commenced the virtual women’s health clinic in 2025. It will offer medical advice and care via telehealth.<sup>163</sup></li> <li>• Began providing services at all 20 sexual and reproductive health hubs. In April 2025, opened the Ararat hub as one of the 6 new hubs recently established across Victoria.<sup>164</sup></li> <li>• Announced a new Aboriginal women’s health clinic in February 2025. It will provide a range of free, comprehensive and culturally safe services to Aboriginal women.<sup>165</sup></li> <li>• Announced the opening of the first 5 of 20 women’s health clinics in October 2024.<sup>166</sup></li> <li>• Delivered the Diabetes Connect pilot program which included remote monitoring and virtual check-ins to manage care.<sup>167</sup></li> </ul> |
| Previous progress                                          | <ul style="list-style-type: none"> <li>• Completed the Virtual GP pilot in June 2024.<sup>168</sup></li> <li>• Responded to the <i>Health services plan</i> released in April 2024. A key element of the reform is the establishment of Local Health Service Networks. These networks will influence how health infrastructure is used.<sup>169</sup></li> <li>• Released <i>Planned surgery reform blueprint</i> in October 2023.<sup>170</sup> The blueprint is intended to ensure timely and equitable access to planned surgery for all Victorians.</li> <li>• Released <i>Victorian virtual care strategy</i> in September 2023.<sup>171</sup></li> <li>• Released the <i>Virtual care operational framework</i> in July 2023 to support public health services deliver virtual care.<sup>172</sup></li> <li>• Expanded the Better at Home program in 2022 to help deliver more healthcare within patient’s own homes.<sup>173</sup></li> <li>• Opened 29 urgent care centres across Victoria in 2022 and 2023.<sup>174</sup> The centres provide GP-led urgent care as an alternative to going to a hospital emergency department.<sup>175</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Opportunities for further progress                         | <p>Progress has been made on this need. The Victorian Government can expand digital healthcare to improve the quality of care and ease demand on public hospitals. It can also deliver a statewide system for sharing medical images and a statewide virtual care service that remotely monitors suitable patients at home.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



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|                                                                         | There are also opportunities to invest in maintenance, upgrades and expansions of community health facilities .                                                                                                                                                                                                                                                                                                                                                                                                      |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Embrace technology and innovation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Recommendation 26 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Modernise courts through digitisation and contemporary shared facilities</b></p> <p>In the next year, begin increasing court efficiency and help meet demand by digitising suitable court systems and procedures. Invest in new contemporary, adaptable, multi-jurisdictional court facilities during the next 10 years.</p>                                                                                                                                                                                   |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | New and improved court services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Continued building the new Wyndham Law Courts.<sup>176</sup> The <i>2025–26 Budget</i> included \$35 million over 4 years to support its operationalisation.<sup>177</sup> The court was designed to improve service integration by co-locating relevant agencies and services near Werribee Police station.<sup>178</sup></li> </ul>                                                                                                                                         |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Committed \$25.7 million in 2023 to implement a new case management system for the Magistrates’ Court and Children’s Court to enable more efficient management of court operations.<sup>179</sup></li> <li>Commissioned research into experiences of online courts and tribunals.<sup>180</sup></li> <li>Opened Bendigo Law Courts in February 2023.<sup>181</sup> Specialist courts and key service agencies are co-located in the courts building.<sup>182</sup></li> </ul> |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                              |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Embrace technology and innovation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Recommendation 27 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Improve technology and infrastructure for a responsive police service</b></p> <p>In the next 10 years, invest in technological capacity to better support a responsive police service, and deliver infrastructure to enable a contemporary hub-and-spoke policing model, co-located with health and human services where appropriate.</p>                                                                                                                                                                      |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Deploying ICT innovations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Opened the new \$29 million Benalla police station in April 2025.<sup>183</sup></li> <li>Continued constructing the new Clyde North police station and refurbishing the Narre Warren police station.<sup>184</sup></li> </ul>                                                                                                                                                                                                                                                 |

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|                                    | <ul style="list-style-type: none"> <li>• Began constructing the new \$25 million Point Cook police station in January 2025 and the new \$53 million South Melbourne police station in April 2025.<sup>185</sup></li> </ul>                                                                                                                                            |
| Previous progress                  | <ul style="list-style-type: none"> <li>• Released the Strategy for digitally transforming Victoria Police 2023-2028. It describes how Victoria Police will use digital technology innovations and an upskilled workforce to transform front-line operations, optimise services and enhance safety, security and confidence in the community.<sup>186</sup></li> </ul> |
| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                               |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Build a circular economy for waste and recycling</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Recommendation 28 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Facilitate improved recycling infrastructure for priority materials</b></p> <p>In the next year, focus efforts to increase and upgrade waste processing infrastructure on six priority materials. Facilitate increased recovery and reprocessing capacity and capability for paper and card, plastics, and organics by 2025. Revisit funding mechanisms and align recycling infrastructure with land use settings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Improving resource recovery and waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Released the <i>Victorian recycling infrastructure plan</i> in October 2024. It provided a 30-year roadmap to guide Victoria’s waste and recycling infrastructure needs. The plan included an assessment of needs for each material streams, such as problematic and emerging waste streams, and informed land use planning.<sup>187</sup></li> <li>• To support the plan, the <i>Waste, resource recovery and recycling infrastructure prospectus</i> was released in October 2024 to highlight investment opportunities and supports.<sup>188</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• The \$8.7 million Circular Economy Infrastructure Fund funded 8 projects between 2022 and 2024. The fund supported infrastructure projects that increase capacity and improve the recovery of paper and cardboard, plastics, glass, tyres, organics and textiles.<sup>189</sup></li> <li>• Victoria’s E-waste Infrastructure Grants program was completed in December 2023. The program supported capacity and capability building of managing e-waste and ensuring a high standard for the collection, storage and reprocessing of e-waste.<sup>190</sup></li> <li>• Victoria’s Container Deposit Scheme opened in November 2023. The scheme provides 10 cent refunds when people return eligible drink containers to refund points.<sup>191</sup></li> <li>• Victoria submitted applications to the Australian Government’s Recycling Modernisation Fund, Plastics Technology Stream in late 2023. Projects are expected to be completed by June 2027. The stream supports advanced and innovative technologies targeting hard-to-recycle plastics in waste streams.<sup>192</sup></li> </ul> |

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| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue to facilitate improved recycling infrastructure for priority materials, including paper, cardboard, plastics, metals, aggregates, masonry and soils.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Build a circular economy for waste and recycling</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Recommendation 29 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Strengthen end markets for recycled materials</b></p> <p>Continue to deliver market development for recycled materials by updating standards and specifications to be performance-based rather than material based, and explicitly require the Victorian public sector to use recycled products where feasible. In the next five years, support research, development and demonstrations to build confidence and demand for recycled products.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Improving resource recovery and waste management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Published the <i>Economic growth statement</i> in December 2024. It committed to expand the <i>Recycled first</i> policy to major government projects in non-transport sectors.<sup>193</sup></li> <li>• Announced the 7 recipients of the \$1 million Circular Economy Innovation Fund round 4 in July 2024.<sup>194</sup></li> <li>• Released the <i>Circular economy market report</i> in January 2025. The report identified opportunities along with actions and market strategies to improve circularity in the management of materials.<sup>195</sup></li> <li>• Released the <i>Victorian industry policy</i> in June 2025. It aimed to facilitate a more circular economy.<sup>196</sup></li> <li>• Launched the Buy Circular Service to help Victorian councils to use more recycled materials and products in May 2025.<sup>197</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• The Circular Economy Councils Fund supported local governments to reduce waste to landfill and transition towards a circular economy.<sup>198</sup></li> <li>• Victoria made submissions to the Australian Government’s Recycling Modernisation Fund Plastics Technology Stream in November 2023.<sup>199</sup></li> <li>• Committed \$16.5 million in 2023 for the <i>Reform to perform</i> initiative to achieve a net zero Big Build.<sup>200</sup></li> <li>• The Circular Economy Markets Fund: Materials supported research institutes, industry and business to develop and commercialise new uses for recycled materials in 2022.<sup>201</sup></li> </ul>                                                                                                                                                                                          |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue establishing viable end markets for recycled materials, such as soft plastics, organics, paper and cardboard, rubber and e-waste.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Build a circular economy for waste and recycling</li> </ul> |
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| Recommendation 30 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Address barriers to recycling and reducing waste</b></p> <p>In the next year, reduce recyclable material contamination by supporting greater consistency in kerbside and commercial collection and separation of glass, paper, cardboard and organic materials. In the next year, design and implement behaviour change programs to reduce contamination, and consistently maintain further behaviour change programs in the next 30 years.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Improving resource recovery and waste |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>• Consulted on household waste and recycling regulations and service standard between June and August 2024. The consultation proposed for councils to provide households with standardised waste and recycling services.<sup>202</sup></li> <li>• Continued the Small Acts, Big Impact campaign. The statewide behaviour change program supports households to minimise waste and improve recycling behaviour, consistent with Victoria’s new 4-stream household waste and recycling system.<sup>203</sup></li> <li>• Released the Circular economy risk, consequence and contingency plan in May 2025. It informed Victoria’s transition to a stronger and more resilient circular economy that can withstand future shocks and stressors.<sup>204</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Started Victoria’s Container Deposit Scheme in November 2023.<sup>205</sup> It encouraged recycling behaviour change by providing a 10 cent refund per container when people return eligible drink containers to refund points.<sup>206</sup></li> <li>• Expanded glass recycling services to 13 local government areas. In July 2023, the City of Merri-Bek became the thirteenth Victorian council with recycling bins for glass.<sup>207</sup></li> <li>• The Recycling Victoria Waste Projection Model presented Victoria's annual recovery and disposal performance data and projected waste generation in Victoria over the next 30 years.<sup>208</sup></li> <li>• Banned food, beverage and other single use plastic items in Victoria from February 2023.<sup>209</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue addressing barriers to recycling and reducing the volume of waste entering the system in the first place. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Build a circular economy for waste and recycling</li> </ul> |
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| Recommendation 31 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Minimise waste and improve residual waste infrastructure planning</b></p> <p>In the next two years, improve infrastructure planning for managing residual waste, and further clarify the role of waste-to-energy facilities. Over the next 30 years, consistently invest in waste avoidance through behaviour change programs, pricing, regulation and other incentives.</p> |
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| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Improving resource recovery and waste                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Published the <i>Victorian recycling infrastructure plan</i> in October 2024 to guide and inform decision-making about waste, recycling and resource recovery infrastructure over the next 30 years. The plan addressed residual waste infrastructure needs and the role of waste to energy in managing residual waste.<sup>210</sup></li> <li>Released the <i>Economic growth statement</i> in December 2024. It committed to increase of the waste-to-energy cap to 2 million tonnes per annum to enable more municipal, commercial and industrial waste to be used to generate energy rather than go to landfill.<sup>211</sup> Consulted on a proposed increase to the cap to 2.5 million tonnes in March and April 2025.<sup>212</sup></li> <li>Released the <i>Strategic procurement framework</i> in April 2025. It outlined how Recycling Victoria will support local councils on procurement practices to better manage residual waste.<sup>213</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                            |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Victoria’s Waste to Energy scheme commenced June 2023 with the introduction of the <i>Circular economy (Waste reduction and recycling) and (Waste to energy scheme) Regulations 2023</i>.<sup>214</sup></li> <li>Released the <i>Recycling Victoria: a new economy plan</i> in 2023. It supported a stronger waste and recycling industry.<sup>215</sup></li> <li>Issued licences for 4 waste to energy operators in 2023 and 2024. These allowed the businesses to process permitted waste using a thermal waste to energy process.<sup>216</sup></li> <li>The Circular Economy Councils Fund supported local governments to reduce waste and increase recycling. The 3<sup>rd</sup> round closed in March 2023.<sup>217</sup></li> <li>Phased out food, beverage and other single use plastic items in Victoria from 1 February 2023. Exemptions for paper or cardboard plates lined with plastic expired on 1 November 2024. Exemptions for any single-use plastic item that is integrated into food or drink packaging by a machine automated process will expire on 1 January 2026.<sup>218</sup></li> <li>The Waste to Energy – Bioenergy Fund supported bioenergy developers to increase renewable energy generation in Victoria for project development and project infrastructure streams in 2022.<sup>219</sup></li> </ul> |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue minimising waste and improving residual waste infrastructure planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Manage urban change</li> <li>Integrate land use and infrastructure planning</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Recommendation 32 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Produce public plans for priority infrastructure sectors</b></p> <p>In the next five years, develop and publish long-term statewide infrastructure plans for priority infrastructure sectors for which the Victorian Government maintains substantial responsibilities, including sequencing and timelines for investment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Catering for a growing population                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Released the <i>Victorian recycling infrastructure plan</i> in October 2024. It provides a 30-year plan to guide Victoria’s waste and recycling infrastructure needs.<sup>220</sup></li> <li>Released the <i>Plan for Victoria</i> in February 2025. The plan set the state-wide vision for how Victoria will grow over time.<sup>221</sup></li> <li>Set housing targets for each local government area in the <i>Plan for Victoria</i>. These targets guide where future homes should be built across Victoria. The plan also committed to increase the number of social and affordable housing, which could require the housing target to include a certain percentage of social and affordable housing.<sup>222</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released the Metropolitan Melbourne catchment scale integrated water management action plans in April 2024.<sup>223</sup></li> <li>Released <i>Victoria's housing statement</i> in September 2023. It set the target to build 800,000 homes across Victoria by 2034.<sup>224</sup></li> <li>Released <i>Melbourne’s tram plan</i> in August 2023. It outlined how to make trams more accessible and efficient and how trams will complement the Big Build’s transformation of the transport network.<sup>225</sup></li> <li>Victorian water corporations released the <i>Urban water and system strategy</i> in April 2023. The strategy is a shared plan to protect Melbourne’s water supplies for the next 50 years.<sup>226</sup></li> <li>The Central and Gippsland region sustainable water strategy 2022 introduced a new Water Grid Plan readiness framework to plan and progress urban water planning investment, before finalising the first Water grid plan.<sup>227</sup></li> <li>Released <i>Victoria’s bus plan</i> in September 2021. It set out the long-term strategy to deliver holistic reform to the bus network across Victoria.<sup>228</sup></li> <li>Released the <i>Justice asset and infrastructure plan</i> in 2021.<sup>229</sup></li> </ul> |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria’s <i>Choosing Victoria's future</i> recommends the Victorian Government to develop and publish long-term plans for infrastructure sectors and use these to inform project funding decisions. <sup>230</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Manage urban change</li> <li>Integrate land use and infrastructure planning</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Recommendation 33 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Publish Victoria's transport plan</b></p> <p>In the next year, develop and publish Victoria's integrated transport plan. Require the transport and strategic land use plans to align with each other.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



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| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released <i>Melbourne's tram plan</i> in 2023. The plan outlined how government will deliver a tram network that puts passengers first, connects people to the places they want to go and makes it easier for everyone to catch the tram.<sup>231</sup></li> <li>Released <i>Victoria's bus plan</i> in 2021. It aimed to increase the number of people who chose to take a bus by delivering simple, safe, reliable and comfortable journeys.<sup>232</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                       |
| Opportunities for further progress                                      | The opportunity to publish Victoria's transport plan continues to exist. Infrastructure Victoria's <i>Choosing Victoria's future</i> provides further evidence that support the need for integrating land use and infrastructure planning, including transport, to achieve better outcomes for Victoria's future cities. <sup>233</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Manage urban change</li> <li>Integrate land use and infrastructure planning</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Recommendation 34 – <i>Victoria's Infrastructure Strategy 2021–2051</i> | <p><b>Review Victoria's infrastructure contribution system to cover gaps</b></p> <p>In the next two years, complete a review of Victoria's many infrastructure contributions schemes to create a consistent and efficient system that contributes to Victorian and local government infrastructure costs. A revised infrastructure contribution system can apply more broadly, including in established suburbs, growth areas, peri-urban areas, and regional cities.</p>                                                                                                                                                                                                                                                                                                                                                                                            |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Announced in October 2024 that the newly established Housing Affordability Partnership working group will advise on reforming infrastructure contribution by March 2025. The new infrastructure contribution system will first be applied in the 10 Activity Centres, commencing on 1 January 2027.<sup>234</sup></li> <li>Gazetted the revised Ministerial Direction on the Preparation and Content of Infrastructure Contributions Plans to include the 10 Pilot Activity Centres in April 2025.<sup>235</sup></li> <li>Released the <i>Plan for Victoria</i> in February 2025. The plan set out the state-wide vision for how Victoria will grow over time. It committed to review the <i>Planning and Environment Act 1987</i> to include affordable housing contributions for new developments.<sup>236</sup></li> </ul> |
| Previous progress                                                       | No publicly available information has been identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria's <i>Our home choices</i> outlined several policy options for the Victorian Government to create more housing choices in established suburbs. These include reforming infrastructure contribution schemes to better reflect associated infrastructure costs. <sup>237</sup> In addition, Infrastructure Victoria's <i>Choosing Victoria's future</i> recommends removing taxes and subsidies that encourage sprawl and changing planning rules to create more compact cities in Victoria. <sup>238</sup>                                                                                                                                                                                                                                                                                                |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Recommendation 35 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Support more homes in priority established places</b></p> <p>In the next year, identify new priority locations in established suburbs for residential intensification to better use existing infrastructure. Following this, in partnership with local government, review planning settings to allow increased housing density and establish design review advisory panels.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | All Victorians have stable, affordable and appropriate housing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Released the <i>Plan for Victoria</i> in February 2025. The plan set out the state-wide vision for how Victoria will grow over time.<sup>239</sup> It also announced housing targets for each local government area. These targets aim to guide local governments on where future homes should be built across Victoria.<sup>240</sup></li> <li>• Released draft plans in August 2024 to deliver an extra 60,000 homes across 10 suburban activity centres by 2051.<sup>241</sup></li> <li>• Expanded the Activity Centre program to include 50 new Train and Tram Zone activity centres. The location of 25 activity centres in areas with good transport capacity was announced in October 2024. The remaining 25 activity centres were announced through the <i>Plan for Victoria</i> in February 2025.<sup>242</sup> The <i>2025-26 Budget</i> allocated \$24 million to deliver the Activity Centres program.<sup>243</sup></li> <li>• Continued expanding the Development Facilitation Program to streamline the planning process for medium to high density residential developments.<sup>244</sup></li> <li>• Continued progressing the planning for the Suburban Rail Loop. In March 2025, the draft structure plans and technical documents for SRL East were released.<sup>245</sup> The visions for the 6 SRL East stations were published in December 2024. Each vision outlined the long-term aspiration for the precinct and how the anticipated population growth can be accommodated over 20 to 30 years.<sup>246</sup></li> <li>• Released 2 government land sites near Oakleigh and Footscray stations and additional 10 sites, to be announced through the Small Sites program, for more housing in established areas.<sup>247</sup></li> <li>• Legislated the <i>Duties Amendment (More Homes) Bill 2024</i> in November 2024. The bill provides a temporary land transfer duty concession for off-the-plan purchases of dwellings within strata subdivisions.<sup>248</sup></li> <li>• Committed \$249 million in the <i>2025–26 Budget</i> to fund enabling infrastructure, support access to social housing and increase housing supply. This funding is sourced from the Australian Government’s Housing Support Program.<sup>249</sup></li> <li>• Started reviewing subdivision regulations to enable faster approvals while maintaining standards for good quality homes.<sup>250</sup></li> <li>• Continued to develop urban renewal precincts, including Arden, Docklands, Fishermans Bend and the Fitzroy Gasworks site. In October 2024, the contractor to build homes on part of the Fitzroy Gasworks site was announced.<sup>251</sup> The developers to deliver the first parcel on the site were shortlisted in June 2025.<sup>252</sup></li> <li>• Rezoned the former VicRoads Headquarters in Kew for residential and commercial use to deliver approximately 500 homes.<sup>253</sup> Consulted with the community and developers in early 2025 to guide the development.<sup>254</sup></li> </ul> |

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|                                                                         | <ul style="list-style-type: none"> <li>Announced the introduction of a Great Design Fast Track in October 2024. It focuses on townhouse and apartment projects of 3 to 6 storeys in height.<sup>255</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released <i>Victoria's housing statement</i> in September 2023. It set the target to build 800,000 homes across Victoria by 2034 with 70% of new homes being in established areas. It also identified 10 initial priority activity centre locations across metropolitan Melbourne in which to deliver more homes.<sup>256</sup></li> <li>Through <i>Victoria's housing statement</i>, the government announced it would unlock surplus government land across 45 sites for around 9,000 homes, including a target of at least 10% affordable housing.<sup>257</sup></li> <li>Approved and gazetted the <i>Arden structure plan</i> in July 2022.<sup>258</sup></li> </ul>                                                                                                                                                         |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Recommendation 36 – <i>Victoria's Infrastructure Strategy 2021–2051</i> | <p><b>Use value-capture mechanisms to deliver very low-income housing</b></p> <p>Within the next two years, change and actively apply planning regulations to provide affordable rental housing for Victorians on very low incomes in places with good access to public transport and services, when they are re-zoned for more intensive residential use.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | All Victorians have stable, affordable and appropriate housing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Released the Institutional Investment Framework in November 2024. It aimed to stimulate investment into more social, affordable, key worker and market housing at scale, and help industry build more high-quality homes faster in places where Victorians want to live.<sup>259</sup></li> <li>Introduced a levy on short stay accommodation platforms that applied from January 2025. The levy goes to Homes Victoria, supporting their work building and maintaining social and affordable housing.<sup>260</sup></li> <li>Released the <i>Plan for Victoria</i> in February 2025. The plan set out the state-wide vision for how Victoria will grow over time. It committed to review the <i>Planning and Environment Act 1987</i> to include affordable housing contributions for new developments.<sup>261</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li><i>Victoria's housing statement</i> announced expanding the Development Facilitation Program. Under the Development Facilitation Program, eligible projects for medium to high density residential developments must deliver at least 10% of the total dwellings as affordable housing.<sup>262</sup> These residential developments need to show that the provision of civil infrastructure and services are readily achievable and supported by servicing agencies.<sup>263</sup></li> <li>The <i>Windfall gains tax</i> introduced in July 2023 captures the value uplift of rezoned land. It does not directly fund the delivery of affordable and social housing.<sup>264</sup></li> </ul>                                                                                                                                   |



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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue providing affordable rental housing for very low income households. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul> |
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| Recommendation 37 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Develop an interconnected open space network</b></p> <p>In the next three years, help create an interconnected open space network and extend the urban tree canopy, by providing direct funding, and reviewing and reforming the developer open space contribution scheme.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Managing our parks |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>• Continued delivering the \$315 million Suburban Parks program to create over 6,500 hectares of new or upgrade parks and trails across Greater Melbourne.<sup>265</sup> This included \$1.14 million to develop marram baba Merri Creek Regional Parklands and Jacksons Creek biik wurrdha Regional Parklands, announced in February 2025.<sup>266</sup></li> <li>• Announced the \$30 million Pick my Park program in October 2024 to create and upgrade more green spaces in established areas identified in <i>Plan for Victoria</i> to accommodate more homes.<sup>267</sup></li> <li>• Committed through <i>Plan for Victoria</i> to introduce minimum standards and guidance for open space in established urban areas.<sup>268</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Built a new pedestrian and cycling bridge across Kananook Creek at Seaford Wetlands in May 2024. It was funded by the Suburban Parks program.<sup>269</sup></li> <li>• Released the <i>Open space for everyone</i> strategy in 2021.<sup>270</sup> It guided the planning, management and delivery of an open space network.</li> <li>• Transformed former landfill sites acquired for Sandbelt Parklands. This contributed to a 355-hectare chain of parks for the public, connecting new and existing parklands between Moorabbin and Dingley Village.<sup>271</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue funding actions within the <i>Open space for everyone</i> strategy to achieve an interconnected open space network. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul> |
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| Recommendation 38 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Partner with local governments to fund pedestrian infrastructure</b></p> <p>Over the next five years, partner with local governments to fund pedestrian infrastructure network upgrades to connect people to priority places, including central Melbourne, the Monash National Employment and Innovation Cluster, other activity centres and train stations.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Continued delivering the \$200 million Safe Local Roads and Streets Program. The program works with local governments to plan, design and deliver safety improvements to high-risk local roads, intersections and precincts, including schools.<sup>272</sup></li> <li>Continued working with local governments to deliver the Australian Government’s Black Spot Program. This program targets road upgrades where crashes are occurring or are at risk of happening.<sup>273</sup></li> <li>Released the draft structure plans for the 6 SRL East precincts in March 2025. They aimed to create better connections and streets that support walking, cycling and lively places.<sup>274</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Committed \$21.9 million for 9 active transport projects through the Growth Areas Infrastructure Contribution 2023-24 funding round.<sup>275</sup></li> <li>Upgraded pedestrian infrastructure through the \$23 million Safe Pedestrian Program.<sup>276</sup></li> <li>In 2021, the Southern Metropolitan Partnership developed the <i>Southern integrated transport framework</i>. It aimed to improve public transport and reduce social isolation in the southern region. It has short-term, practical proposals to achieve long-term aspirations of efficiency, road space allocation, new active transport networks and station upgrades.<sup>277</sup></li> </ul>                                   |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 39 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Transform cycling in Melbourne, Ballarat, Bendigo and Geelong</b></p> <p>In the next 10 years, prioritise and significantly progress developing a continuous network of high quality, safer cycling corridors in Melbourne, Ballarat, Bendigo and Geelong, including separated cycle ways and more storage at train stations and activity centres. In the next five years, immediate priorities include connections within and between central Melbourne and surrounding suburbs, and connections to the Monash, La Trobe and Sunshine National Employment and Innovation Clusters.</p>                                                                                                                                                     |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Announced \$19.8 million over 2 years in the <i>2025–26 Budget</i> for public and active transport upgrades. This included improved cycling infrastructure around Melton town centre and a shared used path to Watergardens Station.<sup>278</sup></li> <li>Opened the new cycling and pedestrian bridge over Footscray Road in April 2025.<sup>279</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                       |

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|  | <ul style="list-style-type: none"> <li>Opened the \$150 million Growth Areas Infrastructure Contributions 2025 funding round in October 2024. Walking and cycling are a priority under the Building New Communities Fund.<sup>280</sup></li> <li>Committed 20.8 million over 4 years in the <i>2024–25 Budget</i> for active transport upgrades in Melbourne. This includes Altona, Greenbrook Drive to Epping Station and creating a shared use path between Plenty Valley Town Centre and South Morang Station.<sup>281</sup></li> <li>Released the <i>Road safety action plan 2</i> in December 2024. It includes \$350 million in new initiatives. The plan aims to support vulnerable and unprotected road users, such as cyclists.<sup>282</sup></li> <li>The TAC Local Government Grant Program continues to improve road safety to reduce cyclists and pedestrian crashes.<sup>283</sup> A new round of grants was announced in June 2025.<sup>284</sup></li> <li>Continued delivering the Pop-up Bike Lane program.<sup>285</sup> Consulted community on the next steps for bike lanes on Marine Parade in Port Phillip in September and October 2024.<sup>286</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Committed \$5 million for the construction of a walking-cycling shared path in Bendigo in June 2024.<sup>287</sup></li> <li>Delivered 9 active transport projects in Melbourne through the Growth Areas Infrastructure Contribution 2023-24 funding round in April 2024.<sup>288</sup></li> <li>Completed new bike lanes on St Kilda Road in August 2023.<sup>289</sup></li> <li>Installed temporary bike infrastructure through the Pop-up Bike Lane program in 2022 and 2023.<sup>290</sup></li> <li>Completed 5 cycling projects in 2021–22.<sup>291</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue prioritising and developing a continuous network of high quality, safer cycling corridors. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Create thriving urban places</li> </ul> |
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| Recommendation 40 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Improve walking and cycling data to better estimate travel, health and safety impacts and benefits</b></p> <p>In the next year, begin developing better walking and cycling information and data. In the next three years, incorporate this data and information into Victorian Government transport models for strategic and project planning, and project appraisal to guide investment decisions.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Smarter transport solutions |
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| Actions in financial year 2024–2025 | <ul style="list-style-type: none"> <li>Released the Bicycle Infrastructure Network dataset in June 2025. It contained data on the use of bicycle lanes and paths across Metropolitan Melbourne, Geelong, Bendigo and Ballarat.<sup>292</sup></li> <li>Continued developing the Victoria Bicycle Simulation and Prioritisation Modelling tool in partnership with the City of Greater Bendigo and RMIT University.<sup>293</sup></li> </ul> |
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| Previous progress                                                       | <ul style="list-style-type: none"> <li>Collected cycling data through the bicycle volume and speed dataset until June 2024.<sup>294</sup></li> <li>Collected more cycling data through the Pop-up Bike Lanes Program.<sup>295</sup></li> <li>Updated data for the ongoing Victorian Integrated Survey of Travel and Activity in 2022.<sup>296</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue improving walking and cycling data.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Recommendation 41 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Reallocate road space to priority transport modes</b></p> <p>In the next year, start delivering road space reallocation initiatives to better support and enforce priority movement through streets and places. Adopt a five-year target for delivery of more ambitious road space reallocation initiatives. Legislate for faster, simpler, and more consultative road space reallocation in government decision-making.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Smarter transport solutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Announced \$19.8 million over 2 years in the <i>2025–26 Budget</i> for public and active transport upgrades. This included improved cycling infrastructure around Melton town centre and a shared used path to Watergardens Station.<sup>297</sup></li> <li>Committed 20.8 million over 4 years in the <i>2024–25 Budget</i> for active transport upgrades in Melbourne. This included Altona, Greenbrook Drive to Epping Station and creating a shared use path between Plenty Valley Town Centre and South Morang Station.<sup>298</sup></li> <li>Consulted community on corridor planning of tram routes. This included route 82 in Footscray and Maribyrnong in July and August 2024 and route 86 In Melbourne’s inner north in June 2024.<sup>299</sup> The new corridor planning approach will consider road space allocation so that tram stop upgrades can best accommodate the needs of different road users.<sup>300</sup></li> </ul> |
| Previous progress                                                       | Reallocated road space for the St Kilda Road protected bike lanes project, completed in 2023. <sup>301</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria’s <i>Fast, frequent and fair</i> report recommends that the government speed up buses through on-road priority and smarter technology such as traffic signal improvements and queue jumps, to improve efficient use of road spaces in urban places. <sup>302</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 42 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Redesign tram routes</b></p> <p>In the next 10 years, redesign tram routes, including short shuttle routes, and reserve land for future tram depots, for more capacity in fast growing inner Melbourne areas.</p>                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Continued building the new Maidstone tram maintenance and stabling facility.<sup>303</sup></li> <li>• Continued upgrading the Brunswick Tram Depot to improve accessibility and safety as well as to support larger trams to the fleet. The project is expected to be completed in 2026.<sup>304</sup></li> <li>• Consulted community on corridor planning of tram routes. This included route 82 in Footscray and Maribyrnong in July and August 2024 and route 86 In Melbourne’s inner north in June 2024.<sup>305</sup></li> </ul>                                      |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Released <i>Melbourne’s tram plan</i> in August 2023.<sup>306</sup></li> <li>• Committed \$60.1 million in 2023 to prepare the tram network for next generation trams and deliver new level-access tram stops in central Melbourne. This includes upgrades to the Essendon tram depot, tram stops upgrades on routes 57, 59 and 82, and works on the Melbourne Showgrounds terminus and Moonee Ponds tram terminus.<sup>307</sup></li> <li>• Committed \$368.4 million in 2021 for tram infrastructure upgrades to support next generation trams.<sup>308</sup></li> </ul> |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue redesign tram routes and reserve land for future tram depots for more capacity in fast growing inner Melbourne areas.                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                |
| Recommendation 43 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Activate urban renewal with new tram links</b></p> <p>In the next year, fund the northern Fishermans Bend tram connection for delivery by 2026 and complete the planning for the southern route. Within two to five years, commit to delivering a tram extension to Arden, and to the former defence site at Maribyrnong if required.</p> |
| Government position                                                     | Subject to further consideration                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                         |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                               |

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| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Endorsed a preferred route in June 2024 for a possible future rail tunnel through Fishermans Bend and Docklands to protect Melbourne Metro 2 options.<sup>309</sup></li> <li>• Increased bus services for route 606 connecting Fishermans Bend to Elsternwick Station from May 2024.<sup>310</sup></li> <li>• Released the <i>Arden structure plan</i> in July 2022. The plan’s target is for 60% of trips to be made by public transport supported by high-capacity public transport capable corridors.<sup>311</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Opportunities for further progress                                      | The opportunity to activate urban renewal with new tram links continues to exist.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Create thriving urban places</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Recommendation 44 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Plan for and fund public transport accessibility, including tram stop upgrades</b></p> <p>Fund public transport accessibility improvements to infrastructure and services, including for priority tram and bus stops, to make substantial progress toward the legislated 2032 accessibility targets.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Published the <i>Transport accessibility strategic framework</i> in October 2024 to help prioritise accessibility upgrades.<sup>312</sup></li> <li>• Committed to upgrade level access for 8 tram stops to improve public transport accessibility, including along LaTrobe Street in Melbourne.<sup>313</sup></li> <li>• Announced \$98.1 million over 3 years in the <i>2025–26 Budget</i> to prepare the network for next generation trams. This included delivering accessible tram stops along Droop Street in Footscray.<sup>314</sup></li> <li>• Announced \$19.8 million over 2 years in the <i>2025–26 Budget</i> for public and active transport upgrades. This included installing tactile ground surface Indicators along platforms at Heidelberg, North Richmond, Ferntree Gully and Upper Ferntree Gully stations to assist vision impaired passengers.<sup>315</sup></li> <li>• Began upgrading Ballarat Station in January 2025 to improve station accessibility.<sup>316</sup></li> <li>• Consulted community on corridor planning of tram routes to upgrade trams stops to provide level access. This included route 82 in Footscray and Maribyrnong in July and August 2024 and route 86 In Melbourne’s inner north in June 2024.<sup>317</sup></li> <li>• Conducted accessibility and safety upgrades at 14 stations on the Cranbourne and Pakenham train lines between May and September 2024.<sup>318</sup></li> <li>• Continued to deliver 100 next generation trams, which provide level access.<sup>319</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Committed \$600.8 million in 2023 to deliver 23 new VLocity trains. These improve accessibility, reliability and passenger experience on the regional network.<sup>320</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



- Released *Melbourne’s tram plan* in November 2023. The plan explained how future tram stop upgrades will be planned via tram corridors rather than individual stops.<sup>321</sup>
- Announced the roll out of Navilens on all 100 E Class trams in August 2023. It will help vision impaired passengers access travel information.<sup>322</sup>
- Committed \$57.8 million in 2022 to improve train station accessibility and amenity at priority train stations, including Glen Waverley, Jacana, Lalor, Merri, Thornbury, Victoria Park, Warrnambool and Woodend. Also, platforms along the Dandenong line were upgraded to improve accessibility.<sup>323</sup>
- Committed 108.5 million in 2022 to improve bus service, accessibility and amenity at 80 bus stops and to roll-out wheelchair restraint systems on metropolitan buses. The roll-out assessed how effectively the systems ensured safety for people using mobility devices, to inform wider implementation across the bus network.<sup>324</sup>

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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue improving transport accessibility upgrade funding, including tram stop upgrades. |
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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Steer changes in travel behaviour</li> </ul>                                                                                                                                                             |
| Recommendation 45 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Adopt permanent off-peak discounts for public transport fares</b><br>Permanently adopt discounted off-peak fares for metropolitan public transport and discontinue ticket types that do not offer discounts for off-peak travel.               |
| Government position                                                     | Subject to further consideration                                                                                                                                                                                                                  |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities.                                                                                                                                                                                                                           |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>• Announced \$2.2 million over 2 years in the 2025-26 Budget to make all weekend public transport travel in Victoria free for Victorian Seniors Card holders from 1 January 2026.<sup>325</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul>                                                                                                                                                 |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue adopting off-peak discounts for public transport fares for all passengers.                                                                                             |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Steer changes in travel behaviour</li> </ul>                                                                                                                                                                |
| Recommendation 46 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Reduce bus and tram fares</b><br>In the next year, reduce bus and tram fares, while maintaining an integrated ticketing system, to encourage people to make greater use of cost-effective public transport services that can be quickly expanded. |
| Government position                                                     | Subject to further consideration                                                                                                                                                                                                                     |

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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Announced \$318.2 million over 4 years in the <i>2025-26 Budget</i> to make all public transport travel in Victoria free for children aged under 18 from 1 January 2026.<sup>326</sup></li> <li>Announced \$2.2 million over 2 years in the <i>2025-26 Budget</i> to make all weekend public transport travel in Victoria free for Victorian Seniors Card holders from 1 January 2026.<sup>327</sup></li> </ul> |
| Previous progress                                                       | No publicly available initiatives identified.                                                                                                                                                                                                                                                                                                                                                                                                          |
| Opportunities for further progress                                      | The opportunity to reduce bus and tram fares continues to exist. Infrastructure Victoria’s <i>Fast, frequent, fair</i> recommends to substantially reduce bus fares relative to other modes. <sup>328</sup>                                                                                                                                                                                                                                            |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 47 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Remove the free tram zone</b><br>In the next year, remove the free tram zone to improve equity, enhance the performance of the tram network and provide better safety and transport access for those most in need.                                                                                                                                                                                                                                  |
| Government position                                                     | Not supported                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |
| Opportunities for further progress                                      | While this recommendation was not supported by the Victorian Government, the opportunity to remove the free tram zone continues to exist.                                                                                                                                                                                                                                                                                                              |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 48 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Appoint an independent transport pricing adviser</b><br>In the next year, appoint an independent body to advise on and monitor transport prices over the next 30 years.                                                                                                                                                                                                                                                                             |
| Government position                                                     | Not supported                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| Opportunities for further progress                                      | While this recommendation was not supported by the Victorian Government, the opportunity to appoint an independent transport pricing adviser still exists.                                                                                                                                                                                                                                                                     |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| Recommendation 49 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Reduce inner Melbourne congestion by further reforming parking pricing</b></p> <p>Within the next two years, review the Melbourne Congestion Levy on parking to increase its value, expand the properties it applies to, and cover a wider area. In the next five years, consider extending the levy to on-street parking and supporting a trial of demand-responsive pricing for inner Melbourne on-street parking.</p> |
| Government position                                                     | Subject to further consideration                                                                                                                                                                                                                                                                                                                                                                                               |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                             |
| Actions in financial year 2024–2025                                     | <ul style="list-style-type: none"> <li>Announced changes to the congestion levy in December 2024. These proposed to expand the Category 2 area to capture inner-eastern suburbs and increase Category 1 and 2 rates from 1 January 2026 onwards.<sup>329</sup></li> </ul>                                                                                                                                                      |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can legislate the announced congestion levy and consider extending the levy to on-street parking and supporting a trial of demand-responsive pricing for inner Melbourne on-street parking.                                                                                                                                                                      |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| Recommendation 50 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Price parking at major public transport hubs</b></p> <p>In the next five years, charge parking fees at major public transport hubs, followed by all train stations and park-and-rides, to help encourage people to travel there using public and active transport, and to make parking spaces available for public transport users who need them most.</p>                                                               |
| Government position                                                     | Not supported                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                             |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                |



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| Previous progress                                                       | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                 |
| Opportunities for further progress                                      | While this recommendation was not supported by the Victorian Government, the opportunity to price parking at major transport hubs continues to exist.                                                                                                                           |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                             |
| Recommendation 51 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Incorporate congestion pricing for all new metropolitan freeways</b></p> <p>Apply congestion-based peak and off-peak tolling to all new metropolitan freeways, including the North East Link, to better manage traffic flow and impacts on nearby local roads.</p>        |
| Government position                                                     | Not supported                                                                                                                                                                                                                                                                   |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                              |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Continued working on the West Gate Tunnel project. The toll road is expected to open in late 2025.<sup>330</sup> Once opened, some tolls will be charged during the morning peak only.<sup>331</sup></li> </ul>                          |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Established the North East Link State Tolling Corporation in March 2021. It is responsible for the North East Link road and to set and collect the tolls on the North East Link tollway when the project opens.<sup>332</sup></li> </ul> |
| Opportunities for further progress                                      | While this recommendation was not supported by the Victorian Government, the opportunity to incorporate congestion pricing for all new metropolitan freeways continues to exist.                                                                                                |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                             |
| Recommendation 52 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Trial full-scale congestion pricing in inner Melbourne</b></p> <p>In the next five years, trial full-scale congestion pricing in inner Melbourne to reduce congestion on inner city roads.</p>                                                                            |
| Government position                                                     | Not supported                                                                                                                                                                                                                                                                   |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                              |
| Actions in 2023–2024                                                    | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                 |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                 |
| Opportunities for further progress                                      | While this recommendation was not supported by the Victorian Government, the opportunity to trial full-scale congestion pricing in inner Melbourne continues to exist.                                                                                                          |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Steer changes in travel behaviour</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 53 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Phase out fixed road user charges and introduce user pays charging</b></p> <p>Replace fixed road user charges with variable distance-based and congestion charges over the next 10 years, by gradually expanding and reforming the existing electric vehicle charge. Ensure user pays charging reflects the relative costs of road use, encouraging people to adopt beneficial travel behaviour.</p>                                                                                                                             |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Enacted the <i>Zero and Low Emission Vehicle Distance-based Charge Act</i> in 2021. This introduced a 2.5 cents per kilometre charge for electric vehicles using public roads.<sup>333</sup> In 2023 the High Court of Australia determined that the right to charge zero and low emission vehicles based on distances travelled rests with the Australian Government.<sup>334</sup> This rendered the <i>Zero and Low Emission Vehicle Distance-based Charge Act 2021</i> invalid.</li> </ul>  |
| Opportunities for further progress                                      | Opportunities for the Victorian Government to phase out fixed road user charges and introduce user pays charging have been restricted and complicated by the High Court of Australia’s decision. There is an opportunity to work with the Australian Government and other states on road user pricing options.                                                                                                                                                                                                                         |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Adapt infrastructure for modern needs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Recommendation 54 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Require accessible buildings for public services</b></p> <p>In the next year, establish an accessibility upgrade fund to contribute towards priority building upgrades to meet contemporary accessibility standards. By 2032, require all Victorian Government provided and funded services to be delivered from premises that meet contemporary accessibility standards.</p>                                                                                                                                                    |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Integrating care across the health and social service system                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced \$18.5 million over 2 years in the <i>2025–26 Budget</i> for the Accessible Buildings Program.<sup>335</sup> The program supports modifications to school facilities that improve access for students, staff or visitors with disabilities.<sup>336</sup></li> <li>Announced \$15 million over 3 years in the <i>2025–26 Budget</i> for Kindergarten Building Blocks improvement and inclusion grants to improve and upgrade early childhood infrastructure.<sup>337</sup></li> </ul> |

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|  | <ul style="list-style-type: none"> <li>• Announced \$25 million over 2 years in the <i>2025–26 Budget</i> for the Capital Works Fund.<sup>338</sup> The fund supports students with disabilities or additional needs by making playgrounds, indoor or outdoor learning areas more inclusive.<sup>339</sup></li> <li>• Continued delivering the \$36 million Centre of Excellence in Disability Inclusion at Gordon TAFE.<sup>340</sup> The centre aims to drive improved access, inclusion, and employment outcomes for students with disability across Victoria’s TAFE network.<sup>341</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Released the <i>Design for everyone</i> guide in April 2024.<sup>342</sup></li> <li>• Released the <i>Whole of Victorian government universal design policy</i> in July 2022.<sup>343</sup></li> <li>• Released the <i>Inclusive Victoria: state disability plan (2022–2026)</i> in March 2022.<sup>344</sup></li> <li>• Released the Victorian Health Building Authority’s <i>Universal design policy</i> in 2021.<sup>345</sup></li> <li>• Supported over 420 projects through the Inclusive Schools Fund. The fund invested \$80 million between 2015 and 2023 in providing inclusive school infrastructure such as accessible playgrounds, outdoor sensory areas and indoor inclusive learning spaces.<sup>346</sup></li> <li>• Committed to at least 5% of social housing built by Homes Victoria as part of the Big Housing Build to have good physical accessibility.<sup>347</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives and provide better public information on accessibility of government buildings. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Adapt infrastructure for modern needs</li> </ul> |
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| Recommendation 55 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Rapidly renew old public housing</b></p> <p>Rapidly renew dilapidated public housing properties to improve functionality, accessibility and energy efficiency with a priority to renew at least half of all older low-rise apartments and older three bedroom detached dwellings by 2031.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | All Victorians have stable, affordable and appropriate housing |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Released a progress update on <i>Victoria’s Housing Statement</i> in September 2024, which included updates on consultation and works to redevelop Melbourne’s 44 public housing towers.<sup>348</sup> The government released designs for renewed public housing in Carlton in November 2024 with 248 new homes planned to be complete by 2028.<sup>349</sup> The <i>2025–26 Budget</i> included a total investment of \$856 million on the high-rise redevelopment program.<sup>350</sup></li> <li>• Continued renewing social housing sites through the \$1.2 billion Ground Lease Model project.<sup>351</sup> Construction is currently underway on 1,371 homes across 4 projects in Flemington, Prahran, Port Melbourne and South Yarra.<sup>352</sup></li> <li>• Continued renewing public housing through the Public Housing Renewal Program.<sup>353</sup></li> </ul> |
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|                                    | <ul style="list-style-type: none"> <li>Continued delivering 9,300 new social homes under the Big Housing Build.<sup>354</sup> The program is replacing 1,100 old public housing units and ensuring that the new homes meet 7-star energy efficiency standards.<sup>355</sup></li> <li>Continued installing air conditioners in public housing high-rise towers, funded by the \$141.5 million Cooling Our Public Housing Towers program.<sup>356</sup></li> <li>Began phase 2 of the Energy Efficiency in Social Housing program in early 2025. The program delivers a range of cost-effective energy efficiency upgrades for 45,000 social housing dwellings.<sup>357</sup></li> <li>Continued delivering fire safety improvements through the \$22 million High-rise Fire Upgrade program.<sup>358</sup></li> <li>Continued delivering the \$1 billion Regional Housing Fund, which aims to deliver more than 1,300 new homes across regional Victoria. This fund includes investment to upgrade and bring back public housing homes to habitable condition.<sup>359</sup></li> <li>Victoria will receive \$461 million in 2025-26 under the Australian Government's National Agreement on Social Housing and Homelessness. The program aims to improve social housing and address homelessness.<sup>360</sup></li> </ul> |
| Previous progress                  | <ul style="list-style-type: none"> <li>Increased Victoria's social housing stock by around 4,800 dwellings between June 2021 and June 2024.<sup>361</sup></li> <li>Released <i>Victoria's housing statement</i> in September 2023. It committed to retire and redevelop all of Melbourne's 44 high-rise public housing estates by 2051.<sup>362</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Opportunities for further progress | <ul style="list-style-type: none"> <li>Progress has been made on this need. The Victorian Government can continue to renew old public housing stock and complete energy upgrades. .</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Adapt infrastructure for modern needs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Recommendation 56 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Upgrade and rebuild public hospital infrastructure</b></p> <p>In the next five years, publish priorities for hospital renewal to enable modern health care services and meet future demand. In the next 10 years, redevelop the Royal Melbourne Hospital and progress the upgrade and rebuild of the Alfred Hospital and Austin Hospital.</p>                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Improving equity and access                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced \$57 million over 4 years in the <i>2025–26 Budget</i> for critical infrastructure works at the Royal Melbourne Hospital to help maintain high-quality clinical services.<sup>363</sup></li> <li>Released designs for the expansion of the Austin Hospital’s emergency department in February 2025.<sup>364</sup> The \$275 million project includes an expansion of the Austin Hospital's existing emergency department and delivery of a new dedicated paediatric emergency department zone.<sup>365</sup></li> <li>Continued planning for the \$2.3 billion Parkville precinct redevelopment to upgrade and renew the Royal Melbourne and Royal Women’s hospitals.<sup>366</sup></li> </ul> |

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|  | <ul style="list-style-type: none"> <li>Continued delivering \$118 million over 4 years to upgrade infrastructure at the Alfred Hospital to maintain operating theatres, intensive care and in-patient units.<sup>367</sup></li> <li>Announced \$175 million in the <i>2025–26 Budget</i> for urgent infrastructure upgrades at the Alfred Hospital.<sup>368</sup></li> <li>Announced \$62 million in the <i>2025–26 Budget</i> for the engineering infrastructure replacement program.<sup>369</sup> Since 2015 the \$305 million program has upgraded and replaced critical engineering infrastructure in selected health services including boilers, air handling units and fire risk management systems.<sup>370</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue upgrading and rebuilding the Royal Melbourne, Alfred and Austin hospitals. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Harness infrastructure for productivity and growth</li> <li>Shape the transport network for better access</li> </ul> |
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| Recommendation 57 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Reshape the metropolitan bus network and introduce 'next generation' bus services</b></p> <p>By 2025, reshape the metropolitan bus network in Melbourne’s north-west and south-east in time for the opening of the Melbourne Metro Tunnel. Introduce ‘next generation’ bus services, beginning by using them on the new Doncaster busway. In the next 10 years, continue reforming bus networks in Melbourne and Geelong, including by revising the coverage standard and using more flexible bus services in lower demand areas.</p> |
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| Government position | Supported |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Connecting communities |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>Continued construction on the Eastern Busway from Doncaster towards the city as part of the North East Link and the Eastern Freeway Upgrades projects.<sup>371</sup></li> <li>Announced \$162 million over 4 years in the <i>2025–26 Budget</i> to improve bus and ferry services. This included bus service uplifts for Broadmeadows and Mandalay and realigned services to connect Aintree residents to the Metro Tunnel via Watergardens. It also included the continuation of Melton South, Woodend and Yarrowonga FlexiRide bus services and the Merinda Park Station to Clyde North bus service. Announced funding as part of this initiative to undertake a review of the bus network in priority regional areas including Geelong, the Bellarine Peninsula, Ballarat and Bendigo.<sup>372</sup></li> <li>Awarded new bus franchises in September 2024 that supports replacing existing diesel buses with 600 new zero emissions battery electric buses by 2035.<sup>373</sup></li> <li>Released <i>Victoria’s zero emission bus transition plan</i> in November 2024. The plan guides the switch from diesel powered to zero emission buses over time.<sup>374</sup></li> <li>The <i>Zero emissions vehicle roadmap</i> continues to remain in effect until 2030. The roadmap included a zero emission public transport bus trial. It also required all new public transport buses to be zero emissions from 2025.<sup>375</sup></li> </ul> |
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| Previous progress                                                       | <ul style="list-style-type: none"> <li>Introduced bus service changes in 2024. This included the new bus route 524 connecting Donnybrook station and the future Clovertown town centre, and the new bus 501 connecting Donnybrook and Craigieburn stations.<sup>376</sup></li> <li>Announced extended services on bus routes 543, 798, 831, 925 and 928 in May 2024.<sup>377</sup></li> <li>Released <i>Victoria's bus plan</i> in 2021 to introduce new bus categories, such as high frequency bus rapid transit, to make the bus network simpler, faster and more reliable.<sup>378</sup> Completed community consultation in 2023 to identify priority areas in Melbourne's north and north-east for bus reform.<sup>379</sup></li> <li>Introduced more FlexiRide services in 2021 and 2022.<sup>380</sup></li> </ul>                                                |
| Opportunities for further progress                                      | Progress has been made on this need. Infrastructure Victoria's <i>Fast, frequent, fair</i> report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, optimising existing bus network, and deliver bus rapid transit across Melbourne. <sup>381</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Harness infrastructure for productivity and growth</li> <li>Shape the transport network for better access</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Recommendation 58 – <i>Victoria's Infrastructure Strategy 2021–2051</i> | <p><b>Connect suburban jobs through 'next generation' buses and road upgrades</b></p> <p>In the next five years, create new 'next generation' bus services and better roads to connect outer and growing suburbs to National Employment and Innovation Clusters and major employment centres. Consider using a 'next generation' bus service instead of trams between Caulfield and Rowville.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Actions in 2024–2025                                                    | <p><b>Bus networks and services</b></p> <ul style="list-style-type: none"> <li>Added services to bus route 800 between Dandenong and Chadstone Shopping to run 7 days a week in November 2024.<sup>382</sup></li> <li>Added services to bus route 612 between Box Hill and Chadstone Shopping Centre to run 7 days a week in August 2024.<sup>383</sup></li> <li>Announced \$162 million over 4 years in the <i>2025–26 Budget</i> to improve bus and ferry services. This included increased bus services and new routes in growth suburbs.<sup>384</sup></li> </ul> <p><b>Roads</b></p> <ul style="list-style-type: none"> <li>Announced \$1.2 billion in the <i>2025–26 Budget</i> for 19 projects to upgrade roads in growth suburbs to reduce congestion and improve safety. Included \$1 billion funding from the Australian Government.<sup>385</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Improved bus routes connecting local communities to destinations in Melbourne's east including Chadstone Shopping Centre and Monash University in 2023.<sup>386</sup></li> <li>Completed road upgrades including Stage 2 of the Monash Freeway Upgrade and the South Road upgrade to 5 suburban intersections in 2022.<sup>387</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



- Released *Victoria’s bus plan* in 2021. The strategy aimed to reform the bus network across Victoria by introducing new bus categories and transforming the bus network.<sup>388</sup>

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| Opportunities for further progress | Progress has been made on this need. Infrastructure Victoria’s <i>Fast, frequent, fair</i> report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, optimising existing bus network, and deliver bus rapid transit across Melbourne. <sup>389</sup> |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Shape the transport network for better access</li> </ul> |
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| Recommendation 59 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Increase off-peak service frequencies and suburban rail corridor capacity</b></p> <p>Over the next five years, increase Melbourne’s train service frequencies for off-peak, counter-peak and weekend services. Develop and progressively deliver a prioritised 15-year network service upgrade program for suburban train corridors, including track and signalling improvements, higher capacity trains, carriage retrofits and an upgraded train control centre.</p> |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Connecting communities |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Announced \$98.7 million over 4 years in the <i>2025–26 Budget</i> for the More Trains, More Often initiative.<sup>390</sup> This provided funding for more train services on several metropolitan rail lines when the Metro Tunnel opens. This included more off-peak or inter-peak services on the Sandringham, Craigieburn and Upfield lines.<sup>391</sup></li> <li>• Announced \$713.4 million over 4 years in the <i>2025–26 Budget</i> for the Switching on the Metro Tunnel initiative.<sup>392</sup> This included funding to run train services on the Cranbourne, Pakenham and Sunbury line through the Metro Tunnel’s 5 new stations.<sup>393</sup></li> <li>• Continued delivering the Level Crossing Removal project. This included expanding the Kananook Train Stabling Yard to double the number of the trains able to be stored at the facility.<sup>394</sup></li> <li>• Announced the roll-out of the first 25 new X’Trapolis 2.0 trains in November 2024. The new trains have a higher capacity than the ones they are replacing.<sup>395</sup></li> <li>• Announced a total investment of \$4.1 billion in the <i>2025–26 Budget</i> for the Sunshine Station Superhub, including \$2 billion in Australian Government funding.<sup>396</sup> This included a program of works across 6 km of tracks from West Footscray to Albion stations to prepare for Melbourne Airport Rail and allow for more train services in Melbourne’s west. The works will enable more than 40 trains to pass through Sunshine station every hour.<sup>397</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Installed high capacity signalling in the Metro Tunnel and on parts of the Pakenham, Cranbourne and Sunbury lines in 2023.<sup>398</sup></li> <li>• Completed the Hurstbridge line duplication in 2023. The upgrade allowed for more train services to run on the line.<sup>399</sup></li> </ul> |
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- Completed the Cranbourne line duplication in 2022. The upgrade allowed for more train services to run on the line.<sup>400</sup>

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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Shape the transport network for better access</li> </ul> |
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| Recommendation 60 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Reconfigure the City Loop for more frequent and reliable services</b></p> <p>Within the next two years, complete a business case to reconfigure the City Loop, including determining its timing. Include planning for more frequent metropolitan services on the Craigieburn, Upfield, Frankston, and Glen Waverley services, while considering a future express railway line between Camberwell and Burnley to prepare for future rail patronage on the Lilydale, Belgrave, and Alamein lines. Explore options and staging to extend metropolitan services to the Mitchell local government area, including possible station locations.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Connecting communities |
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| Actions in 2024–2025 | No publicly available initiatives identified. |
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| Previous progress | No publicly available initiatives identified. |
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| Opportunities for further progress | The opportunity to reconfigure the city loop for more frequent and reliable services after the Metro Tunnel opens continues to exist. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Shape the transport network for better access</li> </ul> |
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| Recommendation 61 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Prepare for Melbourne Metro Two and direct Geelong rail services</b></p> <p>Within five years complete a business case for the Melbourne Metro Two Tunnel project, and protect the land required to construct it. Consider using the tunnel to re-route Geelong services direct to Southern Cross, and consider new stations or relocating existing stations. To shape demand for the project in the next five years, enable more intensive land use around the rail network, and introduce ‘next generation’ bus services between Newport and Fishermans Bend, and Victoria Park and Parkville.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Building for the future |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Endorsed a preferred route in June 2024 for a possible future rail tunnel through Fishermans Bend and Docklands to protect Melbourne Metro 2 options.<sup>401</sup></li> <li>• Added weekday and weekend services to route 606 to better connect Fishermans Bend to surrounding stations in May 2024.<sup>402</sup> In October 2022, additional services were added to routes 235 and 237 linking Melbourne’s inner city to Fishermans Bend. Some bus stops were also upgraded on Salmon Street serving route 237.<sup>403</sup></li> <li>• Conducted site investigations in 2021 to inform planning and design of Geelong Fast Rail.<sup>404</sup> However, the Australian Government withdrew its funding support for Geelong Fast Rail in 2023 following an independent review of the national infrastructure program.<sup>405</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue preparing for Melbourne Metro Two and direct Geelong rail services. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Shape the transport network for better access</li> </ul> |
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| Recommendation 62 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Protect a long-term option for a new cross-city motorway</b></p> <p>Within five years, determine an updated future alignment and preserve the option for constructing, if required, a new motorway linking the Eastern Freeway and CityLink. If delivered, implement the project with a transport network pricing scheme, and active and public transport improvements.</p> |
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| Government position | Not supported |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Building for the future |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul> |
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| Opportunities for further progress | Whilst this recommendation was not supported by the Victorian Government, the opportunity to protect a long-term option for a new cross-city motorway continues to exist. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Improve freight efficiency for industry competitiveness</li> </ul> |
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| Recommendation 63 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Optimise capacity at the Port of Melbourne</b></p> <p>Support efforts to progressively optimise the Port of Melbourne’s capacity, and actively take steps to manage amenity implications for community acceptance, as identified in our <i>Advice on securing Victoria’s ports capacity</i>.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Continued delivering the \$58 million Port Rail Shuttle Network initiative to encourage greater use of rail freight.<sup>406</sup></li> <li>Announced in August 2024 that the former Melbourne Market site will be used to store containers next to the port under a 42-year lease to the Port of Melbourne. This will help reduce truck trips between the western suburbs and the port.<sup>407</sup></li> <li>Continued updating the <i>Victorian freight plan</i>. In October 2024, the conversation summary of the engagement was published.<sup>408</sup></li> <li>In July 2024, the Port of Melbourne finished consultation on its Port Capacity Enhancement Program. The proposed program involves developing a Webb Dock North container terminal and securing the long-term future of the Tasmanian trade.<sup>409</sup></li> <li>Awarded a contract in May 2025 for a new camera system to take big trucks off local roads in Melbourne’s west once the West Gate Tunnel open. This will allow the enforcement of no-truck zones in some of Melbourne’s inner western suburbs. It is expected to take 9,000 trucks off local roads.<sup>410</sup></li> <li>Port of Melbourne released the <i>Draft 2055 port development strategy</i> in April 2025. It outlined its 30-year vision for the development of the Port of Melbourne.<sup>411</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Completed the \$125 million Port Rail Transformation Project in September 2023 to move more containers on rail and reduce the number of trucks on local roads.<sup>412</sup></li> <li>Released the <i>Victorian commercial ports strategy</i> in 2022. It provided an overarching vision for the port system.<sup>413</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue optimising capacity at the Port of Melbourne.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Improve freight efficiency for industry competitiveness</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Recommendation 64 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Act now to protect the future Bay West Port option</b></p> <p>Within the next five years, identify and secure land, and apply planning protection for transport corridors and buffers for a future Bay West Port, particularly for future road and rail connections. Monitor and report on the triggers to develop a new port, and commence and continue environmental assessment and monitoring over the next 30 years. Around 2040, begin detailed planning.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released the <i>Victorian commercial ports strategy</i> in 2022. The strategy confirmed that additional port capacity will be developed at Bay West.<sup>414</sup> The strategy confirmed the location of Bay West and identified steps to protect the Bay West port location and its transport connection.<sup>415</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue progressing planning for, and protection of, the future Bay West Port option.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Improve freight efficiency for industry competitiveness</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Recommendation 65 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Deliver a new intermodal freight terminal for Inland Rail</b></p> <p>In the next year, determine the preferred new intermodal terminal and facilitate its delivery, transport links and the surrounding precinct to operate soon after the Melbourne to Brisbane Inland Rail project is completed. Progress planning for another intermodal freight terminal and precinct, and secure necessary land.</p>                                                                                                                                                                                                                                                                                                                                                                                           |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced \$12 million over 2 years in the <i>2025–26 Budget</i> to continue planning and development activities for the Western Intermodal Freight Terminal.<sup>416</sup> This included an Australian Government contribution of \$6 million.<sup>417</sup> The Victorian Government is investigating protecting land at Truganina for the eventual construction of the Western Interstate Freight Terminal.<sup>418</sup></li> <li>Continued developing a business case to upgrade the Camerons Lane Interchange at the intersection of the Hume Freeway at Beveridge.<sup>419</sup> This will support developing the Beveridge Interstate Freight Terminal. In 2024 the Australian Government committed \$900 million to the project.<sup>420</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>In 2023 the Australian Government endorsed prioritising the Beveridge Interstate Freight Terminal ahead of the Western Interstate Freight Terminal.<sup>421</sup> As a result, the Victorian Government announced the deferral of the Western Interstate Freight Terminal until capacity is required.<sup>422</sup> Interstate rail freight operations in the Dynon precinct will be extended beyond 2031 to deliver certainty for industry.<sup>423</sup></li> <li>Major work began on the Somerton Intermodal Terminal in 2023.<sup>424</sup> Once completed it could function as the endpoint for Inland Rail in Melbourne.<sup>425</sup></li> </ul>                                                                                                            |
| Opportunities for further progress                                      | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Improve freight efficiency for industry competitiveness</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Recommendation 66 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Construct an outer metropolitan road and rail corridor</b></p> <p>Within two years, determine staging for the outer metropolitan rail and road corridor. Subject to detailed business cases, start construction of priority sections, starting with the E6 motorway by the end of this decade. Progressively stage corridor development for completion in the next 30 years. Provide a freight rail link to coincide with the opening of the Western Intermodal Freight Terminal.</p>                                                                                                                                                                                                                                                                                                                   |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Announced \$12 million over 2 years in the <i>2025–26 Budget</i> to continue planning and development activities for the Western Intermodal Freight Terminal.<sup>426</sup> This included an Australian Government contribution of \$6 million.<sup>427</sup> The Victorian Government is investigating protecting land at Truganina for the eventual construction of the Western Interstate Freight Terminal.<sup>428</sup></li> <li>• Continued developing a business case to upgrade the Camerons Lane Interchange at the intersection of the Hume Freeway at Beveridge.<sup>429</sup> This will support developing the Beveridge Interstate Freight Terminal. In 2024 the Australian Government committed \$900 million to the project.<sup>430</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• In 2023 the Australian Government endorsed prioritising the Beveridge Interstate Freight Terminal ahead of the Western Interstate Freight Terminal.<sup>431</sup> As a result, the Victorian Government announced the deferral of the Western Interstate Freight Terminal until capacity is required.<sup>432</sup> Interstate rail freight operations in the Dynon precinct will be extended beyond 2031 to deliver certainty for industry.<sup>433</sup></li> <li>• Prepared a business case for the Outer Metropolitan Ring/E6 Corridor with the Australian Government.<sup>434</sup></li> </ul>                                                                                                                                                                  |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Align social infrastructure with better service delivery</li> </ul>                                                                                                                                           |
| Recommendation 67 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Co-design an Aboriginal community-controlled infrastructure plan</b></p> <p>In the next year, start a co-design process with Aboriginal Victorians to develop a plan to guide investment in Aboriginal community-controlled infrastructure to meet current and future social, economic and cultural needs.</p> |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                            |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Planning for a growing population                                                                                                                                                                                                                                                                                    |



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| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced the recipients for the 7th funding round of the Aboriginal Community Infrastructure Program in August 2024.<sup>435</sup> This round provided \$11 million in funding to Aboriginal organisations to build new community infrastructure or to repair, refurbish or expand existing community infrastructure.<sup>436</sup> It has been running since 2018.<sup>437</sup></li> <li>Announced \$5.3 million in the <i>2025–26 Budget</i> to deliver another round of the Aboriginal Community Infrastructure Program.<sup>438</sup></li> <li>Announced \$12.5 million in the <i>2025–26 Budget</i> to fit-out accommodation for the Dandenong and Districts Aborigines Co-operative.<sup>439</sup></li> <li>Announced the locations for 5 new business and cultural hubs across Victoria to support Aboriginal businesses. The facilities at each hub and the services they offer will be designed and delivered by the Aboriginal businesses.<sup>440</sup></li> <li>Announced the opening of the Munarra Centre for Regional Excellence in Shepparton in August 2024.<sup>441</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>The <i>Aboriginal health and wellbeing partnership agreement and action plan</i> was signed in May 2023.<sup>442</sup> It identified priority investment in infrastructure for Aboriginal health and wellbeing services, including land acquisition and capital funding business case development for at least 12 sites, policies to provide more long-term and self-determined funding for community controlled health service delivery and infrastructure, and a proposal to establish the Aboriginal Community Controlled Organisations Perpetual Infrastructure Fund.</li> <li>The Aboriginal Health and Wellbeing Partnership Forum developed the plan. The forum is a partnership between the Victorian Government and Victorian Aboriginal Community Controlled Health Organisation.<sup>443</sup></li> </ul>                                                                                                                                                                                                                                                                                     |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue to partner with ACCOs and monitor developments led by the Yoorrook Justice Commission and Treaty negotiations. Infrastructure Victoria’s <i>Investing in Aboriginal health and wellbeing infrastructure</i> recommends the Victorian Government to fund ACCOs to plan, develop and deliver new and upgraded infrastructure in a self-determined way. <sup>444</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Harness infrastructure for productivity and growth</li> <li>Align social infrastructure with better service delivery</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Recommendation 68 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Set targets to grow social housing</b></p> <p>In the next year, set a transparent statewide social housing growth target to reach and maintain at least the national average of 4.5 social housing dwellings for every 100 households by 2031.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | All Victorians have stable, affordable and appropriate housing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Released <i>Plan for Victoria</i> in February 2025. The plan aims to guide the state's growth and listed increasing the number of social and affordable homes as an action. The plan set a short-term milestone to consider setting policy targets for percentage of new homes that are social or affordable.<sup>445</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|  | <ul style="list-style-type: none"> <li>Released 30 year housing targets for local government areas in February 2025.<sup>446</sup> These targets aim to guide local governments on where future homes should be built across Victoria and improve housing affordability by delivering different types of housing.<sup>447</sup></li> <li>Continued delivering the Big Housing Build. The Victorian Government is investing more than \$8 billion to build around 16,400 new social and affordable homes. This includes additional programs, such as the Regional Housing Fund and Social Housing Growth Fund.<sup>448</sup> In May 2025, 348 new social homes across 93 projects as part of the Big Housing Build were announced with 10% of new homes for Aboriginal Victorians.<sup>449</sup></li> <li>Continued renewing social housing sites through the \$1.2 billion Ground Lease Model project.<sup>450</sup> Construction is currently underway on 1,371 homes across 4 projects in Flemington, Prahran, Port Melbourne and South Yarra.<sup>451</sup></li> <li>Continued unlocking surplus government land for housing.<sup>452</sup> In March 2025, the delivery of 350 homes with 10% affordable units across 6 sites in Melbourne and Geelong was announced.<sup>453</sup> 2 sites were released in October 2024 for 240 homes in Oakleigh and Footscray along the Metro Tunnel corridor.<sup>454</sup></li> <li>Committed \$249 million in the <i>2025–26 Budget</i> to fund enabling infrastructure, support access to social housing and increase housing supply. \$101 million of this will be invested to support the delivery of around 868 social and affordable homes. The funding is sourced from the Australian Government’s Housing Support Program.<sup>455</sup></li> <li>Continued providing low interest loans and government guarantees for social and affordable housing through the \$2.1 billion Affordable Housing Investment Partnerships program.<sup>456</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Between June 2021 and June 2024, Victoria's social housing stock grew by around 4,800 dwellings, raising it to 2.8% of the total housing stock.<sup>457</sup></li> <li><i>Victoria’s Housing Statement</i> committed in 2023 to unlock surplus government land across 45 sites for around 9,000 homes, including a target of at least 10% affordable housing.<sup>458</sup></li> <li>Established in 2018, the Social Housing Growth fund supported the community housing sector to grow the supply of social housing across Victoria.<sup>459</sup> In June 2023, the recipients of the funds’ mental health supported housing round were announced. This included 214 new homes across 32 projects for Victorians living with mental illness.<sup>460</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering initiatives to reach at least the national average of 4.5 social housing dwellings for every 100 households. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Harness infrastructure for productivity and growth</li> <li>Align social infrastructure with better service delivery</li> </ul> |
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| Recommendation 69 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Build new hospital capacity</b></p> <p>In the next five years, reserve land for future hospital sites. Over 30 years, build new public hospital capacity to meet Victoria’s future needs, especially increases in demand from Melbourne’s rapidly growing outer northern and western suburbs.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Building a proactive system that anticipates demand                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Actions in 2024–2025                                       | <ul style="list-style-type: none"><li>• Opened the new \$115 million Maryborough and District Hospital in April 2025 and the new \$65.7 million Swan Hill District Health emergency department in March 2025.<sup>461</sup></li><li>• Continued building the more than \$1.5 billion new Footscray Hospital, the \$1.1 billion Frankston Hospital redevelopment and the more than \$900 million new Melton Hospital.<sup>462</sup></li><li>• Continued building the \$655m Ballarat Base Hospital redevelopment and the 396.1 million Warrnambool Base Hospital redevelopment.<sup>463</sup></li><li>• Continued building the \$280 million expansions to the emergency departments at Werribee Mercy Hospital and Casey Hospital Berwick and the \$122 million Angliss Hospital expansion.<sup>464</sup></li><li>• Began major construction on the new Pakenham Community Hospital in May 2025 and continued building the Cranbourne and Mernda community hospitals.<sup>465</sup> These were delivered as part of the more than \$800 million community hospitals program in major growth areas.<sup>466</sup></li><li>• Began building the more than \$500 million new Barwon Women’s and Children’s facilities in February 2025 and the \$813 million Northern Hospital redevelopment in May 2025.<sup>467</sup></li><li>• Released designs for the \$535 million expansion of the Monash Medical Centre and for the \$275 million Austin Hospital emergency department expansion in February 2025.<sup>468</sup></li><li>• Continued planning, development and land acquisition for new hospitals under the \$320 million Hospital Infrastructure Delivery Fund.<sup>469</sup> This includes planning and development for a new hospital in West Gippsland, a new Queen Elizabeth II Hospital in Melbourne’s east and the redevelopment of Dandenong and Wonthaggi hospitals.<sup>470</sup></li></ul> |
| Previous progress                                          | <ul style="list-style-type: none"><li>• Completed the \$223.5 million stage 3A expansion of Latrobe Regional Hospital in March 2024.<sup>471</sup></li><li>• Completed the \$229.3 million Shepparton Hospital redevelopment in 2024.<sup>472</sup></li><li>• Opened the Victorian Heart Hospital in February 2023.<sup>473</sup></li><li>• Completed the Wonthaggi Hospital expansion in November 2022.<sup>474</sup></li><li>• Completed the Sunshine Hospital emergency department redevelopment in 2021.<sup>475</sup></li><li>• Completed the stage 2 Northern Hospital expansion in 2021.<sup>476</sup></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Opportunities for further progress                         | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Align social infrastructure with better service delivery</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Recommendation 70 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Deliver infrastructure for a more responsive and integrated mental health system</b></p> <p>In the next year, establish a dedicated infrastructure fund to support more responsive and integrated mental health and wellbeing services, consistent with the recommendations of the Royal Commission into Victoria’s Mental Health System.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Improving equity and access                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Released the <i>Statewide mental health and wellbeing service and capital plan 2024-27</i> in October 2024. It aimed to guide state-wide planning of mental health and wellbeing services and to prioritise investment in services and capital.<sup>477</sup></li> <li>• Continued planning and building 5 new youth prevention and recovery care centres in Ballarat, Geelong, Heidelberg, Shepparton and Traralgon.<sup>478</sup> The \$141 million program will also upgrade existing centres in Bendigo, Dandenong and Frankston. The centres provide treatment, care and support to young people aged 16 to 25 who are experiencing mental health challenges or psychological distress.<sup>479</sup></li> <li>• Continued building the emergency department mental health, alcohol and other drugs hub at Frankston Hospital.<sup>480</sup> The hub provides fast tracked care for people presenting at the emergency department with mental health issues.<sup>481</sup></li> <li>• Continued building the \$515.7 million Thomas Embling Hospital expansion.<sup>482</sup></li> <li>• Announced \$5.4 million in the <i>2025–26 Budget</i> for a mental health, alcohol and other drugs emergency department hub at Ballarat Base Hospital.<sup>483</sup></li> <li>• Announced \$10 million in the <i>2025–26 Budget</i> for the Mental Health Capital Renewal Fund.<sup>484</sup> The fund is valued at \$30 million and provides funding to address physical safety and wellbeing risks in Victoria’s mental health facilities.<sup>485</sup></li> <li>• Released <i>The next phase of reform</i> in December 2024. It reported on the government’s progress and priorities in delivering on the recommendations from the Royal Commission into Victoria’s Mental Health System.<sup>486</sup></li> <li>• Opened the new Grampians Mental Health and Wellbeing Connect Centre in February 2025. This is one of 8 centres across Victoria that were recommended by the Royal Commission into Victoria’s Mental Health System.<sup>487</sup></li> <li>• Completed refurbishments at Maroondah Hospital in October 2024 and Peninsula Health community mental health residential units in September 2024.<sup>488</sup></li> <li>• Opened the new Mental Health and Wellbeing Local in Shepparton in June 2025. It offers free clinical and wellbeing mental health support.<sup>489</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Delivered additional acute public mental health beds through the Mental Health Beds Expansion Program at Royal Melbourne Hospital in 2024, Sunshine Hospital in 2023, Northern Hospital in 2022 and the McKellar Centre in 2022.<sup>490</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

- Completed the Statewide Child and Family Centre in 2023.<sup>491</sup> The centre improves children’s access to mental health services who can stay onsite with their families while they receive therapy and support services.<sup>492</sup>
- Completed the emergency department mental health, alcohol and other drugs hubs at the Royal Melbourne Hospital in 2023, Monash Medical Centre and St Vincent’s Hospital in 2022 and Sunshine Hospital and University Hospital Geelong in 2021.<sup>493</sup>
- Established the Victorian Collaborative Centre for Mental Health and Wellbeing in September 2022.<sup>494</sup>
- VACCHO opened the Balit Durn Durn Centre (Aboriginal Social and Emotional Wellbeing Centre of Excellence) in May 2022, supported by the Victorian Government.<sup>495</sup>
- Began Victoria’s first Lived Experience Residential Service in 2022. The service provides short-term treatment, care and support in a community setting, as an alternative to acute inpatient care.<sup>496</sup>

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| Opportunities for further progress | Progress has been made on this need and no further opportunity has been identified. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Align social infrastructure with better service delivery</li> </ul> |
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| Recommendation 71 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Plan and consistently deliver corrections and youth justice infrastructure while managing demand with policy settings</b></p> <p>Plan and consistently deliver corrections and youth justice infrastructure while managing demand. By 2023, undertake long-term corrections and youth justice infrastructure planning, alongside policy measures that reduce short-term volatility and demand. In the next 15 years, consistently deliver a program of corrections and youth justice infrastructure projects to meet long-term demand.</p> |
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| Government position | Supported |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Building the corrections and youth justice facilities we need |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Legislated the <i>Bail Amendment Act 2025</i> in March 2025.<sup>497</sup> The government stated that the changes to the bail tests are expected to increase in the number of adult and youth offenders on remand.<sup>498</sup> This action changed the March 2024 bail reforms.<sup>499</sup> These reforms aimed to reduce the number of unsentenced people in custody who don’t pose a risk to community safety.<sup>500</sup></li> <li>• Passed the <i>Youth Justice Act 2024</i> in Parliament in August 2024. This Act created a new bail offence for youth and adult offenders (committing a serious crime while on bail), established a trial of electronic monitoring and more intensive bail supervision of young people, and raised the age of criminal responsibility from 10 to 12 years old.<sup>501</sup></li> <li>• Opened the new Frankston Justice Service Centre in May 2025. It provides community correctional services and rehabilitation programs for adults and young people.<sup>502</sup></li> <li>• Announced the opening of the new Western Plains Correctional Centre in June 2025.<sup>503</sup></li> </ul> |
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|                                    | <ul style="list-style-type: none"> <li>Continued preparing to close Port Phillip Prison by December 2025.<sup>504</sup> 20 beds at the St John's subacute health unit will be kept open beyond the end of 2025.<sup>505</sup></li> <li>Closed Dhurringile Prison in August 2024.<sup>506</sup></li> </ul>               |
| Previous progress                  | <ul style="list-style-type: none"> <li>Closed Malmsbury Youth Justice Centre in December 2023.<sup>507</sup></li> <li>Started operating the new Cherry Creek Youth Justice Precinct in August 2023.<sup>508</sup></li> <li>Completed the <i>Justice asset and infrastructure plan</i> in 2021.<sup>509</sup></li> </ul> |
| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering previously announced initiatives.                                                                                                                                                                                                 |

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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Plan for growth areas</li> </ul> |
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| Recommendation 72 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Prioritise and oversee infrastructure delivery in growing communities</b></p> <p>In the next year, empower a government body to monitor infrastructure delivery in Victoria’s new growth areas and priority urban renewal precincts, and proactively advise on delivery sequencing and funding. In the next five years, develop program business cases for growth areas and precincts that consider timing, sequencing and funding of infrastructure.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Catering for a growing population |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>Integrated the Victorian Planning Authority, which plans Melbourne’s new suburbs in growth areas, with the Department of Transport and Planning in January 2025.<sup>510</sup></li> <li>The Victorian Planning Authority published a guidance note on staging and coordinating infrastructure and development in February 2025.<sup>511</sup></li> <li>Published a 10-year greenfield plan across Melbourne’s growth areas in October 2024.<sup>512</sup></li> <li>Released <i>Plan for Victoria</i> in February 2025. The plan sets out the state-wide vision for how Victoria will grow over time. It committed to better coordinate public infrastructure and service delivery and streamline developer contributions for community infrastructure.<sup>513</sup></li> <li>Released the <i>Economic growth statement</i> in December 2024. It committed to deliver a 10-year plan to unlock industrial land.<sup>514</sup></li> <li>Announced in October 2024 that the newly established Housing Affordability Partnership working group will advise on reforming infrastructure contribution by March 2025. The new infrastructure contribution system will first be applied in the 10 Activity Centres, commencing on 1 January 2027.<sup>515</sup></li> <li>Updated planning and reporting guides for local governments in February 2025 to support their long term asset and financial planning obligations.</li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Established the Victorian Infrastructure Delivery Authority in April 2024 to deliver health and transport infrastructure projects.<sup>516</sup></li> </ul> |
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- Victorian Planning Authority updated the *Precinct structure planning guidelines* in 2021.<sup>517</sup>

Opportunities for further progress

Progress has been made on this need. Infrastructure Victoria’s *Choosing Victoria’s future* recommends the Victorian Government develop and publish long-term plans for infrastructure sectors and use these to inform infrastructure project funding decisions to better meet community needs.<sup>518</sup>

Need – Victorian Infrastructure Plan 2021

- Plan for growth areas

Recommendation 73 – Victoria’s Infrastructure Strategy 2021–2051

**Fund libraries and aquatic centres in growth areas**

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

Government position

Supported in principle

Related priority Victorian Infrastructure Plan 2021

Planning for a growing population

Actions in 2024–2025

- Opened a new community centre in Truganina in July 2024.<sup>519</sup> The Victorian Government contributed \$8.5 million through the Growing Suburbs Fund, Building Blocks Infrastructure Program and the Living Libraries Infrastructure Program.<sup>520</sup>

Previous progress

- Funded new and upgraded library services in growth areas through the Living Libraries Infrastructure Program. In 2023-24, it committed \$156,000 for the mobile library van in Melton.<sup>521</sup> The program also provided \$117,000 to increase public space at the Hoppers Crossing Library in Wyndham.<sup>522</sup>
- The Growing Suburbs Fund helped to fund local infrastructure projects, including for community centres that provide library services.<sup>523</sup>

Opportunities for further progress

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

Need – Victorian Infrastructure Plan 2021

- Plan for growth areas

Recommendation 74 – Victoria’s Infrastructure Strategy 2021–2051

**Extend rail services in Melbourne’s western and northern growth areas**

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

Government position

Partly supported

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| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Building for the future                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Announced a total investment of \$4.1 billion in the <i>2025–26 Budget</i> for the Sunshine Station Superhub, including \$2 billion in Australian Government funding.<sup>524</sup> This included a program of works across 6 km of tracks from West Footscray to Albion stations to prepare for Melbourne Airport Rail and allow for future electrification to Melton.<sup>525</sup> The works will enable more than 40 trains to pass through Sunshine station every hour.<sup>526</sup></li> <li>• Continued building a new Melton station and removing 4 level crossings in Melton and Truganina.<sup>527</sup></li> <li>• Continued planning and site investigations for the \$650 million Melton Line Upgrade.<sup>528</sup> This project will build a new train stabling yard in Cobblebank and allow 9-car regional trains to run on the Melton line.<sup>529</sup></li> <li>• Released designs for a new West Tarneit train station in November 2024.<sup>530</sup></li> </ul>   |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Announced in October 2022 that 2 new stations will be construction in Melbourne’s west at West Tarneit and Truganina.<sup>531</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue expanding access to rail services in Melbourne’s western and northern growth areas, including purchasing remaining land required for rail corridors and stations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Plan for growth areas</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Recommendation 75 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Link outer suburbs to rail with 'next generation' buses</b></p> <p>In the next year, introduce ‘next generation’ bus services towards Clyde, Mornington Peninsula, Wollert and Armstrong Creek. In the next five years, complete feasibility studies to plan the ultimate development of public transport services on these corridors and secure remaining land required.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Announced \$162 million over 4 years in the <i>2025–26 Budget</i> to improve bus and ferry services.<sup>532</sup> This included a package of new and extended bus routes connecting passengers in growth areas to train stations, including Riverwalk, Kings Leigh, Mt Atkinson, Thornhill Park and Mystique estates.<sup>533</sup> This included new and upgraded bus services for the new West Tarneit Station.<sup>534</sup> It also committed to more bus services for Broadmeadows and Mandalay and realigned services to connect Aintree residents to the Metro Tunnel via Watergardens and new bus routes for Cairnlea and Hastings.<sup>535</sup> It also included the continuation the Merinda Park Station to Clyde North bus service.<sup>536</sup></li> <li>• Opened a new bus interchange at Croydon Station in November 2024.<sup>537</sup></li> <li>• Introduced the new bus route 524 from Peppercorn Hill to Donnybrook Station in March 2025.<sup>538</sup></li> </ul> |

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|  | <ul style="list-style-type: none"> <li>Extended bus route 798 to from Cranbourne to Clyde North in May 2025 and bus route 925 from Lakeside in Pakenham to Officer South, connecting with Cardinia Road Station and Kaduna Park in March 2025.<sup>539</sup></li> <li>Announced the new bus route 140 from Rockbank to Tarneit and to extend bus services for routes 170, 180, 190 and 192 to better connect to train services at Werribee, Tarneit and Wyndham Vale stations in June 2025.<sup>540</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Introduced new bus timetables from June 2024 to provide more frequent, fast and reliable bus services in Geelong and its suburbs, including Charlemont, Armstrong Creek, Torquay and Jan Juc.<sup>541</sup></li> <li>Introduced the new route 475 between Sunbury and Diggers Rest stations in March 2024.<sup>542</sup></li> <li>Introduced the new route 501 connecting Donnybrook and Craigieburn stations in January 2024. Extended service delivery of routes 543, 798, 831, 925 and 928.<sup>543</sup></li> <li>Added bus services in outer suburbs from 2023, including on the Mornington Peninsula. This includes a new bus route connecting Melton Station to Eynesbury in the western growth area and planning for the new Cross-Peninsula bus link.<sup>544</sup> Extended services for Route 781 to Dromana and Route 887 from Rosebud to Frankston.<sup>545</sup></li> <li>Released <i>Victoria’s bus plan</i> in 2021 aiming to introduce new bus categories and transform the bus network.<sup>546</sup> Completed community consultation in 2023 to identify priority areas in Melbourne’s north and north-east for bus reform.<sup>547</sup></li> <li>Started the statewide 3-year trial of zero emissions buses in 2022.<sup>548</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. Infrastructure Victoria’s <i>Fast, frequent, fair</i> report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, beginning with outer and growth area suburbs, optimising the bus network through fast and direct routes and providing funding certainty for growth area buses. <sup>549</sup> |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Plan for growth areas</li> </ul> |
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| Recommendation 76 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Expand and upgrade Melbourne's outer suburban road and bus networks</b></p> <p>In the next 15 years, deliver a program of upgrades to Melbourne’s arterial road, freeway and bus networks beyond what is currently funded, focusing on congested roads and corridors in outer metropolitan and growth suburbs council areas.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Making the most of existing assets |
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Actions in 2024–2025

Bus networks and services

- Announced \$162 million over 4 years in the *2025–26 Budget* to improve bus and ferry services.<sup>550</sup> This included a package of new and extended bus routes connecting passengers in growth areas to train stations, including Riverwalk, Kings Leigh, Mt Atkinson, Thornhill Park and Mystique estates.<sup>551</sup> This included new and upgraded bus services for the new West Tarneit Station and more services to the Wyndham Law Courts precinct.<sup>552</sup> It also committed to more bus services for Broadmeadows and Mandalay and realigned services to connect Aintree residents to the Metro Tunnel via Watergardens and new bus routes for Cairnlea and Hastings.<sup>553</sup> It also included the continuation the Merinda Park Station to Clyde North bus service.<sup>554</sup>
- Announced more frequent bus services on bus route 513, 514 and 517 in Greensborough, St Helena and Eltham North in March 2025.<sup>555</sup>
- Introduced the new bus route 524 from Peppercorn Hill to Donnybrook Station from March 2025.<sup>556</sup>
- Extended bus route 798 to from Cranbourne to Clyde North in May 2025.<sup>557</sup>

Roads

- Announced \$1.2 billion in funding with the Australian Government in the *2025–26 Budget* for 19 projects to upgrade roads across growing suburbs to reduce congestion and improve safety.<sup>558</sup> This included road upgrades in Donnybrook, Clyde North, Cranbourne, Wyndham Vale and Calder Park.<sup>559</sup>
- Announced \$333.5 million in funding with the Australian Government to upgrade the interchange between Werribee Main Road and the Princes Freeway in Werribee and the Ballan, McGrath and Green roads in Wyndham Vale in January 2025.<sup>560</sup>
- Started constructing the \$80 million Ison Road extension in Werribee in January 2025. The project is jointly funded by the Victorian Government and Wyndham City Council.<sup>561</sup>
- Continued delivering various suburban road upgrades as part of the Big Build Roads projects delivered by Major Road Projects Victoria.<sup>562</sup>

Previous progress

- Introduced the new route 475 between Sunbury and Diggers Rest stations in March 2024.<sup>563</sup>
- Introduced the new route 501 connecting Donnybrook and Craigieburn stations in January 2024. Extended service delivery of routes 543, 798, 831, 925 and 928.<sup>564</sup>
- Committed \$674 million in 2023 to upgrade key roads and intersections in major growth areas and regions, improving network efficiency, travel times and road safety.<sup>565</sup>
- Completed road upgrades including Stage 2 of the Monash Freeway Upgrade and the South Road upgrade to 5 suburban intersections in 2022.<sup>566</sup>
- Released *Victoria’s bus plan* in 2021 aiming to introduce new bus categories and transform the bus network.<sup>567</sup>
- Committed \$166.9 million in 2022 for road upgrades, including South Gippsland Highway, Burwood Highway, Mickleham Road, and bus service improvements.<sup>568</sup>

Opportunities for further progress

Progress has been made on this need. Infrastructure Victoria’s *Fast, frequent, fair* report shows how buses can better connect Melbourne. The report recommends increasing the frequency of bus services, beginning with outer and growth area suburbs, and provide funding certainty for growth area buses.<sup>569</sup>

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Harness infrastructure for productivity and growth</li> <li>• Plan for growth areas</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Recommendation 77 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Target 30% tree canopy coverage in new growth areas</b></p> <p>Over the next 30 years, achieve 30% tree canopy coverage in new growth areas by mandating coverage during precinct development, funding relevant Victorian Government agencies and local government to plant, replace and maintain canopy trees, and work with utility providers to remove barriers to tree planting.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Protecting Victoria’s biodiversity by 2037                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Announced the successful applicants for the final round of the More Trees for a Cooler, Greener West program in February 2025.<sup>570</sup> The program has planted 414,000 trees in Melbourne’s west since 2021. The program aims to plant overall 500,000 new trees in Melbourne’s west.<sup>571</sup></li> <li>• Released the revised <i>Building quality and standards handbook</i> in May 2025. It required shaded areas to be part of new school facilities.<sup>572</sup></li> <li>• Updated the <i>Tree and vegetation management</i> policy in June 2025. It required schools and the Victorian School Building Authority to preserve or replace vegetation affected by building projects.<sup>573</sup></li> <li>• Committed through <i>Plan for Victoria</i> to protect and enhance tree canopy cover in urban areas to 30%.<sup>574</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Released the <i>Precinct structure planning guidelines</i> in 2021.<sup>575</sup> The guidelines included a 30% tree canopy coverage target for public land only.<sup>576</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue to deliver more open space contributions on private land in future updates to the <i>Precinct structure planning guidelines</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• <b>Develop regional Victoria</b></li> <li>• <b>Enhance regional market access and economic growth</b></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Recommendation 78 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Deliver long-term funding certainty for regional road maintenance and upgrades</b></p> <p>Within two years, specify clear levels of service for each type of regional road and bridge. Following this, dedicate a 10-year funding program to sustainably fund Victorian Government regional road and bridge maintenance and upgrades to meet these service levels. Funding should be prioritised based on improving safety, decreasing vehicle emissions, and lifting productivity.</p>                                                                                                                                                                                                                                                                                                                                                                                                              |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Making the most of existing assets                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Released the <i>Victorian road maintenance strategy</i> in June 2025. The strategy is supported by a 10-year funding model.<sup>577</sup> The <i>2024-25 Budget</i> committed \$6.6 billion over 10 years to maintain the state’s road network. This included \$62 million for upgrades to make regional roads safer and improve freight routes.<sup>578</sup></li> <li>It expanded the 2023 commitment of \$2.8 billion over 10 years in 2023 to the Victorian Road Maintenance Funding initiative for road maintenance, renewal and flood recovery across the state’s road network.<sup>579</sup> This was the first time the Victorian Government provided long-term funding certainty.</li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Published the <i>10-year Victorian road maintenance funding conversation summary</i> in 2024, emphasising road maintenance’s role in movement, safety and economic growth.<sup>580</sup> The 10-year funding model was informed by stakeholder and research insights on the priorities for road maintenance and service levels.<sup>581</sup> This approach enabled prioritising road maintenance based on improving movement, safety and economic growth.<sup>582</sup></li> </ul>                                                                                                                                                                                                                   |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can fund departments and agencies to better understand the condition, use and performance standards of existing infrastructure. This information can be used to develop asset management strategies and prioritise funding.                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Develop regional Victoria</li> <li>Enhance regional market access and economic growth</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Recommendation 79 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Fund and plan for ongoing regional rail freight network development and maintenance</b></p> <p>In the next year, fund a 30-year periodic regional freight rail maintenance program, informed by a publicly available network development and asset management plan. Using the plan, thoroughly determine the feasibility of the next major regional freight upgrade within five years.</p>                                                                                                                                                                                                                                                                                                                                             |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced \$103 million in the <i>2025–26 Budget</i> to deliver major periodic and routine maintenance works on freight rail corridors across Victoria to maintain the sustainability of freight rail infrastructure.<sup>583</sup></li> <li>Continued works on the Murray Basin Rail Project.<sup>584</sup></li> <li>Continued delivering the \$58 million Port Rail Shuttle Network initiative to encourage greater use of rail freight.<sup>585</sup> Operations commenced in Altona in June 2023.<sup>586</sup></li> </ul>                                                                                                                                                                        |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released the <i>Statement of freight network capacity</i> in 2023 as a first step to clarify the rail network’s capability to carry goods.<sup>587</sup></li> <li>Invested more than \$51 million in the Mode Shift Incentive Scheme since 2012.<sup>588</sup> The scheme provided rebates to regional freight operators to encourage a shift from road to rail.<sup>589</sup></li> </ul>                                                                                                                                                                                                                                                                                                             |



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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue funding and planning for ongoing regional rail freight network development and maintenance. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Develop regional Victoria</li> <li>• Enhance regional market access and economic growth</li> </ul> |
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| Recommendation 80 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Upgrade power supply for agriculture and regional industry</b></p> <p>In the next five years, contribute toward strategic power supply infrastructure upgrades for agriculture and regional industry, where an independent assessment demonstrates significant potential for increased productivity, competitiveness and growth.</p> |
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| Government position | Subject to further consideration |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Ensuring efficient and affordable energy services |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Published the <i>Economic growth statement</i> in December 2024. It announced the provision of \$10 million to unlock trunk infrastructure in regional Victoria.<sup>590</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Delivered 108 energy management projects through the Business Recovery Energy Efficiency Fund up to July 2023.<sup>591</sup></li> <li>• Continued investing \$1 billion for the State Electricity Commission to deliver 4.5 gigawatts of power through renewable energy projects. These projects are intended to replace the equivalent capacity of power generated by Loy Yang A coal power station.<sup>592</sup></li> <li>• \$28.6 million announced for the Corryong Microgrid to power more than 900 local households and businesses for up to 5 days.<sup>593</sup></li> <li>• \$7 million funding under the Victorian Government’s Community Microgrid and Sustainable Energy Program for Mallacoota and Omeo Microgrids.<sup>594</sup></li> </ul> |
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| Opportunities for further progress | The opportunity to upgrade power supply for agriculture and regional industry continues to exist. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Develop regional Victoria</li> <li>• Enhance regional market access and economic growth</li> </ul> |
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| Recommendation 81 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Plan for and facilitate regional nature-based tourism investments</b></p> <p>In the next two years, develop a Victorian nature-based tourism strategy to guide industry development and prioritise further investments. During the next 15 years, support regional tourism investment by allowing more site-specific leases for up to 49 years for infrastructure proposals that meet strict criteria and complement environmental and cultural values.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Growing participation |
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| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Began constructing the \$126 million 12 Apostles Precinct Redevelopment project in May 2025, funded in partnership with the Australian Government.<sup>595</sup></li> <li>• Announced recipients of the Regional Tourism Investment Fund 2024 in April 2025.<sup>596</sup> The fund supported tourism infrastructure projects in regional and rural Victoria, including mountain bike trails in Mount Buller the rail trail in East Gippsland.<sup>597</sup></li> <li>• Released the <i>Great Ocean Road regional trails strategy 2025–35</i> in June 2025. The plan aims to enhance the Great Ocean Road’s network of nature trails and support it to become a major nature-based tourism destination.<sup>598</sup></li> <li>• Announced recipients of the Enabling Tourism Fund 2024 in August 2024. The fund supported 29 regional tourism projects to conduct feasibility studies and design future infrastructure.<sup>599</sup></li> <li>• Opened the Trail of Lights installation in April 2025. It received \$3 million from the Regional Tourism Infrastructure Projects program to create a walking trail with lights and sculptures around Lock Island in Mildura.<sup>600</sup></li> <li>• Completed the Poombeeyt Koontapool lookout in June 2025. It received \$8 million from the Tourism Infrastructure Funding.<sup>601</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Released <i>Experience Victoria 2033</i> in May 2023.<sup>602</sup> Nature-based tourism is one of its 5 priority pillars.<sup>603</sup></li> <li>• Supported regional businesses through the Visitor Servicing Fund in 2023.<sup>604</sup> The fund provided grants to the Victorian tourism industry to deliver innovative tools that encourage people to stay longer and spend more across Victoria.<sup>605</sup></li> <li>• Provided grants for infrastructure projects in 2022 through the Regional Infrastructure Fund 2022 to stimulate economic growth and community development in regional Victoria.<sup>606</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue to facilitate regional nature-based tourism.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Develop regional Victoria</li> <li>• Enhance regional market access and economic growth</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Recommendation 82 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Develop a Victorian Aboriginal tourism strategy with Aboriginal communities</b></p> <p>Support and partner with Aboriginal communities in the next two years to guide future investments in Aboriginal tourism and cultural heritage, including through Joint Management Plans.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Growing participation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Opened applications for the \$3.6 million First Peoples Tourism Industry Strengthening Program in February 2025.<sup>607</sup> The program offers grants of up to \$300,000 to create and expand tourism offerings that celebrate and empower family, community, culture and Country. The program closed for applications in April 2025 and was open for Victoria’s 12 Registered Aboriginal Parties.<sup>608</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| Previous progress                                                       | <ul style="list-style-type: none"> <li>Completed community consultation for the <i>First Peoples tourism plan</i> in June 2024. The plan aimed to coordinate and advance First Peoples tourism, leverage and enhance their participation for economic development and empower First Peoples within the tourism industry.<sup>609</sup></li> <li>Released <i>Experience Victoria 2033</i> in April 2024. This plan aimed to shape the future of Victoria’s visitor economy over the next 10 years. First Peoples-led experiences is one of the 5 priority pillars in <i>Experience Victoria 2033</i>.<sup>610</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Opportunities for further progress                                      | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Better connect the regions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Recommendation 83 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Redesign regional public transport to meet local needs</b></p> <p>In the next five years, redesign existing regional transport services so they are integrated, based on regional needs assessments, and sustainably funded. Use significant technological and reform opportunities to deliver innovative service models that meet local needs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Government position                                                     | Partly supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Connecting communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Announced \$162 million over 4 years in the <i>2025–26 Budget</i> to improve bus and ferry services. This provided funding for a review of the bus network in priority regional areas including Geelong, the Bellarine Peninsula, Ballarat and Bendigo. It also continues regional bus services in Warrnambool, Cowes, Leongatha, Mildura, Bendigo and Korumburra.<sup>611</sup></li> <li>Announced 98.7 million over 4 years in the <i>2025–26 Budget</i> for the More Trains, More Often initiative.<sup>612</sup> This provided funding for more regional train services including more peak services on the Seymour corridor, more weekend services on the Bendigo corridor and more weekday interpeak services to and from Traralgon.<sup>613</sup></li> <li>Extended the Wangaratta to Albury coach to Benalla in March 2025.<sup>614</sup></li> <li>Extended bus route 10 to Lucas in Ballarat in February 2025.<sup>615</sup></li> <li>Introduced a new and improved bus network in Gisborne in December 2024.<sup>616</sup></li> <li>Released a new V/Line timetable for higher frequencies on the Ballarat, Ararat, Warrnambool and Bendigo lines in February 2025 and on the Geelong, Warrnambool and Ballarat lines in December 2024.<sup>617</sup></li> <li>Began work on the second stage of the \$322 million South Dynon Train Maintenance Facility to increase regional train maintenance capacity.<sup>618</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Introduced new bus timetables from June 2024 to provide more frequent, fast and reliable bus services in Geelong and its suburbs, including Charlemont, Armstrong Creek, Torquay and Jan Juc.<sup>619</sup></li> <li>Capped regional public transport fares, applicable to all Public Transport Victoria’s regional buses, town buses and V/Line trains and coaches, to make travel from regional areas cheaper in 2023.<sup>620</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



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|                                    | <ul style="list-style-type: none"> <li>Committed \$321.7 million in 2023 for the South Dynon Train Maintenance Facility to enable more capacity to maintain regional trains.<sup>621</sup></li> <li>Started FlexiRide on-demand services in Woodend in 2022.<sup>622</sup></li> </ul> |
| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue redesigning regional public transport to meet local needs.                                                                                                                                                 |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Better connect the regions</li> </ul>                                                                                                                                                                                                                                                                                                           |
| Recommendation 84 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Address regional Victoria's digital connectivity gaps</b></p> <p>In the next five years, continue delivering regional digital connectivity improvements, and monitor and review the need for further government investment following the roll-out of the Digital Future Now initiative.</p>                                                                                      |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                              |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Maximising use of technology                                                                                                                                                                                                                                                                                                                                                           |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Continued improving mobile coverage and broadband access across Victoria through the \$550 million Connecting Victoria program.<sup>623</sup> The program had completed 850 mobile and internet projects across Victoria by June 2025.<sup>624</sup> This included completing a mobile tower in Kilsyth in early 2025.<sup>625</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>Released the <i>Digital strategy 2021-2026</i> in November 2021. It set out the Victorian Government’s vision and ambition for a digital Victoria.<sup>626</sup></li> </ul>                                                                                                                                                                     |
| Opportunities for further progress                                      | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                                                    |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Better connect the regions</li> </ul>                                                                                                                                                                                                                                                                                              |
| Recommendation 85 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Improve regional telecommunications infrastructure resilience</b></p> <p>In the next five years, develop more resilient regional telecommunications infrastructure so communities can stay safe during emergencies, including better mobile coverage, back-up systems and power supply, and emergency mobile roaming.</p>                                           |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                 |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Enhancing public safety                                                                                                                                                                                                                                                                                                                                                   |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Completed stage 1 of the Mirboo North Resilience Hub in March 2025. It provides emergency communication and power services during emergencies.<sup>627</sup></li> <li>Ausnet continued building the \$28.6 million Corryong Microgrid to improve energy resilience in Corryong during emergencies such as bushfires and</li> </ul> |

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|                                                                         | storms. <sup>628</sup> This project is partially funded through the Victorian Government's Community Microgrid and Sustainable Energy Program. <sup>629</sup>                                                                                                                                                                                                                                                                                                                                                                               |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Installed solar, battery and diesel generator systems in Corryong, Mallacoota and Omeo through the Community Microgrid and Sustainable Energy Program in 2023 and 2024. The program aimed to increase the towns bushfire and energy resilience.<sup>630</sup></li> <li>• Established microgrids under the Energy Resilience Solutions Program in June 2023.<sup>631</sup> The program also established energy back-up systems at 25 community hubs by June 2024.<sup>632</sup></li> </ul>          |
| Opportunities for further progress                                      | Progress has been made on this need. The Victorian Government can continue developing more resilient regional telecommunications infrastructure.                                                                                                                                                                                                                                                                                                                                                                                            |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Develop regional Victoria</li> <li>• Better connect the regions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Recommendation 86 – <i>Victoria's Infrastructure Strategy 2021–2051</i> | <p><b>Fund regional libraries to provide better internet access</b></p> <p>In the next year, start a five-year funding program for libraries in regional towns and rural areas to improve community access to fast, free internet services, leveraging existing library infrastructure.</p>                                                                                                                                                                                                                                                 |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Maximising use of technology                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Funded upgrades to 17 regional libraries through the Living Libraries Infrastructure Program's 2024–25 funding round. This included funding for security and automation upgrades to enable after-hours access at Horsham library, Nagambie library and libraries in the West Wimmera.<sup>633</sup></li> <li>• Completed 6 Open Access Libraries projects in the Goulburn Valley that installed infrastructure needed to allow libraries to extend their operating hours.<sup>634</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Funded upgrades to 12 regional libraries through the Living Libraries Infrastructure Program's 2023–24 funding round and 8 regional libraries through the 2022–23 funding round.<sup>635</sup></li> <li>• Released the <i>Digital inclusion statement</i> in October 2022. It committed to increasing online access, including by investing in information technology, library and outreach programs through the Public Libraries Funding Program.<sup>636</sup></li> </ul>                        |
| Opportunities for further progress                                      | Progress has been made on this need and no further opportunity has been identified.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Develop regional Victoria</li> <li>• Better connect the regions</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Recommendation 87 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Use rural schools for children's specialist and allied telehealth services</b></p> <p>Retrofit or better use selected rural school infrastructure for children’s specialist and allied telehealth services to improve children’s health and development. In the next year, begin a trial in a remote region, such as Wimmera Southern Mallee, to demonstrate the value of adopting the approach in other rural locations.</p>                                                                                                                                                                                                                                                                                                                              |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Creating inclusive shared spaces                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Continued delivering the \$70.1 million Doctors in Secondary Schools program. It includes funding for the construction of consulting rooms in participating schools.<sup>637</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Opportunities for further progress                                      | The opportunity to retrofit or better use rural school infrastructure for children’s specialist and allied telehealth services continues to exist.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>• Foster regional Victorian’s health, wellbeing and inclusion</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Recommendation 88 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Deliver multipurpose shared social service facilities in the regions</b></p> <p>In the next year, start regional planning for social services to identify opportunities for multipurpose shared services facilities, then deliver them where appropriate, over the next five years, in partnership with local governments and community organisations.</p>                                                                                                                                                                                                                                                                                                                                                                                                 |
| Government position                                                     | Supported in principle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | Integrating care across the health and social service system                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>• Continued progressing the \$14 billion Best Start, Best Life reforms to build 50 early learning and childcare centres across Victoria, expand kindergarten programs, and co-locate kindergartens, schools and other services together to create a hub that benefits the wider community.<sup>638</sup> In 2025, 2 early learning centres opened in regional Victoria, Bani Walup in Murtua and Nyemilang in Sailors Gully.<sup>639</sup></li> <li>• Upgraded regional library services through the 2024-25 Living Libraries Infrastructure Program. Successful recipients were announced in June 2025. This included \$457,500 to create a multi-functional meeting space at Gisborne library.<sup>640</sup></li> </ul> |
| Previous progress                                                       | <ul style="list-style-type: none"> <li>• Opened GovHubs in Bendigo in 2023, Ballarat in 2021 and Latrobe Valley in 2021 to create jobs, grow local industries and businesses and build community projects.<sup>641</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



- Opened the Bendigo Law Courts in February 2023.<sup>642</sup> Specialist courts and key service agencies are co-located in the courts building.<sup>643</sup>
- Supported enabling and transformative infrastructure projects through the Regional Jobs and Infrastructure Fund. This included the Navigators Community Multi Purpose Hub in Moorabool, the GOTAFE Benalla Community and Regional Hub and the Ballarat Community Hubin.<sup>644</sup>
- Partnered with the Colam Education Foundation to deliver the Our Place approach. It provided integrated education, health and wellbeing services for children and families from a single location.<sup>645</sup>
- Established The Orange Door in 2018 which continues to provide accessible and safe family violence and child protection support to the community. There are 22 regional locations.<sup>646</sup>

|                                    |                                                                                                                            |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue to deliver multipurpose shared social services. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Foster regional Victorian’s health, wellbeing and inclusion</li> </ul> |
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| Recommendation 89 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Update community infrastructure</b></p> <p>Fund regional councils in the next five years to update, repurpose or retire outdated community infrastructure for better service delivery.</p> |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| Government position | Supported in principle |
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|------------------------------------------------------------|--------------------------------------------------|
| Related priority <i>Victorian Infrastructure Plan 2021</i> | Maintaining and improving our current facilities |
|------------------------------------------------------------|--------------------------------------------------|

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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Continued delivering the Regional Sports Infrastructure Program. It is delivering 5 new facilities and renewing or upgrading 16 sporting venues across regional Victoria.<sup>647</sup> Commenced upgrades to Ballarat’s Mars Stadium in March 2025 and completed the Shepparton BMX and Cycling Precinct project in April 2025.<sup>648</sup></li> <li>• Started construction also on Torquay’s Wurdi Baierr Aquatic and Recreation Centre in October 2024 and Geelong’s Armstrong Creek Sports Centre in May 2025.<sup>649</sup></li> <li>• Funded 26 projects through round 1 of the Regional Community Sports Infrastructure Fund in July 2024. Applications for round 2 closed in May 2025.<sup>650</sup></li> <li>• Announced the recipients of the 2024–25 Local Sports Infrastructure Fund in May 2025.<sup>651</sup></li> <li>• Announced recipients of round 2 of the Tiny Towns Fund in May 2025. This included \$12,000 to Central Goldfields Shire Council for upgrades to the Daisy Hill Community Centre and the Wareek Community Hall.<sup>652</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>• Opened the Northern Aquatic and Community Hub in North Geelong in February 2024. It included a new aquatic centre, childcare facilities, gym and a large multi-purpose community performance hall.<sup>653</sup></li> <li>• Supported enabling and transformative infrastructure projects through the Regional Jobs and Infrastructure Fund. In the latest 2022–23 funding round this included \$326,000 for the Navigators Community Multi Purpose Hub in Moorabool.<sup>654</sup></li> </ul> |
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- Supported business case development and planning of medium to longer term projects in regions through the 2022–23 funding round of the Investment Fast-Track Fund.<sup>655</sup>

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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue its support to upgrade, repurpose or retire regional community infrastructure. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Foster regional Victorian’s health, wellbeing and inclusion</li> </ul> |
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| Recommendation 90 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Create climate-adapted facilities for rural communities</b></p> <p>In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Maintaining and improving our current facilities |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Completed stage 1 of the Mirboo North Resilience Hub in March 2025. It will help the local community to access emergency food supplies, communication and medical device charging during storms, bushfires and other severe events.<sup>656</sup></li> </ul> |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| Previous progress | <ul style="list-style-type: none"> <li>• No publicly available initiatives identified.</li> </ul> |
|-------------------|---------------------------------------------------------------------------------------------------|

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| Opportunities for further progress | The opportunity to create climate-adapted facilities for rural communities continues to exist. |
|------------------------------------|------------------------------------------------------------------------------------------------|

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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>• Foster regional Victorian’s health, wellbeing and inclusion</li> </ul> |
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| Recommendation 91 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Create climate-adapted facilities for rural communities</b></p> <p>In the next five years, fund local governments to plan and help deliver a network of designated, accessible climate-adapted community facilities, to manage the health impacts of extreme heat and bushfire smoke.</p> |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Maintaining and improving our current facilities |
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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>• Acquired a site for the \$36 million 30-bed alcohol and other drugs residential rehabilitation facility in Merbein and consulted the community on the facility’s design and services between November 2024 and January 2025.<sup>657</sup></li> <li>• Started constructing stage 3 of the Ballarat Base Hospital redevelopment in July.<sup>658</sup> This is supported by \$5.4 million in the 2024-25 Budget for the Ballarat mental health, alcohol and other drugs emergency department hub.<sup>659</sup></li> </ul> |
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| Previous progress | <ul style="list-style-type: none"> <li>Completed the \$223.5 million Latrobe Regional Hospital Expansion - Stage 3A in March 2024. This included a 6-bed emergency department mental health, alcohol and other drugs hub.<sup>660</sup></li> <li>Opened regional alcohol and other drugs residential rehabilitation facilities in Wangaratta and Traralgon in April 2022.<sup>661</sup></li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering more residential rehabilitation and withdrawal facilities to meet the demand for alcohol and other drug treatment. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Foster regional Victorian’s health, wellbeing and inclusion</li> </ul> |
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| Recommendation 92 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Fund more Youth Foyers in regional Victoria</b><br>Fund at least six new Youth Foyers in regional Victoria by 2026, to better use existing education infrastructure and support vulnerable young people. |
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| Government position | Supported in principle |
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| Related priority <i>Victorian Infrastructure Plan 2021</i> | Growing participation |
|------------------------------------------------------------|-----------------------|

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| Actions in 2024–2025 | <ul style="list-style-type: none"> <li>Opened the Wodonga Education First Youth Foyer in May 2025.<sup>662</sup> The Wangaratta Education First Youth Foyer is expected to be completed in 2026.<sup>663</sup> Both projects are funded through the \$50 million Youth Capital Grants program.<sup>664</sup></li> </ul> |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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| Previous progress | <ul style="list-style-type: none"> <li>No publicly available initiatives identified.</li> </ul> |
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| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue funding more Youth Foyers in regional Victoria. |
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| Need – <i>Victorian Infrastructure Plan 2021</i> | <ul style="list-style-type: none"> <li>Foster regional Victorian’s health, wellbeing and inclusion</li> </ul> |
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| Recommendation 93 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <b>Expand social housing in regional centres, in locations with good access</b><br>Focus social housing investments in regional centres, near transport and services, for better access to health, social and economic support. |
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| Government position | Supported |
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|------------------------------------------------------------|----------------------------------------------------------------|
| Related priority <i>Victorian Infrastructure Plan 2021</i> | All Victorians have stable, affordable and appropriate housing |
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| Actions in 2024–2025               | <ul style="list-style-type: none"> <li>Committed \$249 million in the <i>2025–26 Budget</i> to fund enabling infrastructure, support access to social housing and increase housing supply. Regional Victoria will receive over \$88 million of this funding. This funding is sourced from the Australian Government’s Housing Support Program.<sup>665</sup></li> <li>Continued delivering the \$1.25 billion Big Housing Build’s investment in regional Victoria.<sup>666</sup> This included announcing 230 new social homes in regional areas in May 2025.<sup>667</sup> The Big Housing Build has allocated \$765 million for 18 regional local government areas with the remaining \$485 million to be allocated.<sup>668</sup></li> <li>Released the delivery plan for the \$1 billion Regional Housing Fund’s investment into more than 1,300 new homes across regional Victoria. The new homes will include a mix of social and affordable housing.<sup>669</sup></li> <li>The Short Stay Accommodation Levy came into effect on 1 January 2025. Homes Victoria will allocate 25% of the revenue raised to fund social housing in regional Victoria.<sup>670</sup></li> <li>Beginning July 2024, Victoria will receive \$451 million in 2024-25 under the Australian Government’s National Agreement on Social Housing and Homelessness. The program aims to improve social housing and address homelessness.<sup>671</sup></li> </ul> |
| Previous progress                  | <ul style="list-style-type: none"> <li>The 2022 and 2023 Regional Round of the Social Housing Growth Fund supported 55 projects to deliver around 739 new homes in regional Victoria.<sup>672</sup></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Opportunities for further progress | Progress has been made on this need. The Victorian Government can continue delivering initiatives to reach at least the national average of 4.5 social housing dwellings for every 100 households.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Need – <i>Victorian Infrastructure Plan 2021</i>                        | <ul style="list-style-type: none"> <li>Foster regional Victorian’s health, wellbeing and inclusion</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Recommendation 94 – <i>Victoria’s Infrastructure Strategy 2021–2051</i> | <p><b>Make social housing suitable for changing local climates</b></p> <p>Continue to deliver a long-term program of modifying social housing to be climate resilient by improving the energy efficiency and energy affordability of residences.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Government position                                                     | Supported                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Related priority <i>Victorian Infrastructure Plan 2021</i>              | All Victorians have stable, affordable and appropriate housing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Actions in 2024–2025                                                    | <ul style="list-style-type: none"> <li>Started installing air conditioners in public housing towers in August 2024, funded by the \$135.8 million Cooling Our Public Housing Towers program.<sup>673</sup></li> <li>Began phase 2 of the Energy Efficiency in Social Housing program in early 2025.<sup>674</sup> In April 2025, announced \$51.4 million joint funding with the Australian Government. Overall, the program aimed to deliver energy efficiency and electrification upgrades in 11,000 social housing homes, including 5,000 that will be all-electric.<sup>675</sup></li> <li>Legislated the <i>Residential Tenancies and Residential Tenancies (Rooming House Standards) Amendment (Minimum Energy Efficiency and Safety Standards) Regulations 2024</i> in November 2024. It prescribed minimum standards for ceiling insulation, draughtproofing, hot water systems, cooling and heating.<sup>676</sup></li> </ul> |

- Previous progress
- Required all new homes after 1 May 2024 to have a minimum 7.0-star Nationwide House Energy Rating Scheme (NatHERS) rating.<sup>677</sup>
  - Required rental agreements entered into from March 2023 to include an energy efficient fixed heater.<sup>678</sup>
  - Released the *Health and human services climate change adaptation action plan 2022–26* in 2022. The plan aimed to manage and reduce hazards across existing and new social housing.<sup>679</sup>

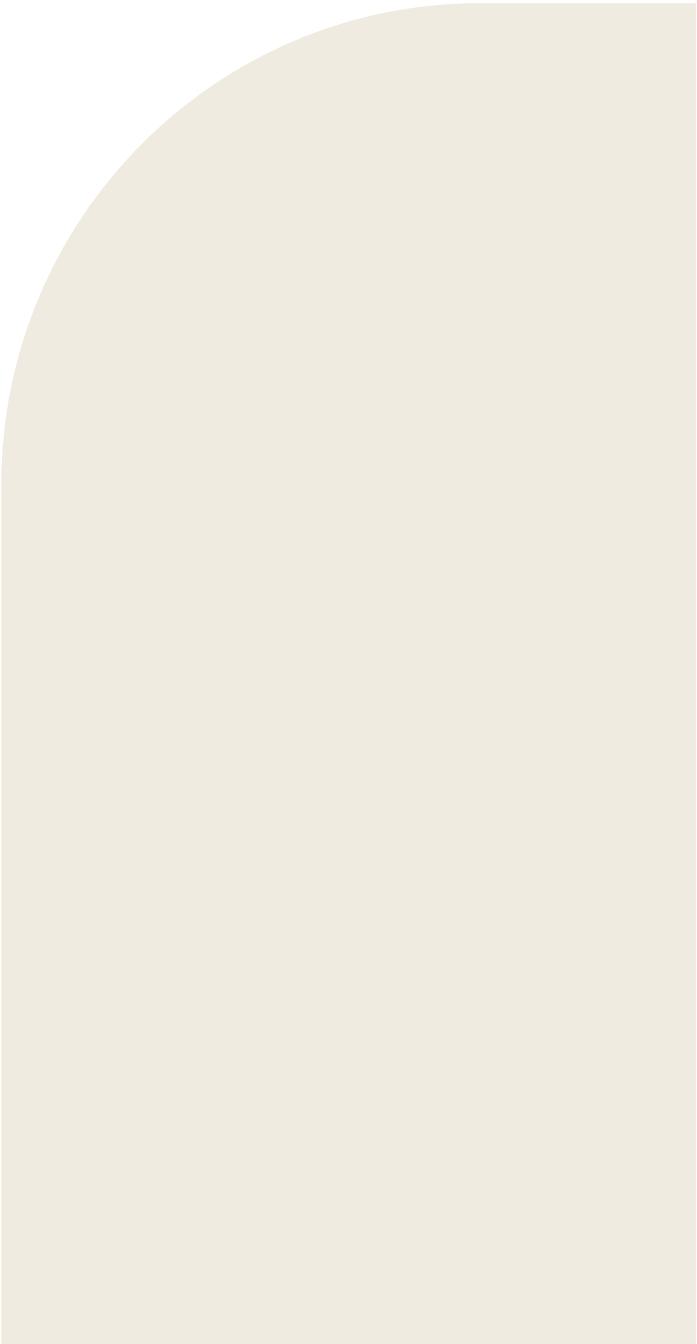
Opportunities for further progress

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



# Financial statements

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# Declaration in the financial statements

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

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash

flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of Infrastructure Victoria as at 30 June 2025.

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 25 September 2025.



Julio Labrin  
**Chief Financial Officer**

Melbourne  
25 September 2025



Jonathan Spear  
**Chief Executive Officer**

Melbourne  
25 September 2025



Jim Miller  
**Chair, Infrastructure Victoria**

Melbourne  
25 September 2025

# Independent Auditor's Report

## To the Board of Infrastructure Victoria

|                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Opinion                                               | <p>I have audited the financial report of Infrastructure Victoria (the entity) which comprises the:</p> <ul style="list-style-type: none"><li>balance sheet as at 30 June 2025</li><li>comprehensive operating statement for the year then ended</li><li>statement of changes in equity for the year then ended</li><li>cash flow statement for the year then ended</li><li>notes to the financial statements, including material accounting policy information</li><li>declaration in the financial statements.</li></ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the entity as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.</p>                                                    |
| Basis for opinion                                     | <p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p> |
| The Board's responsibilities for the financial report | <p>The Board is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>                                                                                                                                                                                                                                                    |



|                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Auditor’s responsibilities for the audit of the financial report</b> | <p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"><li>• 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.</li><li>• obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.</li><li>• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.</li><li>• conclude on the appropriateness of the Board’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the entity to cease to continue as a going concern.</li><li>• 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.</li></ul> <p>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.</p> |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



MELBOURNE  
10 October 2025

Janaka Kumara  
*as delegate for the Auditor-General of Victoria*

# Comprehensive operating statement

Financial year ended 30 June 2025

|                                                          |       | (\$thousand)   |                |
|----------------------------------------------------------|-------|----------------|----------------|
|                                                          | Notes | 2025           | 2024           |
| Income from transactions                                 |       |                |                |
| Grant income                                             | 2.1   | 9,404          | 9,332          |
| <b>Total income from transactions</b>                    |       | <b>9,404</b>   | <b>9,332</b>   |
| Expenses from transactions                               |       |                |                |
| Employee expense                                         | 3.1.1 | (7,384)        | (6,931)        |
| Depreciation                                             | 4.1.1 | (305)          | (393)          |
| Interest expense                                         |       | (61)           | (39)           |
| Other operating expenses                                 | 3.2   | (1,654)        | (2,077)        |
| <b>Total expenses from transactions</b>                  |       | <b>(9,404)</b> | <b>(9,440)</b> |
|                                                          |       |                |                |
| <b>Net result from transactions</b>                      |       | <b>–</b>       | <b>(108)</b>   |
| Other economic flows included in net result              |       |                |                |
| Net gain/(loss) on non-financial assets                  | 8.1   | 10             | 219            |
| Net gain/(loss) from revaluation of leave liabilities    | 8.1   | 2              | 9              |
| Other gains/(losses) from other economic flows           | 8.1   | –              | 99             |
| <b>Total other economic flows included in net result</b> |       | <b>12</b>      | <b>327</b>     |
|                                                          |       |                |                |
| <b>Net result</b>                                        |       | <b>12</b>      | <b>219</b>     |
| <b>Comprehensive result</b>                              |       | <b>12</b>      | <b>219</b>     |

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

# Balance sheet

As at 30 June 2025

|                               |       | (\$thousand) |       |
|-------------------------------|-------|--------------|-------|
|                               | Notes | 2025         | 2024  |
| Assets                        |       |              |       |
| Financial assets              |       |              |       |
| Receivables                   | 5.1   | 3,009        | 3,076 |
| Total financial assets        |       | 3,009        | 3,076 |
| Non-financial assets          |       |              |       |
| Prepayments                   |       | 297          | 100   |
| Property, plant and equipment | 4.1   | 1,242        | 1,410 |
| Total non-financial assets    |       | 1,539        | 1,510 |
| Total assets                  |       | 4,548        | 4,586 |
| Liabilities                   |       |              |       |
| Payables                      | 5.2   | 883          | 669   |
| Lease liabilities             | 6.1   | 1,189        | 1,294 |
| Employee related provisions   | 3.1.2 | 1,225        | 1,384 |
| Make good provision           |       | 50           | 50    |
| Total liabilities             |       | 3,347        | 3,397 |
|                               |       |              |       |
| Net assets                    |       | 1,201        | 1,189 |
| Equity                        |       |              |       |
| Accumulated surplus           |       | 1,201        | 1,189 |
| Total equity                  |       | 1,201        | 1,189 |

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



# Statement of changes in equity

Financial year ended 30 June 2025

|                         | (\$thousand)        |       |
|-------------------------|---------------------|-------|
|                         | Accumulated surplus | Total |
| Balance at 1 July 2023  | 970                 | 970   |
| Net result for year     | 219                 | 219   |
| Balance at 30 June 2024 | 1,189               | 1,189 |
| Net result for year     | 12                  | 12    |
| Balance at 30 June 2025 | 1,201               | 1,201 |

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

# Cash flow statement

Financial year ended 30 June 2025

|                                                                    |       | (\$thousand)   |                |
|--------------------------------------------------------------------|-------|----------------|----------------|
|                                                                    | Notes | 2025           | 2024           |
| Cash flows from operating activities                               |       |                |                |
| Receipts                                                           |       |                |                |
| Receipts from government                                           |       | 9,433          | 9,633          |
| <b>Total receipts</b>                                              |       | <b>9,433</b>   | <b>9,633</b>   |
| Payments                                                           |       |                |                |
| Payments to suppliers and employees                                |       | (9,141)        | (9,216)        |
| Interest paid                                                      |       | (61)           | (39)           |
| <b>Total payments</b>                                              |       | <b>(9,202)</b> | <b>(9,255)</b> |
| <b>Net cash flows from/(used in) operating activities</b>          |       | <b>231</b>     | <b>378</b>     |
| Cash flows from investing activities                               |       |                |                |
| Purchases of non-financial assets                                  |       | (48)           | (49)           |
| Sale of non-financial assets                                       |       | 41             | 29             |
| <b>Net cash flows from/(used in) investing activities</b>          |       | <b>(7)</b>     | <b>(20)</b>    |
| Cash flows from financing activities                               |       |                |                |
| Repayment of principal portion of lease liabilities <sup>(i)</sup> |       | (224)          | (358)          |
| <b>Net cash flows from/(used in) financing activities</b>          |       | <b>(224)</b>   | <b>(358)</b>   |
| Net increase/(decrease) in cash and cash equivalents               |       |                |                |
| Cash and cash equivalents at start of year                         |       | –              | –              |
| <b>Cash and cash equivalents at end of year</b>                    |       | <b>–</b>       | <b>–</b>       |

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

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

# Notes to the financial statements

## 1. About this report

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

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

The principal address is:

**Infrastructure Victoria**  
**Level 33, 140 William Street**  
**Melbourne VIC 3000**

### Basis of preparation

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

Infrastructure Victoria is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures (Tier 2). The prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As Infrastructure Victoria is not a significant entity as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These financial statements have been prepared on an accrual basis, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Transactions and balances are based on historical costs unless a different measurement basis is

specifically disclosed in the note associated with the item measured on a different basis.

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

Judgements, estimates and assumptions are made in applying Australian Accounting Standards. The estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

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

### Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards, including Interpretations, issued by the Australian Accounting Standards Board. They are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

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



## 2. Funding delivery of our services

| Introduction | Structure |
|--------------|-----------|
|--------------|-----------|

Infrastructure Victoria’s main objective is to provide independent and transparent advice to government on infrastructure priorities and long-term strategy for infrastructure investment. This is achieved by publishing original research on infrastructure related issues, preparing a 30-year infrastructure strategy for Victoria which is reviewed and updated every 3 to 5 years, and advising the Victorian Government on specific infrastructure matters.

Infrastructure Victoria is funded by a grant from the Department of Treasury and Finance.

### 2.1 Grant income

### 2.1 Grant income

|                                                          | (\$thousand) |              |
|----------------------------------------------------------|--------------|--------------|
|                                                          | 2025         | 2024         |
| Grant income from the Department of Treasury and Finance | 9,404        | 9,332        |
| <b>Total grant income</b>                                | <b>9,404</b> | <b>9,332</b> |

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

AASB1058 *Income of Not-for-Profit Entities* when Infrastructure Victoria has an unconditional right to receive cash, which usually coincides with the receipt of cash.

### 3. Cost of delivering our services

| Introduction                                                                                                                                                                                                                                                               | Structure                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| This note provides an account of the expenses incurred by Infrastructure Victoria in delivering its services. In note 2 the funds that enable the provision of services were disclosed and in this note the costs associated with the provision of services are disclosed. | 3.1 Employee benefits<br>3.2 Other operating expenses |

#### 3.1 Employee benefits

##### 3.1.1 Employee expense in the comprehensive operating statement

|                                                         | (\$thousand) |              |
|---------------------------------------------------------|--------------|--------------|
|                                                         | 2025         | 2024         |
| Salaries and wages, annual leave and long service leave | 6,704        | 6,320        |
| Defined contribution superannuation                     | 680          | 611          |
| <b>Total employee expense</b>                           | <b>7,384</b> | <b>6,931</b> |

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

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

##### 3.1.2 Employee related provisions in the balance sheet

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered to the reporting

date and recorded as an expense during the period the services are delivered.

|                                                           | (\$thousand) |              |
|-----------------------------------------------------------|--------------|--------------|
|                                                           | 2025         | 2024         |
| <b>Current provisions</b>                                 |              |              |
| Annual leave                                              | 368          | 509          |
| Long service leave                                        | 386          | 400          |
| On-costs                                                  | 153          | 160          |
| <b>Total current provisions for employee benefits</b>     | <b>907</b>   | <b>1,069</b> |
| <b>Non-current provisions</b>                             |              |              |
| Long service leave                                        | 264          | 275          |
| On-costs                                                  | 54           | 40           |
| <b>Total non-current provisions for employee benefits</b> | <b>318</b>   | <b>315</b>   |
| <b>Total provisions for employee benefits</b>             | <b>1,225</b> | <b>1,384</b> |

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

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

**Unconditional long service leave** is disclosed as a current liability, even where Infrastructure Victoria does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months. The components of this current long service leave liability are measured at: undiscounted value if Infrastructure Victoria expects to wholly settle within 12 months; or present value if Infrastructure Victoria does not expect to wholly settle within 12 months.

**Conditional long service leave** is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current long service leave is measured at present value. Any gain or loss following revaluation of the present value of non-current long service leave liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond rates for which it is then recognised as an ‘other economic flow’ in the net result.

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

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

**Salaries and wages liabilities** are in payables (note 5.2).

3.2 Other operating expenses

|                                                    | (\$thousand) |              |
|----------------------------------------------------|--------------|--------------|
|                                                    | 2025         | 2024         |
| Contractors, professional services and consultants | 693          | 1,163        |
| Supplies and services                              | 508          | 633          |
| Information technology services                    | 285          | 169          |
| Property management services                       | 168          | 112          |
| <b>Total other operating expenses</b>              | <b>1,654</b> | <b>2,077</b> |

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



## 4. Key assets to support service delivery

| Introduction                                                                                                                                                                                                                                              | Structure                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Infrastructure Victoria controls assets that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to Infrastructure Victoria to be utilised for the delivery of those services. | 4.1 Property, plant and equipment |

### 4.1 Property, plant and equipment

| (\$thousand)           |                       |       |                          |      |                     |       |
|------------------------|-----------------------|-------|--------------------------|------|---------------------|-------|
|                        | Gross carrying amount |       | Accumulated depreciation |      | Net carrying amount |       |
|                        | 2025                  | 2024  | 2025                     | 2024 | 2025                | 2024  |
| Leased building        | 1,297                 | 1,297 | (302)                    | (43) | 995                 | 1,254 |
| Leasehold improvements | 164                   | 164   | (69)                     | (43) | 95                  | 121   |
| Leased motor vehicles  | 153                   | 48    | (14)                     | (13) | 139                 | 35    |
| Plant and equipment    | 17                    | -     | (4)                      | -    | 13                  | -     |
| Total                  | 1,631                 | 1,509 | (389)                    | (99) | 1,242               | 1,410 |

#### Initial measurement

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

#### Subsequent measurement

The leased building, leased motor vehicles and leasehold improvements are subsequently measured at fair value less accumulated depreciation and impairment.

#### 4.1.1 Depreciation

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

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

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

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

|                 | (\$thousand)    |                        |                       |                     |       |
|-----------------|-----------------|------------------------|-----------------------|---------------------|-------|
|                 | Leased building | Leasehold improvements | Leased motor vehicles | Plant and equipment | Total |
| 2025            |                 |                        |                       |                     |       |
| Opening balance | 1,254           | 121                    | 35                    | -                   | 1,410 |
| Additions       | -               | -                      | 150                   | 17                  | 167   |
| Disposals       | -               | -                      | (30)                  | -                   | (30)  |
| Depreciation    | (259)           | (26)                   | (16)                  | (4)                 | (305) |
| Closing balance | 995             | 95                     | 139                   | 13                  | 1,242 |

# 5. Other assets and liabilities

| Introduction                                                                                          | Structure                       |
|-------------------------------------------------------------------------------------------------------|---------------------------------|
| This note sets out those assets and liabilities that arose from Infrastructure Victoria’s operations. | 5.1 Receivables<br>5.2 Payables |

## 5.1 Receivables

|                                        | (\$thousand) |              |
|----------------------------------------|--------------|--------------|
|                                        | 2025         | 2024         |
| <b>Statutory receivables</b>           |              |              |
| Amounts owing from government          | 2,943        | 3,001        |
| GST recoverable                        | 66           | 75           |
| <b>Total receivables</b>               | <b>3,009</b> | <b>3,076</b> |
| Represented by:                        |              |              |
| Current receivables <sup>(i)</sup>     | 2,608        | 2,680        |
| Non-current receivables <sup>(i)</sup> | 401          | 396          |

(i) The 2023-24 figures have been updated to reflect the reclassification of \$81,000 from current to non-current receivables.

**Statutory receivables** do not arise from contracts and are not classified as financial instruments for disclosure purposes. However, AASB 9 *Financial Instruments* is applied for the initial measurement of statutory receivables. As a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction costs.

## 5.2 Payables

|                                              | (\$thousand) |            |
|----------------------------------------------|--------------|------------|
|                                              | 2025         | 2024       |
| <b>Contractual payables</b>                  |              |            |
| Creditors and accruals                       | 841          | 633        |
| <b>Statutory payables</b>                    |              |            |
| Amounts payable to other government agencies | 42           | 36         |
| <b>Total payables</b>                        | <b>883</b>   | <b>669</b> |
| Represented by:                              |              |            |
| Current payables                             | 883          | 669        |



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

The average credit period for trade creditors under the government’s fair payments policy of settling financial obligations is 10 business days for invoices with a contract value of less than \$3 million and 30 business days for invoices with a contract value over \$3 million. The 10 business days commences from the date of receipt of a correct and complete invoice. The payment terms do not apply to an

invoice which is incorrect, incomplete or under dispute. An invoice must also be received by Infrastructure Victoria with correct address and recipient details for the payment terms to apply. In the event of a dispute, Infrastructure Victoria makes payments within 10 to 30 business days from the date of resolution based on the value of the invoice.

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

# 6. Financing our operations

| Introduction                                                                                                | Structure                                                |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| This note provides information on the sources of finance utilised for Infrastructure Victoria’s operations. | 6.1 Lease liabilities<br>6.2 Commitments for expenditure |

## 6.1 Lease liabilities

|                                | (\$thousand) |              |
|--------------------------------|--------------|--------------|
|                                | 2025         | 2024         |
| Current lease liabilities      | 261          | 245          |
| Non-current lease liabilities  | 928          | 1,049        |
| <b>Total lease liabilities</b> | <b>1,189</b> | <b>1,294</b> |

### Infrastructure Victoria’s leasing activities

Infrastructure Victoria leases its offices on level 33, 140 William Street Melbourne for a period of 5 years and some motor vehicles for a period of 3 years. The leased building and leased motor vehicle assets are presented in note 4.1.

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

#### Initial measurement of lease liabilities

The lease liability is initially measured at the present value of the unpaid lease payments at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or Infrastructure Victoria’s incremental borrowing rate. The lease payments included in the measurement of the lease liability comprise of the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee

- payments arising from purchase and termination options that are reasonably certain to be exercised.

#### Subsequent measurement of lease liabilities

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

Future lease payments

|                                                | (\$thousand) |       |
|------------------------------------------------|--------------|-------|
|                                                | 2025         | 2024  |
| Not longer than 1 year                         | 313          | 301   |
| Longer than 1 year but not longer than 5 years | 995          | 1,154 |
| Minimum future lease payments                  | 1,308        | 1,455 |
| Less future finance charges                    | (119)        | (161) |
| Present value of minimum lease payments        | 1,189        | 1,294 |

6.2 Commitments for expenditure

|                                      |                    |           |                      | (\$thousand) |
|--------------------------------------|--------------------|-----------|----------------------|--------------|
|                                      | Less than one year | 1–5 years | Greater than 5 years | Total        |
| 2025                                 |                    |           |                      |              |
| Operating commitments                | 42                 | –         | –                    | 42           |
| Total commitments (inclusive of GST) | 42                 | –         | –                    | 42           |
| 2024                                 |                    |           |                      |              |
| Operating commitments                | 632                | –         | –                    | 632          |
| Total commitments (inclusive of GST) | 632                | –         | –                    | 632          |

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



# 7. Financial instruments and contingencies

| Introduction                                                                                                        | Structure                                                                                          |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| This note sets out financial instrument specific information, as well as those items that are contingent in nature. | 7.1 Financial instruments specific disclosures<br>7.2 Contingent assets and contingent liabilities |

## 7.1 Financial instruments specific disclosures

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Due to the nature of Infrastructure Victoria’s activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation* and therefore are not disclosed in this note.

### Categories of financial instruments held by Infrastructure Victoria

#### Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they are originated and are initially measured at fair value plus any directly

attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost using the effective interest rate method. Infrastructure Victoria’s contractual payables and lease liabilities are in this category.

#### Derecognition of financial liabilities

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

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

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

|                                               | Notes | Carrying amount | (\$thousand)<br>Total interest expense |
|-----------------------------------------------|-------|-----------------|----------------------------------------|
| 2025                                          |       |                 |                                        |
| Financial liabilities at amortised cost       |       |                 |                                        |
| Contractual payables                          | 5.2   | 841             | -                                      |
| Lease liabilities                             | 6.1   | 1,189           | (61)                                   |
| Total financial liabilities at amortised cost |       | 2,030           | (61)                                   |
| 2024                                          |       |                 |                                        |
| Financial liabilities at amortised cost       |       |                 |                                        |
| Contractual payables                          | 5.2   | 633             | -                                      |
| Lease liabilities                             | 6.1   | 1,294           | (39)                                   |
| Total financial liabilities at amortised cost |       | 1,927           | (39)                                   |

## 7.2 Contingent assets and contingent liabilities

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

**Contingent assets** are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent assets are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable. There were no contingent assets as at 30 June 2025 (30 June 2024: nil).

**Contingent liabilities** are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity
- present obligations that arise from past events but are not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations or the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable. There were no contingent liabilities as at 30 June 2025 (30 June 2024: nil).

# 8. Other disclosures

| Introduction                                                                                                                                      | Structure                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| This note includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report. | 8.1 Other economic flows included in net result<br>8.2 Responsible persons<br>8.3 Remuneration of executives<br>8.4 Related parties<br>8.5 Remuneration of auditors<br>8.6 Subsequent events |

## 8.1 Other economic flows included in net result

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

|                                                                             | (\$thousand) |            |
|-----------------------------------------------------------------------------|--------------|------------|
|                                                                             | 2025         | 2024       |
| <b>Net gain/(loss) on non-financial assets</b>                              |              |            |
| Net gain/(loss) on disposal of leased vehicles                              | 10           | 10         |
| Net gain/(loss) on derecognition of lease liability <sup>(i)</sup>          | –            | 209        |
| <b>Total net gain/(loss) on non-financial assets</b>                        | <b>10</b>    | <b>219</b> |
|                                                                             |              |            |
| <b>Net gain/(loss) from revaluation of leave liabilities<sup>(ii)</sup></b> | <b>2</b>     | <b>9</b>   |
|                                                                             |              |            |
| Other gains/(losses) from other economic flows                              |              |            |
| Gain/(loss) on make-good provision <sup>(i)</sup>                           | –            | 99         |
| <b>Total other gains/(losses) from other economic flows</b>                 | <b>–</b>     | <b>99</b>  |
|                                                                             |              |            |
| <b>Total other economic flows included in net result</b>                    | <b>12</b>    | <b>327</b> |

(i) The derecognition of the lease liability and make good provision was as a result of not exercising an option to extend an office lease.

(ii) The revaluation of the present value of the annual leave and long service leave liability is due to changes in the wage inflation and discount rates.



8.2 Responsible persons

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

The people who held the positions of Minister, Accountable Officer (Chief Executive Officer) and Board Member of Infrastructure Victoria (from 1 July 2024 to 30 June 2025) were as follows:

| Position / Role                | Names                    | Dates                            |
|--------------------------------|--------------------------|----------------------------------|
| Treasurer                      | The Hon Tim Pallas MP    | 1 July to 18 December 2024       |
|                                | Jaclyn Symes MP          | 19 December 2024 to 30 June 2025 |
| Acting Treasurer               | The Hon Danny Pearson MP | 1 July to 7 July 2024            |
|                                | Hon Jacinta Allan MP     | 8 July to 21 July 2024           |
|                                | The Hon Danny Pearson MP | 29 September to 13 October 2024  |
|                                | The Hon Danny Pearson MP | 30 November to 8 December 2024   |
|                                | The Hon Danny Pearson MP | 8 to 18 February 2025            |
|                                | The Hon Danny Pearson MP | 4 June 2025 to 13 June 2025      |
| Chief Executive Officer        | Jonathan Spear           | 1 July 2024 to 30 June 2025      |
| Acting Chief Executive Officer | Jill Riseley             | 5 May to 21 May 2025             |
| Chair, Board                   | Jim Miller               | 1 July 2024 to 30 June 2025      |
| Deputy Chair, Board            | Christine O'Reilly       | 1 July 2024 to 30 June 2025      |
| Board Member                   | Jeremi Moule*            | 1 July 2024 to 30 June 2025      |
| Board Member                   | Jeroen Weimar*           | 27 January to 30 June 2025       |
| Board Member                   | Paul Younis*             | 1 July 2024 to 26 January 2025   |
| Board Member                   | Rebecca Casson           | 1 July 2024 to 30 June 2025      |
| Board Member                   | Chris Barrett*           | 1 July 2024 to 30 June 2025      |
| Board Member                   | Lucia Cade               | 1 July 2024 to 30 June 2025      |

\*Departmental secretaries

Remuneration

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

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

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

| Income band                                                                 | 2025      | 2024      |
|-----------------------------------------------------------------------------|-----------|-----------|
| \$10,000 – \$19,999                                                         | 1         | 1         |
| \$20,000 – \$29,999                                                         | –         | 1         |
| \$30,000 – \$39,999                                                         | –         | 1         |
| \$40,000 – \$49,999                                                         | 3         | 1         |
| \$90,000 – \$99,999                                                         | 1         | 1         |
| \$530,000 – \$539,999                                                       | 1         | –         |
| \$580,000 – \$589,999                                                       | –         | 1         |
| Total number of accountable officers and board members <sup>(i)</sup>       | 6         | 6         |
| Total remuneration of accountable officers and board members <sup>(i)</sup> | \$783,558 | \$802,447 |

(i) Excludes board members that are departmental secretaries.

8.3 Remuneration of executives

The number of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

|                                                       | (\$thousand) |       |
|-------------------------------------------------------|--------------|-------|
| Remuneration of executive officers                    | 2025         | 2024  |
| Total remuneration of executives                      | 1,305        | 1,188 |
| Total number of executives <sup>(i)</sup>             | 6            | 6     |
| Total annualised employee equivalents <sup>(ii)</sup> | 4.6          | 4.7   |

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

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

8.4 Related Parties

Infrastructure Victoria is a wholly owned and controlled entity of the State of Victoria. Related parties of Infrastructure Victoria include:

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

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

Key management personnel

Key management personnel includes all the responsible persons listed in note 8.2 and the Deputy Chief Executive Officer, Allison Stewart (from 1 July 2024 to 2 August 2024) and Jill Riseley (from 30 September 2024 to 30 June 2025).

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

|                                                                   | (\$thousand) |       |
|-------------------------------------------------------------------|--------------|-------|
| Remuneration of key management personnel                          | 2025         | 2024  |
| Total compensation of key management personnel <sup>(i)(ii)</sup> | 1,083        | 1,097 |

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

(ii) The 2023–24 figure has been adjusted to include additional superannuation of \$19 thousand that had incorrectly been excluded in the prior year.

Transactions with key management personnel and other related parties

Given the breadth and depth of Victorian Government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public. Further employment of processes within the Victorian public sector occurs on terms and conditions consistent with the Public Administration Act 2004 and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Purchasing Board requirements.

Outside of normal citizen type transactions with Infrastructure Victoria, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

Significant transactions with government-related entities

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

8.5 Remuneration of auditors

|                                                                           | (\$thousand) |      |
|---------------------------------------------------------------------------|--------------|------|
| Audit fees paid or payable to the Victorian Auditor-General's Office      | 2025         | 2024 |
| Victorian Auditor-General's Office - audit of annual financial statements | 34           | 25   |
| Total remuneration of auditors                                            | 34           | 25   |



8.6 Subsequent events

No significant events have occurred since 30 June 2025 that would have a material impact on the information disclosed in these financial statements.

# Endnotes

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