



PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

2016-17 FINANCIAL AND PERFORMANCE OUTCOMES
GENERAL QUESTIONNAIRE

VICROADS

Your responses should be filled in the tables/text boxes under each question in the MS Word document only.

Additional responses to questions can be provided in MS Word or MS Excel documents if required.

SECTION A: Output variances and program outcomes

Question 1 (all departments) Completed initiatives from past budgets

This question does not apply to your agency.

Question 2 (departments only) Treasurer's advances and other budget supplementation

This question does not apply to your agency.

Question 3 (DTF only) Revenue certification

This question does not apply to your agency.

SECTION B: Asset investment

Question 4 (all departments) Details of actual investment and variance against budget – current projects

This question does not apply to your agency.

Question 5 (all departments) Details of actual investment and variance against budget – projects completed (or expected to be completed)

This question does not apply to your agency.

Question 6 (all departments) Major Projects Victoria / Development Victoria

This question does not apply to your agency.

Question 7 (all departments) High-value high-risk projects and gateway reviews

This question does not apply to your agency.

Question 8 (all departments) PPP expenditure and line items

This question does not apply to your agency.

Question 9 (all departments) PPP projects in procurement

This question does not apply to your agency.

Question 10 (all departments) PPP projects under construction

This question does not apply to your agency.

Question 11 (all departments) PPP projects commissioned during 2016-17

This question does not apply to your agency.

Question 12 (DTF only) Net cash flows from investments in financial assets for policy purposes – GGS

This question does not apply to your agency.

Question 13 (DTF only) Purchases of non-financial assets – government purpose classification

This question does not apply to your agency.

SECTION C: Revenue and appropriations

Question 14 (all departments and entities) Changes from previous year by revenue/income category

Please explain any changes greater than ± 10 per cent or \$100 million between the actual result for 2015-16 and the actual result for 2016-17 for each revenue/income category detailed in your operating statement. Please also indicate what any additional revenue was used for or how any reduced amounts of revenue affected service delivery.

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 your department/agency for which the 2016-17 expenditure changed from the prior year's expenditure by more than ± 10 per cent 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	2015-16 actual (\$ million)	2016-17 actual (\$ million)	Explanations for changes greater than ± 10 per cent or \$100 million	How the additional revenue was used/the impact of reduced revenue
Victorian Government grants	1,092.1	1,412.4	Increased revenue funding for program delivery	Additional revenue used to deliver funded programs
Sale of goods and services	219.4	236.6	N/A	N/A
Other grants	699.2	801.3	Increased revenue funding for program delivery	Additional revenue used to deliver funded programs
Fair value of assets received free of charge	34.9	6.8	Reduction in value of roads transferred from councils following change in classification from municipal roads to arterial roads.	Nil
Other income	31.9	40.0	Recovery of flood damage repair costs under insurance policy	Additional revenue used to fund repair works to damaged roads
Total revenue	2,077.5	2,497.1		

Question 15 (all departments and entities) Variances from budget/target by revenue/income category

Please explain any variances greater than ± 10 per cent or \$100 million between the initial budget estimate (**not** the revised estimate) and the actual result for 2016-17 for each revenue/income category detailed in your operating statement. Please also identify any actions taken in response to the variations, either to mitigate or take advantage of the impact.

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 your department/agency for which the 2016-17 expenditure varied from the initial budget estimate by more than ± 10 per cent 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	2016-17 budget estimate (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than ± 10 per cent or \$100 million	Actions taken in response
Victorian Government grants	1,550.6	1,412.4	Decrease in revenue is primarily due to under expenditure in projects.	Grants not drawn down in 2016-17 will be carried over and drawn down during 2017-18.
Sale of goods and services	218.1	236.6	N/A	
Other grants	226.1	801.3	Increase in revenue is due to the recognition of revenue associated with the level crossing removal projects which are being delivered by VicRoads on behalf of the Level Crossing Removal Authority.	N/A. This result is not expected to be repeated in 2017-18 as VicRoads work on level crossing removals is decreasing.
Fair value of assets received free of charge	0.0	6.8	Roads transferred free of charge to VicRoads from councils following revised classification from municipal roads to arterial roads during 2016-17.	N/A
Other income	28.1	40.0	Recovery of flood damage repair costs under insurance policy.	Revenue was utilised to fund asset recovery costs relating to natural disaster events.
Total revenue	2,022.9	2,497.1		

Question 16 (DTF only) Revenue initiatives

This question does not apply to your agency.

SECTION D: Expenses

Question 17 (all departments and entities) Expenses changed from previous year

Please explain any changes greater than ± 10 per cent or \$100 million between the prior year's actual result and the actual result for 2016-17 for each category of expenses detailed in your operating statement. Please also detail the outcomes in the community¹ 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 categories of expenses for your department/agency for which the 2015-16 expenditure differed from the prior year's expenditure by more than ± 10 per cent 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.

Expenses category	2015-16 actual (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than ± 10 per cent or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses
Employee benefit expenses	206.2	210.8	N/A	N/A
Depreciation and amortisation	610.2	622.3	N/A	N/A
Interest expense	88.0	85.1	N/A	N/A
Grants expense	87.1	96.2	Contribution to NSW for strengthening of Barham Bridge and increase in State contributions to the National Heavy Vehicle Regulator	Increased capacity of Barham Bridge
Capital asset charge	49.8	49.8	N/A	N/A

¹ That is, the impact of service delivery on the community rather than a description of the services delivered.

Expenses category	2015-16 actual (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than ± 10 per cent or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses
Fair value of assets provided free of charge	2.6	25.6	Increase in value of roads transferred to councils following change in classification from arterial roads to municipal roads.	Nil

Question 18 (all departments and entities) Expenses varying from budget

Please explain any variances greater than ± 10 per cent or \$100 million between the initial budget estimate (**not** the revised budget) and the actual result for 2016-17 for each category of expenses detailed in your operating statement. Please also detail the outcomes in the community² 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 categories of expenses for your department/agency for which the 2016-17 expenditure varied from the initial budget estimate by more than ± 10 per cent 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.

Expenses category	2016-17 budget estimate (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than ± 10 per cent or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses
Employee benefit expenses	228.2	210.8	N/A	
Depreciation and amortisation	625.7	622.3	N/A	
Interest expense	85.1	85.1	N/A	
Grants expense	91.9	96.2	N/A	

² That is, the impact of service delivery on the community rather than a description of the services delivered.

Expenses category	2016-17 budget estimate (\$ million)	2016-17 actual (\$ million)	Explanations for variances greater than ±10 per cent or \$100 million	Outcomes achieved by additional expenses/impact of reduced expenses
Capital asset charge	49.8	49.8	N/A	
Fair value of assets provided free of charge	0.0	25.6	Roads transferred free of charge to councils following revised classification from municipal road to arterial road.	N/A
Other operating expenses	697.9	1,286.6	Variance is due to non-budgeted costs associated with level crossing removal projects which are being delivered by VicRoads on behalf of the Level Crossing Removal Authority	Level crossing removal projects completed.
Total expenses	1,778.6	2,376.4		

Question 19 (departments only) Expenditure reduction targets

This question does not apply to your agency.

Question 20 (all departments and entities) Changes to service delivery from expenditure reduction initiatives

- (a) Please detail any changes to your department's/agency's service delivery as a result of expenditure reduction initiatives, e.g. changes to the timing and scope of specific programs or discontinued programs in 2016-17.

Services are delivered in line with initiatives outlined in the State Budget each year.

- (b) As a result of the expenditure reduction initiative 'Reduce the use of labour hire firms' for 2016-17 (2015-16 BP3 p.105), please detail any changes to your department's/agency's service delivery.

Services are delivered in line with initiatives outlined in the State Budget each year.

- (c) Please indicate how much the Department spent on 'on hire' arrangements with labour recruitment firms during 2015-16 and 2016-17. On hire arrangements includes 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 indicate reasons for and difference greater than 10 per cent between the two years.

Expenditure on hire arrangements (\$ million)		Explanation for change greater than ±10 per cent
2015-16	2016-17	
52.7	68.3	Additional resources required to support a larger project delivery program, new IT system developments, and backfill of vacant staff positions.

- (d) Please indicate how much the Department spent on job search assignments where the department has engaged a labour recruitment firm to hire an employee for the department.

Expenditure on job search assignments (\$ million)		Explanation for change greater than ±10 per cent
2015-16	2016-17	
0.127	0.133	n/a

Question 21 (departments only) Achievement of reprioritisation of existing resources

This question does not apply to your agency.

Question 22 (DTF only) Expenses by government purpose classifications

This question does not apply to your agency.

Question 23 (PNFC and PFC entities only) Dividends and other amounts paid to the general government sector

Please detail the value of dividends, non-dividend grants,³ and capital repatriations paid by your agency to the general government sector over the last three years, explaining the reasons for any significant changes over that period and the impact of any changes on the agency. Please also explain the basis on which these figures were set.

Not Applicable to VicRoads

	Total amount paid in 2014-15 (\$ million)	Total amount paid in 2015-16 (\$ million)	Total amount paid in 2016-17 (\$ million)	Explanation for any variance greater than ±10 per cent or \$100 million	Impact of changes to dividends on the agency	Basis on which the figure was set
Dividends						
Non-dividend grants						
Capital repatriation payments						

³ This is an amount paid to the general government sector which is unable to be paid as a dividend due to AASB 1023 or FRD 119A.

SECTION E: Public sector workforce

Question 24 (all departments and entities) Full-time equivalent staff by level

Please fully complete the table below, providing actual FTE staff numbers at 30 June 2015, at 30 June 2016 and 30 June 2017 (broken down by the categories listed below) for the Department. Please provide figures consolidated on the same basis as the expenditure for the Department in the budget papers.

Grade	30 June 2015 (Actual FTE number)	30 June 2016 (Actual FTE number)	30 June 2017 (Actual FTE number)
EO-1	1	1	1
EO-2	11	14	15
EO-3	36	35	45
VPS Grade 7 (STS)	17	19	15
VPS Grade 6	156	155	150
VPS Grade 5	361	366	382
VPS Grade 4	679	702	721
VPS Grade 3	567	592	619
VPS Grade 2	539	554	556
VPS Grade 1	22	10	6
Total	2,389	2,448	2,510

FTE staff numbers exclude employees on leave without pay as at relevant date.

Question 25 (all departments and entities) FTE staff numbers by employment type

In the table below, please detail the salary costs for 2014-15, 2015-16 and 2016-17, broken down by ongoing, fixed-term and casual, and explain any variances greater than ± 10 per cent or \$100 million between the years for each category.

Employment category	Gross salary 2014-15 (\$ million)	Gross salary 2015-16 (\$ million)	Gross salary 2016-17 (\$ million)	Explanation for any year-on-year variances greater than ± 10 per cent or \$100 million
Ongoing	218.4	236.6	250.1	n/a
Fixed-term	1.4	2.8	5.1	Changes are associated with an increase in fixed-term opportunities being created for short term projects and to enable flexibility and reduce agency costs.
Casual				
Total	219.8	239.4	255.2	

Note: *Salary costs* comprise gross salary payments to employees and payroll tax and WorkCover. Costs associated with statutory superannuation and accrual of leave entitlements are excluded.

Question 26 (all departments and entities) Executive salary increases and other bonuses

Please detail the number of executives who received increases in their base remuneration in 2016-17, 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 2016-17, apart from normal increases due to employment agreements.	Reasons for these increases
0-3 per cent	0	
3-5 per cent	32	EO bonus buyout
5-10 per cent	7	EO bonus buyout, performance review and appointments to new role.
10-15 per cent	0	
greater than 15 per cent	1	EO bonus buyout and appointed to new role.

Note: In 2016-17, VicRoads' executive officers received a one-off, uniform increase to their total remuneration packages of 4% for the removal of bonus provisions from their contracts. This change was made in response to the findings of the Victorian Public Sector Commission's Review of Victoria's Executive Officer Employment and Remuneration Framework.

Question 27 (DTF only) Enterprise bargain agreements (EBA)

This question does not apply to your agency.

SECTION F: Government decisions impacting on the finances

Question 28 (all departments and entities) Commonwealth Government decisions

Please identify any Commonwealth Government decisions during 2016-17 which had not been anticipated in the State budget but which impacted on your 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 in 2016-17	
	on income (\$ million)	on expenses (\$ million)
N/A		

Question 29 (all departments and entities) COAG decisions

Please identify any COAG decisions during 2016-17 which had not been anticipated in the State budget but which impacted on your entity's finances or activities during those years (including new funding agreements, discontinued agreements and changes to agreements). Please quantify the impact on income and expenses where possible.

COAG decision	Impact in 2016-17	
	on income (\$ million)	on expenses (\$ million)
N/A		

SECTION G: Economic environment

Question 30 (DTF only) Economic variables

This question does not apply to your agency.

Question 31 (DTF only) Actual impact on GGS of variances in economic variables

This question does not apply to your agency.

Question 32 (DTF only) Impact on PFC net result of variances in economic variables

This question does not apply to your agency.

Question 33 (DTF only) Impact on PNFC net result of variances in economic variables

This question does not apply to your agency.

Question 34 (all departments and entities) Effects of variances in economic variables

Please identify any key economic variables for which there were variances in 2016-17 between what was estimated in the initial budget for each year (**not** the revised estimate) and what actually occurred which had a significant impact on your department's/agency's finances, service delivery or asset investment. For each variance, please indicate:

- (a) what had been expected at budget time
- (b) what actually occurred
- (c) how the variance impacted on the budget outcomes (quantifying the impact where possible)
- (d) what decisions were made in response (including changes to service delivery, asset investment, borrowings etc.).

Expected economic result in 2016-17	Actual result in 2016-17	Impact of the variance on budget outcomes	Impact of the variance on service delivery
Not applicable to VicRoads			

SECTION H: DataVic Access

Question 35 (All departments and entities) Department/agency data and research strategy

- a) How is 'big data' and/or the digital research component incorporated within the Department/Agency's Strategic/Corporate Plan?

VicRoads is expanding on its current use of 'big data' and analytics services. The current capability (known as the Transport Analytics Platform) is a Microsoft Azure / Cloud-based solution offering with significant capabilities to enable data-driven insights, and facilitate planned initiatives for advanced analytics moving forward using Machine Learning and Artificial Intelligence.

- b) Does the Department/Agency have a dedicated digital research strategy? If yes, please provide a copy of this to the Committee.

The current ICT Strategy project should deliver an updated document at the end of November 2017.

Question 36 (All departments and entities) Department/Agency use of the DataVic Access

- a) What have been the challenges the Department/Agency has found in implementing the DataVic Access?

VicRoads has encountered limited issues with implementing DataVic Access and VicRoads data sets are highly used by the general public and industry. However, recent changes to the SharePoint public interface will require re-solutioning to continue this service. Also usage statistics were broken on the DataVic website for a period of time.

- b) What have been the key risks the Department/Agency has identified in relation to DataVic Access and how have these been managed?

No major risks, other than ensuring that VicRoads only shares datasets that have been declassified and are suitable for public use. This is managed through standard controls and processes that are followed and audited (e.g. reviewing information classifications).

- c) Who are the major beneficiaries of the data the Department/Agency has made available as a result of the DataVic Access policy?

Major beneficiaries include the general public, commercial enterprise and other government agencies (in total there were 23,370 views in 2016). For VicRoads, benefits include reduced public requests, industry innovation and Gov Hack events. DataVic statistics can be accessed here (<https://www.data.vic.gov.au/data/site-usage/dataset?month=2017-07&publisher=vicroads>)

d) The guidelines currently state that the benefits of the policy include:

- stimulating economic activity and driving innovation and new services to the community and business;
- increasing productivity and improving personal and business decision making based on improved access to data;
- improving research outcomes by enabling access to primary data to researchers in a range of disciplines; and
- improving the efficiency and effectiveness of government by encouraging better management practices and use of the data.⁴

Please provide three examples of how the Department/Agency have seen the benefits materialised.

Gov Hack. Reduction in Data Requests. Increase in usage of data sets.

e) What are the main future opportunities regarding the Department/Agency's data that have not been realised to date?

Industry innovation to help address more of our strategic goals.

Question 37 (All departments and entities) Department/Agency arrangements for data access

a) What accountability arrangements are in place within the Department/Agency for implementing DataVic Access?

VicRoads has fully supported, proactively managed and delivered a quality solution for DataVic. Accountability for implementing DataVic Access rests with the Information Access team, including the Information Management Program team, who work collaboratively with the DataVic Team at the Department of Premier and Cabinet (DPC). VicRoads is also proactively engaging with the DataVic Team at DPC to establish a whole of Victorian government information asset register.

b) Has the Department/Agency established an Information Management Governance Committee (IMGC)?

Yes

c) Does the Department/Agency have an information asset register?

Yes

⁴Department of Treasury and Finance, *DataVic Access Policy Guidelines for the Victorian Public Sector* (2015), p.1

d) How regularly is the information asset register reviewed and updated?

The information asset register is continuously reviewed and updated with dedicated services offered across the organisation. The register is reviewed as changes occur to assets and systems, with minimum annual review if there has been no change.

e) Please describe the main types of information assets that are logged on the Department/Agency's register.

Business process data, Human Resources data, Financial data, Marketing data, Customer data, Supplier data, Business Partner Data, IP, Archived information, Cryptographic keys, Certificates / ID Verification components, Company records. This register also extends to Intangible Assets, Software Assets, Physical Assets & Service Assets.

Question 38 (All departments and entities) Use of DataVic website

a) How many and which data sets did the Department/Agency make available on the DataVic website in 2015-16 and 2016-17?

VicRoads shares a large number of significant data sets through the DataVic website, including road safety, traffic and transport, corporate and road asset and condition data, along with auxiliary spatial data sets. Feedback from the DataVic team is to combine and to make the most significantly used data sets across the whole of Victorian Government. Each of these data sets can be accessed here (<https://www.data.vic.gov.au/data/site-usage/dataset?month=&publisher=vicroads>)

b) To what extent does the Department/Agency comply with the format guidelines set out in DataVic Access?

VicRoads continues to fully comply and also directly assist the DataVic team in improving the overall quality of the site.

c) Please list the datasets held by the Department/Agency that have been given approved commercialisation authorisation by the Minister for Finance. Please explain why they have been approved for commercialisation. What are the typical costs associated with accessing these datasets?

VicRoads is currently not commercialising these datasets above shared on DataVic.

d) How many requests has the Department/Agency received via the 'suggest a dataset' function on the DataVic website in 2015-16 and 2016-17?

The extensive data sets already shared via DataVic has resulted in no additional requests at this time.

e) How many of these requests were successfully actioned in 2015-16 and 2016-17?

VicRoads is proactively extending data set requests ahead of customer demand.

- f) How many datasets that were compiled by the Department/Agency as a result of a successful FOI application were subsequently made available on the DataVic website in 2015-16 and 2016-17?

VicRoads had already provided the data sets to DataVic and has seen a corresponding decline in Publicly classified information requests as a result.

- g) How many datasets that were compiled by the Department/Agency as a result of a successful FOI application were not made available on the DataVic website in 2015-16 and 2016-17 and what were the reasons for this?

N/A

SECTION I: Treasury Corporation of Victoria

Question 39 (TCV only) Dividends

This question does not apply to your agency.

Question 40 (TCV only) Commodity risk management

This question does not apply to your agency.

Question 41 (TCV only) Foreign exchange risk management

This question does not apply to your agency.

Question 42 (TCV only) Public Private Partnership (PPP) projects

This question does not apply to your agency.

Question 43 (TCV only) Green Bonds

This question does not apply to your agency.