

PARLIAMENT OF VICTORIA

Public Accounts and Estimates Committee



2024–25 Financial and Performance Outcomes Questionnaire

Department of Treasury and Finance

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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.

Timeline and format

Responses to this questionnaire are due by **5.00pm on Thursday 13 November 2025**.

Please email the completed questionnaire (in word and pdf) to paec@parliament.vic.gov.au

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.

Basis of consolidation

For departments, please use the same basis of consolidation as was used in the budget papers and in the budget portfolio outcomes statement in the department's annual report.

Guidance

Please contact the secretariat should you require guidance in relation to any questions:

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Section A: Output variances and program outcomes

Question 1 (all departments) Completed output initiatives from past budgets

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).

Initiative	Year and funding allocated		Actual date of completion (month and year)	Expected outcomes	Actual outcomes	Output(s) and portfolio(s)
	Budget year	Funding allocated				
Boosting efficiency in infrastructure procurement: resourcing the Construction Supplier and Residential Cladding Rectification Registers	2021-22	5.3	November 2024	The expected outcomes were to reform the funding, resourcing, and implement an information technology platform for the operation of the Construction Supplier Register (CSR) and Residential Cladding Rectification Register (RCRR), allowing for the CSR / RCRR to remain effective, efficient and sustainable in the long term.	A new funding model was developed and approved by the Minister for Finance in January 2022. Resourcing for the CSR/RCRR was increased by two FTE and a new Salesforce cloud-based technology platform was implemented for the administration of the CSR/RCRR. This has resulted in more streamlined and effective running of both registers.	Output: Commercial and Infrastructure Advice Portfolio: Minister for Finance
Better Supports for 'on demand' workers in Victoria	2022-23	5.6	June 2025	This funding was provided to continue implementation of the Government's response to the Inquiry into the	New Commonwealth legislation (passed in February 2024) provides new minimum rights and protections for gig	Output: Industrial Relations Output: Industrial Relations

				<p>Victorian On-Demand Workforce (the Inquiry). This includes the establishment of the Gig Worker Support Service to provide support services for on-demand workers, including information and advice in relation to their entitlements and work status.</p>	<p>workers and enables them to pursue matters in the Fair Work Commission and access support through the Fair Work Ombudsman in the same way other workers do.</p> <p>As a result of this, the Gig Worker Support Service was wound up on 30 June 2024.</p> <p>The Fair Conduct and Accountability Standards (Standards) and Guidelines remain available on Industrial Relations Victoria's (IRV) website as best practice examples.</p>	
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Question 2 (all departments) Program outcomes

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 community¹ achieved by the department in 2024–25, including:
- The name of the program
 - The output(s) and portfolio(s) responsible for delivery of the program
 - The program objectives
 - The actual outcome achieved
 - The actions taken to deliver the actual outcome (i.e. the most important elements/essential parts that led the department to deliver the outcome).

Program	Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Description of the actions taken to deliver the actual outcome
1. Delivery of the <i>2025–26 State Budget</i> (DTF Annual Report p.10, 33)	Output: Budget and Financial Advice Portfolio: Treasurer	Advice contributes to the achievement of Government policies and priorities relating to optimising Victoria's fiscal resources	The <i>2025-26 State Budget</i> was delivered and tabled in Parliament on 20 May 2025.	DTF provided high quality and timely advice to the Government throughout the year to support the achievement of government policies and priorities including through optimising Victoria's fiscal resources. The Department supported the <i>2025-26 Budget</i> process by providing advice on the outlook for the economy and for revenue, and on budget bids, as well as highlighting accounting and financial reporting implications as relevant.
2. Delivery of the Government's <i>Economic Growth Statement</i>	Output: Economic and Policy Advice	Strengthen Victoria's economic performance	The <i>Economic Growth Statement</i> was released in December 2024.	DTF provided high quality and timely advice to the Government during 2024 to support the achievement of government policies and priorities regarding supporting economic growth, making it easier for businesses to invest and operate in Victoria.

¹ '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.

		Portfolio: Treasurer			The Department advised on the objectives and structure of the Statement, and on individual initiatives being considered for inclusion.
3.	Supporting the development and introduction of the <i>Financial Management Act Bill 2025</i>	Output: Budget and Financial Advice Portfolio: Treasurer	Advice contributes to the achievement of Government policies and priorities relating to optimising Victoria's fiscal resources	The Financial Management Legislation Amendment Bill 2025 received Royal Assent on 19 August 2025 and came into effect on 20 August 2025.	<p>In consultation with key stakeholders, DTF developed reforms to the <i>Financial Management Act 1994</i> and the <i>Constitution Act 1975</i> to improve accountability and transparency across the public sector and its entities, removing outdated aspects of the legislation and better reflecting the needs of an increasingly dynamic financial and economic environment. These include:</p> <ul style="list-style-type: none"> • Updating the principles of sound financial management to reflect the expectation that departments and public bodies should manage within set budgets • Creating a requirement to notify the Secretary of DTF if a department or public body identifies a risk of exceeding their budget • Removing the requirement for a warrant to draw from the Consolidated Fund for administrative efficiency and the avoidance of duplicative processes in line with most other Australian jurisdictions • Elevating and clarifying responsibilities and accountabilities for departmental secretaries, boards and heads of public bodies, and chief financial officers. <p>The Financial Management Legislation Amendment Bill 2025 was introduced into Parliament on 20 May 2025, which DTF helped draft and progress. DTF also supported the implementation of the reform through guidance and engagement with stakeholders across government.</p>
4.	Providing robust public reporting on Victoria's	Output: Commercial	Improve how the Government	The Capital Investment Dashboard	DTF publishes a comprehensive set of reporting dashboards (Victorian Major Projects Pipeline, DTF

	infrastructure projects through the Capital Investment Dashboard and Major Projects Pipeline	and Infrastructure Advice Portfolio: Treasurer	manages its balance sheet, commercial activities and public sector infrastructure	was updated and published alongside the <i>2025-26 Budget</i> on 20 May 2025. The Victorian Major Projects Pipeline was published on 15 August 2025.	<p>Capital Investment Dashboard) to deliver transparency on public infrastructure investment. DTF's reporting is in line with, and typically exceeds, best-practice approaches across other jurisdictions.</p> <p>The Capital Investment Dashboard is updated annually and provides an interactive platform for the public to access timely information published in Budget Paper 4: State Capital Program. This dashboard is unique nationally in that it allows a historical look at major project investment in Victoria, enabling users to compare the relative levels of investment in different sectors over time.</p> <p>The Victorian Major Projects Pipeline is published annually and provides an overview of upcoming and in progress projects – with the view to make it easier for businesses, suppliers and contractors to plan and bid for major projects' contracts.</p> <p>Both dashboards enable public access broader project-level and portfolio-wide insights into the State's major projects.</p>
5.	Leading delivery of the <i>Victorian Homebuyer Fund</i> (DTF Annual Report p.10, 33)	Output: Commercial and Infrastructure Advice Portfolio: Treasurer	Support Victorians on low-to-medium incomes into home ownership.	The Victorian Homebuyer Fund has helped over 4,600 Victorian households to buy homes in FY 24-25 and over 16,000 since scheme launch in 2021.	Since October 2021, DTF has delivered the \$2.8 billion shared equity scheme, in collaboration with VHF Administrator the State Revenue Office and partner lenders. DTF's role has been to oversee the overall performance of the scheme, specifically by ensuring the Government's policy objectives are being met, protecting the financial sustainability of the VHF financial asset, and maintaining best practice project management through scheme governance, budget control and risk mitigation.

b) Using the table below, please outline the five least performing programs² 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).

Program		Output(s) and portfolio(s)	Program objectives	Description of actual outcome achieved	Detailed explanation for not delivering the planned outcome
1.	Reducing average taxation debt over 12 months overdue as a percentage of overdue debt	Output: Revenue Management and Administrative Services to Government Portfolio: Treasurer	To reduce average taxation debt over 12 months overdue to <25% of overdue debt.	The average taxation debt over 12 months overdue as a percentage of overdue debt was 31%. (DTF Annual Report 2024-25 page 24)	The percentage of overdue taxation debt is higher than the target due to the significant increases experienced in aged debts both during, and post-COVID-19, particularly in relation to 2022, 2023 and 2024 Land Tax assessment cycles and more recently as a result of increases in the customer base and tax assessed. Several strategies and initiatives have been put in place to reduce aged debt which will continue to be progressed in 2025-26.
2.	Assurance and Gateway Reviews	Output: Commercial and Infrastructure Advice Portfolio: Treasurer	Undertake assurance and gateway reviews.	The number of reviews undertaken was 60, which was 12 lower than expected. (DTF Annual Report 2024-25 page 28)	Fewer reviews occurred in the second half of the financial year compared to the same period in the previous year, due to a reduction in new projects being funded. 2025-26 targets have been reduced to reflect this changing environment.
3.	Victorian Energy Upgrades (VEU) program	Output: Economic Policy and Advice	The VEU program is a Victorian Government initiative that	The number of VEU programs and approvals conducted was 1,197, which was	The lower number of VEU programs conducted reflects changes to the Victorian Energy Upgrades (VEU) program. The 2025-26 targets have been reduced to reflect this changing environment, which includes a changed mix of participants, products and

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

		Portfolio: Treasurer	provides discounts on energy-efficient upgrades for homes and businesses to help lower energy bills and reduce greenhouse gas emissions.	583 lower than expected. (DTF Annual Report 2024-25 page 27)	activities, with a move to higher certificate generating activities e.g. electrification activities such as heat pumps, space heating and cooling etc.
4.	Psychological health regulations – public sector planning and implementation	Output: Commercial and Infrastructure Advice Portfolio: WorkSafe and TAC	A part of the program was to deliver action plans in preparation for the new psychological health regulations that would take effect.	None of the nine department action plans was developed. (DTF Annual Report 2024-25 page 29)	Department action plans will need to be developed in preparation for new psychological health regulations (commencing in December 2025). As the regulations were not finalised until October 2025, action plans were not able to be completed in the 2024-25 year. While the regulations were being settled, DTF established an implementation working group of senior leaders across VPS departments and Victoria Police to identify supports required to implement the regulations and to plan for the creation of resources, workshops and tools for delivery in the 25-26 year.
5.	Building capability to deliver infrastructure	Output: Commercial and Infrastructure Advice Portfolio: Treasurer	Developing and implementing training to build capability to deliver infrastructure.	35 training sessions were developed and/or implemented, which was 21 fewer than expected. (DTF Annual Report 2024-25 page 29)	DTF is retendering some capability programs to ensure value for money outcomes continues to be delivered. Lower training completions were anticipated due to a pause in the Australian Major Projects Leadership Academy program for the retender period. A complementary training program has been delivered from July 2025 to over 150 VPS on best practice business case development for infrastructure proposals.

Question 3 (all departments) Treasurer's Advances and other budget supplementation

- 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.

Output(s) and portfolio(s)	Program	Program objectives	Funding allocated in 2024–25 Budget	Additional funding (\$ million)	Source of additional funding as per the Resource Management Framework	Funding utilised 2024–25	Reasons why additional funding was required
Portfolio: DTF Controlled							
Commercial and Infrastructure Advice	Commercial reform and advisory services	To review options, assets and governance models for state services to deliver best value and benefits for the state.	Nil	4.65	Treasurer's Advance	4.65	The Department provides advice to government on options and opportunities to optimise the delivery of state services and best value to the State. Opportunities were identified and approved by government to undertake further work outside of the annual budget deliberation process. Therefore, additional funding was required to support the development of these opportunities and provide further advice.

Economic and Policy Advice/ Revenue Management Services to Government	Commercial and Industrial Property Tax Reform	To transition away from stamp duty for commercial and industrial properties, to a more efficient Commercial and Industrial Property Tax, including the establishment of a government transition loan for the final stamp duty payment to support eligible businesses.	Nil	0.18	Treasurer's Advance	0.18	The Government introduced the Commercial and Industrial Property Tax Reform from 1 July 2024. Funding was required to ensure the reform – including the provision of a loan program – was operating in 2024-25. These costs were not provisioned in the original funding decision.
All	Independent Review of the Victorian Public Service	The Government engaged Ms Helen Silver AO to undertake an independent review into the Victorian public service.	Nil	2.47	Treasurer's Advance	2.47	Funding for the independent review included fees for Helen Silver AO, resources for the office of the independent reviewer and consultancies engaged by the independent reviewer.
Budget and Financial Policy Advice	Community Security Group Funding	To address heightened security needs of the Jewish community	Nil	0.50	Treasurer's Advance	0.50	Funding was provided for the Jewish Community Security Group to meet increased security demands, in response to an unprecedented increase in antisemitic activity coinciding with the current conflict in the Middle East.

Commercial and Infrastructure Advice	WorkSafe funding for Psychological Health Regulations public sector initiative	Funding is provided to support public sector departments to proactively prevent risks associated with psychological hazards, and to progress strengthening of workplace health and safety regulations that create mentally healthier workplaces.	Nil	0.35	Treasurer's Advance	0.35	<p>The Government through the 2024-25 Budget committed \$2.1 million to the DTF from 2024-25 to 2026-27 for the 'Psychological health regulations – public sector (VPS) planning and implementation' project. The funding was sourced from WorkSafe.</p> <p>WorkSafe being a PFC, has transferred the \$2.1m funding into the Consolidated Fund as the ordinary mechanism to fund initiatives via trusts (when funds move between departments) was not available. At the same time, DTF has drawn down an equivalent amount of appropriation funding across 3 years from the Consolidated Fund for this project, this includes a Treasurer's Advance in 2024-25 (as the appropriate mechanism to access this money) to fund this project.</p>
Commercial and Infrastructure Advice	High Value High Risk projects gateway reviews	To examine high-value high-risks projects and programs at key decision points throughout the project lifecycle to provide independent advice to government about progress and the	Nil	0.25	Treasurer's Advance	0.25	Funding was used for reviews on high-value high-risk projects at critical decision points in their lifecycle to assess risks and support delivery.

		likelihood of delivery success.					
Industrial Relations	Independent Review into Victoria's Construction Sector	To implement the recommendations of the Formal Review into Victoria Government Bodies' Engagement with Construction Companies and Construction Unions.	Nil	0.05	Treasurer's Advance	0.05	Urgent funding was provided following the release of the Review in November 2024, which contained eight recommendations. Funding was required to commence immediate implementation of the recommendations including the establishment of a project office.
Economic and Policy Advice	Empowerment Fund	To address barriers in the social services sector regarding data and evaluation capabilities, and to enable greater sharing of useful evaluation findings and improved data collection and management processes.	Nil	2.25	Treasurer's Advance	2.25	This is a contingency release to support the Empowerment fund, which received more applications than anticipated.
Revenue Management Services to Government	Temporary off-the-plan stamp duty concession for apartments, units and townhouses	Apply a temporary off-the-plan stamp duty concession for apartments, units and townhouses.	Nil	0.39	Treasurer's Advance	0.39	This is a contingency release for the implementation of systems to support the Government initiative for a temporary off-the-plan stamp duty concession for apartments, units and townhouses.

Industrial Relations	Building Equitable Futures Strategy	To support the delivery of the Women in Construction Strategy, which aims to increase women's participation in the building, construction and infrastructure sectors, as a part of the Government's broader Building Equity agenda.	Nil	0.03	Treasurer's Advance	0.03	This is a contingency release to support the development and implementation of activities and program for the Building Equitable Futures Strategy's action plan. The action plan includes providing grants to deliver activities to contribute towards achieving the outcomes of the Building Equitable Futures Strategy.
Industrial Relations/Commercial and Infrastructure Advice	Workforce transition	Payment of packages offered to staff as part of workforce reduction program.	Nil	0.63	Treasurer's Advance	0.63	This is a contingency release to cover the actual costs of severance packages for the discontinued workforce.
All	Departmental operating and VPS EBA wages funding	To fund the increase in employee expenses as a result of the new VPS Enterprise Bargaining Agreement (EBA)	Nil	14.78	Treasurer's Advance	14.78	This funding was released from contingency to fund the increase in employee expenses as a result of the new EBA, following its approval during the year. This amount reflects the additional funding provided for the DTF portfolio.
Economic and Policy Advice	Legal Costs	To pay for legal costs relating to tax matters and to settle the costs arising from the High Court's decision in Vanderstock & Anor v State of Victoria	Nil	0.93	Treasurer's Advance	0.93	Funding was required for legal and settlement costs relating to tax matters, the quantum of which was not known at the time of the published budget.

Economic and Policy Advice	Cutting Red Tape - Implementation of regulatory reform and reducing regulatory burden	Supporting projects that help lower the overall regulatory burden on business.	Nil	3.00	Treasurer's Advance	3.00	<p>This funding is mainly required for the Business Acceleration Fund (BAF) initiative. The 2023-27 Business Acceleration Fund has \$30 million in grants funding spread equally over four years from 2023-24 to 2026-27. This Treasurer's Advance reflects the net rephase of funding between 2024-25 and forward years.</p> <p>As a multi-year fund, the BAF is open to multi-year initiatives. BAF had lots of interest from compelling multi-year initiatives with high Benefit Cost Ratio (BCR) and front-loaded funding requests in the first three rounds of the BAF. Hence, this advance was necessary to ensure these initiatives could receive funding.</p>
Subtotal (TA) DTF Controlled				30.45		30.45	
All	Accumulated Wage Indexation under the 2024 VPS EBA	To fund the increase in employee expenses as a result of the new Enterprise Bargaining Agreement (EBA)	Nil	1.47	Section 32 of <i>Financial Management Act 1994</i> (carryover)	1.47	As the wage increase under the new VPS EBA came into effect in 2024-25, the unspent accumulated indexation in 2023-24 under the old VPS agreement was required to be carried over into 2024-25.

All	DTF professional services expenses	Establishing the DTF Improvement Initiative (DTFii) with the objective of improving wellbeing and job satisfaction for DTF staff and increasing the influence of the Department among its key internal and external stakeholders.	Nil	0.50	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.50	Due to delays in implementation planning and management changes.
Commercial and Infrastructure Advice	Construction Supplier Register (CSR) ICT Interface (statewide)	Facilitate and promote efficiency in public construction / infrastructure procurement.	Nil	0.13	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.13	The carryover was to pay for twelve months support and maintenance of the new CSR ICT interface.
Commercial and Infrastructure Advice	High Value High Risk projects gateway reviews	To examine high-value high-risks projects and programs at key decision points throughout the project lifecycle to provide independent advice to government about progress and the likelihood of delivery success.	Nil	0.18	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.18	Gateway reviews are required at critical decision points in the project lifecycle and generally necessitate Ministerial approval prior to progression. To ensure projects are not subject to delay, reviews must occur when the project is ready. The number of reviews required, and consequently the funding necessary, is contingent on project progress and can be challenging to forecast with precision with unforeseen budget requirements toward the end of financial year.

Commercial and Infrastructure Advice	Infrastructure Reform Initiatives	The Infrastructure Reform Initiative is delivering key priority infrastructure advice, policies, guidelines, supporting materials, and training.	Nil	0.50	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.50	To sustain project activities, including providing advice and advancing the development and implementation of policies, standard contracts, guidelines, and training.
Commercial and Infrastructure Advice	Online Reporting Platform	To build a modern, scalable and flexible IT platform to develop automated workflows for: 1. end-to-end data collection and performance reporting of Victoria's major infrastructure and IT projects. 2. managing Gateway Reviews throughout the lifecycle of High Value High Risk (HVHR) projects.	Nil	0.27	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.27	Increased support costs of platform configuration.
Commercial and Infrastructure Advice	Commercial reform and advisory services	To review options, assets and governance models for state services to deliver best value and benefits for the state.	Nil	6.10	Section 32 of <i>Financial Management Act 1994</i> (carryover)	6.10	Funding from the prior year was carried over into the 2024-25 period to align with the timing of delivering the work program.

Commercial and Infrastructure Advice	Support for a Mental Health Workforce Wellbeing Committee	Funding is provided to deliver the secretariat function of the Mental Health Workforce Safety and Wellbeing Committee (Committee). The Committee was established to acquit recommendation 59 of Royal Commission into Victoria's Mental Health System.	Nil	0.21	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.21	Carryover was required to continue to fund the Secretariat role for WorkSafe's delivery of Mental Health Workforce Wellbeing Committee.
Commercial and Infrastructure Advice	Victorian Homebuyer Fund (VHF)	Support Victorians enter homeownership through a shared equity model where the Government makes a contribution (up to 25 per cent of property price or 35 per cent for eligible Aboriginal Victorians) in return for shared equity in the property. This addresses the deposit hurdle, mortgage accessibility barrier and helps buyers avoid the need to	Nil	1.38	Section 32 of <i>Financial Management Act 1994</i> (carryover)	1.38	Funding from the prior year was carried over into the 2024-25 period to align with the timing of delivering the VHF program.

		pay costly premiums for lenders mortgage insurance.					
Commercial and Infrastructure Advice	Workplace Safety initiatives	To deliver on workplace safety functions and initiatives, including the Government's election commitment 'Standing up for safety' as published in Labor's Financial Statement 2022, and the permanent multi-faith memorial to recognise those who have lost their lives at work.	Nil	8.40	Section 32 of <i>Financial Management Act 1994</i> (carryover)	4.20	Funding was required to deliver on workplace safety functions and initiatives, which were not implemented in the 2023-24 financial year. Not all the funding was used in 2024-25, as WorkSafe was directed to cover the cost of the dedicated monitoring and enforcement unit.
Economic and Policy Advice	Big Build apprenticeship model - DTF component	To support evaluation of the Big Build Apprenticeship Model being delivered by Department of Jobs,	Nil	0.17	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.17	To continue oversight of the apprenticeship system and work with DJSIR to drive improvements in apprenticeship effectiveness.

		Skills, Industry and Regions (DJSIR).					
Economic and Policy Advice	Business Acceleration Fund	Supporting projects that help lower the overall regulatory burden on business.	Nil	0.20	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.20	Carryover is required to fund existing contractual commitments in 2024-25 and continue to deliver on the key elements of the whole of Victorian Government reform program.
Economic and Policy Advice	Embedding early intervention in Government service delivery	Building data and evidence for early intervention.	Nil	0.75	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.75	Carryover from 2023-24 to 2024-25 to align with the timing of finalised contractual payments for the Empowerment Fund.
Economic and Policy Advice	Insurance Consumer Awareness Campaign	Undertaking market analysis of insurance in Victoria and delivering a consumer awareness campaign on home insurance in Victoria.	Nil	0.17	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.17	Carryover from 2023-24 to 2024-25 to re-align the funding with new project milestones and deliver on the Government's Consumer Awareness Campaign.
Economic and Policy Advice	Making Victoria an easy place to do business through regulatory reform - Economic Growth Victoria (EGV)	Economic Growth Commissioner undertakes inquiries commissioned by the Government into impediments to economic growth and identify opportunities for reform.	Nil	0.42	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.42	Carryover was required due to a change in the Economic Growth Victoria agenda deliverable timelines. Prior year unspent professional services budget was carried over from 2023-24 for regulatory burden reduction initiatives, which were delivered in 2024-25. External expertise and support was required for these projects.

Economic and Policy Advice	Partnerships Addressing Disadvantage (PADs)	To implement current Partnerships Addressing Disadvantage initiatives.	Nil	0.33	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.33	Due to rephasing of deliverables in contracts to match implementation schedule, which in turn led to a need to rephase payments to suppliers.
Economic and Policy Advice	Pricing for value guidelines: Supporting innovation and flexibility in setting product and service delivery pricing	To enhance and review the pricing for value guidelines.	Nil	0.23	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.23	Carryover of funding to realign with the project milestones.
Economic and Policy Advice	Regulatory Reform Package	Removing red tape and saving time and money for business and workers by modernising and streamlining regulatory processes.	Nil	0.66	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.66	Carryover is required to fund existing contractual commitments in 2024-25 and continue to deliver on the key elements of the whole of Victorian Government reform program.
Economic and Policy Advice	Support the sector to maximise outcomes through social investment	To establish a new Partnership Addressing Disadvantage (PAD) initiative and deliver other social investment capability uplift initiatives.	Nil	0.22	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.22	Due to the updated timelines for the PAD, funding was rephased and utilised for planned supplier contracts.

Industrial Relations	Child Employment Licencing Portal (CMS)	The child employment licencing portal supports the licencing scheme under the <i>Child Employment Act 2003</i> . Wage Inspectorate Victoria (WIV) is responsible for administering the Act including the licencing function.	Nil	0.32	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.32	Following the commencement of a new child employment licencing scheme on 1 July 2023, this funding was used to establish an online licencing portal for employers to enable the application and processing of child employment licences. The portal required usability upgrades to increase efficiency for both Wage Inspectorate Victoria (WIV) and employers.
Industrial Relations	Wage Inspectorate Victoria (WIV)	Wage Inspectorate Victoria is an independent statutory authority responsible for Victoria's industrial relations laws including long service leave, child employment, owner drivers and forestry contractors and is a sector regulator in relation to child safe standards. In addition, a new function has been conferred to WIV through the <i>Wage Theft Amendment Act 2025</i> relating to the Wilson review	Nil	1.00	Section 32 of <i>Financial Management Act 1994</i> (carryover)	1.00	This supported WIV through a transitional period due to organisational changes brought about by the wage theft amendment bill, including preparatory work for the establishment of the construction complaints referral service undertaken in 2024-25 and preparatory communications campaign work regarding the name change for WIV was also contained in this bill.

		into Victorias construction sector.					
Subtotal (s32) DTF Controlled				23.61		19.41	
Commercial and Infrastructure Advice	Victorian Government eInvoicing Pilot Program	The program involves working with departments (participating in the pilot) to identify opportunities to streamline departmental accounts payable and receivable processes, as well as facilitating the standardisation and harmonisation of processes across pilot departments.	Nil	0.48	Section 33 of <i>Financial Management Act 1994</i> (access to prior years' surplus)	0.00	The funding was required to support the implementation of eInvoicing capability across the Victorian Government to improve payment processing efficiency and accuracy. This funding was not utilised in 2024-25 as the e-invoicing pilot encountered Oracle testing problems and slower take up of suppliers to test the system. As a result, testing took longer than initially expected, and the project payments were delayed. The project is now expected to be delivered in 2025-26.

Subtotal (s33) operating expenses				0.48		0.00	
Industrial Relations	National Labour Hire Licensing Scheme	Victoria is leading the development and implementation work for the proposed harmonised national labour hire licensing scheme.	Nil	2.58	Section 29 of <i>Financial Management Act 1994</i> (Net Appropriation Agreement)	1.58	Funding provided by the Commonwealth, as part of an overall commitment of \$3.953 million. Funding to enable the establishment of a Victorian project office and progress work on the context and structure of the national scheme. This includes a range of scoping and planning work to inform future operationalisation of a national regulator.
Subtotal (s29) operating expenses				2.58		1.58	
Total 2024–25 DTF Controlled operating expenses				57.13		51.45	
Revenue Management Services to Government	State Revenue Office Compliance Program	To build upon and further expand the broad range of taxation compliance programs administered by the SRO and continue the modernisation of SRO technology required to support more efficient tax	Nil	0.84	Section 32 of <i>Financial Management Act 1994</i> (carryover)	0.00	Funding was required to meet a revised program schedule. The program of works had continued at a lower rate during 2023-24 as a result of reprioritisation of IT resources. The funding was not used because depreciation equivalent funding was prioritised to cover capital expenditure of the year.

		administration and enhanced compliance.					
Subtotal (s32) Capital expenses DTF Controlled				0.84		0.00	
Total 2024–25 DTF Controlled capital expenses				0.84		0.00	
Portfolio: DTF Administered							
Commercial and Infrastructure Advice	Social Housing Growth Fund	The Social Housing Growth Fund (SHGF) provides financial support to the community housing sector to build more and better homes. As part of its program of works, this includes processes to support the objectives of the Regional Housing Fund of delivering new and upgraded social and affordable	Nil	124.32	Treasurer's Advance	124.32	Treasurer's Advance was required to align with the funding allocation outlined in the Regional Housing Fund Implementation Plan to deliver up to 270 additional affordable dwellings under the Regional Housing Fund within the financial year 2024-25. This is a transfer of a portion of the Regional Housing Fund implementation budget to the SHGF and does not represent additional funding.

		homes in regional and rural Victoria.					
Budget and Financial Policy Advice	Delivery of the Australian Grand Prix (AGP)	To provide funding for the costs of staging and hosting the 2025 F1AGP and a portion of the costs of the previously hosted 2024 MotoGP as well as a portion of costs for the 2025 MotoGP.	Nil	32.05	Treasurer's Advance	32.05	The Australian Grand Prix Corporation had allocated budget funding of \$111.7 million for the 2024-25 financial year. This was not sufficient to cover the costs of staging and hosting the 2025 F1 AGP and MotoGP.
Commercial and Infrastructure Advice	Payment of estate funds to State Trustees	To return estate funds of the deceased to State Trustees once their rightful owners have been determined by the courts.	Nil	3.70	Treasurer's Advance	3.70	These payments were unforeseen since the Department cannot predict such court decisions in advance and urgent in order to make the payment in the same financial year.
Commercial and Infrastructure Advice	Regional Housing Fund	The Regional Housing Fund (RHF) aims to deliver new and upgraded social and affordable homes in regional and rural Victoria – a portion of which is being undertaken through the SHGF processes.	Nil	1.60	Treasurer's Advance	1.60	A Treasurer's Advance was required to meet the RHF's cashflow profile and provide the RHF with the owner's costs to be transferred into the SHGF trust within the financial year 2024-25. This is a transfer of a portion of the RHF implementation budget to the SHGF and does not represent additional funding.
Budget and Financial Policy Advice	Major Events Fund	The Major Events Fund (MEF) is a Whole-of-Victorian-Government fund established to	Nil	19.35	Treasurer's Advance	19.35	This funding was released from contingency to support the renewal and acquisition of major events for the State.

DTF

		provide financial support to major events hosted across Victoria.					
Economic and Policy Advice	State Revenue Office - Data sharing costs	To administer the Emergency Services and Volunteers Fund (ESVF) volunteer rebate.	Nil	1.70	Treasurer's Advance	1.70	Funding was required to establish and administer the rebate scheme for the Emergency Services and Volunteers Fund, which commenced from 1 July 2025.
Subtotal (TA) DTF Administered				182.72		182.72	
Total 2024–25 DTF portfolio (controlled and administered)				240.69		234.17	

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

Output(s) and portfolio(s)	Program	Outcomes achieved
Commercial and Infrastructure Advice	Commercial reform and advisory services	Advice was provided to government for consideration of opportunities to optimise the delivery of services and to enhance value for the State.
Economic and Policy Advice/ Revenue Management Services to Government	Commercial and Industrial Property Tax Reform	Establishment and operation of the Commercial and Industrial Property Tax Reform loan scheme.
All	Independent Review of the Victorian Public Service	The final report of the independent review was provided to Government in July 2025.

Budget and Financial Policy Advice	Community Security Group Funding	Enhanced operational capabilities including: <ul style="list-style-type: none"> • Improved surveillance systems and communications • Crisis management strategies • Capability enhancement (with intelligence shared with Victoria Police).
Commercial and Infrastructure Advice	WorkSafe funding for Psychological Health Regulations public sector initiative	Onboarding of staff and consultant support to deliver the initiative. Engagement with all departments and Victoria Police to identify needs and work commenced on development of a self-assessment tool to inform actions plans.
Commercial and Infrastructure Advice	High Value High Risk projects gateway reviews	58 reviews were completed at various project/package lifecycle stages supporting business case development, procurement approvals, contract approvals and operational commissioning of HVHR projects.
Industrial Relations	Independent Review into Victoria's Construction Sector	Activities to deliver on the recommendations are currently in progress.
Economic and Policy Advice	Empowerment Fund	Addresses barriers the social services sector faces in relation to data and evaluation capability.
Revenue Management Services to Government	Temporary off-the-plan stamp duty concession for apartments, units and townhouses	Systems implemented to support the Government initiative for a temporary off-the-plan stamp duty concession for apartments, units and townhouses.
Industrial Relations	Building Equitable Futures Strategy	Onboarding of staff and consultant support to deliver the initiative. Engagement with all departments and Victoria Police to identify needs and work commenced on development of a self-assessment tool to inform actions plans.
Industrial Relations/Commercial and Infrastructure Advice	Workforce transition	Payments were made to staff as part of the workforce reduction program.
All	Departmental operating and VPS EBA wages funding	Successful payment of the increased employee expenses as a result of the new Enterprise Bargaining Agreement.
Economic and Policy Advice	Legal Costs	Successful payment of legal and settlement costs.
Economic and Policy Advice	Cutting Red Tape - Implementation of regulatory reform and	58 initiatives have received funding through the 2023-27 Business Acceleration Fund (BAF) so far, with expected benefits of hundreds of millions of dollars to the Victorian economy. Funding these initiatives earlier means their benefits can start accruing to Victorian workers and businesses faster.

	reducing regulatory burden	
Commercial and Infrastructure Advice	Social Housing Growth Fund	Over 500 social housing dwellings were committed by the Social Housing Growth Fund program in 2024-25.
Budget and Financial Policy Advice	Delivery of the Australian Grand Prix (AGP)	The Australian Grand Prix Corporation was able to make the necessary payments to ensure the hosting of the 2025 F1 AGP and the 2025 MotoGP.
Commercial and Infrastructure Advice	Payment of estate funds to State Trustees	Payment of the estate funds has successfully been made to the State Trustees.
Commercial and Infrastructure Advice	Regional Housing Fund	There are a number of delivery channels contributing to the delivery of objectives and outcomes of the Regional Housing Fund, which includes the Social Housing Growth Fund. With respect to the Social Housing Growth Fund delivery channel as funded by the Treasurer's Advance funding referred to above, proposals for affordable housing dwellings in regional areas were evaluated in 2024-25 and contracting activities are continuing into 2025-26.
Budget and Financial Policy Advice	Major Events Fund	Attracted and delivered major sporting, cultural, industry and tourism events in Victoria.
Economic and Policy Advice	State Revenue Office - Data sharing costs	Establishment and operation of the Emergency Services and Volunteers Fund (ESVF) rebate process.
All	Accumulated Wage Indexation under the 2024 VPS EBA	Payment of wage indexation as a result of the new Enterprise Bargaining Agreement.
All	DTF professional services expenses	Funding supported the delivery of the DTF Improvement Initiative (DTFii).
Commercial and Infrastructure Advice	Construction Supplier Register (CSR) ICT Interface (statewide)	New IT interface ran without system downtime and the operation of the Construction Supplier Register was supported through 2 major software updates.
Commercial and Infrastructure Advice	Infrastructure Reform Initiatives	Outcomes include progressing the development of a suite of standard contracts and supporting guidance, and developing and delivering the first tranche of Infrastructure Procurement Framework Training program to a total of over 200 VPS staff.
Commercial and Infrastructure Advice	Online Reporting Platform	Digitisation of major project performance data collation / reporting and production of Gateway and project assurance reviews.
Commercial and Infrastructure Advice	Support for a Mental Health Workforce Wellbeing Committee	Secretariat support delivered for Mental Health Workforce Wellbeing Committee.
Commercial and Infrastructure Advice	Victorian Homebuyer Fund (VHF)	The actual outcome for 2024-25 was higher than the 2024-25 target due to consistently strong demand for the scheme, with 4688 new home purchases settled through the VHF.

Commercial and Infrastructure Advice	Workplace Safety initiatives	The City of Melbourne, Victorian Trades Hall and WorkSafe engaged on the development of the memorial at a city site. An artist was appointed to design and produce the memorial following a two-stage selection process.
Economic and Policy Advice	Big Build apprenticeship model - DTF component	Interdepartmental transfer to DJSIR to undertake project(s) to inform apprenticeships policy.
Economic and Policy Advice	Embedding early intervention in Government service delivery	Further applications supported by the Empowerment Fund. Internal data and evidence building for early intervention and improved internal reporting on outcomes.
Economic and Policy Advice	Insurance Consumer Awareness Campaign	Campaign is being launched in mid-November 2025.
Economic and Policy Advice	Making Victoria an easy place to do business through regulatory reform - Economic Growth Victoria (EGV)	There has been a stream of advice informing government policy, including the Economic Growth Statement.
Economic and Policy Advice	Partnerships Addressing Disadvantage (PADs)	Five existing social impact investments that tackle complex social issues through outcomes-based partnerships target health, education, justice and housing outcomes, along with indirect economic outcomes.
Economic and Policy Advice	Pricing for value guidelines: Supporting innovation and flexibility in setting product and service delivery pricing	Review underway to support National Competition Policy Principles work (pricing) and innovative and flexible pricing for regulatory services.
Economic and Policy Advice	Regulatory Reform Package	End-to-end reviews of the hospitality and food production sectors have been completed. Regulatory reform programs are either underway or being developed to address the pain points for businesses identified through these reviews.
Economic and Policy Advice	Support the sector to maximise outcomes through social investment	Further opportunity for the Government to partner with the social services delivery sector and investors to improve outcomes of vulnerable cohorts of focus.
Industrial Relations	Child Employment Licencing Portal (CMS)	A major functionality upgrade to the Child Employment Licence Portal went live in September 2025 with a second planned to begin development in the same financial year. This enables more efficient processing of child employment applications from Victorian businesses and better regulation of the Child Employment Act.

Industrial Relations	Wage Inspectorate Victoria (WIV)	This carryover supported additional costs related to staff separations not covered by the TA, preparatory work relating to a communications campaign for the name change aspect of the <i>Wage Theft Amendment Act 2025</i> and preparatory work for the establishment of the construction complaints referral service also provided for under that Act.
Commercial and Infrastructure Advice	Victorian Government eInvoicing Pilot Program	This is a joint project with DJSIR. DJSIR is in the final stages of 'going live' with eInvoicing capability. The insights and learning have been captured in a report which will be used to support other departments to pilot and implement eInvoicing.
Industrial Relations	National Labour Hire Licensing Scheme	Project office established and scoping and planning work completed and delivered to the Commonwealth.
Revenue Management Services to Government	State Revenue Office Compliance Program	Funding contributed to system developments associated with regulatory reform and legislative change programs.

Question 4 (all departments) Central contingencies

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.

Output(s) and portfolio(s) or Government decision associated	Funding received	Funding utilised 2024–25	Funding received in previous budget/s for same purpose. Please specify which budget	Reasons why funding was required
Budget and Financial Policy Advice Major Events Fund	19.35	19.35	n.a	To support the renewal and acquisition of major events for the State.
All Departmental operating and VPS EBA wages funding	14.78	14.78	n.a	To fund the increase in employee expenses as a result of the new VPS Enterprise Bargaining Agreement (EBA) 2024.
Economic and Policy Advice Empowerment Fund	2.25	2.25	\$2 million (2023-24 Budget initiative 'Maximising outcomes from social investments')	The Empowerment Fund received more applications than anticipated. The funding was used to support the additional demand.
Industrial Relations/Commercial and Infrastructure Advice Workforce transition	0.63	0.63	n.a	<p>Mainly to support the reduction of employees as part of the restructure of the Wage Inspectorate Victoria (WIV).</p> <p>WIV budget was reduced mainly due to the discontinuance of the wage theft function (the wage theft offences were repealed in September 2025).</p> <p>In 2024-25 WIV conducted a major change process resulting in severance packages being offered for impacted employees. Funding was used to cover these costs.</p>

Revenue Management Services to Government	0.39	0.39	n.a	Implementation of the temporary off-the-plan stamp duty concession for apartments, units and townhouses.
Temporary off-the-plan stamp duty concession for apartments, units and townhouses				
Industrial Relations	0.03	0.03	2023-24 Budget announced three years of funding for this initiative. The funding was first released from contingency in 2024-25.	To support the Women in Construction Strategy, which aims to increase women's participation in building, construction, and infrastructure sectors, as a part of the Government's broader Building Equity agenda.
Building Equitable Futures Strategy 2024-32				
Total 2024-25	37.44	37.44		

Question 5 (all departments) Victoria's Housing Statement

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.

				Actual impact of initiative (quantify where possible)						
Initiative	Timeframe of initiative	Funding allocated 2024–25 (\$ million)	Funding utilised 2024–25 (\$ million)	Housing affordability	Victoria's planning system	Regulation of rental properties	Housing supply	Public housing supply	Community housing supply	Affordable housing supply
Revenue Initiative: Short Stay Levy	Implemented and ongoing	n.a – the Short Stay Levy is a revenue initiative that is	n.a – the Short Stay Levy is a revenue initiative that is	Increasing supply of long-term rental properties will put downward	n.a	n.a	Increasing supply of long-term rental properties	n.a	n.a	n.a

		revenue positive	revenue positive	pressure on rents.						
Revenue Initiative: Temporary off-the-plan duty concession for apartments, units and townhouses	Implemented. Applicable to contracts entered into from 21 October 2024 until 20 October 2026.	\$2.6 million in foregone revenue	\$5 million in foregone revenue	n.a	n.a	n.a	Increasing supply of apartments, units and townhouses	n.a	n.a	n.a
Victorian Homebuyer Fund	The shared equity program launched in October 2021 and closed to new applicants in September 2025.	\$700 million	\$700 million	The Victorian Homebuyer Fund has assisted over 16,000 Victorians to purchase a home. The shared equity model delivered housing affordability outcomes by reducing the deposit barrier and removing Lenders Mortgage Insurance, enabling	n.a	n.a	n.a	n.a	n.a	n.a

				people to buy homes sooner. A lower home loan reduces participants' ongoing mortgage costs.						
Regional Housing Fund – Social Housing Growth Fund (SHGF) component	Proposals were evaluated in 2024-25. Contracting activities continue into 2025-26	\$124.32 million	TBC once contracting activities are completed	Contributes to Regional Housing Fund target of 1300 social and affordable dwellings in regional and rural Victoria			Contributes to Regional Housing Fund target of 1300 social and affordable dwellings in regional and rural Victoria		SHGF component will deliver up to 270 affordable dwellings in regional and rural Victoria in partnership with the community housing sector	SHGF component will deliver up to 270 affordable dwellings in regional and rural Victoria in partnership with the community housing sector
Affordable Housing Investment Partnerships (AHIP) AHIP is a \$2.1 billion initiative. Of the \$2.1 billion, DTF has approved about \$1.2 billion for social and affordable housing	Implemented and ongoing	n.a	n.a	Increasing the supply of social and affordable homes is likely to place downward pressure on rents and	n.a	n.a	AHIP finance supported the completion or purchase of 1,024 dwellings during this period (2024-25).	n.a	n.a	0

<p>projects supporting 5,413 dwellings.</p> <p>The precursor program to AHIP, Building Financial Capacity of Housing Agencies (BFCHA), was initially approved for \$1 billion in debt funding in 2018.</p> <p>AHIP received an additional \$1 billion in debt funding as part of the <i>2022-23 Budget</i>. This was in addition to \$1.3 million in output funding in 2022-23 and \$1.0 million in 2023-24 to support the implementation of the expanded initiative and an independent evaluation of the program.</p>				dwelling prices.						
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Question 6 (Department of Health only) 2024–25 Budget funding allocation by output and performance

- 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.

Output	Line items contributing to output (insert more lines as necessary)	2024–25 Budget (\$ million)	2024–25 actual (\$ million)	Variance (%)	Explanation for variance	Outcomes delivered
Admitted Services						
Non-Admitted Services						
Mental Health Clinical Care						
Ambulance Services						
Total		\$ million				

- 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.

Category	As at 30 June 2022	As at 30 June 2023	As at 30 June 2024	As at 30 June 2025	Variance between 2023 and 2024 Explanation for the variance between 30 June 2023 and 2024	Variance between 2024 and 2025 Explanation for the variance between 30 June 2024 and 2025
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Number of patients treated in emergency departments						
Number of hospital beds total						
Number of intensive care unit beds total						
Average time spent in waiting rooms – emergency departments – non-mental health patients						
Average time spent in waiting rooms – emergency departments – mental health patients						
Number of patients waiting for treatment – elective surgery						
Number of emergency department staff (FTE)						

Question 7 (Department of Families, Fairness and Housing only) Victorian Contribution to National Disability Insurance Scheme

- a) The 2024–25 Budget allocated \$3 billion in payments on behalf of the state to the National Disability Insurance Agency.³ In relation to outcomes achieved in 2024–25, please provide the following information on disability services and support in Victoria:

Department of Families, Fairness and Housing	30 June 2023	30 June 2024	30 June 2025
Number of people with disability in Victoria			
Number of NDIS participants			
Number of NDIS participants - identified as culturally and linguistically diverse			
Participant satisfaction with services received			
Average wait time to access NDIS package			
Disability workforce - number of workers			
An update on NDIS Workforce and Skills Plan			

- 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.

Service/program	Amount expended in 2024–25	Funding source	Outcomes achieved for people with disability

³ 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

Please provide details of all capital asset programs where:

- 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
- the estimated completion date at announcement is different to the completion date as at 30 June 2025 and an explanation for the change
- the scope of the project at announcement is different to the scope of the project as at 30 June 2025.

Capital expenditure

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Total actual expenditure from announcement to 30 June 2025 (\$ million)	TEI at announcement (\$ million)	Details of TEI changes between announcement and 30 June 2025 (\$ million)	Revised TEI as at 30 June 2025 (\$ million)	Variance between TEI at announcement compared to revised TEI as at 30 June 2025 Budget ($\pm 5\%$) explanation
State Revenue Office Advanced Revenue Management Program (Melbourne)	<u>Output:</u> Revenue Management and Administrative Services to Government <u>Portfolio:</u> DTF <u>Agency:</u> SRO	12.908	24.4 (BP4 2021-22)	-2.12	22.280 (BP4 2025-26)	The TEI decreased by \$2.12 million due to certain expenditure being reclassified as operating instead of capital in line with accounting standards.
State Revenue Office Compliance Program (statewide) [previously reported as part of 'Better revenue management']	<u>Output:</u> Revenue Management and Administrative Services to Government <u>Portfolio:</u> DTF <u>Agency:</u> SRO	10.981	9.4 (BP4 2021-22)	+7.34	16.735 [BP4 2025-26]	The TEI at announcement in the 2021-22 <i>State Budget</i> was \$9.4 million, which was a subcomponent of the Better revenue management systems project. As a rolling program of works, the TEI varies from year to year. The TEI reported in the 2025-26 <i>State Budget</i> was \$16.7350m. The TEI has increased by \$7.34 million due to the rolling program of works. The revised TEI

systems (Melbourne)']						incorporates all capital funding for the SRO Compliance program from 2024-25 to 2029-30.
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Completion date

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Estimated completion date at announcement	Revised completion date as at 30 June 2025	Explanation
State Revenue Office Advanced Revenue Management Program (Melbourne)	Output: Revenue Management and Administrative Services to Government Portfolio: Treasurer Agency: SRO	Q4 2024-25 (BP4 2021-22)	Q4 2025-26 (BP4 2025-26)	During the 2023-24 year the program was reset, a proof of concept and a full technology solution architecture were developed. Development activities were also impacted by reprioritisation of IT resources for the development and implementing of systems to support budget related measures. The SRO now expects that the project will be completed in 2025-26.

Scope

Project	Output(s) and portfolio(s) and/or agency responsible for the project	Scope at announcement	Details of scope change(s) and date(s) scope changes occurred
n.a			

Question 9 (all departments) Details of actual capital expenditure – completed projects (or expected to be completed)

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

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

Project	Original project objectives	Responsible Department(s), Output(s) and Portfolio(s) and/or Agency/Agencies	TEI at announcement (\$ million)	Details of TEI changes between announcement and completion date (\$ million)	Actual cost of project (\$ million)	Estimated completion date at announcement	Actual completed date	Variance explanation (\$ value variance and/or time variance)
Nil								

Question 10 (all departments) High-value high-risk projects, gateway reviews and business cases

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.

HVHR Project	Original project objectives	Gateway review name/ Date completed	Date business case completed	Business case publicly available – Y/N	Business case link (URL)
Nil					

Question 11 (all departments) Public Private Partnership (PPP) expenditure – existing and completed

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

- 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.
- Where the estimated completion date at announcement is different to the completion date in the 2024–25 Budget, and an explanation for any variance.
- 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.

Investment value and benefit of using PPP model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated PPP investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2025 (\$ million)	Actual expenditure in year ending 30 June 2025 (\$ million)	Benefits of using PPP model versus other delivery/funding models
n.a						

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation
n.a				

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes
n.a				

Question 12 (DTP only) Alliance contracting expenditure – existing and completed

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

- 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.
- Where the estimated completion date at announcement is different to the completion date in the 2024–25 Budget and an explanation for any variance.
- 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.

Investment value and benefit of using alliance contracting model

Project name	Project objectives	Output(s) and portfolio(s) and/or agency	Total estimated investment value at the start of the project (\$ million)	Total actual expenditure since the announcement to 30 June 2025 (\$ million)	Actual expenditure in year ending 30 June 2025 (\$ million)	Benefits of using alliance contracting model versus other delivery/funding models

Completion date

Project name	Output(s) and portfolio(s) and/or agency	Estimated completion date	Revised estimated completion date	Variance explanation

Scope

Project name	Output(s) and portfolio(s) and/or agency	Original scope	Revised scope	Explanation for scope changes

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 community⁴ 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)
Output appropriations	388	455	<p>The increase was mainly due to</p> <ul style="list-style-type: none"> new funding announced in the <i>2024-25 Budget</i> such as the State Revenue Office expanded compliance program the full year impact of the transfer of Industrial Relations 	The additional revenue was used to fund the programs and elements listed.	All

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

			<p>Victoria and Wage Inspectorate Victoria from the Department of Premier and Cabinet to the department as part of the machinery of government change on 1 February 2024</p> <ul style="list-style-type: none"> the impact of the 2024 VPS Enterprise Bargaining Agreement outcomes. 		
Grants	n.a	1	This item was reported under 'other revenue and income' in 2023-24.	No impact - approximately the same level of revenue as the previous year.	Commercial and Infrastructure Advice
Fair value of assets and services received free of charge or for nominal consideration	n.a	8	This item was reported under 'other revenue and income' in 2023-24.	No impact - approximately the same level of revenue as the previous year.	All
Other revenue and income	8	0	This item is reported under 'fair value of assets and services received free of charge or for nominal consideration' in 2024-25.	No impact - approximately the same level of revenue as the previous year.	All

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)
Output appropriations	442	455	<p>Higher actuals primarily reflect:</p> <ul style="list-style-type: none"> • funding for the new Victorian Public Service Enterprise Agreement 2024 (\$15 million) • the recognition of the funding for Industrial Relations Victoria and Victorian Independent Remuneration Tribunal in actual, while the recognition was not made in the budget at the time of the published budget (\$12 million) • partly offset by underspends in expenditure such as depreciation, grants 	The additional revenue has been spent as outlined in the variance explanation.	All

			expense and other operating expenses, resulting in a lower funding requirement.		
Sales of goods and services	0	2	Revenue from other departments to administer the Growth Areas Infrastructure Contribution (\$1 million) and the Victoria Major Projects Leadership Academy (\$1 million) had not been budgeted for at the time of the <i>2024-25 Budget</i> .	No impact - the revenue was utilised to administer the Growth Areas Infrastructure Contribution and the Victoria Major Projects Leadership Academy.	<ul style="list-style-type: none"> • Revenue Management and Administrative Services to Government • Commercial and Infrastructure Advice
Other revenue and income	2	0	The budget represents payments from administered trusts such as the Community Support Fund, Social Housing Growth Fund and the Victorian Future Fund for costs incurred, including administration costs. These costs have been subsequently revised down to \$1 million in the <i>2025-26 Budget</i> . In the actuals, however, this revenue was partly offset by a payment into consolidated fund from the Treasury Trust.	No impact - the revenue has been received and spent for the administration and other costs associated with trust funds.	<ul style="list-style-type: none"> • Budget and Financial Policy Advice • Revenue Management and Administrative Services to Government • Commercial and Infrastructure Advice

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 community⁵ 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
Employee benefits	218	267	<p>The increase in employee benefits expense is due to the</p> <ul style="list-style-type: none"> • salary increase and one-off lump sum payment following the new Victorian Public Service Enterprise Agreement 2024 • increased salaries from promotions and progressions • higher superannuation expense due to superannuation rate increase from 11.5% to 12% • increased staff in the State Revenue Office due to delivery of budget initiatives • full year impact of the expenses incurred by 	The additional expenses have been spent as outlined in the variance explanation.

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

			Industrial Relations Victoria, Wage Inspectorate Victoria and Victorian Independent Remuneration Tribunal that transferred into the portfolio under the machinery of government change on 1 February 2024.	
Depreciation	8	10	The increase in depreciation is mainly due to the increased intangible asset amortisation associated with the State Revenue Office's additional software that was placed in service as at 1 July 2024.	The additional expenses have been spent as outlined in the variance explanation.
Grant expense	23	30	The increase in grant expense increased is mainly due to funding provided to WorkSafe to deliver a permanent and multi-faith workers' memorial and to expand the WorkWell Program to address gendered violence and sexual harassment.	The additional expenses have been spent as outlined in the variance explanation.

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
Employee benefits	237	267	Higher actuals primarily reflect funding for Industrial Relations Victoria and the Victorian Independent Remuneration Tribunal and the Victorian Public Service Enterprise Agreement 2024 outcomes	Additional expenses were necessary to fund employee benefits for employees in Industrial Relations Victoria and the Victorian Independent Remuneration Tribunal and to fund the impact of the Victorian Public Service Enterprise Agreement 2024 outcomes.

			which were not included in the Budget.	
Depreciation	13	10	Lower actuals primarily reflect revised delivery timelines of capital projects with the State Revenue Office such as the Advanced Revenue Management Program.	No impact - only the timing of the project delivery has been delayed.
Grant expense	34	30	Lower actuals primarily reflect revised delivery timelines for various grants programs, including the Business Acceleration Fund initiative.	No impact - only the timing of the program delivery has been delayed.
Other operating expenses	167	152	Lower actuals primarily reflect underspends in the State Revenue Office and lower than expected expenditure on various initiatives in the DTF divisions, including maximising outcomes through social investments.	No impact - only the timing of the initiative delivery has been delayed.

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	\$0.1 million	\$0.1 million	Savings were applied to reduce the department's expenditure.	Department's general expenditure.	There was no impact on service delivery. The savings were achieved by reducing the costs associated with the service delivery.	Portfolio: DTF Output: All
2023–24 Labor's Financial Statement savings	\$2.2 million	\$2.2 million	Reduction in consultancy, labour hire and contractor spending across the DTF portfolio.	Mainly in consultancy and contractor spending.	There was no impact on service delivery. The savings were achieved by reducing the costs associated with the service delivery.	Portfolio: DTF Output: All
2023–24 Whole of Government savings and efficiencies	\$10.7 million	\$10.7 million	The Department undertook measures to reduce expenditure including managing staffing levels, capping the budgets	Savings were applied to all expenditure categories in the DTF portfolio.	There was minimal impact on service delivery, as savings had been planned several years in advance, and realised through internal productivity improvements.	Portfolio: DTF Output: All

			allocated for purchase of supplies and services and stronger centralised budget management to ensure the department remained within the allocated funding.			
COVID Debt Repayment Plan – savings and efficiencies	Nil	Nil				

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
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2024–25 Whole of Government savings and efficiencies	n.a				
2023–24 Labor’s Financial Statement savings	n.a				
2023–24 Whole of Government savings and efficiencies	Nil				

Question 17 (all departments) Achievement of reprioritisation of existing resources

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),⁶ please indicate:

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

Area of expenditure originally funded	Area of expenditure actually funded	Value of funding reprioritised in 2024–25 (\$ million)	Impact of reprioritisation of funding. If no impact, how was this achieved	Output(s) and portfolio(s) impacted (if relevant)
Funded from Victorian Workcover Authority (Worksafe)	Psychological health regulations – public sector planning and implementation	\$1.278 million was allocated in 2024-25. Out of this \$0.345 million was utilised during the year. The balance was rephased into 2025-26 to complete the related work.	Worksafe was able to absorb this additional expenditure without a service delivery impact.	Commercial and Infrastructure Advice
Offsets from unused program funding allocated to the Victorian Asbestos Eradication Agency (VAEA).	Supporting the community and public sector to tackle asbestos and its impacts	\$1.348 million was allocated in 2024-25, which is now being carried over into 2025-26 to complete the related work.	No service delivery impact as the related funding was unallocated at the time of the reprioritisation.	Commercial and Infrastructure Advice

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

Question 18 (all departments) Contractors, Consultants and Labour Hire Arrangements

- 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.

Contractors (including labour hire)

2022–23 Actual \$ million	2023–24 Actual \$ million	2024–25 Actual \$ million	Explanation for variances (2022– 23 over 2023–24) $\pm 10\%$	Explanation for variances (2023–24 over 2024–25) $\pm 10\%$	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)
\$ 44 million	\$ 26 million	\$29 million	The drop in 23-24 is mainly due to functions that were managed within DTF before the machinery of government changes effective 1 January 2023, which transferred to the Department of Government Services (DGS). This includes expenditure for property management fees and IT contractor costs (including Cenitex).	The contractor expenditure increase is mainly in the State Revenue Office (SRO) for their IT services.	Most of the contractors (including labour hire) have been engaged by the SRO. Other areas of DTF have also used contractors.	All DTF outputs.

Consultants

2022–23 Actual \$ million	2023–24 Actual \$ million	2024–25 Actual \$ million	Explanation for variances (2022– 23 over 2023–24) ±10%	Explanation for variances (2023–24 over 2024–25) ±10%	Which business areas were impacted/benefitted and how?	Please link your response to relevant output(s) and portfolio(s)
\$26.3 million	\$10.3 million	\$11.4 million	The decrease in 2023- 2024 is mainly due to functions that were managed within DTF before the machinery of government changes effective 1 January 2023, which transferred out of DTF. This includes Corporate Services and Invest Victoria.	The increase in 2024-25 is mainly due to engagements related to workforce consultancies.	The majority of the consultancy services were used by the Commercial Division, Executive Group and Economic Division.	All DTF Outputs.

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

Economic funding ratio / accounting funding ratio as at 30 June 2025	Details of the methodology

Section E: Overall financial performance

Question 20 (all departments) Impact of unforeseen events on financial performance – 2024–25

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

Line item in the comprehensive operating statement for the financial year ended 30 June 2025	2024–25 Budget	2024–25 Actual	Impact of unforeseen events
Total revenue and income from transactions			Nil return
Total expenses from transactions			
Net result from transactions (net operating balance)			

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)
1552	1859	1899	<p>The 20% increase is attributed to:</p> <ul style="list-style-type: none"> • Machinery of Government (MoG) transfer of the Victorian Independent Victorian Remuneration Tribunal and Industrial Relations Victoria from DPC to DTF. • Increased staffing levels in SRO to deliver tax reforms and the State Revenue Office Compliance Program (2023-24). • Increased staffing levels in ESC for project resourcing related the Victorian Energy Upgrades program. 	<p>Increase less than 10%.</p> <p>Moderate increase is attributed to filling of vacant positions under the State Revenue Office Compliance Program (2023-24).</p>

- 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.

The State Revenue Office experienced staffing challenges in senior or specialist IT roles arising out of the SRO's Transformation Program – these roles have been difficult to fill due to their specialised and in-demand skillset.

The Essential Services Commission experienced staffing challenges in enforcement functions and corporate services roles, particularly within IT. Growth in these functions and uplift projects placed additional pressures on recruitment.

Questions 21-24 have the following inclusions according to the budget portfolio outcomes statement in the DTF annual report

30 June 2023	30 June 2024	30 June 2025
DTF (including Office of Projects Victoria)	DTF*	DTF*
State Revenue Office	State Revenue Office	State Revenue Office
Essential Services Commission	Essential Services Commission	Essential Services Commission**
Infrastructure Victoria	Infrastructure Victoria	Infrastructure Victoria
	Wage Inspectorate Victoria (from 1 February 2024)	Wage Inspectorate Victoria

*Includes Better Regulation Victoria and Economic Growth Victoria

**ESC is excluded from the DTF budget portfolio outcomes statement from 2025 but included in this questionnaire response due to continued involvement in PAEC hearings.

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.

Employment category	Gross salary 2022–23 (\$ million)	Gross salary 2023–24 (\$ million)	Gross salary 2024–25 (\$ million)	Explanation for any year-on-year variances $\pm 10\%$ or \$100 million
Ongoing	219	214	268	<p>Although DTF transferred a significant number of FTE to the Department of Government Services on 1 January 2023, this impact on gross salary payments was offset partially by FTE increases in SRO and ESC, and in DTF due to a subsequent incoming Machinery of Government (MoG) change on 1 February 2024.</p> <p>Prior MoGs also contributed to the ongoing salary increase. 2024-25 was also the first full financial year of Industrial Relations Victoria and Wage Inspectorate Victoria in the DTF portfolio.</p> <p>Salary increases from 2023-24 to 2024-25 are attributed to SRO FTE to deliver tax reforms and the State Revenue Office Compliance Program (2023-24).</p>
Fixed-term	19	19	19	Less than +10% or \$100 million variance
Casual	<1 million	<1 million	<1 million	The DTF portfolio does not have a significant casual workforce – each year reportable salary expenses were less than \$500,000.
Total	238	234	287	Overall variance driven by ongoing employment category.

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%	12	8	1	Annual executive officer remuneration review (gender pay equity and fair remuneration), lateral appointments following competitive recruitment processes and negotiated increases during contract renewals or under existing contracts.
3-5%	5	5	-	
5-10%	4	5	-	
10-15%	-	-	-	
greater than 15%	1	2	-	

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
Victorian Public Service Enterprise Agreement 2024 ¹	1,561 FTE ²	94%	Estimated at approximately \$6.8 million ongoing annual impact. ³	Average wage increase rate as per EBA: 3.0 per cent per annum.

1. This agreement has replaced the previous agreement that concluded in 2024. The responses to this question are based on the impact of this new agreement.
2. FTE data as at 30 June 2025. Numbers include DTF Divisions, Infrastructure Victoria and the State Revenue Office.
3. Calculation estimates are based on payroll data as at 30 June 2025 for the DTF portfolio, escalated at the average annual rate of wage increases. The first salary increase in the VPS EA 2024 was on 1 May 2024. The figures only capture ongoing impact of the new EBA and exclude one-off payments such as the sign-on bonus.

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)
Nil		
National Cabinet decision	Impact(s) in 2024–25	
	on income (\$ million)	on expenses (\$ million)
Nil		

Section H: General

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

- a) Please list all internal⁷ 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:
- Name of the review/study/evaluation and which portfolio and output/agency is responsible
 - Reasons for the review/study/evaluation
 - Terms of reference/scope of the review/study/evaluation
 - Anticipated/actual duration of review/study/evaluation and completion date
 - Anticipated findings and outcomes of the review/study/evaluation
 - Estimated cost of the review/study/evaluation and final cost (if completed)
 - 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.
Embedding cultural safety through the Early Intervention Investment Framework (EIIF)	To provide a framework that considers, recognises and incorporates cultural safety into the EIIF.	The Victorian Aboriginal Child and Community Agency led consultations with Aboriginal Community	11 months. Ended 30/8/2024	Culturally safe partnerships	n.a	\$68,000	Yes <ul style="list-style-type: none"> https://www.dtf.vic.gov.au/eiif-cultural-safety-framework

⁷ 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.

		Controlled Organisations and service providers and worked collaboratively with DTF to develop the Cultural Safety Framework.					
Evaluation of the Arc Partnership Addressing Disadvantage (PAD)	To assess and evaluate the degree to which the Arc PAD has achieved its intended outcomes for participants and Government.	Scope of evaluation includes assessing the program operations, extent of outcomes achievement, value for money and broader policy implications of the Arc PAD.	Est. 6.5 years. Ending 30/6/2030	The evaluation will be used to inform an understanding of program impact and the PAD model.	\$900,000	n.a	No <ul style="list-style-type: none"> • Evaluation is in progress • Interim results will be released at key milestones
Evaluation of the Side by Side Partnership Addressing Disadvantage	To evaluate the Side by Side program.	To measure the success of the program in improving attendance and educational attainment	Est. 6 years. Ending 30/06/2027	The evaluation will be used to inform an understanding of program impact and	\$702,819	n.a	No <ul style="list-style-type: none"> • Evaluation is in progress • Interim results will be released at key milestones

		for vulnerable and disadvantaged students and to evaluate the effectiveness of the PAD arrangement as a funding model and its effectiveness in supporting program delivery.		the PAD model.			
Firm-level analysis of the gender pay gap in Victoria by Impact Economics and Policy Pty Ltd (Industrial Relations Victoria)	To undertake primary research on firm behaviour and gather insights from academic literature to inform policymaking and advocacy on matters relating to gender pay equity.	Investigate how business decision making responds to cultural norms and impacts firm level progress on pay equity and gender equality.	7 months. Ended 30/10/2024	More informed policy making and advocacy on matters relating to gender pay equity.	n.a	\$273,700	Yes <ul style="list-style-type: none"> https://www.vic.gov.au/equal-workplaces-advisory-council#motivating-action-closing-the-gender-pay-gap-in-victorian-businesses-2024
First Peoples and Regulatory Practice: Looking	Aimed at helping Better Regulation Victoria understand the	Recent regulatory practice issues which impact First	3 months. Ended 30/4/2025	To improve regulatory practice in Victoria, reducing	n.a	\$30,000	No. The analysis is an intermediate input to inform meaningful BRV engagement with First Nations organisations, business and community. Summary: The thematic analysis by ANZSOG explores how regulator

Backward and Building Forward	issues in regulatory practice which impact Aboriginal Victorians.	Nations peoples in Victoria.		costs and disputes and leading to more efficient and effective regulation.			practices can better support meaningful engagement with First Peoples and Traditional Owners in Victoria. The report centres on First Nations voices and draws on sources including Yoorrook Justice Commission transcripts (from 2021), Community Plans, and reports by Aboriginal Community Controlled Organisations (ACCOs) and Traditional Owner groups (dating from 2012 to the present) to identify systemic barriers and highlight enablers of more inclusive and culturally informed regulatory practice.
Independent evaluation for the COMPASS Social Impact Bond (COMPASS) Partnerships Addressing Disadvantage	To undertake independent evaluation of the COMPASS Partnerships Addressing Disadvantage and provide broader policy learnings.	Urbis to prepare a series of evaluation reports.	Est. 2 years Ending 30/4/26	Better program implementation and more robust evidence space for broader government policies.	\$509,091	n.a	No <ul style="list-style-type: none"> Evaluation is in progress
Independent Review of Employee Representatives (WorkSafe and TAC, DTF)	Government approved independent review.	The review will investigate whether the powers, functions and support for Authorised Representatives of	Est. 8 month. Ending Apr 2026	Ensure arrangements for employee representation in occupational health and safety are fit for purpose	\$455,000	n.a	Yes <ul style="list-style-type: none"> https://www.vic.gov.au/independent-review-employee-representatives

		Registered Employee Organisations and Health and Safety Representatives remain fit for purpose.		and contemporar y.			
Independent review of the modernisation of the WorkCover Scheme	To obtain independent advice on recent reforms.	Examine the WorkCover Scheme's recent financial challenges and the expected efficacy of recent reforms.	7 months. Ended 28/3/2025	Advice on the need for and efficacy of the <i>Workplace Injury Rehabilitation and Compensation Amendment (WorkCover Scheme Modernisation) Act 2024</i> .	n.a	\$245,000	Yes <ul style="list-style-type: none"> https://www.parliament.vic.gov.au/parliamentary-activity/tabled-documents-database/tabled-document-details/9151
Victorian Government Risk Management Framework (Regulation/Economic)	To benchmark best practice risk management frameworks.	To provide expert advice on risk management at a whole of government level.	2 months. Ended 5/7/2024	To improve current whole of government risk management policies.	n.a	\$119,000	No, but informed 2025 updates to the Victorian Government Risk Management Framework, and DTF's understanding of the characteristics of key elements of risk management policies and practices.
Residential occupancy insights from electricity data – pilot	To better understand characteristics of residential	To determine whether electricity meter data could identify	8 months. Ended 5/6/2025	Stronger evidence based on the characteristics of	n.a	\$22,273	No. Research project undertaken to better inform DTF's understanding of the characteristics of Victoria's residential dwelling stock.

research project	property occupancy.	different forms of property occupancy.		residential property usage in Victoria.			
University of Melbourne study into effectiveness of the community health program	Build evidence base for community health outcomes.	Use linked data to understand impact of community health on the population who use it.	1 year. Ended 31/1/2025	Research paper outlining any findings on whether community health results in improved health outcomes and reduces hospitalisations.	n.a	\$92,300	No. An academic paper based on the preliminary findings from this Stage 1 work is under development
Report on Employee Value Proposition for public sector employers (Victorian Independent Remuneration Tribunal)	To inform the performance of the Tribunal's legislative functions.	Review research and literature relevant to public sector Employee Value Proposition and survey current and prospective public sector executives. Host and distribute the survey and assist with analysis,	2 years. Ended 8/9/2025	Tribunal will have access to information and data relevant to its work. Public sector employers will be better placed to recruit and retain executive staff.	n.a	\$14,712	Yes <ul style="list-style-type: none"> https://www.remunerationtribunal.vic.gov.au/report-employee-value-proposition

		which will inform the Tribunal's report.					
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- b) 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.

The Department has worked collaboratively with consultants and academic partners outlined above to build its internal evaluation skills, and has invested in its modelling expertise and capturing of outcomes data for social services programs. This supports the potential for reviews and studies to be undertaken by DTF, and to support other Victorian Government departments with their evaluations.

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.

Internal target for reducing greenhouse gas emissions 2024–25	Performance against internal target as at 30 June 2025
DTF's aim was to reduce its greenhouse gas emissions in 2024-25	DTF's aggregate scope 1 and scope 2 greenhouse gas emissions have remained stable from 2023-2024. Total scope 3 emissions have increased, primarily due to increased passenger kilometres via commercial air travel.
DTF's aim was to reduce its electricity consumption in 2024-25	The total electricity consumption for DTF over the 2024-25 reporting period remains stable at 1 549 megawatt hours (MWh).

- 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.

DTF's commitment to sustainability in its operations is demonstrated through several key initiatives, including:

- integrating environmental considerations into tender specifications to promote responsible procurement practices
- utilising a tri-stream waste disposal system (landfill, commingled and organics) to encourage waste reduction and recycling
- prioritising energy efficiency through the use of energy-saving appliances and sensor lighting
- sourcing sustainable and locally produced furniture, with an emphasis on certifications like Global GreenTag
- adopting responsible relocation practices with a focus on sustainable waste management
- recycling usable furniture and equipment during refurbishments or relocations to minimise waste
- adopting digital solutions to reduce paper usage and shift towards more sustainable practices.

DTF aims to support the Victorian public sector in adopting technologies and practices that lower emissions and enhance environmental sustainability, contributing to a greener and more environmentally responsible future.

Greenhouse gas emissions from corporate air travel were offset through the CTM Climate+ program until February 2025, when the program ended. This program was replaced by a new offset approach which enables DTF to select offset providers to align with its business objectives. This will allow DTF to backdate carbon offsets recorded between March and June 2025.

- 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)*.⁸ 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
n.a	

⁸ https://www.water.vic.gov.au/__data/assets/pdf_file/0029/668306/statement-of-obligations-emission-reduction-2022.pdf

Question 28 (DTP, DE, DH, DEECA) Adaptation Action Plans

Please describe the progress made and actions taken to implement the department's Adaptation Action Plan in 2024–25. What measurable impact have these actions had on addressing the impacts of climate change?

Please provide information regarding all Adaptation Action Plans your department is responsible for.

Question 29 (all departments) Annual reports – performance measure targets and objective indicators

a) Please provide the following information on performance measures that did not meet 2024–25 targets.

Performance measure	2024–25 target (Budget)	2024–25 actual (Annual report)	Variance	Explanation	Output(s) and portfolio(s) impacted
Total output cost – Budget and Financial Advice	39.0	46.3	19%	The 2024-25 actual is higher than the target mainly reflecting higher employee expenses, including some internal reallocation of resources towards budget and financial advice within DTF and the Victorian Public Service Enterprise Agreement 2024 outcomes.	Output: Budget and Financial Advice Portfolio: Treasurer
Average debt over 12 months overdue as a percentage of overdue debt	<25	31	24%	The 2024-25 actual is higher than the target due to the significant increases experienced in aged debts both during, and post-COVID-19, particularly in relation to 2022, 2023 and 2024 Land Tax assessment cycles and more recently as a result of increases in the customer base and tax assessed. Several strategies and initiatives have been put in place to reduce aged debt which will continue to be progressed in 2025-26.	Output: Revenue management and administrative services to government Portfolio: Treasurer
Conduct an annual survey to assess the impact of changes to Victorian regulations on business	1	0	-100%	The 2024-25 actual is lower than the target as the survey undertaken in previous years was not conducted due to methodological constraints in the survey. A survey is expected to resume in 2025-26.	Output: Economic Policy and Advice Portfolio: Finance
Better Regulation Victoria's advice on Regulatory	90%	89%	-1	Minor variance between target and actual.	Output: Economic Policy and Advice

Impact Statements or Legislative Impact Assessments was timely, as assessed by departments					Portfolio: Finance
Victorian Energy Upgrades program approvals and refusals	1780	1197	-33%	The 2024-25 actual is lower than the target reflecting changes to the Victorian Energy Upgrades (VEU) program. 2025-26 targets have been reduced to reflect this changing environment.	Output: Economic Regulatory Services Portfolio: Finance
Total output cost - Economic Regulatory Services	8.2	10	23.9%	The 2024-25 actual is higher than the target as it mainly reflects the Victorian Public Service Enterprise Agreement 2024 outcomes.	Output: Economic Regulatory Services Portfolio: Finance
Assurance and Gateway reviews undertaken	72	60	-17%	The 2024-25 actual is lower than the target due to fewer reviews occurring in the second half of the financial year compared to the same period in the previous year. This is due to a reduction in new projects being funded. 2025-26 targets have been reduced to reflect this changing environment.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Department action plans	9	0	-100%	The 2024-25 actual is lower than the target as action plans will need to be developed in preparation for new psychological health regulations (commencing in December 2025). As the final version of the regulations will not be made public until October 2025, action plans were not able to be completed in the 2024-25 year.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Develop and implement training to build capability to deliver infrastructure	56	35	-38%	The 2024-25 actual is lower than the target as DTF is retendering some capability programs. Lower training	Output: Commercial and Infrastructure Advice Portfolio: Treasurer

				completions were anticipated due to this process.	
Senior responsible owner agrees Gateway review was beneficial and would impact positively on project outcomes	90	85	25%	The 2024-25 actual is lower than the target reflecting feedback from Senior Responsible Owners directly managing project delivery. Gateway has transitioned to a new Online Reporting Platform aimed at making it easier for users, including the State Revenue Office, to implement the Gateway process which should help achieve the target in the future.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Analysis and review of corporate plans within two months of receipt	95	87	-8%	The 2024-25 actual is lower than the target due to the additional time taken to review corporate plans in greater detail and allocation of resources to competing priorities.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Total output cost – Commercial and Infrastructure Advice	85.6	70	-18.4%	The 2024-25 actual is lower than the target mainly due to funding rephased into future years.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Total output cost – Industrial Relations	32.4	20	37.9%	The 2024-25 actual is lower than the target mainly due to funding rephased into future years.	Output: Industrial Relations Portfolio: Industrial Relations

b) Please provide the following information for objective indicators where data was not available at publication of the annual report 2024–25.

Objective indicators stated in annual report for which data was not available at date of publication	Best available data for 2024–25 and relevant date	Explanation for the absence of data in annual report	Action taken to ensure timely data for 2024–25 annual report
Economic growth to exceed population growth as expressed by	n.a	GSP per capita for 2024-25 will be published by the Australian Bureau of Statistics (ABS) in November 2025.	n.a

GSP per capita increasing in real terms (annual percentage change)			
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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.	Challenging economic and fiscal environment	External	Global economic environment – elevated interest rates, ongoing cost-of-living pressures, and global uncertainty arising from US tariff policies and geopolitical risks.	The Department provided authoritative advice on the state’s economic conditions, outlook, revenue outlook and initiatives. The Department supported the Government’s fiscal strategy and provided comprehensive advice on financial frameworks.
2.	Stakeholder Influence	External	Ineffective engagement with stakeholders can lead to poor stakeholder relations, which diminishes DTF’s ability to influence outcomes.	DTF actively manages relationships with departments, portfolio agencies and other stakeholders. The Department engages early to set and clarify expectations and works collaboratively to reach shared goals in a positive manner. DTF continues to strengthen its engagement approach by monitoring key stakeholder feedback and ensuring alignment between policy priorities and stakeholder needs.
3.	Complex operating environment	Internal	Increase of workload, competing priorities and resource allocation challenges	The DTF Improvement Initiative (DTFii) is a comprehensive program that aims to improve DTF staff wellbeing and influence by better understanding barriers in the Department and implementing solutions through a performance improvement strategy. The initiative was announced in June 2024 and is designed to be staged over four phases. Phases one to three are now complete, with the embedding phase now in focus.

Question 31 (all departments) Lapsed or abolished bodies

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 be impacted by the organisation's closure

Name of the body	Date body abolished/lapsed	Reason for closure	Anticipated savings from closure	Number of staff (FTE) impacted
Nil				

Question 32 (all departments) Newly created bodies

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

Name of the body	Date body created	Expenditure in 2024–25	FTE staff	Purpose/function(s) of the body	Who the head of the newly created body directly reports to
Nil					

Section I: Implementation of previous recommendations

Question 33 (relevant departments only)

- 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.

Department	Recommendations supported and supported-in-principle by Government	Actions taken at 30 September 2025
DTF - Budget Strategy	<p>Recommendation 4: The Department of Treasury and Finance update the Model Report to require departments to disclose</p> <ul style="list-style-type: none"> - Treasurer's Advances they accessed along with the following information: - the value of funding requested and approved in-principle by the Treasurer - the value of the funding drawn down a description of the purpose of each Treasurer's Advance - the related outputs that the Treasurer's Advance contributed to - an explanation of, or reason, why the purpose was urgent and unforeseen. 	<p>Departmental financial reports already disclose the amount of funding received in the form of Treasurer's Advances, along with an explanation for unspent funds where funds have not been fully spent.</p> <p>In addition, the State's Annual Financial Report discloses the purpose and amount of each Treasurer's Advance payment to each department (Note 8.2.13 of 2023-24 and Note 7.2.13 of the 2024-25 Financial Report). These are split between Treasurer's advance payments relating to decisions made post budget, and contingency releases paid. They include additional funding for school programs, emergency bushfire and severe weather recovery, drought and disaster recovery support, additional health support services, specific projects for the SEC, regional housing fund, Melbourne Art Precinct Transformation, hospitals, etc.</p> <p>DTF will continue to look at opportunities and is committed to increasing transparency to further strengthen disclosures in this area as part of the FY2025-26 Model Report and notes the enhanced disclosure of Treasurer's Advances in the <i>2025-26 Budget</i>. This included improved disclosure on how output and asset contingencies are presented in the <i>2025-26 Budget</i> including a qualitative description of the individual categories.</p>

		Work on the 2025-26 edition of the Model Report has just commenced. The 2025-26 Model Report is currently scheduled to be released in April 2026.
DTF - Budget Strategy	<p>Recommendation 34: The Department of Treasury and Finance:</p> <ul style="list-style-type: none"> - include an explanation of the value of funding allocated to central contingencies in future budget paper - report payments and the purposes of such payments it makes from central contingencies to departments in the Annual Financial Report that are not made via a Treasurer's Advance, if applicable. 	<p>To support its commitment to increased transparency, the Government has made additional disclosures in the following documents (see <i>Budget Paper 5: Statement of Finances</i>, Chapter 1, section 1.3.7 page 34 and section 1.3.8 page 36).</p> <p>This new disclosure highlights that the vast majority of asset contingencies and a significant proportion of output contingencies relate to the delivery of milestones and similar for existing initiatives and projects. These arrangements, whereby funding is released as milestones are being met or as risks and uncertainties are being resolved, facilitate enhanced central oversight and good financial management.</p> <p>One key driver in this context is in the size of the capital program. These are multi-year projects and as a measure of financial discipline, the funding is held at the centre and released as key delivery and construction milestones are reached.</p> <p>Payments from central contingencies to departments are made via Treasurer's Advances. Consequently, it is not expected that the recommended reporting will be required.</p>
DTF - Social	<p>Recommendation 36: The Department of Treasury and Finance report the expected costs and benefits of all new and existing early intervention investment framework initiatives in future state budgets.</p>	<p>Further consideration will be given to this recommendation. Currently, the Department of Treasury and Finance reports the expected costs and benefits for Early Intervention Investment Framework initiatives of each budget in the relevant year's budget papers.</p>

- 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.

Department	Recommendations supported and supported-in-principle by Government	Actions taken at 30 September 2025
DTF – Budget Strategy	<p>Recommendation 4: For step four of the medium-term fiscal strategy, the Government:</p> <ul style="list-style-type: none"> - set a numerical indicator that defines stabilisation in net debt, such as a target net debt as a percentage of gross state product figure, and - set a timeframe that defines the ‘medium term’ in which to achieve debt stabilisation in the next set of budget papers when it discusses the progress towards the aims of the fiscal strategy. 	<p>The <i>2025-26 Budget</i> outlines the definition and timeframe for debt stabilisation.</p> <p>In response to the COVID-19 pandemic, the Government developed in the <i>2020-21 Budget</i> a comprehensive fiscal strategy to protect Victorian households and businesses and provide a strong foundation for recovery. This initially involved a four-step plan to support Victorians, grow the economy and return to surpluses over the medium term.</p> <p>The Government has consistently reported on its progress over the last five years, and updated the plan in the <i>2024-25 Budget</i> to introduce a fifth step.</p> <p>In the <i>2025-26 Budget</i>, Budget Paper No. 2, Chapter 1 Economic and Fiscal Overview details the Government’s progress against this strategy.</p> <p>The <i>2025-26 Budget</i> forecasts the achievement of step 4: stabilising net debt levels as a proportion of GSP from 2026-27.</p> <p>The fifth step – introduced in the <i>2024-25 Budget</i> – involves reducing net debt as a percentage of GSP. Net debt to GSP is forecast to decline from 25.2 per cent in 2026-27 to 25.0 per cent in 2027-28 and then decline further to 24.9 per cent in 2028-29.</p>
DTF – Portfolio Analysis	<p>Recommendation 6: The Department of Treasury and Finance disaggregate the list of Treasurer’s Advance payments to departments in future Annual Financial Reports under the relevant urgent and/or unforeseen event or emergency that caused the payment to be made, as per the ‘Payments attributable to COVID-19’ tables that were published in the 2021–22 Financial Report.</p>	<p>The Department of Treasury and Finance will disaggregate the list of Treasurer’s Advance payments to departments in future Annual Financial Reports for State of Emergency events during the year/s when the State of Emergency is active.</p>

DTF – Financial Reporting	Recommendation 34: The Department of Treasury and Finance update its 2023–24 Model Report for Victorian Government Departments to include guidance around the disclosure of commercial-in-confidence grants in annual reports, specifying that the disclosure of the grant recipient and grant program is required.	This has already been actioned as part of the FY2024-25 Model Report. This has led to the inclusion of guidance on what constitutes commercial in confidence grants with the requirement for preparers to exercise judgement and care on how the information is disclosed. An additional example was also included in the Model report.
DTF – Corporate Finance	Recommendation 37: Victorian Government Departments, the Parliamentary Departments and Court Services Victoria provide a breakdown of the additional funding received when accounting for discrepancies between budgeted and actual revenue in response to the Committee’s future general questionnaires.	The department has provided a breakdown of the material additional funding amounts received when accounting for discrepancies between budgeted and actual revenue per the responses provided in Question 14.
DTF – Corporate Finance	Recommendation 48: The Department of Treasury and Finance ensure future responses to the Committee’s financial and performance outcomes questionnaires contain comprehensive answers regarding the reasons for accessing Treasurer’s Advances.	The department has included comprehensive answers regarding the reasons for accessing Treasurer’s Advances in its responses to Questions 3 and 4.
DTF - Revenue	Recommendation 50: The Department of Treasury and Finance explore ways to publicly report on the effectiveness and impacts of its tax policies including whether the taxes result in the intended outcomes or objectives, such as the impact of the vacant residential land tax on increasing the supply of housing and rental properties and decreasing property or rental prices.	The Department of Treasury and Finance supports the Treasurer in regularly meeting with stakeholder groups to discuss the impact of taxes on the economy. The Department continues to analyse the taxation policies within the State and across Australia, using public channels such as the Victorian Economic Bulletin to report on policy findings.
DTF – Portfolio Analysis	Recommendation 51: The Department of Treasury and Finance report on the total amount reimbursed to customers who paid the zero and low emissions vehicles road-user charge, including a breakdown of the additional interest paid in the 2024–25 Budget.	The 2023-24 Annual Financial Report Table 2.3 (Taxation) details that a <i>‘total of \$7.4 million was reimbursed to customers in 2023-24 who had previously paid the zero and low emissions vehicle road-user charge.’</i>

DTF – State Revenue Office	<p>Recommendation 52: In its annual review of the Victorian Homebuyer Fund the State Revenue Office report on:</p> <ul style="list-style-type: none"> • the capital gains or losses realised through property sales, refinancing or equity buybacks • the cumulative total number of approved applications, settled properties and total shared equity held by the Government • the number of applicants and number of settled properties owned by Aboriginal and Torres Strait Islander peoples 	<p>As indicated in our response to the recommendations, the State Revenue Office included the additional metrics in its 2023/2024 annual review which was released in October 2024.</p> <p>A link to the relevant section of our annual review is provided below for reference.<https://annualreview2324.sro.vic.gov.au/delivering-for-victorians/helping-victorians-own-their-homes></p> <p>With the Victorian Homebuyer Fund now being closed to new applications, the SRO will include these metrics in our 2024/2025 & 2025/2026 annual review and then a subset of the metrics thereafter.</p>
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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)

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:

- the top five projects that contributed to the variance recorded in each year
- 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
- an explanation for variances between budget estimate and actual net cash flow.

	Project name	Department	Output(s) and portfolio(s)	Estimated net cash flow in 2024–25 \$ million	Actual net cash flow in 2024–25 \$ million	Variance explanation
1.	Big Housing Build/Regional Housing Fund/ High-rise Redevelopment Program	DFFH	<p>Output: Housing Assistance</p> <p>Portfolio: Housing Housing</p>	813	1042	The variance in program spending is a result of further government funding decisions made throughout the financial year and the rephasing of funding into

						2024-25 to ensure the progress of program outcomes.
2.	North East Link	DTP	Output: Road Operations and Network Improvements Portfolio: Transport and Infrastructure	2085	2073	The variance reflects the timing of progressive drawdown of state loans and capital contributions provided to the State Tolling Corporation (STC) as part of the financing for the North East Link Project, with the actual drawdown slightly lower due to the lower than forecasted certified claims.
3.	Equity contribution relating to the State Loan repayment for the West Gate Tunnel	DTP	Output: Transport Infrastructure Portfolio: Transport and Infrastructure	112	140	The variance primarily relates to the timing of repayments of state loans by Transurban for the West Gate Tunnel Project. The actual loan repayments were higher than originally expected in 2024-25.
4.	Savings and efficiency initiatives	PNFC	Output: Effective Water Management and Supply Portfolio: Water	69	7	The variance predominantly relates to the timing of savings and efficiency initiatives implemented across the public non-financial and public financial corporations' sectors announced in the <i>2023-24 Budget</i> . The variance is primarily driven by the decision to defer the 2024-25 payments into the 2025-26 year.
5.	Melbourne Arts Precinct Transformation (MAPT)	DJSIR	Output: Creative Industries Portfolio Agencies Portfolio: Creative Industry	292	178	The variance is primarily driven by the reclassification of equity transfers associated with the Melbourne Arts Precinct Transformation project from investment in non-financial assets for policy purposes to purchase of non-financial assets to reflect current

						information on the delivery of the project.
	Other			543	485	
	Total net cash flow			3 552	3 631	

Question 35 (DTF only) Purchases of non-financial assets – General Government Sector (GGS)

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.

By department	Types of non-financial assets	Initial budget estimate 2024–25 \$ million	Actual 2024–25 \$ million	Variance (%)	Variance explanation	Relevant output(s) and portfolio(s)
Department of Health	Property, Plant and Equipment	2,253	1,942	-13.8%	<p>The variance is mainly due to the rephase of capital projects including:</p> <ul style="list-style-type: none"> - Community hospitals to give patients the best care (statewide) - Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) - Hospital Infrastructure Delivery Fund (statewide) - Improving safety in mental health intensive care areas (various) - Medical equipment replacement program 2024-25 (statewide) - Redevelopment of Royal Melbourne Hospital and Royal Women’s Hospital (Parkville) 	<p>Most relevant output and portfolio:</p> <ul style="list-style-type: none"> - Admitted Services
Department of Families, Fairness and Housing	Property, Plant and Equipment	71	57	-19.7%	The variance includes a delay in capital investment in Disability Specialist Accommodation, due to receipt of the	<p>Outputs:</p> <ul style="list-style-type: none"> • Disability services

					Commonwealth NDIA revenue coming too late for DFFH to spend within the financial year. These works were carried over to 2025-26. Other causes of the variance are delays in procurements for the department's minor capital works including IT, office fit-outs and refurbishment etc.	Portfolios: • Minister for Disability
Department of Jobs, Skills, Industry and Regions	Property, Plant and Equipment	186	293	57.5%	The variance is mainly due to contingency releases post-budget for capital projects in the Creative Industries and Outdoor Recreation portfolios.	Outputs: • Creative Industry Portfolio Agencies • Fishing, Boating and Game Management. Portfolios • Creative Industries • Outdoor Recreation.
Department of Transport and Planning	Property, Plant and Equipment	8,078	10,298	27.5%	The variance is mainly driven by contingency releases post budget for various capital projects, including the Level Crossing Removal Program, North-East Link project and Suburban Rail Loop project as these projects move in various stages of deliveries.	Most relevant output and portfolio: Transport Infrastructure
Department of Education	Property, Plant and Equipment	2,729	2,315	-15.2%	The variance is mainly driven by the revised phasing of project funding for various schools and kindergarten capital programs.	Most relevant portfolios: • Children • Schools
Department of Justice and Community Safety		459	438	-4.6%	n.a	n.a

Department of Energy, Environment and Climate Action	Land, Property, Plant and Equipment	286	218	-23.8%	<p>The lower than estimated capital spending is primarily driven by:</p> <ul style="list-style-type: none"> • timing of land acquisition for the Western Grassland Reserve associated with the Melbourne Strategic Assessment • rephase of the construction of a water treatment plant associated with the Bendigo Mine-Impacted Groundwater Long-term Management initiative to 2025-26. 	<p>Outputs:</p> <ul style="list-style-type: none"> • Environment and Biodiversity • Effective Water Management and Supply
Court Services Victoria	Property, Plant & Equipment	307	191	-37.8%	<p>The variance is mainly due to the rephase of capital projects including:</p> <ul style="list-style-type: none"> • VCAT Long Term Accommodation • Specialist family violence integrated court response • VCAT Digital Transformation • Wyndham Law Courts • Keeping Courts Open • Clinic and Conferencing project. 	Output: Courts
Department of Premier and Cabinet	Property, Plant & Equipment	15	11	-26.7%	Variance is largely due to a project reclassified as operating instead of capital in nature in line with accounting standards following publication of the budget.	<p>Output: Self-determination policy and reform advice and programs</p> <p>Portfolio: Treaty and First Peoples</p>
Department of Government Services	Property, Plant & Equipment	108	25	-76.9%	The lower actual capital spend activity levels compared to estimates was driven by the timing of certain office accommodation lease renewals.	<p>Output: Services to Government</p> <p>Portfolio: Government Services</p>

Department of Treasury and Finance	Mainly intangible assets	15	8	-46.7%	The lower actual capital spending mainly reflects the impact of the budgets for SRO's capital programs that were rephased into 2025-26, resulting in lower spending in 2024-25.	Output: Revenue Management Services to Government Portfolio: Treasurer
Parliamentary Departments	Property, Plant and Equipment	7	26	271.4%	Asset replacement and renewals programs delivered across the Parliamentary precincts to ensure the institution of Parliament can effectively carry out its role of scrutinising the activities of the Executive. Most recent examples are post-budget adjustment for Protective Security Upgrades and post budget approval for Committee Hearing Rooms project.	Output: Parliamentary Services

Question 36 (DTF only) Revenue initiatives

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.

Initiative	2024–25 budget estimate (\$ million)	2024–25 actual (\$ million)	Explanation for any variance $\pm 10\%$ or \$100 million
Commercial and industrial property tax reform	..	4.4	A higher-than-expected number of properties subsequently transacted after entering the reform within the first 12 months
Standalone land tax exemption for social and emergency housing	..	0.4	A higher-than-expected number of landowners applied for the new standalone exemption, instead of other existing land tax exemptions such as those available to charities.

Question 37 (DTF only) Expenses by departments – General Government Sector (GGS)

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.

By department	Initial budget estimate 2024–25 \$ million	Actual 2024–25 \$ million	Variance (%)	Variance explanation	Relevant output(s) and portfolio(s)
Department of Health	27,874	32,790	17.6%	The variance is mainly driven by increased funding to operate Victoria's hospitals to deliver critical care and increased service delivery.	Most relevant output: • Admitted Services
Department of Families, Fairness and Housing	8,158	9,579	17.4%	The variance was mainly attributed to the implementation of Government policy commitments such as Victorian Redress Scheme and insurance payments associated with historical institutional child abuse. The payments to eligible Victorians under the Commonwealth Energy Bill Relief initiative also contributed to the variance.	Outputs: • Child Protection and Family Services • Concessions to Pensioners and Beneficiaries Portfolios: • Children • Disability
Department of Jobs, Skills, Industry and Regions	4,385	4,403	0.4%	n.a	n.a

Department of Transport and Planning	8,617	9,773	13.4%	<p>The variance is mainly driven by the post-budget release from contingency and expenditure reclassifications in line with Accounting Standards for projects including:</p> <ul style="list-style-type: none"> • Metropolitan tram franchise agreement • Suburban Rail Loop • Switching on the Metro Tunnel • COVID-19 impacts on public transport • Level Crossing Removal Project. 	<p>Most relevant outputs</p> <ul style="list-style-type: none"> • Train Services • Tram Services • Bus Services <p>Most relevant portfolios</p> <ul style="list-style-type: none"> • Transport Infrastructure • Public and Active Transport
Department of Education	22,016	22,839	3.7%	<p>The variance is mainly driven by higher employee expenses in government schools and grants provided to non-government schools.</p>	<p>Most relevant portfolios:</p> <ul style="list-style-type: none"> • Children • Schools
Department of Justice and Community Safety	9,632	11,096	15.2%	<p>The variance is mainly driven by higher grant expense to support the operations of Emergency Services Organisations, and increased expenses relating to frontline policing to improve public safety and reduce crime.</p>	<p>Most relevant output</p> <ul style="list-style-type: none"> • Emergency Management Capability • Policing and Community Safety <p>Most relevant portfolios</p> <ul style="list-style-type: none"> • Police • Emergency Services

Department of Energy, Environment and Climate Action	3,114	3,756	20.6%	<p>The variance is primarily driven by:</p> <p>(i) additional preparedness and response activities associated with the bushfire emergency and biosecurity emergencies including the Varroa-mite outbreak and the new strain of Avian Influenza.</p> <p>(ii) additional expenses associated with VicGrid in 2024-25 for the planning and development of Victoria's Renewable Energy Zones and transmission infrastructure to support the transition to renewable energy.</p> <p>(iii) recognition of the tripartite agreements between Recycling Victoria, local councils and waste management contractors in the department's estimates. These agreements were transferred to the department upon the abolishment of the Metropolitan Waste and Resource Recovery Group as part of the broader government Recycling Victoria - Circular Economy initiative.</p>	<p>Most relevant outputs</p> <ul style="list-style-type: none"> • Fire and Emergency Management • Agriculture (Biosecurity and Agriculture Services sub-output) • Energy • Circular Economy • Management of Public Lands and Forests <p>Most relevant Portfolios</p> <ul style="list-style-type: none"> • Agriculture • Environment • Energy and Resources
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				(iv) additional payments associated with the Forestry Contractor Strategy.	
Court Services Victoria	887	941	6.1%	n.a	n.a
Department of Premier and Cabinet	546	613	12.3%	The variance is primarily driven by increased funding to implement the 2024 Victorian Public Sector Agreement and establishment of the Parliamentary Workplace Standards & Integrity Commission	Output: Executive government advice and services Portfolio: Premier
Department of Government Services	2,147	2,020	-5.9%	Variance is primarily driven by timing differences between the expected schedule of Commonwealth financial assistance funding payments to local Government and the actual receipt of payments.	Output: Local Government Portfolio: Local Government
Department of Treasury and Finance	14,198	14,417	1.5%	The variance is primarily due to higher interest expenses than budgeted in the 2024-25 <i>Budget</i> due to TCV borrowing funds earlier in the 2024-25 financial year.	Output: Commercial and Infrastructure Advice Portfolio: Treasurer
Parliamentary Departments	381	382	0.3%	n.a	n.a

Question 38 (DTF only) Economic variables

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 ± 0.5 percentage points, please provide an explanation for the variance. Please fill all blank spaces.

Economic variable	Budget estimate 2024–25	Actual 2024–25 result	Variance	Explanation for variances equal to or greater than ± 0.5 percentage points
Real gross state product	2.50	n.a	n.a	
Labour force participation rate	66.9	67.9	+1.0	The higher participation rate reflects a high number of people still entering the labour force and finding work, as employers continued to look to fill a higher than usual number of job vacancies.
Unemployment rate – overall	4.25	4.4	+0.15	
Unemployment rate – male	n.a	4.6	n.a	
Unemployment rate – female	n.a	4.3	n.a	
Underemployment rate	n.a	6.4	n.a	
Youth unemployment	n.a	10.5	n.a	
Youth underemployment	n.a	n.a	n.a	
Consumer price index	2.75	2.4	–0.35	
Wage price index	3.75	3.3	–0.45	
Population	1.80	n.a	n.a	
Household consumption	2.7	0.8	–1.9	Household consumption was weaker than forecast, as consumers remained cautious amid higher interest rates and cost-of-living pressures, in aggregate choosing to save rather than spend improvements to household incomes in 2024-25.
Property prices	5.2	-0.5	–5.7	Growth in property prices over 2024-25 was weaker than forecast, reflecting a smaller than expected reduction in interest rates, while property listings remained elevated.
Property volume	4.0	10.6	6.6	The volume of property settlements grew more strongly than expected, supported by population growth and robust labour market conditions.
Employee expenses	36.5	38.5	5.4	Employee expenses were higher than published at budget. This was largely driven by salary growth in line with

				enterprise bargaining agreements, higher than expected expenditure in the health sector to support Victoria's hospitals to deliver critical care, and the significant increase in teaching and education support staff employed in Government schools to meet demand.
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