

**PARLIAMENT OF VICTORIA**

Public Accounts and Estimates Committee



# 2024–25 Financial and Performance Outcomes Questionnaire

**Gippsland and Southern Rural Water Corporation**



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## Introduction – Financial and Performance Outcomes Questionnaire

The Committee's inquiry into the 2024–25 Financial and Performance Outcomes examines:

- the Government's actual versus budgeted expenditure and revenue
- the actual versus target performance outcomes at a departmental/agency level
- other expenditure unforeseen at the time of preparing the 2024–25 Budget, and outcomes achieved.

The inquiry aims to benefit the Parliament and the community by:

- promoting the accountability, transparency and integrity of the executive and the public sector
- encouraging the effective and efficient delivery of public services and assets.

This questionnaire seeks information on the departmental/agency financials for the 2024–25 financial year, what was achieved during the year and how that compares to expectations.

### **Consistency with the budget papers**

When referring to an initiative/program/project that is in the budget papers, please use the same name as is used in the budget papers. This ensures that the Committee can correlate the information provided by the department with the information in the budget papers.

## Section A: Output variances and program outcomes

### Question 1 (all departments) Completed output initiatives from past budgets – **Not applicable**

For all initiatives that were completed in 2024–25 please provide details of the expected outcomes for the community and the actual outcomes achieved to date. Please use initiatives names as specified in *Budget Paper No. 3: Service Delivery* and link the initiative to the responsible output(s) and portfolio(s).

### Question 2 (all departments) Program outcomes – **Not applicable**

Outcomes reflect the impact on the community of the goods and services provided by a department. The questions in this section relate to the outcomes that the department contributed to in 2024–25.

- a) Using the table below, please outline the five programs that delivered the most important outcomes in the community<sup>1</sup> achieved by the department in 2024–25, including:
  - i. The name of the program
  - ii. The output(s) and portfolio(s) responsible for delivery of the program
  - iii. The program objectives
  - iv. The actual outcome achieved
  - v. The actions taken to deliver the actual outcome (i.e. the most important elements/essential parts that led the department to deliver the outcome).
  
- b) Using the table below, please outline the five least performing programs<sup>2</sup> that did not deliver their planned outcomes in the community by the department in 2024–25, including:
  - i. The name of the program
  - ii. The output(s) and portfolio(s) responsible for delivery of the program
  - iii. The program objectives
  - iv. The actual outcome achieved
  - v. Explanation for not achieving the planned outcome (including a description of what actions were taken to try and achieve the planned outcome).

<sup>1</sup> 'Outcomes' are the impact of service delivery on the community rather than a description of the services delivered. An outcome could be considered important for a variety of reasons, such as the amount of funding allocated to the program, the public interest in the service or goods being delivered or where particular actions taken by the Department delivered improved outcomes.

<sup>2</sup> Note programs in this question relate to programs delivering services, and do not signify the department's five least performing performance measures.

**Question 3 (all departments) Treasurer's Advances and other budget supplementation – Not applicable**

- a) Please identify all output(s) and portfolio(s) (and relate them to departmental programs) for which the department received additional funding after the 2024–25 Budget.

For each output, please quantify the additional funding, indicate the source of the additional funding (e.g. Treasurer's Advance, unused prior years appropriations under section 32 of the *Financial Management Act 1994* (Vic), supplementation through a Temporary Advance under section 35 of the FMA, or any possible sources of funding as listed in the Resource Management Framework (2024), (section 4)) and explain why additional funding was required after funding was allocated in the Budget. If the additional funding is a Treasurer's Advance, please also explain either how and why it was 'urgent and unforeseen' as per the RMF (section 4.4), or whether it was a contingency release.

- b) Please provide the details of the outcomes achieved from each of these programs.

**Question 4 (all departments) Central contingencies – Not applicable**

The Resource Management Framework (2024, Section 4.5, p. 90) provides guidance on how departments access funding from central contingencies.

Please provide information regarding funding received from central contingency in 2024–25, including: the output and portfolio or Government decision related to the funding, the amount of funding received, the amount of funding utilised, funding received through previous budgets for the same purpose and why funding from contingency was required.

### Question 5 (all departments) Victoria's Housing Statement – **Not applicable**

For output and asset initiatives delivered in 2024–25 that contributed to the *Victorian Housing Statement: The decade ahead 2024–2034* please list:

- The name of the initiative
- The timeframe of the initiative
- The funding allocated to the initiative in 2024–25 (\$ million)
- The actual funding utilised in 2024–25 (\$ million)
- What impact the initiative had in 2024–25 on:
  - i. Housing affordability
  - ii. Victoria's planning system
  - iii. Housing supply
  - iv. The regulation of rental properties
  - v. Public housing supply
  - vi. Community housing supply
  - vii. Affordable housing supply

Please quantify these impacts where possible, for example the actual impact on housing supply and public, community and affordable housing supply.

### Question 6 (Department of Health only) 2024–25 Budget funding allocation by output and performance – **Not applicable**

- a) Please provide a detailed breakdown of the actual amount spent in 2024–25 by output, for DH's four largest outputs by budget. Please list what line items contribute to the output and an explanation for any variances of  $\pm 5\%$  based on budgeted vs actuals by output.
- b) To gain an understanding of Victoria's health care system and performance, please provide the data (both public and non-public) for the following variables, including an explanation for the increase or decrease compared to the previous year's data.

**Question 7 (Department of Families, Fairness and Housing only) Victorian Contribution to National Disability Insurance Scheme – Not applicable**

- a) The 2024–25 Budget allocated \$3 billion in payments on behalf of the state to the National Disability Insurance Agency.<sup>3</sup> In relation to outcomes achieved in 2024–25, please provide the following information on disability services and support in Victoria:
  
- b) Please outline the five most significant disability services/programs provided by the Victorian Government in 2024–25, including amount expended, funding source and outcomes achieved for people with disability.

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<sup>3</sup> Department of Treasury and Finance, *Budget Paper No. 5: 2024–25 Statement of Finances*, Melbourne, 2024, p. 95.

## Section B: Asset investment

### Question 8 (all departments) Capital expenditure variances, completion date and scope changes – existing projects – **Not applicable**

Please provide details of all capital asset programs where:

- a) there was a variance between TEI at announcement compared to the TEI as at 30 June 2025 of equal to or greater than  $\pm 5\%$  and an explanation for the variance
- b) the estimated completion date at announcement is different to the completion date as at 30 June 2025 and an explanation for the change
- c) the scope of the project at announcement is different to the scope of the project as at 30 June 2025.

### Question 9 (all departments) Details of actual capital expenditure – completed projects (or expected to be completed) – **Not applicable**

Please provide the following details about asset investment projects that were completed in 2024–25:

- a) Project name, project objectives and Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies responsible for delivery of the project
- b) Total Estimated Investment (TEI) at announcement
- c) Details of TEI changes between announcement and completion date, including when TEI was changed and what it was changed to
- d) Actual cost of project
- e) Estimated completion date at announcement
- f) Actual completion date
- g) Explanations for any variance in capital expenditure and/or completion date.

**Question 10 (all departments) High-value high-risk projects, gateway reviews and business cases – Not applicable**

Under the High Value High Risk (HVHR) Framework, a project will be classified as HVHR if it is a budget funded project that has a total estimated investment (TEI) of over \$250 million. HVHR projects are subject to compulsory Gateway reviews, where Gates 1 through 6 are compulsory for all eligible projects: Gate 2 outlines the development of a business case.

Please list all projects included in 2024–25 that were allocated to the department and were classified as HVHR and the project objectives. Please also specify which Gateway reviews, if any, were completed during 2024–25 and business case details for each project.

**Question 11 (all departments) Public Private Partnership (PPP) expenditure – existing and completed – Not applicable**

Please provide the following information related to the department’s PPP projects:

- a) The total estimated PPP investment value, the total actual expenditure from announcement to 30 June 2025, or the actual expenditure to 30 June 2025 and the benefits of using the PPP financing model when delivering/funding a project over other financing methods. Please provide specific benefits for each individual project.
- b) Where the estimated completion date at announcement is different to the completion date in the 2024–25 Budget, and an explanation for any variance.
- c) Where the scope of the PPP at announcement is different to the scope of the project as it is presented in the 2024–25 Budget.

**Question 12 (DTP only) Alliance contracting expenditure – existing and completed – Not applicable**

Please provide the following information related to the department’s alliance contracting projects:

- a) The total estimated investment value, the total actual expenditure from announcement to 30 June 2025, or the actual expenditure to 30 June 2025 and the benefits of using the alliance contracting model when delivering/funding a project over other financing methods. Please provide specific benefits for each individual project.
- b) Where the estimated completion date at announcement is different to the completion date in the 2024–25 Budget and an explanation for any variance.
- c) Where the scope of the alliance contract at announcement is different to the scope of the project as it is presented in the 2024–25 Budget.

## Section C: Revenue and appropriations

### Question 13 (all departments and entities) Revenue – variances from previous year

Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million between the actual result for 2023–24 and the actual result for 2024–25 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any revenue reductions affected service delivery and then link it to the relevant output and portfolio.

Please also detail the outcomes in the community<sup>4</sup> achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

If there were no revenue/income categories for the department/agency for which the 2024–25 expenditure changed from the prior year's expenditure by more than  $\pm 10\%$  or \$100 million, you do not need to answer this question. If this is the case, please indicate 'no relevant line items' in the table(s) below.

Revenue category	2023–24 actual (\$ million)	2024–25 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, how was this achieved	Relevant output(s) and portfolio(s)
Service and usage charges	35.9	38.0	Not applicable	Not applicable	Not applicable
Chargeable works	1.0	0.4	Reduction in capital works done in storages managed by SRW	No net impact as there was less associated works expenditure	Not applicable
Government grants and contributions	1.3	1.8	Increased activity for ongoing programs as they shifted from planning to delivery in 2024-25.	Additional grant funding revenue recognised is offset by a corresponding expenditure for the projects in line with funding agreements and the corporate plan	Not applicable
Interest income	0.0	0.0	Not applicable	Not applicable	Not applicable

<sup>4</sup>That is, the impact of service delivery on the community rather than a description of the services delivered.

Other income	0.9	0.7	Reduced Hydro-electricity royalty revenue	Not a material amount	Not applicable
Sale of water and entitlements	4.0	2.0	Decrease in Water Entitlement sales occurred in 2024-25	Water entitlement sales are variable each year depending on the availability of water to sell and market conditions. Decreased revenue in 2024-25 had a negative impact on the net result.	Not applicable
Net gain on disposal of non-current assets	0.3	0.3	Not applicable	Not applicable	Not applicable

### Question 14 (all departments and entities) Revenue – variances from budget to actual

Please explain any variances equal to or greater than  $\pm 10\%$  or \$100 million between the initial budget estimate (not the revised estimate) and the actual result for 2024–25 for each revenue category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any revenue reductions affected service delivery and then link it to the relevant output and portfolio.

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Revenue category	2024–25 Budget estimate (\$ million)	2024–25 actual (\$ million)	Explanations for changes $\pm 10\%$ or \$100 million	How the additional revenue was used/the impact of reduced revenue. If no impact, explain why	Relevant output(s) and portfolio(s)
Service and usage charges	37.3	38.0	Not applicable	Not applicable	Not applicable
Chargeable works	1.4	0.4	Lower chargeable works revenue compared to budget due to reduced capital works activity in SRW-managed storages	No net impact as lower maintenance expenses were matched by reduced chargeable works revenue	Not applicable
Government grants and contributions	1.75	1.8	Not applicable	Not applicable	Not applicable
Interest income	0.0	0.0	Not applicable	Not applicable	Not applicable
Other income	0.6	0.7	Not applicable	Not applicable	Not applicable
Sale of water and entitlements	2.7	2.0	Reduced Water Entitlement sales occurred in 2024-25	Water entitlement sales are variable each year depending on the availability of water to sell and market conditions. Unsold water is carried forward for future sales (timing matter).	Not applicable
Net gain on disposal of non-current assets	0.0	0.3	Increased revenue due to proceeds from sale of infrastructure, property, plant and equipment.	Increased revenue in 2024-25 had a positive impact on the net result.	Not applicable

## Section D: Expenses

### Question 15 (all departments and entities) Expenses changed from previous year

Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million with regards to the actual result for 2023–24 and the actual result for 2024–25 for each category of expenses detailed in your operating statement. Please explain any changes equal to or greater than  $\pm 10\%$  or \$100 million with regards to the actual result for 2024–25 and the 2024–25 budget estimate. Please also detail the outcomes in the community<sup>5</sup> achieved by any additional expenses or the impact on the community of reduced expenses (if there was no impact, please explain how that was achieved).

For departments, please provide data consolidated on the same basis as the budget portfolios outcomes statement in your annual reports.

Expenses category	2023–24 actual \$ million	2024–25 actual \$ million	Explanations for variances $\pm 10\%$ or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how this was achieved
Bulk water	1.1	1.1	Not applicable	Not applicable
Environmental contribution	0.5	0.5	Not applicable	Not applicable
Employee benefits	18.9	19.9	Not applicable	Not applicable
Interest	3.6	4.4	Increased interest-bearing liabilities and borrowing costs (Interest rates & FAL) as planned	Completion of major projects through capital expenditure and higher debt, which resulted in improved water delivery and services to customers.
Chargeable works	1.0	0.4	Reduced capital works activity in SRW-managed storages.	Lower maintenance expenses were matched by reduced chargeable works revenue in SRW-managed storages
Repairs and maintenance	1.5	1.7	Increasing cost of asset maintenance activities	Increased maintenance costs were matched by increased service delivery revenue
Supplies and services	18.4	9.5	Lower expenditure associated with capital work projects in 2024-25 compared to 2023-24	Reduced costs due to fewer capital works activities carried out on water delivery infrastructure.
Depreciation of regulatory asset base	5.2	5.9	Increase consistent with ESC price determination	No impact on service delivery
Depreciation of other assets	13.5	14.1	Not applicable	Not applicable
Amortisation	0.3	0.3	Not applicable	Not applicable

<sup>5</sup>That is, the impact of service delivery on the community rather than a description of the services delivered.

Expenses category	2024–25 budget \$ million	2024–25 actual \$ million	Explanations for variances ±10% or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses. If no impact, how this was achieved
Bulk water	1.3	1.1	Non-supply of recycled water due to a blue green algae outbreak at Melbourne Water's Werribee recycled water plant which led to lower volumes of water purchased by SRW	A corresponding decrease in SRW revenue as less recycled water was supplied to customers
Environmental contribution	0.5	0.5	Not applicable	Not applicable
Employee benefits	18.4	19.9	Not applicable	Not applicable
Interest	4.8	4.4	Not applicable	Not applicable
Chargeable works	1.4	0.4	Lower than budgeted maintenance costs	Reduced expenditure on chargeable works, matched by lower chargeable works revenue
Repairs and maintenance	1.6	1.7	Not applicable	Not applicable
Supplies and services	10.4	9.5	Not applicable	Not applicable
Depreciation of regulatory asset base	6.1	5.9	Not applicable	Not applicable
Depreciation of other assets	14.3	14.1	Not applicable	Not applicable
Amortisation	0.3	0.3	Not applicable	Not applicable

### Question 16 (all departments, PFC, PNFC and entities) Changes to service delivery from savings initiatives

- a) For each of the savings initiatives detailed in the 2023–24 and 2024–25 Budgets please provide the following details of the impact on service delivery:
- Savings target in the 2023–24 and 2024–25 Budget and the amount of the savings target allocated to the department/entity.
  - Actual savings achieved in 2023–24 and 2024–25, the specific actions taken to achieve the savings target allocated, areas where savings were found and the impact of the measures taken to achieve the savings targets. Please include the link to the relevant output and portfolio impacted. Please be as specific as possible to your department or agency when providing your responses.

Savings initiative in the Budget	Savings target allocated to the department/entity in 2024–25 \$ million	Actual savings achieved in 2024–25 \$ million	Specific actions taken to achieve the allocated savings target	Areas where savings were found	What was the impact as a result of the measures taken to achieve the savings target? <i>(e.g. frontline and/or other areas of business that saw the impact)</i> If no impact, how was this achieved	Which output(s) and portfolio(s) were impacted (if relevant)
2024–25 Whole of Government savings and efficiencies	Not applicable					
2023–24 Labor’s Financial Statement savings	Not applicable					
2023–24 Whole of Government savings and efficiencies	Not applicable					
COVID Debt Repayment Plan – savings and efficiencies	0.6	0.6	Reprioritised capital projects	Capital expenditure program	No impact to service delivery. Note that the operating cost budget includes a 1% annual productivity target as set by price determination (prior to COVID debt repayment announcement), and SRW	Not applicable

					continues to budget and operate within this target	
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b) If any savings initiatives listed above were met in part by reducing Victorian Public Service (VPS) roles in 2024–25 please list:

- The applicable savings initiative and budget
- The number of roles reduced in 2024–25 by actual FTE number
- The actual savings achieved by reducing roles in 2024–25 (\$ million)
- The number of roles reduced by each VPS/Executive classification by actual FTE number
- The functions or roles impacted by the reduction
- The impact of role reductions on service delivery. If there was no impact, how this was achieved.

Savings initiative in the Budget	Number of roles reduced in 2024–25 (actual FTE)	Actual savings achieved in 2024–25 due to roles reduced \$ million	Number of roles reduced by VPS/Executive classification (actual FTE)	Functions or roles impacted by the reduction	Impact of role reductions on service delivery If no impact, how this was achieved
Not applicable					

**Question 17 (all departments) Achievement of reprioritisation of existing resources – Not applicable**

The 2024–25 Budget included targets for ‘reprioritisations and revenue offsets’ to fund new initiatives (2024–25 Budget Paper No. 2, p. 60). This is in addition to any savings or efficiencies resulting from expenditure reduction measures. For the department (including all controlled entities),<sup>6</sup> please indicate:

- a) what areas of expenditure (including projects and programs if appropriate) the funding was reprioritised from (i.e. what the funding was initially provided for)
- b) what areas of expenditure the funds were spent on
- c) for each area of expenditure (or project or program), how much funding was reprioritised in each year
- d) the impact of the reprioritisation (in terms of service delivery) on those areas.

**Question 18 (all departments) Contractors, Consultants and Labour Hire Arrangements – Not applicable**

- a) Please indicate how much the department spent on contractors (including labour hire) and consultant arrangements during 2022–23, 2023–24 and 2024–25. Labour hire arrangements include the cost of engaging the labour recruiting firm, plus additional costs paid to the labour recruiting firm for the provision of the services of the contractor. Please also explain variances equal to or greater than  $\pm 10\%$  between years and list the business areas impacted and how.

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<sup>6</sup> That is, please provide this information for the department on the same basis of consolidation as is used in the budget papers.

### Question 19 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector

Please detail the type and value of dividends, amounts equivalent to dividends, non-dividend grants, and capital repatriations paid by your agency to the general government sector in 2024–25, explaining the reasons for any significant changes over that period and the impact of any changes on the entity.

Please provide the economic funding ratio or accounting funding ratio as applicable at 30 June 2025. Please provide details of the methodology used for the ratio calculation.

Type of dividend paid	2024–25 Budget (\$ million)	2024–25 Actual (\$ million)	Explanations for variances $\pm 10\%$ or \$100 million	Impact on the agency (including on financial position, investment, impacts on service delivery or infrastructure projects). If no impact, how this was achieved.	Funding ratio at 30 June 2025
Dividends	0.0	0.0	Not applicable	Not applicable	4.83
Capital repatriation	0.6	0.3	Due to the timing of payment. FY23-24 payment (\$0.3m) was paid in FY24-25, while the FY24-25 budgeted payment (\$0.6m) will be paid in FY25-26	No impact	

Economic funding ratio / accounting funding ratio as at 30 June 2025	Details of the methodology
4.83	Funding ratio = Total Assets / Total Liabilities

## Section E: Overall financial performance

### Question 20 (all departments) Impact of unforeseen events on financial performance – 2024–25 – **Not applicable**

Please outline and quantify, where possible, the impacts of unforeseen events over 2024–25 on the department/agency's financial performance.

## Section F: Public sector workforce

### Question 21 (all departments and entities) Full Time Equivalent (FTE) staff by level

- a) Please provide total FTE as of 30 June 2023, 30 June 2024, 30 June 2025 and provide explanation for more than  $\pm$ -10% change in FTE between years. In the explanations of variance please list what categories and role types/functions variances predominantly applied to.

30 June 2023 Actual FTE	30 June 2024 Actual FTE	30 June 2025 Actual FTE	Explanations of variance $\pm$ -10% between 30 June 2023 and 30 June 2024 (including categories and role types/functions)	Explanations of variance $\pm$ -10% between 30 June 2024 and 30 June 2025 (including categories and role types/functions)
170.8	161.0	167.0	Not applicable	Not applicable

- b) For 2024–25, please provide information regarding any staffing challenges faced by the department, including but not limited to: staff shortages by category or position name, positions that were hard to staff, positions that were vacant for 6+ months, positions that have not equalled or surpassed attrition.

Staffing challenges in regional areas to recruit competent professionals like Engineers, Project Managers and Specialist water positions.

**Question 22 (all departments and entities) Salary by employment category**

In the table below, please detail the salary costs for 2022–23, 2023–24 and 2024–25, broken down by ongoing, fixed-term and casual, and explain any variances equal to or greater than  $\pm 10\%$  or \$100 million between the years for each category.

<b>Employment category</b>	<b>Gross salary 2022–23 (\$ million)</b>	<b>Gross salary 2023–24 (\$ million)</b>	<b>Gross salary 2024–25 (\$ million)</b>	<b>Explanation for any year-on-year variances <math>\pm 10\%</math> or \$100 million</b>
Ongoing	16.7	17.2	18.4	Not applicable
Fixed-term	1.5	1.5	1.5	Not applicable
Casual	-	-	-	
<b>Total</b>	<b>18.2</b>	<b>18.9</b>	<b>19.9</b>	Not applicable

**Question 23 (all departments and entities) Executive salary increases**

Please detail the number of executives who received increases in their base remuneration in 2024–25, breaking that information down according to what proportion of their salary the increase was, and explaining the reasons for executives' salaries increasing in each bracket.

Increase in base remuneration	Number of executives receiving increases in their base rate of remuneration of this amount in 2024–25, apart from increases outlined in employment agreements			Reasons for these increases
	Female	Male	Self-described	
0-3%		1		Salary increment as per Victorian Independent Review Tribunal Public Entity (VIRT/ PE) annual adjustment determination (1.75%)
3-5%	2	3		Salary increment as per Victorian Independent Review Tribunal Public Entity VIRT/ PE annual adjustment determination (3%)
5-10%				
10-15%				
greater than 15%				

**Question 24 (all departments and entities) Enterprise Bargaining Agreement (EBAs)**

Please list the Enterprise Bargaining Agreements (EBAs) concluded in 2024–25 that had an impact for the department/agency. For each EBA, please show the number of employees affected and the change in employee expenses attributable to the EBA.

Enterprise Bargaining Agreement	Number of employees affected	Number of employees as a % of department/entity	Change in employee expenses attributable to the EBA (\$ million)	Change in employee expenses attributable to the EBA (\$ million) as a % of total employee expenses
Not applicable				

## Section G: Government decisions impacting on finances

### Question 25 (all departments and entities) Commonwealth Government and National Cabinet decisions

Please identify any Commonwealth Government and National Cabinet decisions during 2024–25 which had not been anticipated/not been concluded before the finalisation of the State Budget in 2024–25 and their impact(s) on the department's/entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to funding levels). Please quantify the impact on income and expenses where possible.

Commonwealth Government decision	Impact(s) in 2024–25	
	on income (\$ million)	on expenses (\$ million)
Not applicable		
National Cabinet decision	Impact(s) in 2024–25	
	on income (\$ million)	on expenses (\$ million)
Not applicable		

## Section H: General

### Question 26 (all departments and entities) Reviews/studies/evaluations undertaken

- a) Please list all internal<sup>7</sup> and external reviews/studies/evaluations, established, commenced or completed by or on behalf of the department/agency in 2024–25 and provide the following information:
- i. Name of the review/study/evaluation and which portfolio and output/agency is responsible
  - ii. Reasons for the review/study/evaluation
  - iii. Terms of reference/scope of the review/study/evaluation
  - iv. Anticipated/actual duration of review/study/evaluation and completion date
  - v. Anticipated findings and outcomes of the review/study/evaluation
  - vi. Estimated cost of the review/study/evaluation and final cost (if completed)
  - vii. Where completed, whether the review/study/evaluation is publicly available and where. If no, please provide an executive summary and please explain why the full document is not publicly available.

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for the review/evaluation	Terms of reference/scope	Anticipated/actual duration and completion date	Anticipated findings and outcomes	Estimated cost (\$)	Final cost if completed (\$)	Publicly available (Y/N) and URL If no, provide executive summary and explain why not available.
Energy Futures (AECOM)	Strategic scoping study to identify energy transition opportunities that generate unregulated revenue for Southern Rural Water.	Limited to Southern Rural Water owned land and assets – carbon offsets and operational emission reduction initiatives are excluded.	Completed	A report that details opportunities for energy generation and where the possibilities lie for unregulated revenue streams.	\$45,450	\$44,960	N

<sup>7</sup> Internal reviews do not include internal costings. Internal reviews/evaluations include any reviews or evaluations undertaken by your department and not given to external consultants. Internal reviews/evaluations do not include inquiries carried out by Parliamentary Committees or reviews undertaken by integrity agencies.

Cultural Safety Framework Review (MurriMatters)	To enhance the organisation's understanding of cultural safety and develop a robust framework	A five-phase approach, including stakeholder engagement, facilitated workshops and research within the Victorian water sector.	Completed	A suite of developed training modules, framework, protocols and materials for use at Southern Rural Water.	\$69,370	\$69,370	N
Strategic Partnerships Framework Development (Nation Partners)	Partnerships have been identified as a core component of the organisational strategy and require a robust framework for definition.	Understand current state with reflection of the board's preferences.	Completed	To identify clear understanding of existing partnership capabilities and areas of growth and establish a clear pathway for embedding partnerships in strategic and operational practices.	\$43,697	\$43,697	N
Bushfire Management Plan – Willow Grove (Nexsys Industries)	The plan will identify and mitigate bushfire risks associated with the Blue Rock reforestation project and aims to protect life, property and the environment.	Site assessments and fire risk analysis in conjunction with existing vegetation profiles, relevant codes of practice, legislation and municipal/CFA fire management plans and strategies.	Completed	The detailed report provides guidance and recommendations to protect life, property and the environment by implementing strategic fire prevention and management measures tailored to the specifications of the site.	\$50,820	\$41,030	Y <a href="#">Blue Rock - Bushfire assessment</a>  Can be accessed via the following link under FAQ "How was bushfire risk assessed?": <a href="#">Carbon Reforestation Offsets   Southern Rural Water</a>
On-Ground Assessments – Willow Grove	The assessment will provide advice to Southern	A review and inspection program including	Completed	A detailed report of findings, including bushfire risk, potential	\$43,697	\$43,697	N

(Nexsys Industries)	Rural Water on the suitability of three identified sites for reforestation.	desktop reviews of available data, specific assessment tasks against set criteria and visually assessed landscape through onsite visits.		bushfire impacts and cultural heritage overlay. Updated modelling included in further reviews.	\$4,950 (additional scenarios)	\$4,950 (additional scenarios)	N
Additional modelling – buffer scenarios							
Macalister Irrigation District (MID) Nutrient Modelling (AECOM)	A review of nutrient modelling and possible improvements in the MID.	Review of assumptions for modelling, assessment of accuracy and compatibility, assessment of sampling programs/ sites in place.	Completed	The report will detail key findings, recommendations for further model improvements, recommendations on suitability of sampling sites and presentation to key stakeholders.	\$32,000	\$35,134	N
Pest and Weed Strategic Management Plan (SMEC)	The current ad hoc approach for pest and weed management is no longer fit for purpose – a strategic management plan is required for all Southern Rural Water sites.	Southern Rural Water owned and managed land and assets, easements, irrigation channels, native vegetation offset sites and carbon reforestation offset sites.	Completed	The report will include optimum pest, animal and weed management for sites (with a focus on deer, pig and goat species and weeds) – in addition to any partnership opportunities with agencies currently undertaking similar studies.	\$41,785	\$41,785	N
Water Risks in the Upper Moorabool and Upper Maribyrnong catchments	This project is a study funded by DEECA and managed by Southern Rural	Community and stakeholder engagement, identification of	Not yet completed Expected date of completion: February 2026	A project report including community and stakeholder identified opportunities	\$318,540	Not complete	N

(HARC and Alluvium)	Water. It aims to quantify the risks associated with unlicensed water take and the opportunities to improve the management of water resources, now and into the future	catchments values, water resources modelling, assessment of risk to catchment values from unlicensed take.		to improve management of domestic and stock water take.			
Werribee Systems Reconfiguration Project  (Proud Mary Consulting)	To gain a clear understanding of the views of the Werribee Growers Customer Reference Group on the potential for a new high reliability, low salt recycled water supply. To inform the preliminary business case.	Consultation through a series of facilitated workshops focusing on grower requirements on reliability, water quality and cost, as well as potential transition opportunities, risks and challenges.	Completed	A final report summarising the engagement process and feedback provided from the reference group. The outcomes of the discussions informed the Werribee Reconfiguration Preliminary Business Case.	\$92,972	\$92,972	Y <a href="#">Werribee System Reconfiguration Project - Final CRG Report.pdf</a>
Wastewater Lagoon Treatment Systems Review  (SMEC)	Changes to the EPA Act have prompted a review of the wastewater treatment plants under the umbrella of Southern Rural Water to prepare for regulatory implementation on	A review of wastewater systems with regards to relevant EPA codes, the provision of works to upgrade the systems and advice on the	Not yet completed Expected date of completion: December 2025	The report and draft management plan resulting from the review will provide guidance for ongoing operations and maintenance of the systems – with adherence to legislation,	\$35,000	Not complete	N

	1 July 2026.	lagoon system licence requirements, if applicable.		regulations and guidelines			
Recreational Area Management Plans (SMEC)	The Water (Recreational Area) Regulations 2023 requires Southern Rural Water to develop Recreational Area Management Plans (RAMP) to provide a comprehensive and practical framework for Southern Rural Water to manage the recreational areas.	Engagement with Southern Rural Water representatives and consultation with key stakeholders, local communities, government bodies, recreational users and Traditional Owners, desktop and onsite assessments and user analysis.	Not yet completed	Plans for each recreational area will detail protective measures for the land, waterways, services and facilities in the area, as well as protecting and promoting Aboriginal cultural heritage in the area. In addition, the plans will facilitate the participation of Traditional Owner groups in the management of the area and list aspirational development plans for the areas.	\$82,850	Not complete	N
Climate change assessment consolidation project (GHD)	Identify physical, economic and social vulnerabilities resulting from the future impacts of climate change and associated risks. Southern Rural Water	Review of surface water systems and other system-specific requirements for the modelling scenarios, a review of groundwater	Completed	The detailed assessment and subsequent report and framework will include vulnerability assessments, risk rankings and recommendations for the priority systems through	\$57,118	\$51,528	N

	seek to evaluate and consolidate the available climate change assessments of water supply availability and demand on its different water systems.	systems.		the climate readiness framework.			
Macalister Fresh (Five Consulting)	The strategic sustainability report developed through the working group discussions will be used to inform the Macalister Fresh consultation paper.	Attending investment logic mapping workshops to develop mapping to address financial constraints and sustainability options.	Completed	Develop a working qualitative framework to assess proposed interventions to support future business case development.	\$50,000	\$15,081	N
Macalister Fresh (HARC)	The analysis of data and subsequent report produced is designed to support the development of the Macalister Fresh consultation paper.	A multi-criteria review and analysis of MID operations via analysis of peak and part of peak demand times (indicative only).	Completed	The strategic sustainability report developed through the working group discussions will be used to inform the Macalister Fresh consultation paper.	\$25,000	\$22,700	N
Macalister Fresh (RM Consulting)	The sustainability advice will inform workshops as part of the Macalister Fresh project and include knowledge	Contribution to the workshops with Southern Rural Water to develop sustainability	Completed	The strategic sustainability report developed through the working group discussions will be	\$21,174	\$18,340	N

	of irrigated agriculture and strategic planning.	options for consideration.		used to inform the Macalister Fresh consultation paper.			
Macalister Fresh (Smart Logic Mapping)	Investment logic mapping as part of the Macalister Fresh workshops	Problem definition and response option identification methods	Completed	Investment logic mapping to support technical investigations into suitable/ appropriate interventions.	\$10,000	\$8,800	N
Macalister Fresh (SMEC)	Support the development of the Macalister Fresh consultation paper by identifying infrastructure opportunities which address the investment logic mapping.	A strategic review of the existing MID irrigation network and development of high level reconfiguration options.	Completed	A cultivated list of engineering-based interventions to address the issues identified in the investment logic mapping.	\$58,887	\$58,887	N
Macalister Fresh (Proud Mary Consulting)	Support Southern Rural Water to co-design the project vision and manage stakeholder workshops.	Facilitate and lead the co-design of the project vision and stakeholder workshops.	Completed	The report produced from the engagement will summarise feedback from reference group meetings and inform the progress of the consultation paper.	\$127,336	\$119,114	N
2025 Procurement Framework (Aster Advisory)	Professional assistance and review of procurement framework	For Southern Rural Water goods and services procurement (excluding public	Completed	Achieve Victorian Government Purchasing Board (VGPB) compliance.	\$11,000	\$8,927	N

	to ensure compliance with Victorian Government requirements	construction), with focus on implementing best fit for organisation.					
Finance system – Proof of Concept  (BlueCore)	Briefing on appropriate Microsoft finance solution from desktop reviews through to proof-of-concept demonstrations.	Examine and demonstrate Microsoft Business Central as fit-for-purpose for Southern Rural Water to replace Finance One.	Completed	Documents (including proposal for cost indications, timeframe of implementation and addressing the key selection and requirements criteria of fit-for purpose solution) for configuration core finance components, including general ledger, accounts payable, billing, accounts receivable, fixed assets, banking and reporting.	\$25,960	\$25,960	N
Risk-based approach to complex licencing and cost recovery  (Proud Mary Consulting)	To ensure our complex licensing application process is robust.	To evaluate the legislative and policy requirements and determine a framework to guide our process and cost recovery decision making. The scope also specifically focused on the Alcoa licence application	Completed	The documents developed include process framework, cost recovery framework and a snapshot of the state of play in the Latrobe Valley (with regard to licences).	\$44,000	\$42,680	N

		and provided a brief overview of the current state of play in the Latrobe Valley as guidance for those upcoming renewals.					
Urban Encroachment Risk Assessment (HARC)	As urban encroachment extends closer to our assets, particularly in the MID, Southern Rural Water did not have the corporate knowledge to support decision making.	To identify and document our requirements for the protection of our assets when there are real estate developments near our assets.	Completed	A risk assessment report that highlights planning recommendations which will be used to support decision making for development near Southern Rural Water assets.	<\$25,000	\$24,695	N

- a) Please outline the Department's/Agency's in house skills/capabilities/expertise to conduct reviews/studies/evaluations of the programs and services for which the Department/Agency is responsible.

Specialist expertise available internally at SRW includes:

- Strategic Partnerships and Policy
- Strategic Communications and Engagement
- Environment and Climate Adaptation
- Water Resources Strategy and Hydrology
- Strategy and Business Planning
- Groundwater and Rivers Compliance and Operation, including compliance and enforcement
- Statutory Functions, including water licensing, regulatory functions, applications, statutory referrals and planning and metering
- Water Supply strategy, policy, planning and delivery
- Engineering and Capital Planning and Delivery
- Asset Management and Planning
- Headworks Operations
- Program Governance and Procurement
- Information Technology operations and project delivery
- Customer service
- Accounting and Finance, including payroll
- Emergency management, governance and risk
- Health and Safety
- Human Resources, including industrial and employee relations and wellbeing
- Dam and Flood Safety

## Question 27 (all departments and water corporations [question 27(c) only]) Climate change

- a) Under FRD 24 Reporting of environmental data by government entities, Victorian Government organisations must report their greenhouse gas emissions and other environmental impacts. Please list the department/entity's internal targets for reducing greenhouse gas emissions in 2024–25 and the department/entity's performance against these internal targets.
- b) Please outline and quantify where possible the department's actions in 2024–25 that have contributed to the Whole of Victorian Government emissions reduction pledge.
- c) **[Water corporations only]** Victoria's water corporations have targets related to greenhouse gas emissions and renewable electricity under the *Statement of obligations (Emissions reduction)*.<sup>8</sup> For each individual water corporation please list applicable targets from the statement of obligations and progress toward or performance against the target as at 30 June 2025.

Applicable target	Progress toward or performance against target as at 30 June 2025
Net Zero by 2025	<p>SRW has achieved net zero greenhouse gas emissions and 100% renewable energy for the 2024-25 financial year. This significant accomplishment underscores our commitment under the <i>Statement of obligations (Emissions reduction)</i> and is a direct result of our proactive strategies.</p> <p>Scope 1 emissions, generated exclusively through vehicle fuel use, continue to be a focus for reduction. Our gross emissions for the year saw a slight reduction, from 581 tonnes last financial year to 571 tonnes of CO<sub>2</sub>-equivalent (t CO<sub>2</sub>-e). We have made significant changes in our fleet size and composition. For example, we've reduced our passenger diesel vehicles from 74 to 65, while increasing our hybrid vehicle fleet from 8 to 16. We now have four EVs and EV charging stations installed at our Maffra and Blue Rock Lake Depots. To offset the remainder of our emissions, Wannon Water transferred 571 Australian Carbon Credit Units (ACCUs) to SRW's Australian National Registry of Emissions Units (ANREU) account, and we retired them on 2 September 2025. We have also established a carbon reforestation offset project at the headwaters of Glenmaggie Lake to generate ACCUs. Planting was complete in August this year.</p>

<sup>8</sup> [https://www.water.vic.gov.au/\\_\\_data/assets/pdf\\_file/0029/668306/statement-of-obligations-emission-reduction-2022.pdf](https://www.water.vic.gov.au/__data/assets/pdf_file/0029/668306/statement-of-obligations-emission-reduction-2022.pdf)

	Scope 2 emissions, derived from electricity consumption, are offset by GreenPower or large-scale generation certificates (LGCs). To further reduce our Scope 2 emissions, SRW retired 29 large-scale generation certificates (LGCs) generated through our partnership with Zero Emissions Water Pty Ltd.



### Question 30 (all departments and entities) Challenges experienced by department/agency

Please list a minimum of three main challenges/risks faced by the department/agency in 2024–25.

A significant challenge may be any matter or strategy that impacted the department/agency, whether it arose externally or internally or as a result of new policy or legislation.

	Challenge experienced	Internal/ External	Causes of the challenge	Action taken to manage the challenge/risk
1.	Licensing of water in unregulated systems and the provision of water for Traditional Owners	External	Implementing policy	As a delegate under the Water Act, we have specific requirements to discharge our obligations in licensing unallocated water. This presents some challenges when assessing applications and in the provision of water to Traditional Owners. We continue to work closely with DEECA and Traditional Owners to manage this challenge.
2.	Dry conditions, especially in the south west	External	Climate	The south west region in particular, is continuing to experience dry conditions. This is leading to customer and community concerns. We are working with DEECA and others to manage this challenge, including the delivery of the Farmer helping Farmer program and the development of a trading platform
3.	Financial sustainability	Internal	Ageing infrastructure	SRW has adopted a financial sustainability plan with an associated focus on optimising our capital expenditure for lowest whole-of-life cost, acceptance some service delivery risk via the prioritisation of available capital funds and actively communicating these structural financial challenges so that modest and ongoing price increases do not trigger an unexpected economic shock to our customer base.

**Question 31 (all departments) Lapsed or abolished bodies – Not applicable**

Please list all existing bodies (authorities, offices, commissions, boards and/or councils) within the department that either lapsed or were abolished in 2024–25 and provide the following information:

- Date body lapsed/abolished
- Reason for closure of the body
- How much money is expected to be saved (if any) by the organisation’s abolition
- How many staff (FTE) are expected to impacted by the organisation’s closure

**Question 32 (all departments) Newly created bodies – Not applicable**

Please list all newly created bodies (authorities, offices, commissions, boards and/or councils) created within the department in 2024–25 and provide the following information:

- Date body created
- Expenditure in relevant financial year
- FTE staff at end of relevant financial year
- Purpose/function(s) of the body

## Section I: Implementation of previous recommendations

### Question 33 (relevant departments only) – **Not applicable**

- a) Please provide an update on the status of the implementation of each of the recommendations that were made by the Committee in its *Report on the 2023–24 Financial and Performance Outcomes* and supported and supported-in-principle by the Government.
- b) Please provide an update on the status of the implementation of each of the recommendations that were made by the Committee in its *Report on the 2021–22 and 2022–23 Financial and Performance Outcomes* supported and supported-in-principle by the Government.

## Section J: Department of Treasury and Finance only

### Question 34 (DTF only) Net cash flows from investments in financial assets for policy purposes – General Government Sector (GGS) – **Not applicable**

Financial assets include cash, investments, loans and placements. This question seeks to ascertain the variance behind the estimated value of the financial assets held versus the actual value of the financial assets and the projects that contributed to the variance.

Regarding the 'net cash flows from investments in financial assets for policy purposes' in the GGS cash flow statement for 2024–25, please provide:

- a) the top five projects that contributed to the variance recorded in each year
- b) the initial budget estimate (not the revised estimate) for net cash flow in 2024–25 (source: 2024–25 BP5 p. 9) and the actual net cash flow in 2024–25
- c) an explanation for variances between budget estimate and actual net cash flow.

### Question 35 (DTF only) Purchases of non-financial assets – General Government Sector (GGS) – **Not applicable**

Regarding the 'purchases of non-financial assets' by the GGS in 2024–25 (source: 2024–25 BP 5, pg. 30), please compare the initial budget estimate for each department to the actual value of 'purchases of non-financial assets' for each department, explaining any variances equal to or greater than  $\pm 10\%$  or \$100 million (please fill all blank spaces) and then link it to the relevant output and portfolio. For variance greater than  $\pm 10\%$  or \$100 million, please provide a breakdown of the non-financial asset purchased.

### Question 36 (DTF only) Revenue initiatives – **Not applicable**

Regarding the revenue initiatives announced in the 2024–25 Budget, please provide an explanation for the variances equal to or greater than  $\pm 10\%$  or \$100 million between budget estimates and the actual results.

**Question 37 (DTF only) Expenses by departments – General Government Sector (GGS) – Not applicable**

Regarding expenses of the GGS in 2024–25 (source: 2024–25 BP5, p. 28), please compare the initial budget estimates (not the revised estimate) for each department to the actual expenses for each department, explaining any variances equal to or greater than  $\pm 10\%$  or \$100 million (please fill all blank spaces) and then link it to the relevant output and portfolio.

**Question 38 (DTF only) Economic variables – Not applicable**

Please indicate the estimated and actual result for the following economic variables. For the estimate, please use the initial estimate used in preparing the 2024–25 budget papers. For any variance equal to or greater than  $\pm 0.5$  percentage points, please provide an explanation for the variance. Please fill all blank spaces.