

Major Projects Performance Reporting 2024

February 2025

Independent assurance report to Parliament
2024–25:9

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Independent assurance report to Parliament

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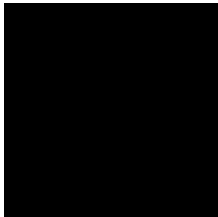
The Hon Shaun Leane MLC
President
Legislative Council
Parliament House
Melbourne

The Hon Maree Edwards MP
Speaker
Legislative Assembly
Parliament House
Melbourne

Dear Presiding Officers

Under the provisions of the *Audit Act 1994*, I transmit my report *Major Projects Performance Reporting 2024*.

Yours faithfully



Andrew Greaves
Auditor-General
19 February 2025

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the lands and waters throughout Victoria. We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing culture, and to Elders past and present.

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Review snapshot

Do public entities publish information that can be used to assess their major projects' performance against expected cost, time, scope and benefits?

Why we did this review

Major projects are specialised and complex. Changes to a project's cost, time and scope can impact originally intended project benefits. Parliament and the community want transparent and useful information about changes to a major project's cost, time, scope and benefits.

This is our fourth assurance review focusing on accountability and transparency gaps. Our previous reviews found the public entities we examined do not consistently and transparently report on their major projects' performance.

What we concluded

The information public entities provide Parliament and the community is not meaningful. It does not allow the community to understand major projects' performance against expected cost, time, scope and benefits or the impact of any changes.

The public entities in scope do not consistently and transparently report major projects' performance information in a way that is useful to the Parliament or the general public. They partially report only some information in a meaningful way about their major projects' performance.

Entities and the Department of Treasury and Finance (DTF) have the information to address this. Internal analysis of project performance is often high quality and meaningful, but this is not typically publicly reported. They could use their internal analysis to significantly improve the quality of information available to the community about project performance, at an insignificant cost.

Entities also are not systematically assessing the impact of material changes to a project's originally approved parameters. Entities' project benefits measurement systems are often immature, with unclear roles and responsibilities. These weaknesses can be addressed through strengthened guidance for entities from DTF.

We made 6 recommendations to DTF and public entities to improve the transparency and meaningfulness of major projects performance reporting.

Key background information

Our review



113
major projects



\$145.5 billion
total value

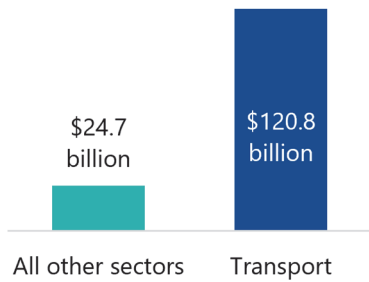


15
agencies surveyed



8
case studies

Total estimated investment (TEI) – transport versus all other sectors



Of the 113 major projects we reviewed, there is a **net TEI increase of \$11.66 billion (8.7%)** broken down as follows:



53
increased TEI
by \$14.9 billion
total



25
decreased TEI
by \$3.3 billion
total



32
did not
change



3
did not
have a TEI

Source: VAGO.

1.

Our key findings

What we examined

Our review followed one line of inquiry:

1. Are public entities transparently reporting the performance of their major projects against cost, time, scope and benefits?

To answer this question, we surveyed 15 of the 19 entities in scope for this review and examined 113 selected major projects.

Appendix A lists agencies' formal letters of response to this review along with their recommendation action plans. Appendix G contains the entity responses to our survey.

We did not survey the Department of Treasury and Finance (DTF) and the Department of Families, Fairness and Housing (DFFH) because they did not have any major projects during this Budget year. DTF is in scope for this review because it is the central entity responsible for major project budget management and other guidance. DFFH is in scope because it is responsible for Homes Victoria. Victorian Rail Track (VicTrack) is in scope because the Budget papers have allocated some major projects in the transport sector to this entity.

The public entities included in this review's scope are:

- Court Services Victoria
- Department of Energy, Environment and Climate Action
- Department of Families, Fairness and Housing
- Department of Health
- Department of Jobs, Skills, Industry and Regions
- Department of Justice and Community Safety
- Department of Transport and Planning
- Department of Treasury and Finance
- Geelong Performing Arts Centre Trust
- Homes Victoria
- Kardinia Park Stadium Trust
- Melbourne Arts Precinct Corporation
- Melbourne Water Corporation
- North East Link State Tolling Corporation
- South East Water Corporation
- State Sport Centres Trust
- Suburban Rail Loop Authority
- Victorian Infrastructure Delivery Authority
- VicTrack.

Terms used in this report

Capital project

A capital project is a project that builds, improves or maintains assets or infrastructure. Capital projects usually have complexity challenges as well as a relatively large cost and scale.

High value high risk (HVHR) project

A project is HVHR if DTF assesses it as:

- high risk
- medium risk and it has a total estimated investment (TEI) between \$100 million and \$250 million
- low risk and it has a TEI over \$250 million
- a project outside these parameters that warrants the extra rigour applied to HVHR projects.

Major project

A major project is a new, existing or completed capital project with a TEI worth \$100 million or more.

Total estimated investment (TEI)

TEI is the project cost reported in Budget papers. This includes the base cost estimate, the base risk estimate (the expected cost of managing risks) and the excess risk estimate (an additional risk allocation above the base risk estimate).

Background information

Capital projects are a significant part of Victoria's Budget

DTF reports on capital expenditure, including major projects, in Budget Paper 4: State Capital Program (BP4), which the Victorian Treasurer tables in Parliament on Budget day.

The 2024–25 BP4 reports that the Victorian public sector's new and existing capital investments are worth \$208.48 billion. This is \$7.85 billion more than the \$200.63 billion committed in 2023–24.

Capital investments can include transport and water infrastructure, hospitals, schools, prisons and other community facilities. Capital expenditure grew by an average 13.25 per cent each year over the last decade.

The Victorian Government spends 19 per cent of its Budget on major projects and other capital investments, worth \$101.49 billion a year over the Budget period and forward estimates to 2027–28. This spending is expected to reach \$19.3 billion per year in the period to 2027–28.

There is a need for more meaningful project performance information

Major projects are complex and changes to them can significantly impact a project's originally intended social and economic benefits.

Parliament and the community want meaningful information, in an accessible and useful format, about how effective public investment in major projects is and whether original project expectations are being met.

More meaningful project performance information would help Parliament and the community better understand project outcomes. It would allow Parliament to ask the government and responsible public entities about changes to any originally stated project goals.

To be meaningful and useful, project performance reporting and analysis should:

- be available to Parliament and the community in a format that clearly explains project progress and outcomes
- assess the current project status against the cost, time, scope and benefits that were initially defined and analyse underlying reasons for changes to expected project parameters
- measure and analyse progress towards achieving expected project benefits.

Our continued major projects assurance focus

Our previous 3 assurance reviews on this topic found the entities we examined did not consistently and transparently report on their major projects' performance.

In this review, we surveyed 15 of the 19 entities in scope and examined 113 major projects worth \$100 million or more. Of these major projects, 3 did not have a confirmed TEI. The remaining 110 major projects in our selection are worth \$145.5 billion and account for 70 per cent of value of all capital investments listed in the latest BP4.

See Appendix C for our review scope and method.

What we found

We made 4 key findings:

1. Public reporting about major projects is not meaningful, reliable or comprehensive.
2. Internal analysis of project performance is often high quality and meaningful, but it is not publicly reported.
3. Entities are not systematically assessing significant changes' impact on a project's original cost, time, scope or benefits.
4. Entities' project benefits measurement systems are not mature, with unclear roles and responsibilities.

The analysis leading to these key findings is discussed in this section.

Key themes from the major project case studies are described in more detail in Section 3. Appendix D lists the case studies we selected to examine in more detail.

We explore the data from our surveys in more detail in Section 4.

Using this data we have updated our interactive major projects dashboard which is a companion product for this report. The updated dashboard can be found at <https://www.audit.vic.gov.au/report/major-projects-performance-reporting-2024>.

Our recommendations and entity responses are at the end of this section.

Consultation with entities

When reaching our conclusions, we consulted with the reviewed entities and considered their views.

Key finding 1: Public reporting about major projects is not meaningful, reliable or comprehensive

Entities are not clearly explaining project changes in Budget papers

Entities report in BP4 mainly what has changed in a project rather than why a change happened. BP4 footnotes do not always accurately and transparently report underlying factors that impact a major project's performance.

BP4 footnotes are important because they provide an explanation to Parliament and the community about any changes to capital investments. BP4 footnotes increase transparency and provide further context and are a key accountability mechanism for entities to explain how they have used public taxpayer money in their major projects.

This means BP4, which is the main information source on major projects available to Parliament and the community, is not useful or reliable for assessing major project performance.

Useful public data on project performance is limited

All projects in our case studies had a TEI or date change. Eight projects did not disclose in their BP4 reporting the full reasons why they had a change.

This means public data does not give a full story about these projects' circumstances to Parliament and the community. This reporting gap could lead to misunderstandings about a major project's management, progress and outcomes.

Some types of major projects, such as public–private partnerships (PPPs), give more meaningful information to Parliament and the community about their key attributes, contract mechanisms and how they can demonstrate value for money. The Treasurer requires that PPP projects publish useful and meaningful project summaries soon after a contract has been finalised with a successful private sector consortium.

Some projects use an alliance or lump sum procurement model and have similar or higher TEIs than some PPPs. But they do not provide any in-depth public reporting about the rationale for the project's design, structure and value for money considerations. This means Parliament and the community have different quality information available to them about important factors relevant to a major project's establishment and performance.

Key issue: We identified similar gaps in previous reviews

Over the last 3 years, our major projects assurance reviews have identified similar issues around BP4 footnotes, project performance analysis, and expected project benefits measurement and assessment.

We made 9 detailed recommendations to address these deficiencies in our 3 previous reviews. Five have been accepted in principle, 3 have been accepted, and one has not been accepted. Some recommendations have been implemented, but some have not been actioned.

Addressing this finding

To address this finding, we made 2 recommendations to DTF and public entities about improving public reporting on major projects' performance.

Key finding 2: Internal analysis of project performance is often high quality and meaningful, but it is not publicly reported

DTF produces high-quality internal analysis and reporting on project performance

DTF's project assurance advice and products for government and entities is high quality.

DTF provides comprehensive, confidential advice on major projects performance to ministers on a quarterly basis. This advice is not intended for the public and has limited distribution outside relevant ministers' offices, DTF and the Department of Premier and Cabinet (DPC).

The advice to ministers examines the cost, time, scope and risk factors that may be affecting major projects in detail. It also gives a joint DTF and DPC view about a project's progress using red, amber and green (RAG) ratings. The quarterly advice includes useful analysis of the state's exposure to certain contractors, construction market price escalation impacts and other systemic issues, such as supply chain challenges and industrial relations.

DTF also runs and oversees major project review and assurance processes such as the HVHR framework and the gateway review process (gateway).

These processes give useful and practical advice to senior project leaders at various steps in a project's lifecycle.

Working well: DTF streamlined its quarterly data collection and reporting for major projects

DTF implemented a new online data management and analytics tool in 2024 to support its quarterly major projects report. DTF has been able to reduce its data collection to reporting timeframe within one month of the end of quarter.

Entities' internal reporting is high quality, but it is not usually public

The available evidence for our 8 case studies gave us a meaningful understanding of these projects' performance.

But this information is not publicly available. Other types of public updates do not discuss known progress challenges or specifically focus on any government-approved changes to cost, time and scope.

This means that projects do not provide transparent reporting on performance to Parliament and the community. For reporting to be meaningful, we consider that project updates need to reflect Parliament's expectation that public projects, which use public funds, give more transparency and accountability back to the community who fund them.

Addressing this finding

To address this finding, we made one recommendation to DTF and relevant public entities about increasing transparency and providing useful project information.

Key finding 3: Entities are not systematically assessing the impact on a project's original cost, time, scope or benefits when there is a significant change

Some projects had TEI increases over time

Of the major projects we reviewed, 48.2 per cent (53 of 110) show TEI increases over time. There has been a \$11.66 billion net overall TEI increase across the major projects in our selection since last year's review.

Of the 10 projects reviewed in our 8 case studies, 5 have had a significant TEI change at some point in their lifecycle.

Significant TEI change

A TEI change is significant when there is a 20 per cent cost increase or decrease.

These TEI increases over time suggests that cost estimation is not always reliable at business case or investment decision stages. Entities' cost estimation and cost planning capabilities are also not adequately identifying construction market price volatility.

Rising market costs impacted some construction projects

Construction market price volatility has had a significant impact on some project budgets.

In some cases, the construction market has offered significantly higher prices than the TEI estimates announced to the public in early project stages.

Entities are not analysing changes to projects' economic and other benefits

Entities do not specifically consider the impact of major changes to cost, time and scope on expected project benefits and economic viability.

We found no evidence that original forecast economic and other benefits are formally reassessed after significant project changes.

This means Parliament and the community have no way of knowing whether a project's estimated economic benefit-cost ratio (BCR) or any other project benefits measurement tool used is still valid after a major change.

Benefit-cost ratio (BCR)

A BCR is an economic appraisal tool used to analyse and understand the relative value of expected cost inputs versus any social, economic and environmental benefits a project is expected to provide.

Procurement model changes impacted some project budgets and timelines

For some major projects, changes to an expected procurement approach happened after an initial funding decision.

This had some observable impacts on the project's TEI and timelines.

To achieve better project outcomes, entities should explicitly consider doing their detailed analysis of project procurement approaches at the same time that they develop project investment cases and seek approval from government.

Working well: Value management approaches to mitigate scope and cost challenges

We saw some evidence of effective value management approaches. Our conversations with senior project stakeholders on a case study project demonstrated how they maintain a focus on delivering high-quality outcomes, even after market prices came in higher than expected.

Useful approaches included options such as staging of works, cold shell fit-outs (a functional build with basic finishes) and passive infrastructure provision for future but currently unfunded services and facilities. These approaches show how some entities are strategically planning to control cost and scope, as well as futureproof assets.

Some projects also used a longer-term approach to try and gain value from whole-of-life costing by using 'scope ladders', which are a series of iterative and cumulative scope options and choices. This helps the state better understand the opportunity cost of building in options during construction rather than trying to retrofit them to a facility in the future.

Addressing this finding

To address this finding, we made 2 recommendations to DTF about providing more guidance on tracking and acquitting benefits in major projects.

Key finding 4: Entities' benefits measurement systems are not mature, with unclear roles and responsibilities

Entities self-assessed their project benefits as on track, but we found some challenges

This year, our survey included a project benefits self-assessment and questions about measurement systems. Entities rated 96 projects (85 per cent) as green. This means entities believe they have well-developed project benefits measurement systems.

In our detailed review, we rated all 10 case study projects as amber for benefits. This is mainly due to incomplete baseline data or no evidence that established benefits measurement processes are in place.

We also saw some incomplete and outdated benefits plans, as well as some confusion about the different entities' role in assessing and measuring benefits, especially longer-term benefits linked to a desired economic outcome.

Some project benefits have not been reassessed after significant changes

In our survey, entities recorded that 101 (89.38 per cent) projects had a process to recalculate changes to project benefits due to a significant scope change.

However, we observed through our case study reviews that some projects have had significant changes to scope, cost and time since they were first approved but entities have not reassessed the project's expected benefits' timing or scale.

This means there is a risk the state could be proceeding with a project that is not providing the expected, and sometimes publicly announced, benefits in line with the scale and timing specified in the original investment decision. Some project assurance reviews (PARs) and gateway reports also identified this mismatch.

Addressing this finding

To address this finding, we made one recommendation to DTF about providing more guidance on tracking and acquitting benefits in major projects.

2.

Our recommendations

We made 6 recommendations to address our 4 key findings. The relevant entities have accepted the recommendations in full or in principle. The Department of Health and the Department of Transport and Planning (DTP), also representing the Suburban Rail Loop Authority (SRLA) and the Victorian Infrastructure Delivery Authority (VIDA), do not agree that 2 recommendations are relevant to them and believe that DTF is the appropriate entity to action them.

		Entity response(s)
Finding: Public reporting about major projects is not meaningful, reliable or comprehensive		
Department of Treasury and Finance and entities we examined	<p>1 Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none">clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change wasdeveloping a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parametersanalysing and describing the impact on a project's previously approved parameters (cost, time, scope and benefits) after a significant change occurs.	<p>The Department of Health and the Department of Transport and Planning (also representing the Suburban Rail Loop Authority and the Victorian Infrastructure Delivery Authority) do not accept that this recommendation is relevant to them.</p> <p>The Department of Treasury and Finance and all other entities we examined have either accepted in full or accepted in principle.</p>
Department of Treasury and Finance	<p>2 Expand Budget Paper 4: State Capital Program's scope and purpose, or develop a standalone annual major projects performance report and data dashboard for tabling in Parliament and public release, that includes:</p> <ul style="list-style-type: none">progress analysis against cost, time, scope and benefitsmore transparency and accountability, describing any relevant root cause factors that have caused a change in a project's previously approved cost, time, scope or benefits, as well as the impact of the changedata and assessments that have been certified and endorsed by relevant entities' accountable officers.	Accepted in principle

Finding: Internal analysis of project performance is often high quality and meaningful, but it is not publicly reported

Department of Treasury and Finance and entities with major projects worth \$250 million or more	<p>3 Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more total estimated investment) alliance or lump sum contract projects, using the Department of Treasury and Finance's existing public-private partnership project summaries as a content guide.</p>	<p>The Department of Health and the Department of Transport and Planning (also representing the Suburban Rail Loop Authority and the Victorian Infrastructure Delivery Authority) do not accept that this recommendation is relevant to them.</p> <p>The Department of Treasury and Finance and all other relevant entities with major projects worth \$250 million or more have either accepted in full or accepted in principle.</p>
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Finding: Entities are not systematically assessing significant changes' impact on a project's original cost, time, scope or benefits

Department of Treasury and Finance	<p>4 Provide more explicit guidance to relevant entities on cost planning, risk management and sensitivity testing before making final investment decisions, and:</p> <ul style="list-style-type: none"> • incorporate this guidance into high value high risk or gateway review process guidance • expand the Department of Treasury and Finance's investment lifecycle guidance to describe how reliable (such as low, medium or high confidence) a project's cost information is for use in public communication about project budgets. 	Accepted in principle
	<p>5 Provide more explicit guidance on actions entities need to take after a significant project change, including:</p> <ul style="list-style-type: none"> • reassessing the benefit-cost ratio for an updated view on a project's value for money and economic viability • formally assessing any impact on other project parameters, such as cost, time, scope and benefits. 	Accepted in principle

Finding: Entities' project benefits measurement systems are not mature, with unclear roles and responsibilities

Department of Treasury and Finance	<p>6 Provide entities more explicit guidance on how to measure and acquit major projects' benefits. This includes describing:</p> <ul style="list-style-type: none"> • what, when and how measuring and acquitting major projects' benefits should be done • different stakeholders' roles and responsibilities • a measurement approach for less tangible long-term economic outcomes. 	Accepted in full
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3.

Key themes from our project case studies

We developed 8 major project case studies to give a more focused review to some selected projects.

The 10 major projects we reviewed in our 8 case studies are high cost (over \$250 million TEI) or have shown significant cost or time changes during their lifecycle.

Covered in this section:

- How entities publicly report project performance data
- How entities internally report project performance
- How entities assess the impacts from significant project changes
- How entities are measuring and assessing project benefits

Public reporting on major projects

Project cost changes in BP4 In our survey and case study interviews, entities gave us detailed information about budget changes. But they do not provide the same level of detail in their BP4 footnotes.

For example, entities internally reported cost changes for some projects because:

- market demand projections changed
- supply chain costs increased
- project delivery schedules were amended.

But these reasons were not reported in BP4 footnotes.

This means that BP4 footnotes do not always represent accurate and transparent reporting of root cause factors affecting a major project's performance.

Our 2023 major projects performance reporting assurance review noted that DTF updated its guidance for 2023–24 so entities could provide accurate, complete and well-structured footnotes for capital projects listed in BP4.

DTF's guidance says that if there are changes to a project's TEI or completion date from the last BP4, the entity should include a footnote to explain why the change happened.

Ten projects in our case studies had a TEI or date change, but 8 projects had not disclosed the full reasons why this change occurred in their BP4 reporting.

These observations show entities are not consistently meeting DTF's footnotes content guidance. DTF advised us that some entities may be meeting the content guidance but this detail is not being published in BP4.

This is because although DTF prepares BP4 for the Treasurer, it is a document produced at the government's discretion with no format or content requirements set by legislation or ministerial direction. Any content in BP4 is therefore published at the Treasurer's discretion.

Public reporting During our review we found meaningful information about project performance, but the information we saw is not publicly available.

We found some public construction updates with useful point-in-time information about disruptions or specific project milestone progress. But other public updates did not discuss known progress challenges or focus on any state-approved changes to a project's cost and time.

DTF identifies and analyses every 3 months the reasons why projects significantly change, but it does not provide this broader analysis to entities assessed by DTF. Making key elements of this analysis available to entities may help them better understand what challenges are occurring in other major projects and help them avoid future project delivery risks.

Meaningful major projects information Some major projects give more meaningful public information than others. PPPs have a requirement to publish a detailed project summary, including key contractual terms and value for money considerations, which the Treasurer tables in Parliament and DTF publishes on its website.

Some non-PPP major projects, including major projects that are using an alliance or lump sum procurement model, have similar or higher TEIs compared to recent PPPs. However they do not have the same transparency requirements as PPPs.

Alliance contracting model

An alliance contracting model approach sees the delivery entity and the contractor, designer and other project parties work together to design and construct a project. Parties are required to manage project risks, work together in good faith, act with integrity and make best-for-project decisions.

Alliance model projects do not have the same requirement as PPPs to publicly explain design decisions, contractor selection, project costings, public interest and probity safeguards, and broader value for money considerations. Although alliance projects are expected under national guidelines to develop a final value for money assessment after the project has been fully delivered, this analysis is not usually made public.

All major project contracts must be published on the Buying for Victoria website. But these contracts can sometimes have key commercial terms redacted, and do not explain the project's main attributes in plain English, like PPP summaries do.

Public summaries for non-PPP major projects would improve transparency and accountability. Projects adopting this enhanced disclosure could be defined by having a TEI over \$250 million or being identified as a HVHR project.

Project changes analysis Entities do not specifically analyse how major changes to cost, time and scope impact a project's benefits and economic viability.

Some projects we examined have been through a detailed economic appraisal to produce a BCR. This allows entities to understand potential economic benefits and a project's overall value.

Infrastructure Australia independently assessed the BCR for the North East Link (all roads packages) as part of a requirement to get Australian Government funding.

Infrastructure Australia published a 1.3 project BCR in October 2018, based on a \$14.87 billion to \$15.79 billion nominal cost band for the project. This reflected the state's early proposal and cost assessments from preliminary engineering and design work.

The state government changed some aspects of the project's design and scope in late 2018. Due to this and other factors, the North East Link packages are now expected to cost \$26.21 billion, or \$10.42 billion more than what Infrastructure Australia initially analysed.

This means the data Infrastructure Australia used to assess the project's BCR is no longer accurate.

We saw no evidence that Victorian entities formally reassessed the original BCR or project benefits to reflect the project's significant changes.

Because this work was not done, there is no way to understand how scope and cost changes impacted the project's economic viability. It also means that Parliament and the community have no way of knowing the current estimated economic benefit from the project.

Internal reporting on major projects

DTF's analysis and reporting

During our case studies work, we also analysed examples of DTF's project assurance advice to government and entities. We found DTF's work:

- was relevant to the project
- was developed by review teams with appropriate expertise
- focused on high-risk matters that could impact a project's delivery
- allowed for wider insights and lessons learnt analysis across the major projects portfolio.

DTF provides comprehensive major projects performance advice to ministers every 3 months. This advice is confidential and not intended for the public. Only project-specific observations are distributed to major projects delivery teams.

DTF recently implemented an online data management and analytics tool to streamline its quarterly data collection. DTF told us this improved the analysis reporting timeline to within one month of the end of quarter.

We identified instances before this where ministers did not formally consider DTF's quarterly advice until months after the advice was lodged.

DTF told us a delay between advice lodgement and formal consideration did not necessarily mean the advice was not useful. This is because the detailed project analysis, once approved and lodged, is available to central agencies, senior DTF officers and the Treasurer's office.

Project assurance systems

DTF's project assurance processes, such as HVHR and gateway, give useful, practical advice to senior project leaders. HVHR processes apply to 77 of the 113 projects we reviewed.

Larger and more complex projects, like the Suburban Rail Loop East or North East Link, have worked with DTF to develop a modified HVHR and gateway review implementation approach.

This includes using PARs at key lifecycle points to give project leaders focused, timely advice and improvement recommendations.

HVHR project progress RAG ratings

All HVHR projects are captured in DTF's quarterly reviews sent to ministers. According to BP4, HVHR projects are subject to additional scrutiny, independent review and government approval processes.

DTF uses RAG ratings to track HVHR projects' progress against their estimated, cost, time and scope.

If DTF and DPC rate a project ...	then the project's ...
red	scope, schedule, budget or expected benefits are not achievable.
amber	scope, schedule, budget or expected benefits are achievable but there are significant issues that require attention.
green	scope, schedule, budget or expected benefits are on track.

Project assurance systems

The Budget papers usually disclose which projects have been classified as HVHR.

Of the 63 projects listed in the most recent BP4, 53 of them are also within the scope of this assurance review. The remaining 10 listed in BP4 are out of our scope because they are either technology or land purchase projects, or a program of works with no sub-project worth \$100 million or more.

Seventy-seven (68.1 per cent) of the projects we reviewed were subject to HVHR processes. There are more projects in our selection than listed in BP4 because some projects are sub-packages in the overarching level-crossing removal programs, which is subject to HVHR at a program level.

Sub-packages

A major project can be split into sub-packages or sub-projects, which aim to contribute to the overarching goal. For example, the Level Crossings Removal Program, which is the state government's overarching program to remove level crossings, disaggregates its works into smaller sub-packages to deliver various crossing removals.

Gateway and PARs

Under the HVHR framework, any gateway and PAR red-rated recommendations require the relevant entity to develop a recommendation action plan.

All the case study projects we reviewed are following the agreed or required HVHR steps with available evidence showing that red recommendations are being responded to.

But the available evidence was not always clear about the implementation timeliness of agreed response actions.

DTF tracks these types of recommendations in its quarterly reporting to ministers, but this monitoring status report is not widely available.

Our review of recent monitoring reports showed some action plans were overdue, but these projects were not in our case study selection, so we did not follow up the reason for this delay.

It is not clear whether DTF actively monitors gateway and PAR red-rated recommendations. It is also not clear whether DTF or the relevant entity is responsible for following them up. DTF could clarify this with entities as the major projects oversight body.

Assessing significant project changes' impacts

Market volatility Construction market volatility in recent years has had a significant impact on some project budgets. Some construction market prices are significantly different to early project TEI projections.

DTF advised entities in December 2022 on how to manage unexpected or difficult-to-estimate input cost escalations. This advice noted that:

'volatile input costs can be attributed to a range of factors, including but not limited to the impacts of the coronavirus pandemic, record government investment in infrastructure, the increasing cost of borrowing, global supply chain disruptions, and geopolitical instability'.

Although this advice has now lapsed, the causes of price volatility may still exist, so agencies will still need to closely scrutinise market conditions when estimating project costs.

Value management approaches

We saw evidence of good-practice value management approaches. An entity we examined worked with senior project stakeholders to focus on delivering high-quality outcomes after market prices came in higher than expected.

Other examples of good practice include sequencing sites for construction (construction staging), building basic structures (cold shell fit-outs) and installing supporting infrastructure or works to enable future services and facilities that were currently unfunded.

Other evidence showed a project took a longer-term approach to try and gain value from whole-of-life costing by using scope ladders, which are a series of iterative and cumulative scope options and choices.

This exercise allowed the state to better understand the opportunity cost of building in options now rather than trying to retrofit them in the future. This approach allows any current cost implications to be offset by future value outcomes.

Procurement approaches

Some major projects changed their expected procurement approach after an initial funding decision had been made.

This caused some observable impacts. For example, because government policy requires PPP whole-of-life costs to be included, project TEIs are revised upwards if the procurement approach changes from a lump sum contract to a long-term PPP. Changing the procurement approach can also delay project schedules and lead to unexpected cost increases.

When developing project investment cases, entities could also specifically consider desired project procurement approaches to avoid these cost increases.

Project benefits measurement systems and responsibilities

Project benefits measurement systems

We rated all 10 projects in our case studies as amber for project benefits. We saw evidence that entities' project benefits measurement systems are underdeveloped, with unreliable baseline and progress data.

It was also not clear which entity (such as the client entity, end-user entity or the project delivery entity) should measure project benefits, or when.

Project benefits reassessments Some projects in our case study reviews have had significant TEI changes since they were first approved but entities have not reassessed the project's BCR compared to the BCR originally used to assess economic value.

This means there is a risk the state is proceeding with a project that no longer provides a net economic benefit and runs the risk of wasting scarce public money.

This contrasts to our survey, which asked a question about whether entities have a process to recalculate any changes to project benefits due to a significant scope change. Of the selected 113 major projects, 101 (89.38 per cent) said 'Yes'.

This means that entities believe they have a process to recalculate project benefits.

Entities' project benefit roles Benefit management plans (BMP) we examined were not always clear about which entity will measure longer-term benefits.

Some benefits measurement approaches, especially for less tangible and long-term economic outcomes, were vague and tended to rely on data that third parties might collect in the future, rather than data that the sponsoring entity, or final asset user would take responsibility for.

DTF's gateway guidance discusses the importance of collecting sufficient baseline and progress data so that a useful benefits assessment can be made after the project has become operational. The guidance expects this assessment (Gate 6: Benefits realisation) to occur some 6–12 months after the project is complete.

The guidance also says that benefits measurement should occur throughout the project lifecycle and take account of the original benefits expected and specified at the investment case stage.

4.

Exploring major projects performance data

The Victorian Government's spending on major projects has increased each year for the last decade. It is important that Parliament and the community have transparent and meaningful information about project progress so they can hold government and public entities accountable for their projects' performance.

The 113 major projects we examined are worth \$145.5 billion in total. There are 9 new projects, 91 existing projects and 13 completed projects. Three of these projects did not have a confirmed TEI.

Covered in this section:

- Investment in major projects compared to 2023
- Cost and number of projects across sectors
- Changes to projects' cost, time and scope
- Major project stages and procurement models.

Major projects spending

Major projects reporting

The Treasurer reports to Parliament on major projects' status on Budget day.

DTF prepared the 2024–25 BP4 for the Treasurer. It shows the Victorian public sector is spending \$208 billion on capital projects. This amount:

- is \$7.85 billion more than the \$200.63 billion reported in 2023–24
 - includes \$12.36 billion invested in new projects, compared to the \$27.52 billion allocated to new projects in 2023–24.
-

High-cost major projects

Out of 113 major projects we examined, 21 projects cost over \$1 billion.

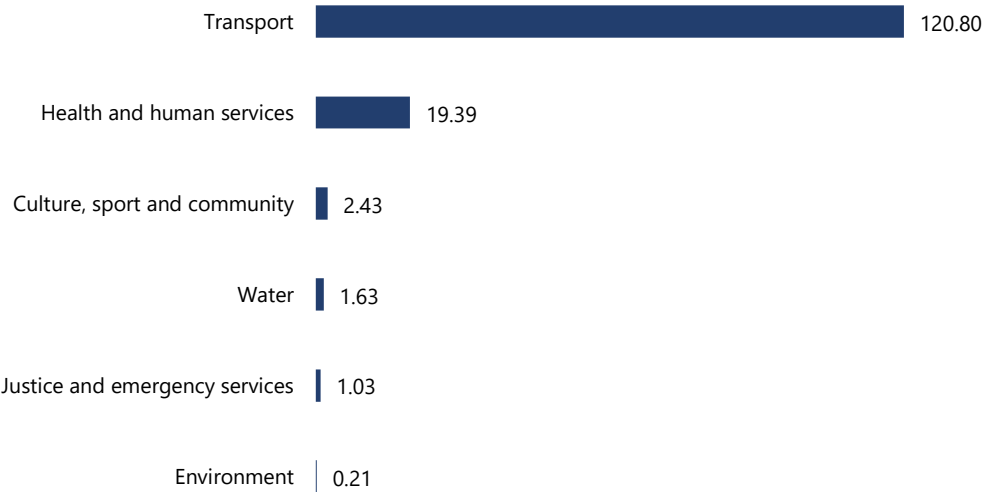
The transport sector has 7 major projects worth over \$5 billion.

TEI distribution across sectors

Major projects TEI distribution is shown in Figure 1.

Transport has the largest TEI share, making up 83 per cent of all examined major project investments. Major transport projects' TEI are substantially higher than other sectors.

Figure 1: Total major projects TEI distribution across project sectors (\$ billion)



Note: This shows a sector-level overview of reviewed major projects disclosed in the 2024–25 BP4. See Appendix G for information on our survey data, including funding sources.

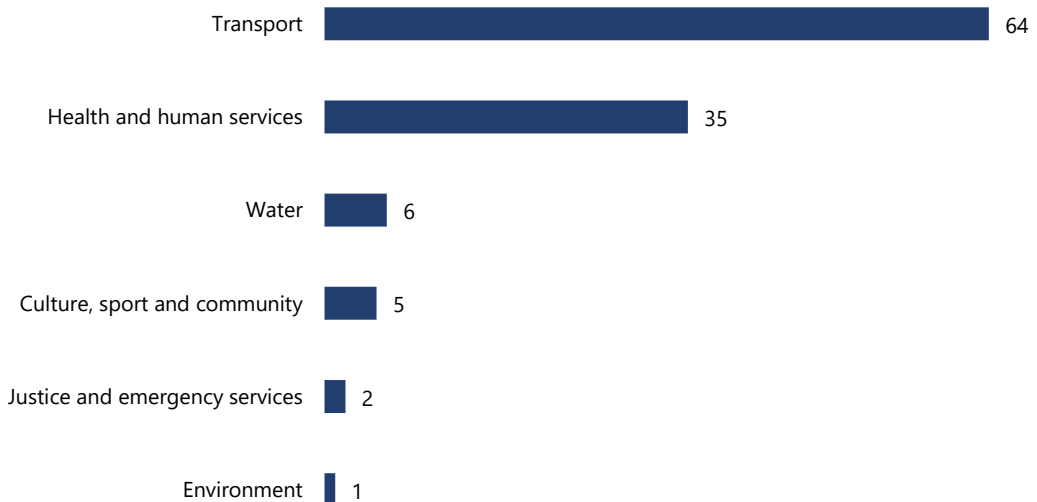
Source: VAGO.

Project distribution across sectors

Figure 2 shows the transport sector has the most projects (56.6 per cent), followed by health and human services.

Of the 64 transport sector projects, 7 make up \$84.05 billion (69.6 per cent) of the sector's TEI.

Figure 2: Major projects distribution across project sectors



Source: VAGO.

HVHR projects DTF uses a risk assessment tool to determine if a project is HVHR. According to the Budget papers, HVHR projects go through rigorous scrutiny, independent review and approval processes.

There are 63 HVHR projects listed in the latest BP4.

Entities identified 77 (68.1 per cent) of the 113 projects we examined as HVHR. Our selection has more HVHR projects because some are wider programs' sub-packages that are subject to HVHR.

Transport has the most HVHR projects compared to other sectors, followed by health and human services.

Water sector projects are not included in DTF's quarterly ministerial reports unless they have been specifically designated as HVHR. There are no HVHR water sector projects at present.

Figure 3: HVHR projects by sector

Sector	HVHR projects	Total major projects
Culture, sport and community	4	5
Environment	0	1
Health and human services	22	35
Justice and emergency services	2	2
Transport	49	64
Water	0	6
All sectors	77	113

Source: VAGO, using entities' self-certified data.

Entities' self-assessment

We asked entities to self-assess their projects' current performance against cost, time, scope and benefits.

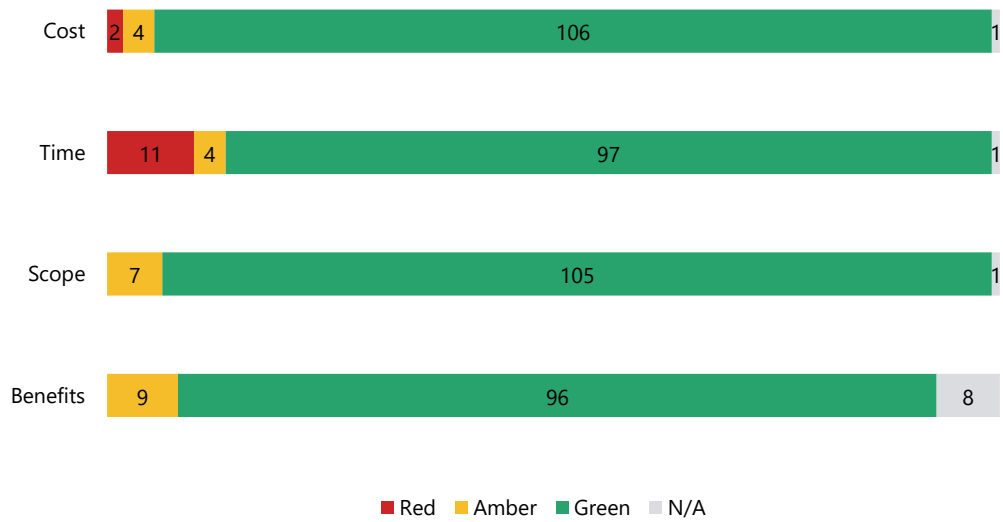
Appendix E lists the criteria we asked entities to use for self-assessment and provides a historical record of major projects' ratings over the last 3 years.

This year we introduced a new project benefits self-assessment with questions about benefits management systems. We also asked how entities collect and share lessons learnt.

Most entities said their projects are on time, in scope, within budget and have well-developed benefits measurement systems. Time and cost were identified as the biggest challenges to project performance.

The Suburban Rail Loop – Airport major project is marked as not available because the responsible entity did not provide a self-assessment rating. This is because the project is currently paused.

Figure 4: Entities' self-assessment ratings



Source: VAGO.

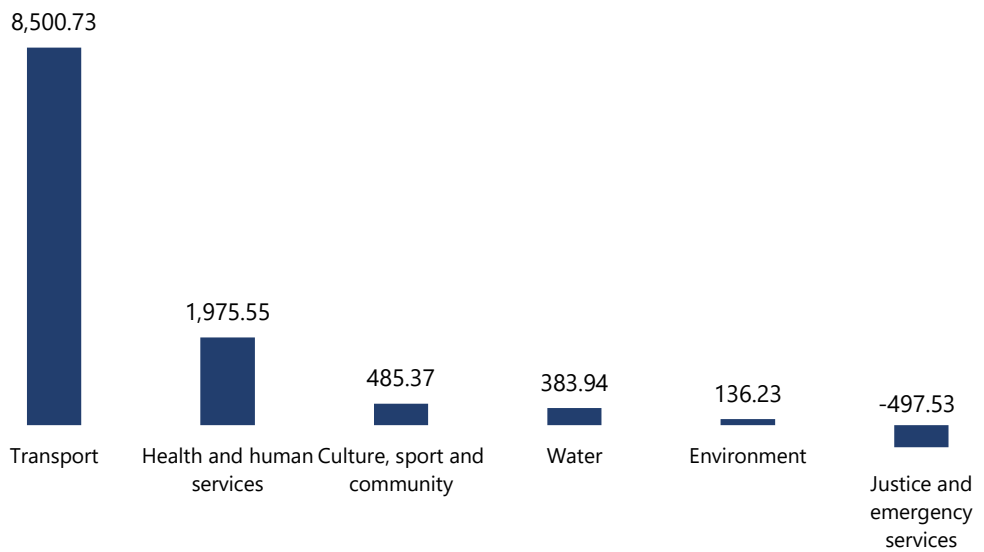
Cost changes

All sectors except for justice and emergency services reported an increase in their total TEI, as shown in figures 5 and 6.

Transport reported the highest total TEI increase (\$8.5 billion). This represents a 7.57 per cent change, the second-lowest percentage change across all sectors, because of transport's substantially higher \$120.8 billion total TEI. The environment and water sectors had much smaller TEI changes.

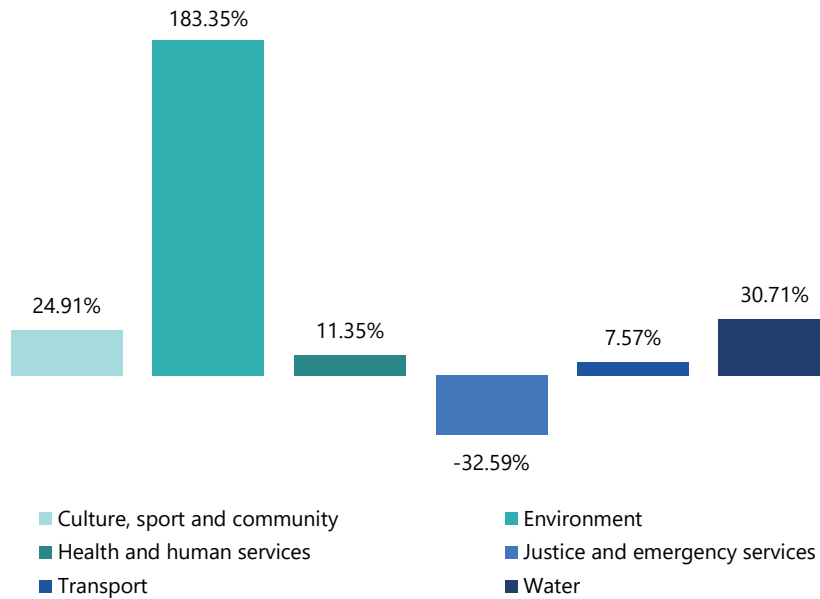
The justice and emergency services sector reported a TEI decrease. BP4 footnotes say this is 'due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards'.

Figure 5: TEI increases or decreases by project sector (\$ million)



Source: VAGO.

Figure 6: Total TEI percentage change by sector



Note: The environment sector has the highest TEI percentage change driven by its sole project, the Suburban Parks Program. BP4 footnotes attribute the increase in TEI to meeting forecast capital costs for land acquisition and parkland establishment. Source: VAGO.

Case study 1: TEI percentage change in the environment sector

Suburban Parks Program



The environment sector has the highest TEI percentage change in its only major project, the Suburban Parks Program (SPP).

The SPP aims to create and develop up to 6,500 hectares of parkland, walking and cycling trails, pocket parks and dog parks.

The SPP first appeared in the 2019–20 BP4 with a \$74.30 million TEI. There have been 2 increases in TEI over this project’s life.

In the 2022–23 BP4, the TEI increased to \$191.69 million to pay for compulsory land acquisition costs for large regional parks and other park expansions. The Department of Energy, Environment and Climate Action told us this was due to limited take-up of voluntary land purchase options.

The TEI increased again in the 2024–25 BP4 to \$210.53 million, reflecting revised project costings.

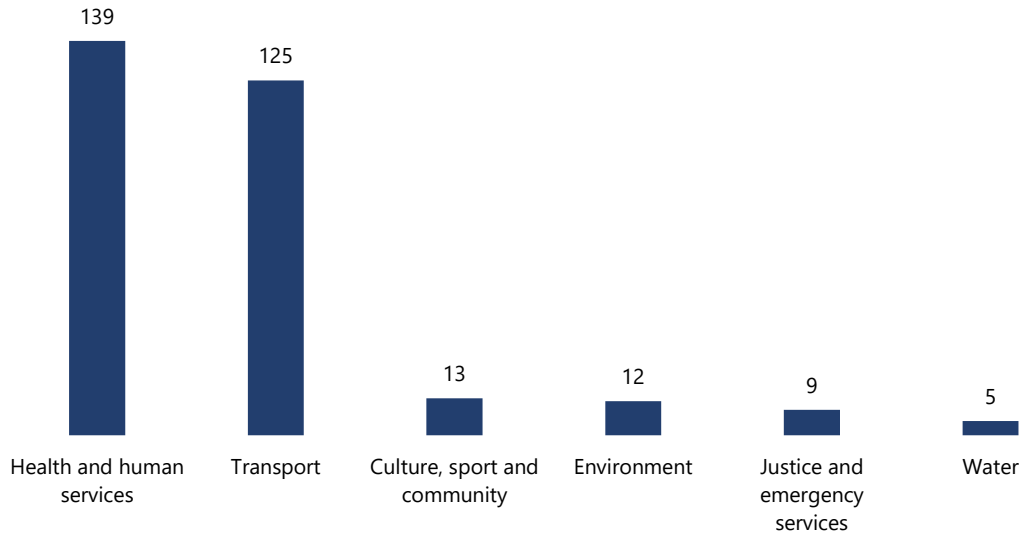
The SPP’s timelines have been extended from 2025 to 2026.

Source: VAGO.

Significant time changes

Figure 7 shows that all sectors reported changes to project completion dates. The health and human services sector reported the most delays, with 14 projects not meeting their original estimated completion dates.

Figure 7: Delays to project schedules by sector (quarters)



Note: Our time change analysis excluded projects with zero and TBC values.
Source: VAGO.

Figure 8 shows the number of delayed major projects by sector. The transport sector reported 18 of its 64 projects as not meeting original completion dates. The main impact of this delay is that expected project benefits are also delayed.

Figure 8: Delayed projects by sector

Sector	Total projects	Delayed projects
Environment	1	1
Justice and emergency services	2	2
Culture, sport and community	5	3
Health and human services	35	14
Water	6	2
Transport	64	18
All sectors	113	40

Note: Our time change analysis excluded projects with zero and TBC values.
Source: VAGO.

Significant scope changes

We found 32 of the 113 reviewed projects (28 per cent) had at least one significant scope change. A significant scope change is a change that requires ministerial or government approval.

Figure 9 shows there are 12 projects that have had 2 or more significant scope changes. One project reported 4 significant scope changes.

In 4 projects, the change was due to the state government approving additional scope. For example, the Frankston Hospital redevelopment added a multistorey car park and 2 new emergency department initiatives.

Figure 9: Major projects with 2 or more significant scope changes

Project	Sector	Significant scope changes
Next Generation Trams	Transport	4
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Health and human services	3
Building a world class hospital for Frankston families (Frankston)	Health and human services	3
State Basketball Centre redevelopment (Knox)	Culture, sport and community	3
Men's prison system capacity (statewide)	Justice and emergency services	2
85 by 2025 (Level Crossing Removal) (metropolitan various)	Transport	2
Arden Precinct Redevelopment (metropolitan)	Transport	2
Car Parks for Commuters (statewide)	Transport	2
Hurstbridge Line Upgrade Stage 2 (metropolitan various)	Transport	2
Metro Tunnel (metropolitan various)	Transport	2
Murray Basin Rail Project (regional various)	Transport	2
North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)	Transport	2

Source: VAGO.

Project stages Most major projects we surveyed are in delivery/under construction.

Figure 10: Major projects' stages by sector

Project stage	Culture, sport and community	Environment	Health and human services	Justice and emergency services	Transport	Water	Total
Feasibility study/planning			2		1		3
Business case development			1		1		2
Early works/pre-procurement			5		2		7
Request for proposal			1				1
Procurement process			4		3		7
Contract negotiation					2		2
In delivery/under construction	3	1	17	2	47	6	76
Practical completion			4		7		11
Post-practical completion	2		1		1		4

Source: VAGO.

Project business cases Preparing a business case is the first stage of planning a project. DTF describes business cases as an opportunity for an entity to conceptualise a project and demonstrate that it is worth doing.

DTF requires any public sector (except for water sector) project costing more than \$10 million to develop a business case, an investment logic map (ILM) and a BMP. All non-water sector major projects subject to this review are required to produce these documents, unless formally exempted.

Water sector projects have similar requirements. The Treasurer scrutinises projects at certain project value and decision points that are specific to the various water corporations. An external regulator also examines and approves capital expenditure as part of a water tariff pricing process.

Investment lifecycle documents

Figure 11 shows that 94 of 103 major projects we looked at (or 91.3 per cent) have a business case. Our sample size for this analysis is 103 major projects because we excluded some individual level crossing removal sub-packages that assert they rely on a program-level business case. We have not seen these program-level business cases and responses to our survey for the 2 overarching level crossing removal programs said they did not have one. The Victorian Infrastructure Delivery Authority (VIDA) told us that the subsequent level crossing removal programs do not need business cases because they apply the first program business case approved in 2017, which was initially developed for the first 50 level crossing removals.

The 9 major projects without business cases either have a similar document to a business case, are currently on track to developing one, or are not required to produce one.

For these 9 projects:

- one is a program of works and does not have any investment lifecycle documents because the Crisis Council of Cabinet approved it as part of the COVID-19 response
- one used a Cabinet submission instead of a business case
- one is part of a wider enhancement project and is included in another project business case
- one did 'not have a high enough value to trigger the requirement for a business case', according to the responsible entity
- 2 are the overarching level crossing removal programs
- 3 are currently either in the funding submission stage or are developing a business case. This means either early funding has been given to support the project's planning and development, or the government approved the project in principle but requires more planning or justification for a final funding decision.

Some projects have a selection of required documents and similar alternative documents.

Figure 11: Major projects with a business case, BMP and ILM documents

Document	Number of projects
Business case	94 (91.3%)
BMP	91 (88.3%)
ILM	91 (88.3%)

Note: We have not counted separate level crossing removal projects on a statistical basis.
Source: VAGO.

Procurement models

Figure 12 shows that 30 of the 113 major projects (26.5 per cent), all in the transport sector, use an alliance contracting model.

Appendix F provides detailed definitions on procurement models.

The second most common procurement method, excluding other and multiple approaches, is design and construct with 14 projects (12.4 per cent). All sectors use the design and construct approach.

The transport and health and human services sectors have the most variety of procurement methods.

Multiple approaches is when a sector uses more than one type of procurement model for a project. For example, a project can use both a design and construct and a managing contractor model for different project or sub-project stages.

Eight health and human services projects use the multiple approaches procurement model. In the transport sector, 7 projects use this model with survey responses noting there are multiple workstreams requiring different delivery approaches.

Only the transport and health and human services sectors selected the 'not yet decided' response for procurement model choice, with 9 projects in this category.

Figure 12: Procurement models used

Procurement model	Culture, sport and community	Environment	Health and human services	Justice and emergency services	Transport	Water	Total
Alliance contracting					30		30
Competitive tender						1	1
Construct only			5				5
Design and construct	2		2		6	4	14
Managing contractor	2		6	1	1		10
Multiple approaches		1	8	1	7		17
Not yet decided			7		2		9
Other			2		15	1	18
PPP	1		5		3		9

Source VAGO.

TEI change by procurement models

Figure 13 shows the median TEI change for each procurement model used. The PPP model has the highest median TEI change.

PPP projects often change their TEIs after contracts are finalised due to their complex financing structures and accounting treatments. There is also a policy requirement that full lifecycle costs are reflected in approved project costs.

Figure 13: TEI change by procurement model

Procurement model	Number of projects	Maximum TEI change	Median TEI change	Minimum TEI change
Alliance contracting	30	302.6%	0.0%	-3.7%
Competitive tender	1	Not applicable	-3.3%	Not applicable
Construct only	5	15.0%	3.0%	0.0%
Design and construct	14	64.8%	0.1%	-2.9%
Managing contractor	10	36.1%	10.5%	0.0%
Multiple approaches	17	183.4%	0.0%	-39.9%
Not yet decided	9	151.1%	0.0%	0.0%
Other	18	306.8%	12.0%	0.0%
PPP	9	218.1%	60.1%	-10.3%

Source: VAGO.

5.

Appendices

There are 7 appendices covering responses from reviewed agencies, information about how we perform our work, and other supplementary information.

Appendix A: Submissions and comments

Appendix B: Abbreviations, acronyms and glossary

Appendix C: Review scope and method

Appendix D: Major project case studies

Appendix E: Project self-assessments 2021–22 to 2024–25

Appendix F: Procurement model definitions

Appendix G: Data sources used in this review

Appendix A:

Submissions and comments

We consulted with DTF and 18 entities. We considered their views when reaching our review conclusions. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to those agencies and asked for their submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the relevant entity head.

Responses received

Entity	Page
Court Services Victoria	A-2
Department of Energy, Environment and Climate Action	A-5
Department of Families, Fairness and Housing (including Homes Victoria)	A-7
Department of Health	A-10
Department of Jobs, Skills, Industry and Regions	A-11
Department of Justice and Community Safety	A-14
Department of Transport and Planning (including Suburban Rail Loop Authority and Victorian Infrastructure Delivery Authority)	A-16
Department of Treasury and Finance	A-17
Geelong Performing Arts Centre Trust	A-23
Kardinia Park Stadium Trust	A-25
Melbourne Arts Precinct Corporation	A-27
Melbourne Water Corporation	A-30
North East Link State Tolling Corporation	A-33
South East Water Corporation	A-36
State Sport Centres Trust	A-39
Victorian Rail Track	A-40



Office of the CEO

PO Box 13193
Law Courts 8010

5 February 2025

Email: [REDACTED]

Mr Andrew Greaves
Victorian Auditor-General
Level 31, 35 Collins Street
Melbourne VIC 3000

Our reference: CD/25/26448

Dear Mr Greaves,

Re: Proposed report: Major Projects Performance Reporting 2024

Thank you for your letter of 21 January 2025.

Court Services Victoria does not have any further comments on the proposed report and will work closely with the Department of Treasury and Finance in addressing the recommendations relevant to CSV, noting that the Wyndham Law Courts is an in-scope project considered as part of VAGO's wider review.

Should you require any further information, please do not hesitate to contact me.

Yours sincerely,

[REDACTED]

Louise Anderson
Chief Executive Officer
Court Services Victoria

Enc.

cc: [REDACTED]

Attachment 1: << Court Services Victoria >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<p> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle </p>	<ol style="list-style-type: none"> CSV accepts this VAGO recommendation in principle, noting that the in-scope project (WLC) is a part of VAGO's wider review of 113 projects. CSV will inform all relevant Business Units of this VAGO recommendation. Consistent with CSV's current approach through the DTF annual State Budget reporting process, CSV will promptly provide the relevant information and rationale for inclusion into the BP4 footnotes, addressing: <ul style="list-style-type: none"> why the WLC project's schedule has changed, how this has informed the WLC project's new baseline and, the impact on the WLC project's previous approved parameters. 	<p>In line with DTF's next State budget reporting cycle.</p>

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher- cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	<ol style="list-style-type: none"> 1. CSV accepts this VAGO recommendation in principle, noting that the in-scope project (WLC) is a part of VAGO's wider review of 113 projects. 2. CSV will inform all relevant Business Units of this VAGO recommendation. 3. Following from CSV's existing practice that utilises the DTF's guides, CSV will leverage these guides more effectively to enhance our practices, with the inclusion of more detailed and comprehensive information in the reporting process to central agencies. 	In line with MPPR quarterly reporting to central agencies (DTF & DPC)



Department of Energy, Environment
and Climate Action

PO Box 500, East Melbourne,
Victoria 8002 Australia

Ref: SEC-250100162

Andrew Greaves
Auditor-General
Victorian Auditor General's Office
Level 31 / 35 Collins Street
MELBOURNE VIC 3000
Via email: [REDACTED]

Dear Auditor-General

Proposed draft report – *Major Projects Performance Reporting 2024*

Thank you for your invitation to comment on the proposed draft report for the performance engagement: *Major Projects Performance Reporting 2024* being prepared by your office.

The Department of Energy, Environment and Climate Change (DEECA) recognises the need for consistent and transparent reporting on major project performance. DEECA will continue to ensure that our reporting aligns with the Department of Treasury and Finance and Department of Premier and Cabinet's reporting requirements.

DEECA welcomes your findings and Accepts in Principle Recommendation 1 detailed in the report as the only recommendation that relates to DEECA. A proposed action plan for addressing this recommendation is attached.

I thank your staff for their work and look forward to a continued productive relationship with your office.

Yours sincerely

[REDACTED]

John Bradley
Secretary

2/02/2025

Encl. DEECA Action plan responding to VAGO's Recommendation 1 for *Major Projects Performance Reporting 2024*.



Department of Energy, Environment and Climate action plan to address recommendations from VAGO's report: *Major Projects Performance Reporting 2024*

No	Recommendations	Acceptance	Agreed Action	Completion Date
1	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> In part</p> <p><input checked="" type="checkbox"/> In principle</p>	<p>DEECA will review its major projects public reporting including the communication of significant changes to approved parameters (e.g. cost, time, scope and benefits) in line with DTF's Major Projects Performance and public reporting requirements and implement any required improvements.</p>	<p>June 2025</p>

OFFICIAL



Department of Families, Fairness and Housing

50 Lonsdale Street
Melbourne Victoria 3000
Telephone: 1300 475 170
GPO Box 1774
Melbourne Victoria 3001
www.dffh.vic.gov.au
DX 210319

BAC-BR-29304

Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31 / 35 Collins Street
Melbourne VIC 3000

Dear Mr Greaves

Thank you for your letter enclosing the proposed draft report on Major Projects Performance Reporting 2024 and for allowing the Department of Families, Fairness and Housing (the department) the opportunity to review and comment.

The department supports the two applicable recommendations the Victorian Auditor-General's Office has made and we shall work collaboratively with the Department of Treasury and Finance as they develop responses to these recommendations.

Thank you for the opportunity to respond to the report.

Yours sincerely



Peta McCammon
Secretary

30 / 01 / 2025



Department of Families, Fairness and Housing / Homes Victoria
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	The Department will continue to provide transparency as to the reasoning behind project changes within Budget Paper 4, including following any new advice provided by the Department of Treasury and Finance in response to this recommendation.	N/A

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	The Department will collaborate with Department of Treasury and Finance as they develop the response to this recommendation, noting that the Department provides a range of public information on project progress via our Annual Report, the Homes Victoria Web site and social media channels.	N/A



Secretary

Department of Health

50 Lonsdale Street
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Melbourne Victoria 3001
www.health.vic.gov.au
DX 210081

BAC-CO-52828

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office

Via e-mail: [REDACTED]

Dear Andrew

Major Projects Performance Reporting 2024 - Proposed report

Thank you for your letter dated 21 January 2025 inviting the Department of Health to provide feedback on the proposed Major Projects Performance Reporting 2024 report.

My department acknowledges that your office found that the public reporting of major capital project performance is currently inconsistent and that there are opportunities for improvement.

The Department of Health supports the objective of delivering meaningful and accurate reports to Parliament and the public. However, I don't agree that the two recommendations directed to my department, to develop and deliver public reporting, are attributed appropriately. A systematic approach is required for clear and consistent reporting requirements. This is the remit of the Department of Treasury and Finance. The Department of Health complies with all Department of Treasury and Finance reporting requirements. Accordingly, while I agree with the intent of the recommendations I don't agree that they should be directed to the Department of Health.

Thank you for the opportunity to offer my response on this important piece of work.

Yours sincerely

[REDACTED]

Professor Euan M Wallace AM
Secretary

07/02/2025



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Department of Jobs, Skills, Industry and Regions

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Telephone: +61 3 9651 9999

Ref: CSEC-2-25-25816

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VICTORIA 3000

Dear Mr Greaves

PROPOSED REPORT – MAJOR PROJECTS PERFORMANCE REPORTING 2024

Thank you for your letter dated 21 January 2025 providing the proposed report for the Major Projects Performance Reporting 2024 limited assurance review.

The Department of Jobs, Skills, Industry and Regions (the department) accepts, in principle, VAGO's recommendations relevant to the department and will continue to work with the Department of Treasury and Finance to improve public reporting of major projects. Enclosed with this correspondence are actions the department will take in response to the two relevant recommendations.

I thank your team's engagement with the department on this audit.

If you require further information, [REDACTED] can be contacted on [REDACTED] or [REDACTED]

Yours sincerely

[REDACTED]

Tim Ada
Secretary

6/02/2025



<< Department of Jobs, Skills, Industry and Regions >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DJSIR will work with DTF/DPC and provide reporting on major projects in line with defined DTF/DPC approaches; and will report on significant changes to approved project parameters (e.g. cost, time, scope and benefits), and implement improvements as appropriate.	By July 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DJSIR will provide more detailed public information to DTF based on prescribed guidance/templates on projects (with TEI greater than \$250 million) in line with DTF's existing PPP project summaries.	By July 2026



Department of Justice and Community Safety

Secretary

Level 26
121 Exhibition Street
Melbourne Victoria 3000
Telephone: (03) 8684 0501
justice.vic.gov.au
DX: 210077

Our ref: 25014548

Mr Andrew Greaves
Victorian Auditor-General
Level 31, 35 Collins Street
MELBOURNE VIC 3000
Email: [REDACTED]

Dear Mr Greaves

Thank you for the letter of 25 January 2025 and the opportunity to respond to the proposed report and dashboard for *Major Projects Performance Reporting 2024*.

The Department of Justice and Community Safety (the department) is committed to accurate and transparent reporting of progress for its major projects that have attracted significant government investment.

The department has reviewed the report and has provided some minor suggestions directly to your audit team. I have attached the department's action plan to address relevant recommendations.

If you have any questions or require further information, please contact [REDACTED]

Yours sincerely

[REDACTED]
Kate Houghton PSM
Secretary

07/02/2025

Attachment – DJCS action plan - Major projects performance reporting 2024



DJCS action plan

Major Projects Performance Reporting 2024

#	VAGO recommends that relevant agencies:	Response	#	By:	By:
1	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> a) clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was b) developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters c) analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	Accept in principle	1	Continue to adhere to the DTF project performance reporting requirements and guidance. Public reporting via the State Budget papers and other mechanisms is managed by the Department of Treasury and Finance (DTF).	1 July 2026 (tbd by DTF)
3	Collect, synthesise and publish more detailed public information on higher-cost (\$250m or more TEI) alliance or lump sum worth \$250 million or more contract projects, using DTF's existing PPP project summaries as a content guide.	Accept in principle	3	<p>Continue to adhere to the DTF project performance reporting requirements and guidance. Public reporting via the State Budget papers and other mechanisms is managed by DTF.</p> <p>DJCS will adhere to any reporting mechanisms introduced by DTF including a requirement to publicly release more detailed data on alliance or lump sum contracts.</p>	1 July 2026 (tbd by DTF)



Department of Transport and Planning

GPO Box 2392
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-25-251

Mr Andrew Greaves
Auditor-General of Victoria
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Victorian Auditor-General's Office - Major Projects Performance Reporting 2024 - Proposed report

Thank you for your letter of 21 January 2025 inviting a response to the *Major Projects Performance Reporting 2024* proposed report (the Report) provided to the Department of Transport and Planning (the Department), Suburban Rail Loop Authority (SRLA) and Victorian Infrastructure Delivery Authority (VIDA).

On behalf of the Department, SRLA and VIDA, I note the Report's conclusion that public reporting on major projects by the Department of Treasury and Finance (DTF) continues to have limitations, and that there are opportunities to improve benefit management systems and the systematic assessment of changes to a project's original parameters.

I note that the Department, SRLA and VIDA currently meet the requirements for reporting on the performance of major projects which are determined by DTF at the direction of government. As recognised in the Report, agencies provide high-quality and meaningful analysis on project performance to meet these requirements.

Whilst acknowledging the importance of meaningful, reliable and comprehensive reporting to Parliament and the public, we are unable to accept the recommendations that have been directed to all agencies as these are the responsibility of DTF.

The Department, SRLA and VIDA will continue to work with DTF to ensure that all requirements are met regarding major project governance and performance reporting.

Yours sincerely



Jeroen Weimar
Secretary

Date: 05 February 2025





Department of Treasury and Finance

1 Treasury Place
Melbourne Victoria 3002 Australia
Telephone: +61 3 9651 5111
dtf.vic.gov.au

D25/12205

Mr Andrew Greaves
Auditor General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

[Redacted]

Dear Auditor General *Andrew*

RE: VAGO PROPOSED REPORT FOR DTF REVIEW AND COMMENT – MAJOR PROJECTS PERFORMANCE REPORTING 2024

Thank you for your letter dated 21 January 2025, inviting the Department of Treasury and Finance (DTF) to respond to the limited assurance review: Major Projects Performance Reporting 2024.

DTF notes the conclusions of the review and the six recommendations directed at DTF. DTF accepts in full or in principle the full set of recommendations and I have attached a management plan to this letter to provide further information on our committed actions.

DTF welcomes VAGO's positive feedback on our high-quality internal reporting processes. We will continue to work with VAGO, entities leading on major projects, and the Government to improve public reporting. DTF continues to invest in robust and transparent reporting mechanisms including through the enhancement of our public Capital Investment Dashboard.

Thank you for the opportunity to respond to this review.

Yours sincerely

[Redacted signature]

Chris Barrett
Secretary

5 / 2 / 2025

[Redacted]

Attachments encl.: Attachment 1 – DTF Action Plan



OFFICIAL: Sensitive

<<Attachment 1: Department of Treasury and Finance>>
 Action plan to address recommendations from *Major Projects Performance Reporting 2024*

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to consider VAGO's findings and opportunities for strengthening DTF guidance in consultation with lead entities.	Mid 2026

No.	Entity	VAGO recommendation benefits) after a significant change occurs.	Acceptance	Agreed management actions	Target completion date
2	Department of Treasury and Finance	Expand the scope and purpose of Budget Paper 4, or develop a standalone annual major projects performance report and data dashboard for tabling in Parliament and public release which includes: <ul style="list-style-type: none"> • progress analysis against cost, time, scope and benefits • more transparency and accountability, describing any relevant root cause factors that have caused a change in a project's previously approved cost, time, scope or benefits, as well as the impact of the change 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF notes that the current departmental reporting is already in line with best-practice approaches across other jurisdictions e.g. DTF provides an overview of major capital projects through the online Capital Investment Dashboard, providing an interactive platform for the public to access information published in Budget Paper 4: State Capital Program. DTF will continue to maintain its existing Budget Paper 4 reporting and public-facing dashboard, and further develop and improve its functionality to increase the usability and accessibility of information on major projects.	Mid 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	<ul style="list-style-type: none"> data and assessments that have been certified and endorsed by relevant entities' accountable officers. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	DTF to update the project disclosure obligations for delivery agencies under the 'Cost Reimbursable Requirements' to be applicable to projects over \$250m (currently the guidance applies to projects over \$1bn). DTF to include a requirement for delivery agencies to publish project summaries for lump sum projects with a TEI above \$250 million in the Lump Sum Procurement Requirements when published.	Dec 2025
4	Department of Treasury and Finance	Provide more explicit guidance to relevant entities on cost planning, risk management and sensitivity testing before making final investment decisions, and: <ul style="list-style-type: none"> incorporate this guidance into HVHR or Gateway guidance 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to review HVHR and Gateway process guidance and update to enhance materials to support effective investment decision-making. DTF to consider opportunities for improving guidance on public communication on project budgets.	Dec 2025

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
5	Department of Treasury and Finance	<ul style="list-style-type: none"> expand DTF's investment lifecycle guidance to describe how reliable (i.e. low, medium or high confidence) a project's cost information is for use in public communication about project budgets. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to review HVHR and Gateway process guidance to identify opportunities for strengthening requirements in the event of a significant project change.	Dec 2025
		Providing more explicit guidance on actions entities need to take after a significant project change, including: <ul style="list-style-type: none"> reassessing the BCR for an updated view on a project's value for money and economic viability formally assessing any impact on other project parameters such as cost, time, scope and benefits. 			

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
6	Department of Treasury and Finance	<p>Provide entities more explicit guidance on how to measure and acquit major projects' benefits. This includes describing:</p> <ul style="list-style-type: none"> • what, when and how measuring and acquitting major projects' benefits should be done • different stakeholders' role and responsibilities • a measurement approach for less tangible long-term economic outcomes. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	DTF to strengthen guidance on Gate 6 Benefits Realisation issued as part of the Gateway assurance process, including to clarify roles and responsibilities of benefits measurement.	Dec 2025

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05 February 2025

[Redacted]
[Redacted]
[Redacted]

Victorian Auditor-General's Office
Level 31, 35 Collins Street, Melbourne VIC 3000

Dear [Redacted]

We acknowledge receiving the following documents in your email dated 21 January 2025:

- A letter from the Auditor General, issued under the *Audit Act 1994*, inviting the entity to formally respond
- The *Major Projects Performance Reporting 2024* proposed report and 8 project case studies
- A data dashboard containing the survey data we collected for this review and will make public when the report tables
- A request to provide recommendations action plan
- An extract from detailed review of our entity's previous comments showing what action have been taken in the proposed report.

Please find attached response to your letter dated 21 January 2025 to provide comments and an action plan on how and when you will address each recommendation.

Yours sincerely

[Redacted signature]

Ahmer Ja'ilil
Director, Corporate Services
Geelong Performing Arts centre Trust

P. 1300 251 200
50 Little Malop St Geelong 3220
geelongartscentre.org.au

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<< Geelong Performing Arts Centre Trust >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	<p>Geelong Performing Arts Centre Trust (the Centre) agree with the recommendation in principle. Its to be noted that DJ/SIR (through Creative Victoria) is accountable for major projects on behalf the agencies' and work with Development Victoria to deliver the project. However, the Centre, as a key stakeholder will make its best efforts to ensure the recommendations are adopted and reflected in project management policies and process for next major project(s).</p>	FY 2025-26 or Prior to our next Major project.

**KARDINIA
PARK**

Mr. Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
Melbourne Vic. 3000

By email

Dear Mr Greaves,

Re: Proposed report: Major Projects Performance Reporting 2024

We have reviewed the proposed report *Major Projects Performance Reporting 2024* and have no further comments to add.

Kind regards,



Gerard Griffin
Chief Executive Officer



KARDINIA PARK STADIUM TRUST
PO Box 2128, Geelong Victoria 3220

T 03 5244 9111
E enquiries@kardinipark.vic.gov.au
www.kardinipark.vic.gov.au



< < Kardinia Park Stadium Trust >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	<ul style="list-style-type: none"> • N/A • The Kardinia Park Stadium Stage 5 Redevelopment project was a Major Project completed in 2024. • Kardinia Park Stadium Trust (KPST) is <i>not</i> currently leading the delivery of any Major Projects. • For any future Major Projects that KPST is responsible for delivering, it accepts and is committed to addressing the VAGO recommendations outlined. 	N/A (no Major Projects currently in delivery)



Andrew Greaves
Auditor-General
Victorian Auditor General's Office
Level 31, 35 Collins Street
Melbourne VIC 3000

Dear Mr Greaves

Proposed report – Major Projects Performance Reporting 2024

Thank you for your letter of 21 January 2025, providing the Melbourne Arts Precinct Corporation (MAP Co) with the proposed report *Major Projects Performance Reporting 2024*.

MAP Co welcomes VAGO's recommendations and will continue to work to support transparency in reporting and promoting public understanding and visibility of the Melbourne Arts Precinct Transformation project. We are committed to continuing to deliver this city shaping initiative, as part of a world class arts and cultural precinct, that makes such strong and diverse contributions to Melbourne and the State.

MAP Co will adopt and implement any updated reporting guidance and requirements as directed by the Department of Treasury and Finance, and in consultation with Creative Victoria (Department of Jobs, Skills, Industry and Regions) and delivery partners.

I enclose MAP Co's action plan outlining how we propose to address the Report's recommendations.

Yours sincerely



Martin Foley
Chair
Melbourne Arts Precinct Corporation

<< Melbourne Arts Precinct Corporation >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	MAP Co supports contributing to more meaningful public reporting on major project performance. MAP Co will continue, in collaboration with Creative Victoria and delivery partners, to follow relevant DTF reporting guidance and requirements for major project performance reporting.	Mid 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	MAP Co supports contributing to more detailed public information in relation to the major project performance. MAP Co will continue, in collaboration with Creative Victoria and delivery partners, to follow relevant DTF reporting guidance and requirements for major project performance reporting.	Mid 2025

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Your ref: 34706 25

05/02/2025

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Re: Major Projects Performance Reporting 2024 – Melbourne Water Action Plan

Melbourne Water has reviewed the proposed report *Major Projects Performance Reporting, 2024*.

Melbourne Water will continue to support and provide project information to a level of detail and in a format consistent with DTF's reporting guidance documents and as such accepts recommendations 1 and 3.

Please find the completed action plans, specific to Melbourne Water, in the attached document.

Yours sincerely



Craig Dixon
Executive General Manager
Service & Asset Lifecycle
Melbourne Water

Info ID: 70129815

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Printed on 100% recycled paper



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<< Melbourne Water Corporation >>

Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	Melbourne Water will continue to support and provide project information in a format and to level of detail consistent with DTF's reporting guidance documents.	Refer DTF target completion date

70013214



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No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	Melbourne Water will continue to support and provide project information in a format and to level of detail consistent with DTF's reporting guidance documents.	Refer DTF target completion date

70013214



North East Link State Tolling Corporation

Level 8, 80 Collins Street (North Tower)
Melbourne Vic 3000
www.nelstc.vic.gov.au

5 February 2025

Ref: DOC/25/23431

Mr Andrew Greaves
Auditor-General of Victoria
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

RE: Major Projects Performance Reporting 2024

Thank you for the opportunity to review and provide comments on the *Major Projects Performance Report 2024*.

The North East Link State Tolling Corporation (STC) acknowledges the proposed report and supports its findings as they relate to STC. I was pleased to note commentary in the Report relating to the strength of our governance and assurance processes in place for the Toll Collection Capability Project, and our commitment to continuous improvement.

STC's proposed Action Plan is attached to this letter. The STC Board will carefully consider the recommendations in the Report, and work with our colleagues in the Department of Treasury and Finance and the Department of Transport and Planning on options to implement them.

On behalf of the STC Management, I would also like to thank you for the diligence and professionalism of your team during the preparation of the report.

Yours sincerely



Brad Vann

Chair, Board of Directors



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<< North East Link State Tolling Corporation >>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	STC will work with the Department of Treasury and Finance to develop options for implementing this recommendation at a whole of government level.	TBC

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No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	STC accepts this recommendation in principle. However, STC does not currently have direct involvement in any projects that would meet this definition.	NA



05 February 2025

Andrew Greaves
Auditor - General
Victorian Auditor-General's Office

Dear Andrew,

Re: Proposed report: Major Projects Performance Reporting 2024

Thank you for providing South East Water with the Major Projects Performance Reporting 2024. We welcome your audit findings and have accepted all recommendations.

Please find attached our Action Plan to address recommendations from Major Projects Performance Reporting 2024.

If your team would like further information on the actions proposed please reach out to myself, [REDACTED] or to our General Manager of Liveable Water Solutions, [REDACTED].

Yours sincerley,



Lara Olsen
Managing Director
South East Water



Attachment 1: Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	<p>South East Water provides quarterly reporting on its major projects (Top 10) to both DTF and the ESC. South East Water accepts this recommendation and in addition to the reporting already provided will publish major project performance on its website annually for major projects.</p>	June 30 2025



No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	South East Water accepts this recommendation for Projects with a TEI > \$250M and will provide annual reporting in a format similar to that provided by VAGO. This annual report will be made publicly available on our website.	June 30 2025

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6th February 2025



Victorian Auditor-General's Office
Level 31, 35 Collins Street
Melbourne VIC 3000

Dear [REDACTED],

Re: Major Projects Performance Reporting 2024

As per our conversation via email, I note that at no time has the State Sports Centre Trust directly responded to this survey nor have we been a party to any official commentary provided by DJSIR.

As communicated in previous reporting and as confirmed to me by DJSIR, the department was the Senior Responsible Officer for the project and is leading feedback on behalf of the project, therefore, responsibility for the accuracy, fairness and balance of those comments' rests with the department.

SSCT was not involved in the procurement, funding, contracting and project delivery elements of the SBC project. Management responsibilities only transferred to SSCT upon completion of this project,

Please do not hesitate to contact me direct should you require any further information or commentary.

Yours sincerely



Kate Roffey AM
Chief Executive Officer
State Sport Centres Trust

Melbourne Sports & Aquatic Centre
30 Aughtie Drive
Albert Park VIC 3206

Lakeside Stadium
33 Aughtie Drive
Albert Park VIC 3206

State Netball & Hockey Centre
10 Brens Drive
Parkville VIC 3052

Knox Regional Sports Park
291 George Street
Wantirna South VIC 3152

statesportcentres.com.au

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Our Ref: D/25/2976
Your Ref: 34706 25
5 February 2025

Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
Melbourne VIC 3000

Dear Mr Greaves

Re: Proposed report: Major Projects Performance Reporting 2024

VicTrack has reviewed the proposed report for the audit: *Major Projects Performance Reporting 2024*. We have no further comments or submissions.

Please find attached VicTrack's action plan to address the report recommendations. While we accept the relevant recommendations in principle, we do not have any specific management actions.

We would like to thank [REDACTED] and the audit team for the level of consultation and assistance provided during the audit.

Yours sincerely



Mr Chris Olds
Chief Executive
VicTrack

Attachment: *Victorian Rail Track - MPPR24 agency action plan - VicTrack signed*

VicTrack
Level 8, 1010 La Trobe St Docklands VIC 3008
GPO Box 1681 Melbourne VIC 3001
T +61 3 9619 1111
victrack.com.au

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VicTrack

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<<Victorian Rail Track>>
Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> • clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was • developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters • analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	VicTrack has delivered major projects on behalf of the Department of Transport and Planning (DTP) and will align to any future major project governance and performance reporting requirements from DTP or Department of Treasury & Finance.	N/A

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No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	VicTrack has delivered major projects on behalf of the Department of Transport and Planning (DTP) and will align to any future major project governance and performance reporting requirements from DTP or Department of Treasury & Finance.	N/A

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Appendix B:

Abbreviations, acronyms and glossary

Abbreviations We use the following abbreviations in this report:

Abbreviation	Full spelling
gateway	gateway review process
qtr	quarter

Acronyms We use the following acronyms in this report:

Acronym	Full spelling
BCR	benefit-cost ratio
BMP	benefit management plan
BP4	Budget Paper 4: State Capital Program
DFFH	Department of Families, Fairness and Housing
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
HVHR	high value high risk
ILM	investment logic map
PAR	project assurance review
PPP	public-private partnership
RAG	red, amber and green
SPP	Suburban Parks Program
TEI	total estimated investment
VAGO	Victorian Auditor-General's Office
VicTrack	Victorian Rail Track
VIDA	Victorian Infrastructure Delivery Authority

Glossary

The following terms are included in or relevant to this report:

Term	Explanation
Level of assurance	<p>This is a measure of the confidence we have in our conclusions. The quality and quantity of evidence we obtain affects our level of assurance.</p> <p>We design our work programs with the information needs of our report users in mind. We consider if we need to provide them with reasonable assurance or if a lower level of assurance may be appropriate.</p>
Limited assurance	<p>We obtain less assurance when we rely primarily on an agency's representations and other evidence generated by that entity. However, we aim to have enough confidence in our conclusion for it to be meaningful. We call these types of engagements assurance reviews and typically express our opinions in negative terms. For example, 'nothing has come to our attention to indicate there is a problem'.</p> <p>See our assurance services fact sheet for more information.</p>
Reasonable assurance	<p>We achieve reasonable assurance by obtaining and verifying direct evidence from a variety of internal and external sources about an agency's performance. This enables us to draw a conclusion against an objective with a high level of assurance. We call these performance audits.</p> <p>See our assurance services fact sheet for more information.</p>

Appendix C:

Review scope and method

Scope of this review

Who we examined

We examined the following entities:

Entity	Key responsibilities
Department of Treasury and Finance	<ul style="list-style-type: none"> Managing the state's Budget and finances, and economic policy and strategy Providing advice on major projects performance to ministers Reporting on capital projects Preparing BP4 Overseeing HVHR projects Publishing the Capital Investment Dashboard
Court Services Victoria	Responsible entity (according to the Budget papers) and/or delivery entity for the major projects in our selection
Department of Energy, Environment and Climate Action	
Department of Families, Fairness and Housing	
Department of Health	
Department of Jobs, Skills, Industry and Regions	
Department of Justice and Community Safety	
Department of Transport and Planning	
Geelong Performing Arts Centre Trust	
Homes Victoria	
Kardinia Park Stadium Trust	
Melbourne Arts Precinct Corporation	
Melbourne Water Corporation	
North East Link State Tolling Corporation	
South East Water Corporation	
State Sport Centres Trust	
Suburban Rail Loop Authority	
Victorian Infrastructure Delivery Authority	
Victorian Rail Track	

Our review objective

To determine whether the information public entities provide Parliament and the community can be used to assess their major projects' performance against expected cost, time, scope and benefits, and the impact of changes to these parameters.

What we examined

We assessed public sector agencies' public and internal reporting on major project performance.

We surveyed agencies responsible for major projects disclosed in the 2024–25 BP4 that have a TEI of \$100 million or more.

We used 3 main steps to confirm whether a major project was in our review's scope:

1. We identified any capital project or program worth \$100 million or more listed in the 2024–25 BP4.
2. Within the capital investments selected from step 1, we identified any ICT project worth \$100 million or more and checked if it had been disclosed in the ICT dashboard maintained by the Department of Government Services. We removed it from our selection if it was being reported.
3. We reviewed the remaining capital investments after steps 1 and 2 and confirmed with the responsible entity listed in the Budget papers whether:
 - the project is complete and disclosed in a responsible entity's annual report (if yes, the project is excluded)
 - it is a land purchase investment but not a specific stage in a project (if yes, exclude)
 - the project is within the water sector and has a value band sign-off by the Treasurer (on DTF's advice) (if yes, include)
 - it is a program of capital works, and if it:
 - has any sub-projects worth \$100 million or more (if yes, include the sub-project)
 - is a distributed project, delivering similar assets to multiple sites (if yes, include)
 - is managed using a central project team (if yes, include)
 - is a rolling asset maintenance and renewal program and/or minor capital works program (if yes, exclude).

There are 2 level crossing removal programs included in scope: '85 by 2025' and 'Twenty-five more level crossing removals by 2030'. Within these programs, there are sub-projects worth \$100 million or more. These sub-projects have been examined as separate major projects. The respective TEI of these sub-projects has been deducted from the overall program's TEI to avoid double counting.

We also selected 10 projects for deeper review in 8 case studies.



Why we conducted this review




This assurance review engagement is our fourth year of focus on the accountability and transparency gaps we previously observed.

This focus is likely to continue each year until public entities provide more meaningful public information about how their major projects are performing.

Performance aspects

Our mandate for performance audits and reviews includes assessing economy, effectiveness, efficiency and compliance. In this review we focused on:

Economy	Effectiveness	Efficiency	Compliance
			

-  Primary focus
-  Secondary focus
-  Not assessed

Conducting this review

Assessing performance

To form a conclusion against our objective we used the following line of inquiry and associated evaluation criteria.

Line of inquiry

Criteria

1. Assess whether Victoria's public sector transparently reports the performance of major projects against cost, time, scope and benefits.	1.1 DTF and responsible public entities consistently and transparently report major projects performance information to Parliament and the community.
	1.2 Major project performance is meaningfully reported against expected cost, time, scope and benefits, including the impact of any major changes to these parameters.

Our methods

As part of the review we:

- engaged with in-scope public entities to design the survey
- collected and collated data on major capital projects from DTF and other public sources
- surveyed 15 public sector entities delivering 113 major projects to collect performance data for a public-facing dashboard
- required an accountable officer of each responsible entity or their delegate to attest the survey data's accuracy and correctness
- tested the survey data by following up with some surveyed agencies
- reviewed the surveyed agencies' self-assessment ratings
- analysed the collected data using data analytics software and visualisation tools.

Level of assurance

In an assurance review, we rely on the entity's representations and internally generated information to form our conclusions. In a performance audit, we gather evidence from a range of internal and external sources, which we analyse and substantiate using various methods. So, an assurance review has a lower assurance level than a performance audit, which means we have slightly less confidence in our conclusion's accuracy.

Compliance

We conducted our review in accordance with the *Audit Act 1994* and ASAE 3500 *Performance Engagements* to obtain limited assurance to provide a basis for our conclusion.

We complied with the independence and other relevant ethical requirements related to assurance engagements.

We also provided a copy of the report to the Department of Premier and Cabinet.

Cost and time

The full cost of the review and preparation of this report was \$915,000.

The duration of the review was 10.5 months from initiation to tabling.

Appendix D:

Major project case studies

This appendix includes the 8 major project case studies we selected to examine 10 projects in more detail. We assessed progress in these high materiality projects and examined root cause factors driving significant project changes to better understand risks to effective project delivery. The case studies are published separately and can be read independently of this report.

Figure D1: Case studies

Project name	Entity the project is allocated to in the Budget	Entity delivering the project	Sector	Approved TEI in 2024–25 BP4	Page
Building a world class hospital for Frankston families	Department of Health	VIDA	Health and human services	\$1.12 billion	D–2
Car Parks for Commuters	VicTrack	Department of Transport and Planning	Transport	\$590.51 million (has further funding up to \$610.21 million)	D–9
City Loop fire and safety upgrade (stage 2) and intruder alarm	VicTrack	<ul style="list-style-type: none"> Department of Transport and Planning VIDA 	Transport	\$464.61 million	D–17
Melbourne Arts Precinct Transformation Phase One	Melbourne Arts Precinct Corporation	Development Victoria	Culture, sport and community	\$1.57 billion	D–25
North East Link (all roads packages)*	Department of Transport and Planning and North East Link State Tolling Corporation	VIDA	Transport	\$26.21 billion (aggregate TEI of all the North East Link tunnels and roads packages)	D–32
North East Link Toll Collection Capability project	North East Link State Tolling Corporation	North East Link State Tolling Corporation and VIDA	Transport	Not for publication. This project is funded within the \$14.03 billion TEI allocated for North East Link – Primary Package (Tunnels) and State Tolling Corporation)	D–41
Nyaal Banyul – the Geelong Convention and Event Centre	Department of Jobs, Skills, Industry and Regions	<ul style="list-style-type: none"> Department of Jobs, Skills, Industry and Regions Development Victoria 	Culture, sport and community	\$449.10 million	D–48
Suburban Rail Loop East – Development, Initial and Early Works	VicTrack	Suburban Rail Loop Authority	Transport	\$2.37 billion (funding up to \$2.5 billion was announced by the government in November 2021)	D–55

Note: *We have merged all 4 separate Budget initiatives related to the roads and tunnel components into one case study.

Source: VAGO.

Frankston Hospital redevelopment

The Frankston Hospital redevelopment is under construction in Melbourne's south-east and is aiming to be operational in 2026.

The project will modernise facilities, address shortfalls in capacity and improve the hospital's ability to meet contemporary healthcare standards.

Figure 1: View of the Frankston Hospital redevelopment



Source: Victorian Infrastructure Delivery Authority.

Key project data

2024–25 BP4 project name:	Building a world class hospital for Frankston families
Previous reporting name:	N/A
Project lifecycle phase:	In delivery/under construction
Financial year when first disclosed:	2019–20 (funding for planning)
Current approved cost (TEI):	\$1.12 billion
Original approved cost (TEI):	\$562 million (not published because there was no BP4 produced in 2020–21)
Cost variance analysis:	Increased by 99.3% (\$558 million)
Expected completion date:	Quarter 3 2025–26
Original completion date:	Quarter 4 2024–25
Time variance analysis:	Delayed by 3 quarters (up to 9 months)
Responsible (BP4) entity:	Department of Health (DH)
Delivery entity:	Victorian Infrastructure Delivery Authority (VIDA) and Peninsula Health
Approval authority:	DH

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment. The 2019–20 budget allocated \$6 million to plan the Frankston Hospital redevelopment. The full project cost was funded in 2020–21.

Project summary

Project description and purpose The Frankston Hospital redevelopment project will redevelop and expand the existing Frankston Hospital.

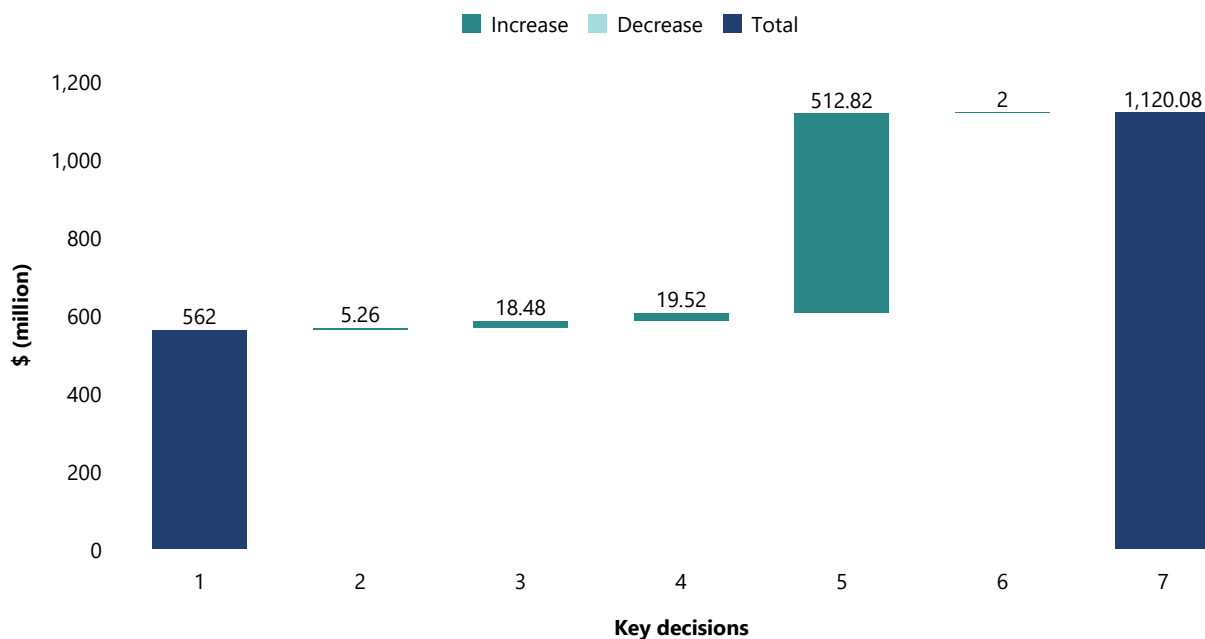
The redevelopment will address the existing hospital's capacity issues and help meet contemporary standards for health services. It will provide 130 more hospital beds, 15 new operating theatres and new spaces for an oncology ward and day clinic. It will also expand maternal, children's and mental health services.

Several built elements will be added to the hospital, including:

- a new acute health services tower
- a new multi-deck carpark
- relevant infrastructure improvement works.

Some existing buildings and garden grounds will be refurbished and improved by the project.

Figure 2: Budget changes to the Frankston Hospital redevelopment project



Legend

Key decision	Date and detail
1	2018: original TEI undisclosed in BP4
2	2021–22 BP4: funding for mental health and alcohol and other drug hub
3	2021–22 BP4: funding for paediatric emergency department zone
4	2021–22 BP4: funding for a multi-deck car park
5	2022–23 BP4: additional 102 points of care and whole-of-life costs. Project now under the public–private partnership (PPP) model.
6	2024–25 BP4: extra \$2 million funding for expanded emergency department reception and triage
7	2024–25 BP4: current TEI

Source: VAGO.

Project status

Red, Amber and Green (RAG) status The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 3: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Green
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information VIDA provided and survey responses, VAGO assessed benefits as amber because benefits measurements processes are not fully developed and baseline data to measure benefits achievement is insufficient.
Source: VAGO.

Cost, time and scope performance

The project is on track, with 47 per cent of the construction funding spent at the time of this review. Reports from the project's independent reviewer (IR) show that main construction is well underway. The new emergency department zone refurbishment is in progress.

There have been 3 government-approved scope changes to improve the existing emergency department reception and triage area at Frankston Hospital, which have impacted TEI.

These scope changes have not impacted the current forecast completion date.

Risks and emerging pressures



A contractor's piling rig collapsed early in the project's preparation works, causing a delay to the initial building schedule. The schedule was amended to make up the delay and is on track.

An IR oversees and reviews the project's design and construction. The IR reports to all project parties and checks the private sector's performance and compliance with project requirements.

The project is on track to achieve commercial and technical acceptance dates. The IR has identified some risks to the project. For example, the current schedule groups together large works packages, but the IR notes these should give more detail to increase transparency and accuracy.

The IR also notes that the remaining time contingency is too low and should be reviewed.

Variance analysis

Over the last 5 years, the project has experienced major scope changes and PPP procurement model approval, which have increased its overall TEI. If measured against its original approved TEI, the project's cost has increased by 99.3 per cent. This is because the TEI has changed over time in line with scope and procurement model evolutions, reflecting government decisions.

Starting at \$562 million in 2018, the project increased to \$605.26 million in the 2021–22 financial year, because the government decided to add a multi-storey car park and 2 new emergency department initiatives. These new elements were initially out of scope but were included to deliver other health system initiatives and grow clinical support services to meet patient demand.

The TEI increased by another \$512.82 million when the successful PPP bidder identified a design solution that the government considered more optimal. VIDA told us that this new TEI sat within affordability boundaries set by government. The increase in TEI also reflected that the project was now being delivered under a PPP model. Government policy requires additional capital investment, plus lifecycle and project financing costs from the PPP model to be disclosed in the TEI.

The TEI increased to \$1.12 billion after a modification order by DH in 2023 allocated an extra \$2 million to improve the existing emergency department reception and triage area. DH decided these were necessary after design and clinical service model reviews.

Impacts of scope and other changes

There are multiple avenues for monitoring, reporting and mitigating project risks and issues, involving VIDA, Peninsula Health, the Department of Treasury and Finance (DTF) and the private sector party (Exemplar Health).

Because it is a PPP, the project is monitored by an IR who inspects and assures the project deliverables, as well as construction schedules and building quality.

We have not seen any evidence showing how any impacts on expected benefits were analysed or considered.

Key funding stakeholders

Stakeholders The project has a \$1.12 billion TEI, which includes \$10 million from the Australian Government. The Australian Government is contributing funding, together with the state government, to develop the new paediatric zone. This aligned with a 2021–22 system-wide budget initiative called 'Building emergency departments kids and families can count on'.

Project benefits

Benefits DH and Peninsula Health are responsible for implementing the benefit management plan (BMP) and benefits realisation. The current BMP was last updated in December 2018 and does not reflect key project decisions. This includes decisions about adopting a PPP model and adding additional scope. A Gate 6 benefits review is required by the government to be conducted after a project is handed over. Before this, recording benefits progress using a benefits measurement system would help identify whether the project is on track to achieve expected benefits. VIDA and DH's internal processes to track and report progress against project benefits are under review. DH told us that it believes the project is on track to achieve its expected benefits, including improved outcomes for patients and staff and improved access to healthcare. According to VIDA and DH, other benefits, including increased clinical speciality, will be achieved by adding specific mental health, alcohol and other drugs, and maternal and children's health service areas to the new facility. As the project is being delivered through a PPP model, there are likely to be further benefits that are not captured in the existing BMP. These include whole-of-life maintenance outcomes and various risk transfers to the private sector.

Governance and assurance

Governance and assurance The project has a well-described governance and assurance system. VIDA, Peninsula Health, DTF and the private sector participate in planning teams and control groups that have their own terms of reference. The control groups escalate issues to the project steering committee who agree on key cost, schedule and scope changes. The steering committee can make recommendations to the DH secretary and the Minister for Health Infrastructure if necessary. The project is also subject to the high value high risk framework and has completed 3 gateway reviews. It had a project assurance review scheduled to happen in late 2024. There were no substantial issues raised from the last gateway review conducted in 2021. A Gate 4 review is not required, as the project is a PPP and policy exempts the need for this review step. A machinery-of-government change in April 2024 merged the Victorian Health Building Authority with the Major Transport Infrastructure Authority to form VIDA, which has had some impact on governance and coordination arrangements.

Procurement approach

PPP model The Frankston Hospital redevelopment project is a PPP. This is publicly documented in the project summary that was tabled in the Parliament and available on DTF's website.

VIDA told us that its procurement approach focused on value for money by allocating risks to the private sector, increasing private sector innovation and incentivising project delivery on time and within budget.

Better practice

Better practice



VIDA and DH have adaptively reused some newer buildings on the campus and are incorporating them into the PPP design. DH told us that this reduces the carbon impact of a full-scale demolition and new build approach.

Good project practices have been noted in gateway reviews.

These include VIDA providing site condition assessment reports to bidders to facilitate their understanding of latent site risks. Additionally, VIDA expanded the services scope under the PPP to include whole-of-life risks. VIDA said this improved the accuracy of the market responses to the government.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, investment logic map (ILM) or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

Car Parks for Commuters

The Car Parks for Commuters program of capital projects is helping to deliver the government's commitment of 21,000 new and upgraded car parks at train stations across metropolitan and regional Victoria.

The program also delivers improved accessibility, security cameras and lighting, and more bicycle parking facilities at selected stations.

Figure 1: Tarneit Station car park and bus interchange



Source: Car Parks for Commuters program, Department of Transport and Planning.

Key project data

2024–25 BP4 project name:	Car Parks for Commuters (CPC)
Previous reporting name:	N/A
Project lifecycle phase:	In delivery/under construction
Financial year when first disclosed:	2019–20
Current approved cost (TEI):	\$610.21 million*
Original approved cost (TEI):	\$150 million
Cost variance analysis:	Increased by 306.81% (\$460.21 million)
Expected completion date:	Quarter 2 2025–26
Original completion date:	Quarter 4 2022–23
Time variance analysis:	Delayed by 10 quarters (approximately 2.5 years)
Responsible (BP4) entity:	Victorian Rail Track (VicTrack)
Delivery entity:	Victorian Infrastructure Delivery Authority (VIDA), VicTrack and local councils on behalf of the Department of Transport and Planning (DTP)
Approval authority:	DTP

*The TEI in the 2024–25 BP4 was \$590.51 million. The Australian Government committed another \$19.7 million in its 2024 Budget. Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Figure 2: Greensborough Station multi-deck car park and bus interchange



Source: Car Parks for Commuters program, DTP.

Project summary

Project description and purpose

The CPC program is helping to deliver the Victorian Government’s commitment of 21,000 new and upgraded car parks at train stations across metropolitan and regional Victoria. The government promised to deliver 10,000 new and upgraded spaces in 2014. Another 11,000 new and upgraded spaces were committed in the 2018 state election.

In 2021–22, all Victorian-led car parking projects and programs were consolidated under one program to maximise efficiencies and streamline reporting.

The CPC program has 45 projects across 43 train stations. As at August 2024, 39 projects were completed and 6 either in procurement, detailed development, or construction. VicTrack, VIDA and local councils are managing project delivery on DTP’s behalf.

Apart from car parks, the CPC program also delivers better accessibility, security camera and lighting improvements, as well as new bus facilities and more bicycle parking at various train stations.

The CPC program, which is specifically dedicated to station car parking, is also supported by other major transport investments. These other investments also contribute to the overall commitment of 21,000 new and upgraded car parks.

Project status

Red, Amber and Green (RAG) status

The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 3: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Green
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information DTP provided and survey responses, VAGO assessed benefits as amber because benefits measurements processes are not fully developed and baseline data to measure benefits achievement is insufficient. Car parks are not a project benefit, they are an asset, so are better described as a project output. Source: VAGO.

Cost, time and scope performance

The CPC multi-site work program is almost complete and is within the 2024–25 BP4’s approved TEI. Watergardens will be the last site to be delivered.

The CPC program’s TEI has increased by \$460.21 million from its original TEI in the 2019–20 BP4. DTP, on VicTrack’s behalf, has partly documented reasons for TEI variances in BP4 footnotes.

For example, DTP told us that other reasons that were not listed in BP4 footnotes include the impact on scheduling of time needed to align with other interfacing transport projects.

Risks and emerging pressures

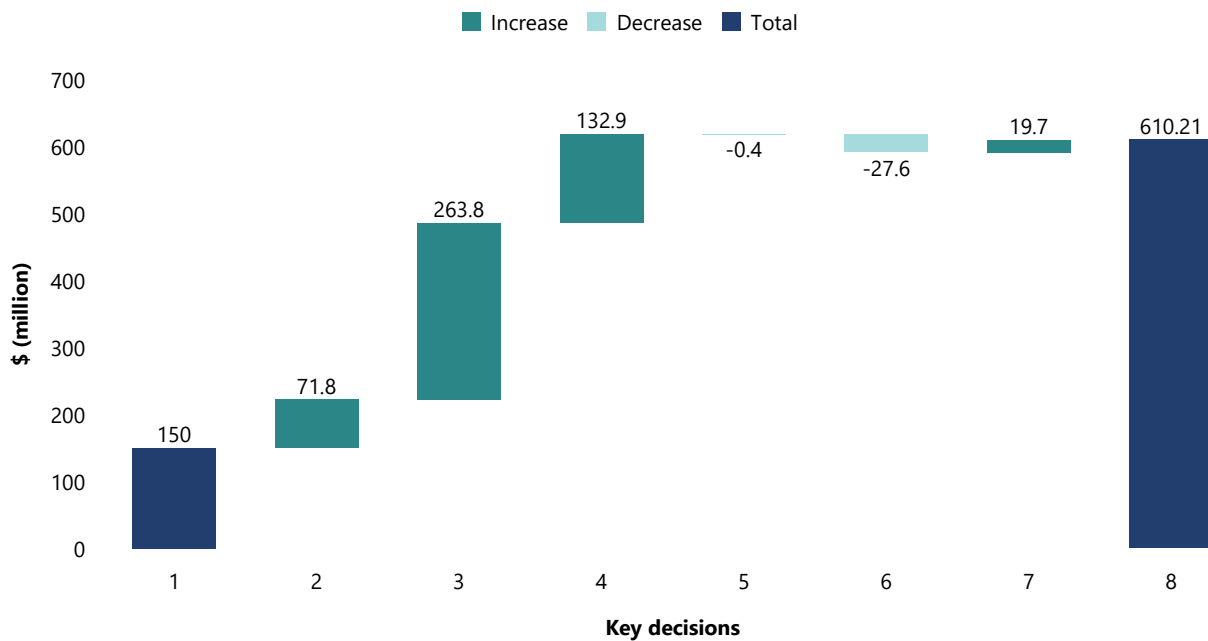


Project risks and emerging issues are reported by project delivery agencies on a fortnightly basis to DTP.

Project risks are individually managed by delivery agencies in accordance with the DTP-endorsed project management plans and project brief. Where issues are not resolved, they are escalated to DTP.

The CPC program is nearing completion. Although the final site at Watergardens is currently finalising approvals, DTP says it expects to deliver the expected outcome by December 2025.

Figure 4: Budget changes to the CPC program



Legend

Key decision	Date and detail
1	2019–20 BP4: original TEI
2	2021–22 BP4: TEI increased to include previous programs underway
3	2021–22 BP4: TEI increased because additional funds for 33 projects were approved by government for new projects
4	2022–23 BP4: TEI increased because committed Australian Government funds were released, 2 new projects added at East Pakenham and Greensborough bus interchange
5	2022–23 BP4: TEI decreased due to operational reclassification
6	2024–25 BP4: TEI decreased due to accounting treatment for grant to council for Sunbury
7	May 2024 Federal Budget: TEI increased to include additional Australian Government funding for its share of additional costs on joint projects
8	Post-2024–25 BP4: Updated TEI

Source: VAGO.

Variance analysis

There has been ongoing development since the program was first announced in the 2019–20 Budget. For example, the CPC program initially committed to deliver 33 new and upgraded car park projects across 32 stations, but this increased to 45 projects across 43 stations.

If measured against its original approved TEI and compared to the current approved scope, the overall CPC program’s cost has increased by close to 306.8 per cent. DTP told us that this is because:

- the government expanded the program scope
- further development work was needed for some car park delivery options
- project schedules and delivery approaches were amended to align with other projects.

Cost escalation pressures and program consolidation over time also increased program cost.

DTP's reasons for cost increases have not all occurred at each car park site where there has been a cost increase.

Additional project sites and increased scope and program consolidation have increased the current approved time by approximately 2.5 years.

The 2024–25 Federal Budget confirmed \$19.7 million in Australian Government funding for the CPC. DTP told us that this would fund the Australian Government's remaining 50 per cent share of some joint project costs.

Impacts of scope and other changes

There is a well-documented governance structure to oversee the CPC program and mitigate risks and issues. DTP has various governance and assurance mechanisms at both the CPC individual project and the overall program level to assess project risks, variances and impacts on TEI.

At the project level, delivery partners, such as VicTrack and VIDA, give DTP fortnightly delivery updates that detail any project change impacts. DTP uses these to approve budget and scope changes.

At the program level, variances against government's committed budget and scope are assessed and recorded in DTP's program report. DTP then briefs the Minister for Public and Active Transport on impacts and seeks endorsement and approval for any variances.

DTP assesses impacts against CPC program objectives and whether they represent overall value for money based on the project scope. For example, a variance can be approved when delivery partners ask to use unallocated funding for additional but useful work items above the base project scope.

DTP told us that delivering the program over time with rolling cost variations allowed government to deliver car parks best suited to the site's complexity and deal with specific site constraints. For example, projects at complex sites, which may warrant multi-deck car parks, may require more time for planning and development work.

This decision-making process shows that DTP may not have thoroughly planned or estimated complex car parking sites costs before seeking funding.

DTP told us it was difficult to thoroughly plan all the current CPC car park sites and ascertain site complexity. This is because the program has grown and developed over time, with new projects added since it was first funded.

Key funding stakeholders

Stakeholders

The CPC program has received funding from the Victorian and Australian governments.

The CPC program recently received further Australian Government funding. An additional \$19.7 million from the Australian Government was confirmed in the 2024–25 Federal Budget.

This contribution was not disclosed in the 2024–25 Victorian state Budget due to Federal Budget timing. This new contribution adjusts the program's TEI to \$610.21 million.

Project benefits

Benefits DTP considers that the main benefits from the CPC program are to deliver the committed car park numbers and associated scope at each site, as promised at the 2014 and 2018 elections.

The benefits of providing these new and upgraded spaces include making it easier for travellers to access their station and improved safety, accessibility and customer experience. We note that DTP did not identify specific car park delivery as a benefit in its benefits management plan.

There are other benefits noted in DTP's benefits management plan. These include patronage growth at improved stations, improved customer satisfaction, increase in bicycle parking and reduced complaints. There is no evidence that these benefits are reviewed as each site project's scope evolves or tracked once projects are complete.

There may be other benefits from the new car parks that could have been assessed during program delivery. These include:

- better access to public transport
- improvements in safety through better lighting and security cameras
- cycling promotion.

These benefits are noted in the overall business case and in project delivery briefs but are not specifically tracked or measured.

Governance and assurance

Governance and assurance The program has a well-described governance system.

Project delivery partners, such as VicTrack, VIDA and local councils, are part of project control groups that have their own terms of reference. Delivery partners need to ensure that their projects' scope aligns to DTP's project requirements.

DTP assures the Minister for Public and Active Transport by providing fortnightly program and project updates to the minister's office. The Minister for Public and Active Transport updates Cabinet as required.

Gateway reviews were not required for the CPC program because all sub-projects are valued below \$100 million and were not assessed by the Department of Treasury and Finance as high value high risk.

DTP and Australian Government officials participated in regular weekly meetings during the jointly funded sites' early planning and development phases related to the Australian Government's involvement in the CPC program. These meetings now take place every second month while the program is being delivered.

Procurement approach

Multiple models The CPC program involves multiple delivery agencies and different procurement approaches for each project and committed site.

DTP told us that its procurement approach is based on a 'delivery optimisation approach', which categorises each project's site and commitment. Doing this allows DTP to consider interfacing projects, site constraints and conditions, as well as location and market capacity, which may offer delivery and management efficiencies.

DTP has used various delivery partners, such as councils, VicTrack and VIDA. VIDA's works have been done concurrently with interdependent level crossing removal projects, using existing alliances. Other delivery partners have used different contracting models and contractors.

We saw examples of some innovative models, such as joint ventures or long-term leasing, to achieve the desired net parking outcomes.

Better practice

Better practice and lessons learnt

The CPC program uses different procurement approaches and pragmatically designs solutions to achieve site-specific outcomes.

The CPC program also coordinates its works with other concurrent transport projects, such as level crossing removals. This approach optimises construction resources already on site, minimises local disruption and enables an integrated site solution.

For example, the East Pakenham train station initially began with a car parking commitment at Pakenham. It evolved into a commitment for a new station at East Pakenham because this growth area had limited car parking facilities. East Pakenham was delivered as part of the broader Pakenham level crossing removal project.

DTP told us that delivery partners at the project level capture and analyse project lessons learnt. The process is ongoing after each sub-project is delivered. For example, for the Belgrave carpark, VicTrack noted that having a clearer scope with operational requirements at the start allowed for a better project scope instead of workshopping requirements mid-design.

DTP also told us it will review lessons learnt at the end of the full works program. To date, key lessons learnt include:

- each station car park site varies considerably in complexity and constraints
- using a benchmark cost for a car parking space is not reliable and should be avoided
- specific site constraints drive the cost per car park with complexities including utilities, land availability (including size and shape) and environmental approvals.

DTP also collects and analyses lessons learnt regarding community and stakeholders through its delivery partners at the project level.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, investment logic map (ILM) or benefits management plan (BMP) is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the Business Case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the Business Case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

City Loop fire and safety upgrade

The City Loop fire and safety upgrade has delivered critical safety-related improvements to sub-surface stations in the Melbourne underground rail loop.

Upgrades include installing modern smoke detection, smoke extraction and sprinkler systems. It also built fire and smoke refuges for people with limited mobility.

Figure 1: City Loop fire and safety upgrade in Flagstaff Station



Source: Victorian Infrastructure Delivery Authority.

Key project data

2024–25 BP4 project name:	City Loop fire and safety upgrade (stage 2) and intruder alarm
Previous reporting name:	N/A
Project lifecycle phase:	Practical completion (handover to operator and defects phase)
Financial year when first disclosed:	2016–17
Current approved cost (TEI):	\$464.61 million
Original approved cost (TEI):	\$132.86 million
Cost variance analysis:	Increased by 249.69% (\$331.75 million)
Expected completion date:	Quarter 2 2023–24
Original completion date:	Quarter 4 2019–20
Time variance analysis:	Delayed by 18 quarters (3.5 years)
Responsible (BP4) entity:	Victorian Rail Track (VicTrack)
Delivery entity:	Victorian Infrastructure Delivery Authority (VIDA)
Approval authority:	Department of Transport and Planning (DTP)

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Project summary

Project description and purpose In October 2012, the Victorian Ombudsman found that a ‘major incident in the MURL could pose considerable risks for commuters travelling through the tunnels, for persons in the MURL stations and in buildings above them’.

The government funded this project in 2016 as the second stage of critical fire and safety upgrade works within the MURL at Parliament, Flagstaff and Melbourne Central stations.

The project scope includes:

- sprinkler systems upgrade
 - platform smoke extraction systems
 - extraction fans and other smoke evacuation shaft equipment upgrades
 - smoke barriers around some open-sided inter-platform escalators
 - fire rated and smoke-protected safety refuges for persons with limited mobility
 - integrating new safety systems into the MURL’s technical and operating environment.
-

Project status

Red, Amber and Green (RAG) status The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 2: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Green
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information VIDA provided and survey responses, VAGO assessed benefits as amber because benefits measurements processes are not fully developed and baseline data to measure benefits achievement is insufficient.
Source: VAGO.

Cost, time and scope performance

The project is nearly complete and is currently delivering within its approved scope, cost and time targets.

VIDA told us that the project’s operational milestone was achieved on 16 April 2024 and physical works completion was achieved 15 days later on 1 May 2024. Practical completion was achieved in September 2024.

Final completion is expected in quarter 2 2023-24,, with all safety works now operational. These project milestones are defined in the project's contract.

There are some final cosmetic works to be performed, such as plaster patching and painting. Other issues to resolve include site rectification, defects and final finishes in some stations, as agreed with Metro Trains Melbourne (MTM), the metropolitan train franchise operator.

Risks and emerging pressures

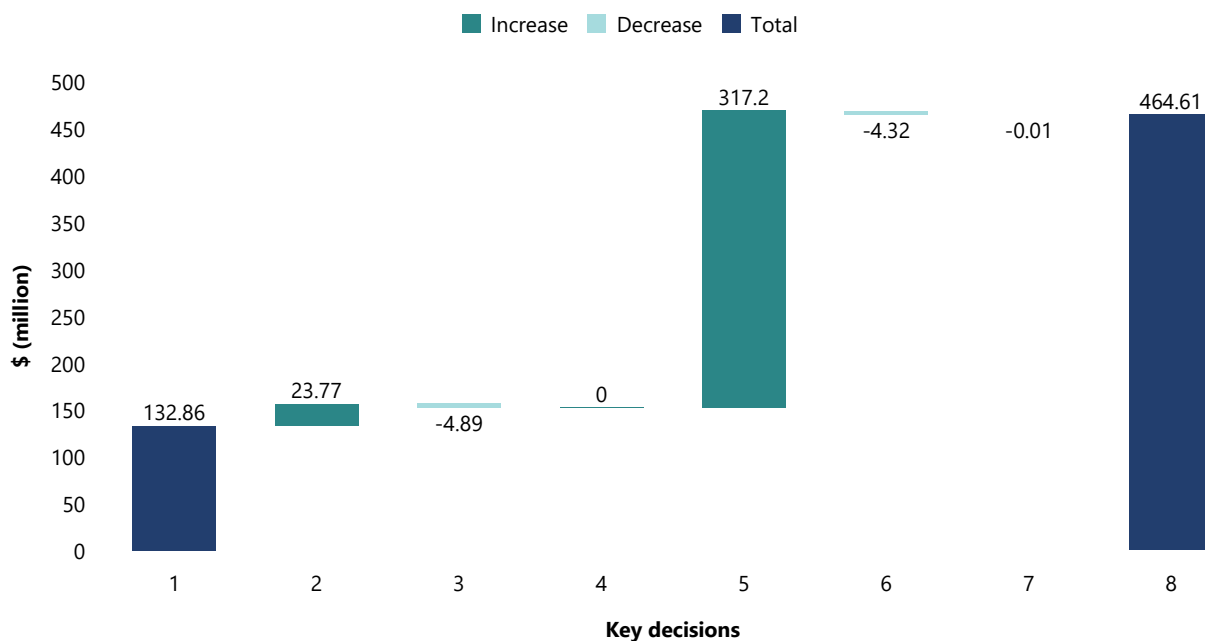


Most material project risks and pressures were resolved through the decision in late 2020 by the government to adopt an alliance contracting model. This resulted in a project procurement and costing reset.

Practical completion and final functionality commissioning, site remediation, station finishes and reliability inspections will need to be managed carefully throughout the project close-out phase.

The alliance will need to focus on producing a quality outcome that meets scope expectations and expected benefits from the project, particularly the safety and functionality aspects. MTM, as an alliance participant, is expected to be heavily involved in final close-out works.

Figure 3: Budget changes to the City Loop fire and safety upgrade



Legend

Key decision	Date and detail
1	2016–17 BP4: original TEI
2	2018–19 BP4: TEI increased to meet additional scope and design requirements
3	2018–19 BP4: TEI decreased due to capital reallocation to operating expenditure
4	2021–22 BP4: TEI TBC following the original contractor entering administration
5	2022–23 BP4: TEI increased due to project scope changes and market conditions
6	2023–24 BP4: TEI decreased due to capital reallocation to operating expenditure
7	2024–25 BP4: TEI decreased due to capital reallocation to operating expenditure
8	2024–25 BP4: current TEI

Source: VAGO.

Variance analysis

There has been a significant and material, or nearly 250 per cent, TEI variance from the original project’s commencement in 2016 to now. The current scope and approach was confirmed in 2022.

VIDA told us this cost increase was due to needing to do additional smoke and fire modelling and project re-scoping. This identified a requirement for larger fans, different wiring, standby generators and associated structural and engineering works, which all had an impact on project cost.

There was limited evidence available for us to view and understand the decision-making processes that led to the project’s first iteration. The original approach was to be delivered as a state-nominated franchisee project. This would be overseen by MTM, under Public Transport Victoria’s (PTV) direction. PTV is now defunct as an entity and its functions have been incorporated into DTP.

DTP was unable to maintain this original approach after the main works contractor's business collapsed and was not able to appoint a new builder to take over the incomplete works.

The amended project TEI, confirmed via revised costings done by DTP and VIDA, has not deviated from expectations since it was approved in 2022.

Impacts of scope and other changes

There has been a 3.5-year delay to the project since the project was first announced. Revised project timelines were agreed in conjunction with confirmation of the new delivery approach.

Most of this delay occurred before scope and other changes were agreed by government, and prior to project delivery being allocated to VIDA by DTP.

The delay was not anticipated because the project's original contractor's business suddenly collapsed. The delay was unable to be addressed until a new delivery approach was confirmed by government, which appointed VIDA as delivery agency and used one of its already contracted alliances to complete the works.

Around a year of delays were due to PTV, the Department of Treasury and Finance (DTF) and the former Office of Projects Victoria assessing appointment of a new delivery agency and the new procurement approach. Another round of delays occurred after VIDA was required to do further development work to seek the release of more project funding from central contingency.

This lengthy delay to the safety upgrade works implies that during this period, the risks identified in the Victorian Ombudsman's report as well as DTP's own updated safety modelling were not mitigated. This means that underground City Loop stations may have been relatively less safe than they could have been.

However, massive train patronage reductions during the COVID-19 pandemic did reduce the number of passengers in the City Loop, resulting in a decreased exposure of passengers to a safety risk from fire and smoke events.

Since the works commenced under VIDA's oversight, time variance has been negligible.

Key funding stakeholders

Stakeholders This project is fully funded by the Victorian Government.

Project benefits

Benefits

The project's original expected benefits are mainly safety-focused. They are predicated on reducing impact from fire, smoke or explosion. The new fire and smoke safety refuges installation also gives more safety to commuters, especially for people with limited mobility or low capacity to self-evacuate.

There is also a deeper benefit from gaining assurance that the MURL stations are meeting contemporary expectations for fire and rail safety, especially in the context of a new adjoining metro line that has had to meet modern standards and requirements for evacuation, firefighting and safety.

The project assurance review conducted in May 2021 recommended, among other things, that the business case should be updated to include a benefits management plan (BMP) and metrics.

VIDA told us that a BMP review was undertaken in July 2022. DTP, VIDA and MTM agreed on 2 benefits for assessment after project delivery:

- benefit 1: improved station safety by increasing the available safe evacuation time and increasing the capacity to safely accommodate trapped people

- benefit 2: reduced exposure to costs arising from smoke and fire damage by increasing the extent of sprinkler coverage and reducing the percentage of station space affected by smoke.

DTF has recently requested VIDA to undertake a standalone Gate 6 review, which is due 6–18 months after project completion, in accordance with the project assurance plan. This is a requirement of the government's high value high risk (HVHR) process.

VIDA confirmed that a 'lessons learnt' review will be conducted following practical completion, which may capture additional benefits arising from project delivery, where these are evident. A value for money (VfM) report will also be prepared in accordance with the *National Alliance Contracting Guidelines: Guidance Note 4 Reporting Value-for-Money Outcomes* (September 2015) after the project reaches practical completion.

The VfM report will detail the extent to which the project achieved the benefits documented in the business case. The VfM report will be an input to a future Gate 6 review to be organised by DTF.

Governance and assurance

Governance and assurance This project has had a troubled history. It was heavily affected by the original contractor's collapse, which triggered severe cost and time overruns. The government changed the previous procurement approach of state-directed franchisee works as part of the decision-making processes for the project.

Some of the original works components (such as tunnel intruder detection and alarm systems) were performed by MTM because these were not in the previous contractor's scope of works.

Completing the project involved a range of key decisions by government and detailed analysis of an appropriate response to the project's scope, which involve critical safety works.

The project was allocated to VIDA and pursued as an additional works package within an existing VIDA alliance. This existing alliance has MTM as a non-owner participant.

This decision meant that the project was inducted into the existing governance and oversight processes used by VIDA with its contracted alliances, as well as the broader VIDA governance and assurance environment. These systems are well-established.

The project is HVHR and has had several gateway and project assurance reviews. The first project assurance review focused on the overall project and whether the state should appoint VIDA to deliver remaining works through an existing alliance. The second project assurance review focused on the project's transition to VIDA and the design development process.

The Gate 4 review focused its recommendations on whole-of-government communications and the need for more detailed fire and smoke modelling and resource planning. We saw evidence that these recommendations were acknowledged and addressed.

Procurement approach

Alliance contracting model

For the second phase of the project, there is good evidence of a detailed procurement analysis and identification of which existing VIDA alliance would be most appropriate to take on this project.

Open book costing and risk sharing approaches are inherent to alliance contracting and this was applied to the reset project to generate new cost and time forecasts.

Delivery was performed by an existing VIDA– alliance with appropriate technical capability and delivery capacity, plus a track record of working on complex rail projects in a brownfield environment.

Having MTM in the alliance also embedded operational coordination and rail safety interfaces because MTM is the accredited rail operator and is accountable to the Office of the National Rail Safety Regulator for passenger safety in the rail environment.

VIDA told us that it often delivers complex projects in brownfield environments that require significant stakeholder involvement. This challenge is increased by the need to coordinate critical occupations within an operating rail network.

VIDA considers that the alliance approach is suited to projects with this complexity profile because:

- risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour
- it facilitates active participation by the state
- key stakeholders (such as MTM) are incentivised to align with delivery partners
- the cost, risk and reward regime incentivises all participants to deliver efficiently
- the performance risk and reward regime incentivises meeting other state objectives in excess of project objectives (for example, skills, sustainability and diversity)
- the same team develops and delivers the project, resulting in the state having earlier visibility of true project costs
- project costs are open book and transparent
- commercial terms are locked in due to the framework contract in place.

There is also an expectation that risks are shared collaboratively and dynamically managed by parties best able to manage them, and that key decisions should be made in the spirit of best for project.

Better practice

Better practice



A number of better practice project delivery and procurement matters are embedded and encouraged by the alliance model. The safety upgrade works have benefited from applying them.

In particular, there are inherent processes and controls in an alliance model that require openly examining and collaboratively resolving unexpected cost increases, as well as minimising disputes.

VIDA said that its alliances are incentivised to improve and innovate through key performance indicators and adopting other alliances' initiatives.

A benchmarking process has been used to actively assess projects in development against previously completed similar projects to track and compare costs in all building disciplines, as well as safety, time and disruptions. VIDA said this allows it to apply lessons learnt from previous projects and make sure alliances are utilising best-practice solutions and improvements.

It has also developed an online resource to share information and lessons learnt (including videos) across the level crossing removal program and the alliance workforce. VIDA said this tool is regularly updated and used extensively.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, investment logic map (ILM) or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

Melbourne Arts Precinct Transformation Project Phase One

The Melbourne Arts Precinct Transformation Project Phase One is upgrading facilities in and around Arts Centre Melbourne's Theatres Building and the surrounding precinct.

The works include constructing The Fox: NGV Contemporary gallery, and establishing a new urban garden, to be called Laak Boorndap, that will traverse and link the arts precinct.

Figure 1: Artist's aerial impression of the Melbourne Arts Precinct Transformation Project Phase One when complete



Source: Melbourne Arts Precinct Corporation.

Key project data

2024–25 BP4 project name:	Melbourne Arts Precinct Transformation Phase One
Previous reporting name:	N/A
Project lifecycle phase:	In delivery/under construction
Financial year when first disclosed:	2021–22 (project was first funded in the 2020–21 budget, but no BP4 was tabled in that financial year)
Current approved cost (TEI):	\$1.57 billion
Original approved cost (TEI):	\$1.41 billion
Cost variance analysis:	Increased by 11.35% (\$0.16 billion)
Expected completion date:	Quarter 2 2028–29
Original completion date:	Quarter 2 2028–29
Time variance analysis:	No variance
Responsible BP4 entity:	Melbourne Arts Precinct Corporation (MAP Co)
Delivery entity:	Development Victoria (DV)
Approval authority:	Minister for Creative Industries, Treasurer

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Project summary

Project description and purpose	<p>The Melbourne Arts Precinct Transformation (MAPT) Project Phase One aims to provide a flagship offering for contemporary art and design in Melbourne.</p> <p>The MAPT project started in 2022 and has 4 components:</p> <ul style="list-style-type: none">• The Fox: NGV Contemporary, which is a new dedicated gallery for contemporary art and design to be completed by 2028• maintenance works at Arts Centre Melbourne (ACM). This includes refurbishing the State Theatre building, extending the basement and doing critical maintenance. The theatre is ageing, which impacts visitor experience, safety and operational efficiency• Laak Boorndap, a new public garden, to be completed by 2028, giving 18,000 square metres of new and renewed public space and supporting infrastructure. This aims to revitalise the arts precinct and better connect existing facilities• upgraded shared services infrastructure, which will supply power and other services to the new gallery and whole precinct.
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Project status

Red, amber and green (RAG) status

The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 2: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Amber	Amber	Green	Amber
VAGO assessment	Amber	Amber	Green	Amber

Note: Entity self-assessments were made in the specific project survey. VAGO agrees with the entity assessment ratings.
Source: VAGO.

Cost, time and scope performance

MAPT Phase One is on track. There are no significant scope, time, cost or benefits changes to what has been publicly reported.

Scope options have been managed through a value management interactive process with senior stakeholders to reduce potential cost overruns.

Risks and emerging pressures



The overall MAPT project is technically complex. It also exists within a complex stakeholder interface and delivery environment, involving many partner agencies and other key stakeholders within the precinct and across government.

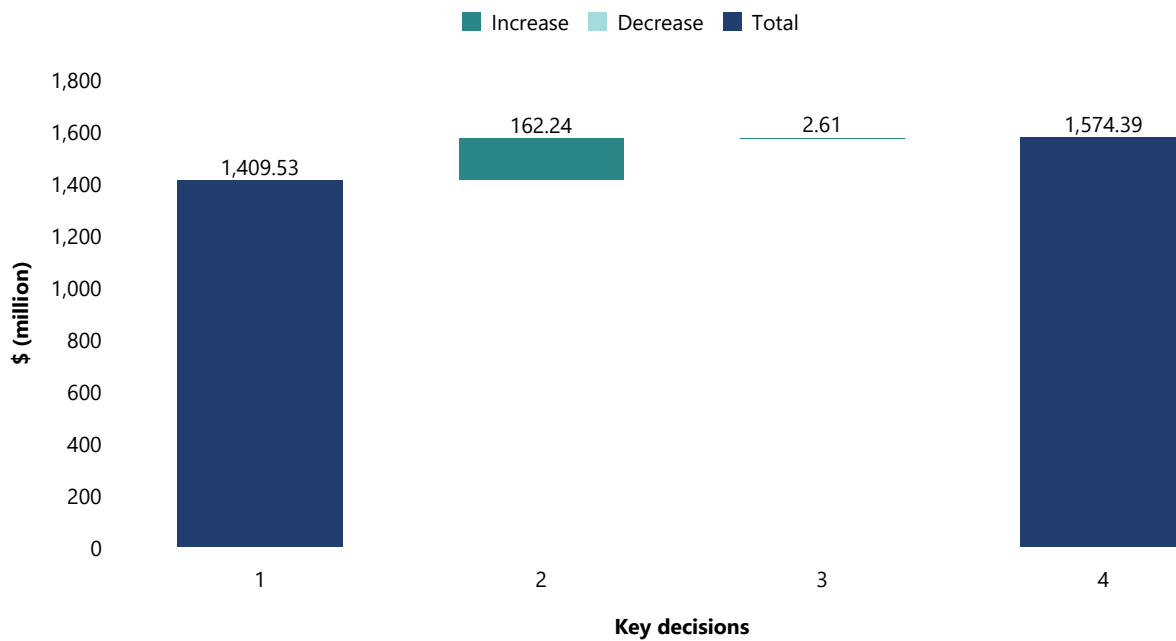
Phase One has some exposure to rising costs. This risk means that MAP Co may not be able to manage public-facing commitments within scope and cost.

Another risk is that philanthropy targets may not be met, so the state's capital costs may not be offset by donations, as expected.

Other pressures MAPT is facing include:

- challenges around the precinct's engineering and construction
- materials shortages
- rising rates for materials, labour and transportation
- many complex and unique attributes of the buildings and facilities in the precinct
- lower risk appetite among contractors
- uncertainty within the subcontractor market and construction supply chain.

Figure 3: Budget changes to MAPT Phase One



Legend

Key decision	Date and detail
1	2021–22 BP4: original TEI, MAPT was originally funded in the 2020–21 Budget but there was no BP4 published for that year
2	2022–23 BP4: TEI increased due to an expanded scope totalling \$162.24 million, which includes the roll-in of another previously funded project for renewal of the State Theatre and public realm and associated works
3	2023–24 BP4: TEI increased due to reclassification of \$2.61 million to capital expenditure from operating expenditure. Estimated completion date listed as quarter 2 2028–29
4	2024–25 BP4: current TEI

Source: VAGO.

Variance analysis

The current approved TEI for the project is \$1.57 billion compared to an original \$1.41 billion. The \$0.16 billion upwards change in TEI was due to the government’s decision to expand the scope of works and roll-in a previously approved project for refurbishment works at the State Theatre as well as other public realm and associated works.

Impacts of scope and other changes

While there has been an increase in TEI due to additional scope, there has been no other significant change. Based on current forecasts for scope, time and costs, MAP Co told us there are no scope changes that would impact expected benefits.

Key funding stakeholders

Stakeholders

The Victorian Government is the main project funder.

There has been substantial philanthropic funding committed to the project. These philanthropic funds offset the capital costs that the state would otherwise have to pay to deliver the project.

The Fox family pledged \$100 million in April 2022 to support the new NGV Contemporary gallery and received naming rights after this donation.

The Ian Potter Foundation donated \$20 million in 2020 towards building the new gallery, and \$15 million in 2024 to refurbishing the State Theatre.

According to MAP Co data, the National Gallery of Victoria (NGV) has a target to contribute further philanthropic donations. Arts Centre Melbourne also has a target to raise and contribute donations.

Project benefits

Benefits

The MAPT benefit management plan (BMP) has been incorporated into the project's detailed implementation plan. This plan outlines key performance indicators and associated evaluation methods. Most will only be measurable after project delivery and will rely on available public data sources, such as annual reports.

According to MAP Co's self-assessment in our project survey, project benefits measurement systems are immature, and data collection related to project benefits described in the business case, investment logic map (ILM) or BMP is not reliable.

MAP Co told us that a scheduled 2024–25 benefits management plan update with project partners will better reflect expanded or evolving benefits over time. VAGO suggests that this update should review the type of data that would be needed to assess benefits achievement and from where that data would be most appropriately sourced.

MAP Co could also improve clarity around which agency will measure the medium to longer-term benefits expected after project delivery. The expected economic benefits stated in the rationale for the investment will need a measurement approach that allows for specific attribution and linkage to the capital investment.

Governance and assurance

Governance and assurance

The MAPT governance and assurance environments are well-described. The project controls plan, prepared by DV, outlines key program controls and processes.

MAP Co has established a First Peoples Committee and there is evidence that it engaged with traditional owners in precinct design, especially the proposed gardens.

There is also a Design Excellence Committee chaired by the Victorian Government Architect. This committee's membership is independent of consent authorities, such as the Department of Energy, Environment and Climate Action and the City of Melbourne, and is a parallel process to the design approval process.

The formal governance structure includes a bimonthly project steering committee and MAP Co board meetings (focusing on scope and budget), as well as ministerial endorsement and Treasurer approvals as required (such as for gateway review process reports and central contingency drawdown).

The MAPT program memorandum of understanding executed in March 2023 sets out DV, MAP Co, the Department of Jobs, Skills, Industry and Regions, Arts Centre Melbourne and NGV roles.

DV contracts expert reviewers as part of its design and verification processes, which is detailed in the project management plan.

Assurance mechanisms and various reviewers' roles and responsibilities are well-described. MAPT has followed the Department of Treasury and Finance's high value high risk requirements and actively participates in gateway reviews and other assurance activities.

Procurement approach

Managing contractor model

MAPT is using a managing contractor for one package and a 2-stage approach for the other key project procurement. MAPT north has works underway and contracted with Lendlease. MAP Co is currently evaluating tenders for MAPT south, which is the largest construction package.

MAP Co modified the MAPT north and south procurement approach from the initially expected novated design and construct with competitive early contractor involvement model to a 2-stage managing contractor approach.

MAP Co told us that the procurement model change was driven by significant inherent project risks in the construction market at the time. There was also some uncertainty related to aspects of the State Theatre component, such as latent conditions and heritage matters.

These procurement model changes were made after considering market conditions and market feedback from confirmed bidders, recommendations from a development and efficiency review workshop and external legal reviews. This change was endorsed by the project control groups and project steering committee and approved by the MAP Co board.

This decision was also examined in a gateway review, endorsed by the relevant minister and approved by the Treasurer prior to its release to market.

Better practice and lessons learnt

Better practice

Better practice examples identified in external gateway review reports include:

- extensively using subject matter expert advice while developing the scope, schedule, risks and budget in the tender process
- flexibility in adjusting the proposed procurement approach in response to deteriorating market conditions
- a comprehensive design issues register.

MAP Co told us its approach to consultation and engagement with First Peoples was meaningful and set a high standard that other public infrastructure projects could emulate.

Aunty Gail Smith, an Elder representing the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation recently bestowed the name Laak Boorndap (which means heaven's beauty) to the new urban garden.

MAP Co has a program-wide lessons learnt register that has been developed to capture issues or achievements experienced at any point in the project that could be referenced for providing future guidance and learning opportunities. At the end of key milestones, MAP Co said it encourages directors and senior managers to share lessons learnt with relevant project teams to promote continuous improvement and prevent recurring issues.

Lessons learnt have been formally recorded from the northern package and were used to refine the procurement strategy for the southern package.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, ILM or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

North East Link (all roads packages)

The North East Link (NEL) is a large and complex suite of projects building tunnels and freeways that will connect and upgrade the Eastern Freeway and the M80 Ring Road.

This case study looks at the roads and tunnels elements of the primary package and the state and freeway packages.

Figure 1: North East Link new twin tunnels construction



Source: Victorian Infrastructure Delivery Authority.

Key project data

2024–25 BP4 project names:	North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)	North East Link (State and Freeway Packages)		
		Eastern Freeway Upgrade (Springvale to Hoddle)	M80 Ring Road Upgrade (Greensborough)	North East Link Connections (Bulleen/Watsonia)
Previous reporting names:	<ul style="list-style-type: none"> • 2017–18: North East Link (from Greensborough) • 2018–19: North East Link (from Greensborough) • 2019–20: North East Link • 2021–22: North East Link (from Greensborough) 			
	2022–23: North East Link – Primary Package (Tunnels) and State Tolling Corporation	<ul style="list-style-type: none"> • 2022–23: North East Link (State and Freeway Packages) (Greensborough) • 2023–24: North East Link (State and Freeway Packages) (Greensborough) 		
Project lifecycle phase:	<p>Different projects are at various stages ranging from in delivery, under construction and in procurement.</p> <p>The primary package’s main public–private partnership (PPP) works are underway. The Victorian Infrastructure Delivery Authority (VIDA) told us that the Eastern Freeway Upgrade and M80 Ring Road Upgrade delivery has also started. The remaining 2 Eastern Freeway packages (Burke to Hoddle and Tram to Springvale) are still in the market.</p>			
Financial year when first disclosed:	2017–18			
Current approved cost (TEI):	\$26.21 billion (aggregate value of all NEL packages)			
	\$14.03 billion	\$5.71 billion	\$3.82 billion	\$2.64 billion
Original approved cost (TEI):	\$15.64 billion			
Cost variance analysis:	Increased by 67.58% (\$10.57 billion)			
Expected completion date:	Quarter 2 2028–29			
Original completion date:	Quarter 4 2026–27			
Time variance analysis:	Delayed by 6 quarters (approximately 1.5 years)			
Responsible (BP4) entity:	State Tolling Corporation (STC)	Department of Transport and Planning (DTP)		
Delivery entity:	STC and VIDA	VIDA		
Approval authority:	Minister for Transport Infrastructure	DTP		

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment. There was an initial \$100 million announced for planning in the 2017–18 BP4 but this was later included in the overall TEI in the 2019–20 BP4.

Project summary

Project description and purpose

The NEL is a suite of tunnel and freeway projects to connect an upgraded Eastern Freeway and upgraded M80 Ring Road. The NEL aims to reduce travel time along the corridor by up to 35 minutes.

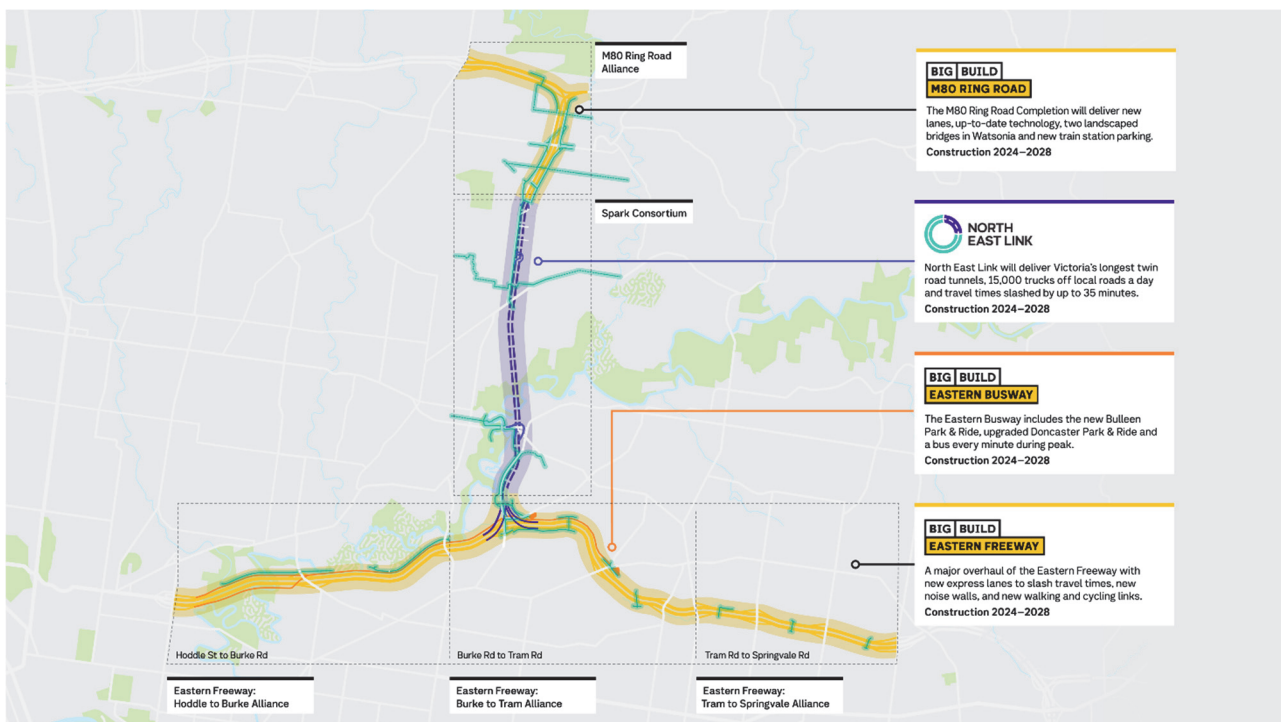
The NEL is a very large and complex initiative with many technical challenges. There are 2 major program components:

- the Primary Package
- the state and freeway packages.

All packages interface with live road environments, established neighbourhoods, community, recreational and educational facilities, and environmentally sensitive locations.

VIDA and DTP are managing 3 separately funded projects within the state and freeway packages.

Figure 2: NEL package routes



Source: Victorian Infrastructure Delivery Authority.

Project status

Red, Amber and Green (RAG) status

The criteria we used for this RAG assessment can be found at the end of this case study. The ratings apply to:

- North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)
- North East Link (State and Freeway Packages) Eastern Freeway Upgrade (Springvale to Hoddle)
- North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greensborough)
- North East Link (State and Freeway Packages) North East Link Connections (Bulleen/Watsonia).

Figure 3: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Amber
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information VIDA provided and survey responses, there is not enough baseline data to measure benefits, VAGO assessed benefits as amber.
Source: VAGO.

Cost, time and scope performance

The central package’s main PPP works are underway. The Eastern Freeway Upgrade and M80 Ring Road Upgrade has also started.

The remaining 2 Eastern Freeway sub-packages (Burke to Hoddle and Tram to Springvale) are still in the market.

The projects expected to be complete by quarter 2 2028–29 are:

- Primary Package (Tunnels) and State Tolling Corporation, TEI \$14.03 billion
- Eastern Freeway Upgrade (Springvale to Hoddle), TEI \$5.71 billion
- M80 Ring Road Upgrade (Greensborough), TEI \$3.82 billion
- North East Link Connections (Bulleen/Watsonia), TEI \$2.64 billion.

An earlier \$200 million early works package prepared the corridor for the main works and relocated key utilities. It also purchased property and cleared required land.

Risks and emerging pressures

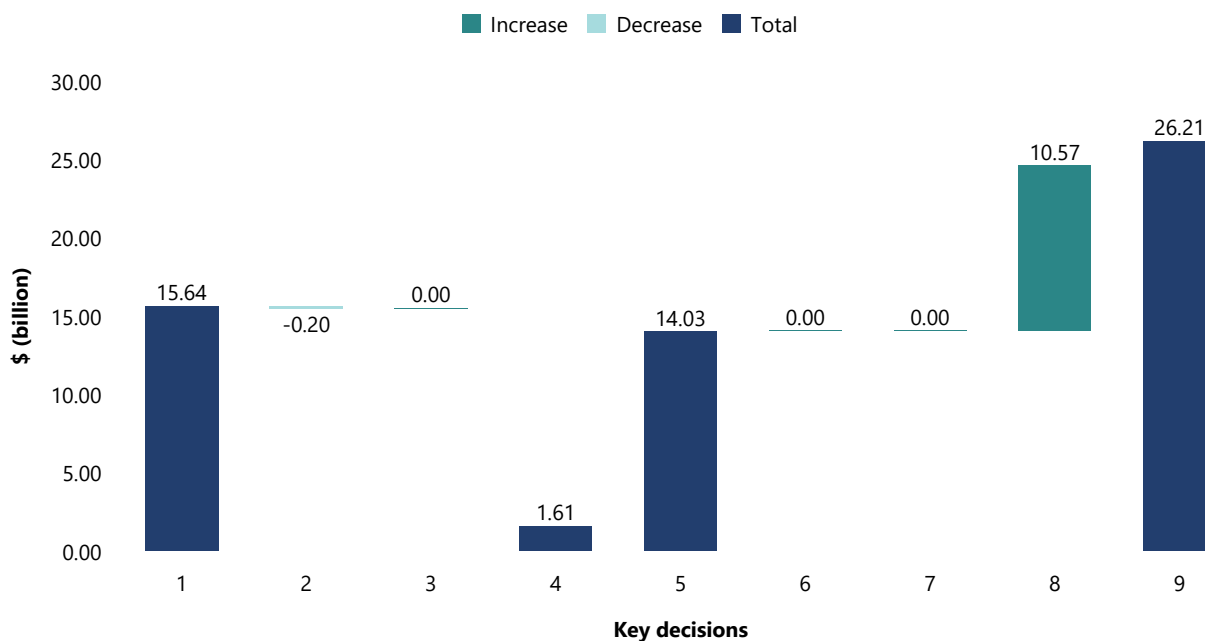


Tunnelling is an inherently risky activity. Unknown future issues could impact the primary package’s cost, time and progress.

VIDA has risk registers for each NEL project and conducts a monthly cost risk analysis against approved funding. It also has a risk management policy, plan and procedures. Risks are escalated at both a package and program level.

The remaining 2 freeway alliance packages have not been awarded yet, so it is not yet clear whether recent industry-wide cost pressures will lead to further project cost increases.

Figure 4: Budget changes to the North East Link (aggregate)



Legend

Key decision	Date and detail
1	2019–20 BP4: original TEI (known as North East Link)
2	2021–22 BP4: TEI decreased (known as North East Link from Greensborough)
3	2022–23 BP4: TEI TBC as procurement is finalised for State and Freeway Packages
4	2022–23 BP4: residual TEI for North East Link
5	2022–23 BP4: TEI reported for Primary Package (Tunnels) under State Tolling Corporation
6	2023–24 BP4: TEI TBC as procurement is finalised for State and Freeway Packages (Greensborough)
7	2023–24 BP4: No change in TEI for Primary Package (Tunnels)
8	2024–25 BP4: TEI increase and now reported under State and Freeway packages
9	2024–25 BP4: Current TEI (State and Freeway Packages and Primary Package)

Source: VAGO.

Variance analysis

A \$10.57 billion TEI increase for the state and freeway packages was confirmed in the 2024–25 state Budget.

VIDA told us this cost increase was to pay for higher than expected contract costs arising from procurement activities.

Some of this price increase was due to the government’s decision to make the main tunnels northern approaches longer and to redesign a railway bridge near Watsonia Station, which changed the technical and safety requirements.

The government assessed that these costs were necessary to improve the future asset. The design changes also align with the overall project’s environment effects statement process recommendations.

Industry capacity and supply chain pricing volatility also increased costs.

Environment effects statement

A detailed assessment of a proposed development’s potential environmental impacts. It usually involves extensive technical studies by project sponsors, as well as public submissions and expert panel hearings and examinations.

Impacts of scope and other changes

VIDA does not clearly document impacts from project changes in its public reporting. However they are well-documented and reported internally every month.

Project working groups can escalate unresolved issues to the responsible minister. There are no examples of this happening to date.

Key funding stakeholders

Stakeholders

The Victorian Government signed a \$11.1 billion agreement with the Spark consortium to build an availability PPP for the primary package. The Spark consortium will also provide operations and maintenance services within designated project boundaries for 25 years.

STC was established under the *North East Link Act 2020* to manage and operate the NEL. STC has formally transferred primary package construction oversight responsibility to VIDA. A ministerial direction specifies the roles each party must play in the project.

VIDA’s Major Roads Projects Victoria team is overseeing the PPP tunnels construction phase and all the state and freeway packages construction.

The 4 NEL packages have a mixed funding source. The Australian Government originally contributed \$1.75 billion to all aspects of the program, then allocated a further \$3.25 billion across the 3 non-PPP projects. The state Budget papers are not specific about how much of this Australian Government funding is allocated to each package.

Figure 5: Funding allocated to each project component

Project component	TEI
Primary Package (Tunnels) and State Tolling Corporation	\$14.03 billion ¹
Eastern Freeway Upgrade (Springvale to Hoddle)	\$5.71 billion ²
M80 Ring Road Upgrade (Greensborough)	\$3.82 billion ²
North East Link Connections (Bulleen/Watsonia)	\$2.64 billion ²
Total:	\$26.2 billion

Note:

1. This TEI includes the \$11.1 billion availability PPP contract signed with the Spark consortium to deliver the Primary Package and other costs associated with managing VIDA and STC’s Primary Package delivery operations, including procuring and delivering a toll collection capability. This package’s TEI also includes financing costs, with the total costs related to the PPP to be funded by road user tolls collected by STC on behalf of the state. This project package includes a share of the Australian Government’s \$1.75 billion contribution in the 2024–25 Federal Budget. This Australian Government contribution occurred in 2018.

2. This project package includes a share of the Australian Government’s \$1.75 billion contribution in 2018. Another \$3.25 billion was announced in the 2024–25 Federal Budget, which was after the 2024–25 Victorian Budget so it was not disclosed due to timing.

Source: VAGO, using VIDA and Budget data.

Project benefits

Benefits VIDA told us it believes that principal benefits expected from the project, such as reducing travel times and truck volumes on local roads, are likely to be delivered.

Some other expected benefits will need more specific baseline data to be measurable. VIDA advised that this data will be finalised after contracts are awarded for the final 2 freeway upgrade packages. These types of benefits will require a longer-term measurement horizon, especially in regard to attributing any positive economic changes from the new roads.

It is not clear which agency is best placed to measure longer-term economic benefits. Some benefits in the benefit management plan (BMP) are allocated to the former head of the previous project office and have not been updated to reflect governance and delivery arrangements that have changed since VIDA was established.

DTP and VIDA should review and update the BMP, as well as consider in more detail how some of the less tangible economic benefits can be measured.

Governance and assurance

Governance and assurance The governance arrangements for the main tunnelling works are well-described and typical for this type of PPP project. This includes use of an independent reviewer and environmental auditor. These roles ensure that the physical works are delivered according to expected design and timelines, as well as within required environmental performance parameters.

VIDA is overseeing the PPP and the 4 freeway upgrade alliances. This allows a unified project team approach and integrates VIDA's wider governance and assurance processes. VIDA has extensive experience in managing PPPs and alliances across its various project offices.

All packages are listed as high value high risk projects and attract more scrutiny and oversight from the Department of Treasury and Finance (DTF). To date, VIDA has done the expected gateway steps and project assurance reviews, with any relevant recommendations implemented or under consideration.

Procurement approach

PPP model The primary package is being delivered as an availability PPP with an incentivised target cost regime that applies to costs incurred during the design and construction phase.

The rationale and value for money considerations for the PPP component is publicly documented in the DTF project summary. This includes information on design outcome, cost, value for money, public interest considerations and probity.

The Burke to Tram section of the Eastern Freeway upgrade, Southern portal connections and M80 upgrade are being delivered via alliances. VIDA told us that it considers the alliance model offers more value for money and better risk management during delivery.

The final 2 freeway packages (Burke to Hoddle and Tram to Springvale) of the Eastern Freeway upgrade are now in the market and will also use an alliance model.

Better practice

Better practice



There was evidence that VIDA has put in place several better practice and innovative approaches. This includes:

- formalising and allocating roles between VIDA and STC to demarcate and focus on each entity's roles and responsibilities
- using a mixed procurement strategy to best harness market capacity and manage risks appropriately and dynamically
- efficiently buying up affected properties, allowing for orderly property consolidation and early land clearance along the route
- using an early works package to relocate or protect utilities or make road modifications and prepare sites for the main tunnelling activities
- bringing forward quick wins, such as the new Bulleen bus interchange, as well as renovating and enhancing community sporting facilities.

VIDA told us it collects and analyses lessons learnt from project delivery and procurement, problem solving and resolving issues, and dealing with community and stakeholders.

VIDA said it has a lessons learnt register guided by its lessons learnt framework. Each NEL package has a champion to document and share lessons.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, investment logic map (ILM) or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

North East Link – Toll Collection Capability project

The North East Link (NEL) is a tunnel and freeway project that will connect and upgrade the Eastern Freeway and the M80 Ring Road. The State Tolling Corporation (STC) is responsible for the toll collection capability project that will collect NEL toll revenue.

This case study looks at STC's toll collection capability project, which is funded alongside the primary construction package that is building the new road tunnels.

Figure 1: Artist's impression of a future interchange at Bulleen Road from the Eastern Freeway to the new tunnels



Source: Victorian Infrastructure Delivery Authority.

Key project data

2024–25 BP4 project name:	The Toll Collection Capability Project (TCC project ¹) is part of North East Link – Primary Package (Tunnels) and State Toll Co (Primary Package)
Previous reporting name:	<ul style="list-style-type: none"> • 2022–23: North East Link – Primary Package (Tunnels) & State Toll Co • 2021–22: North East Link (from Greensborough) • 2019–20: North East Link
Project lifecycle phase:	In procurement
Financial year when first disclosed:	2019–20
Current approved cost (TEI):	Not for publication (more than \$100 million ²)
Original approved cost (TEI):	\$15.64 billion ³ (overall project's primary package TEI)
Cost variance analysis:	N/A
Expected completion date:	Quarter 2 2028–29
Original completion date:	Quarter 4 2026–27 ⁴
Time variance analysis:	Delayed by 6 quarters (approximately 1.5 years)
Responsible (BP4) entity:	State Tolling Corporation (STC)
Delivery entity:	STC and Victorian Infrastructure Delivery Authority (VIDA) (only responsible for the tolling enabling infrastructure under the Primary Package)
Approval authority:	Minister for Transport Infrastructure

1. The TCC project is a component of the primary package and is not individually referenced in BP4. This case study specifically looks at the NEL STC and its overall responsibility for delivering and operating the TCC project.
 2. The budget for the TCC project is not disclosed for publication because there is commercial sensitivity due to live procurement activity underway. The TCC project is funded within the \$14.03 billion TEI for the NEL – Primary Package (Tunnels) and State Toll Co project.
 3. The original approved TEI was the initial forecast cost for the full NEL program. The TCC project cost was not disaggregated from this amount.
 4. STC told us that the TCC project completion date is linked to the overall NEL program completion date because it cannot be delivered independently.
- Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Project summary

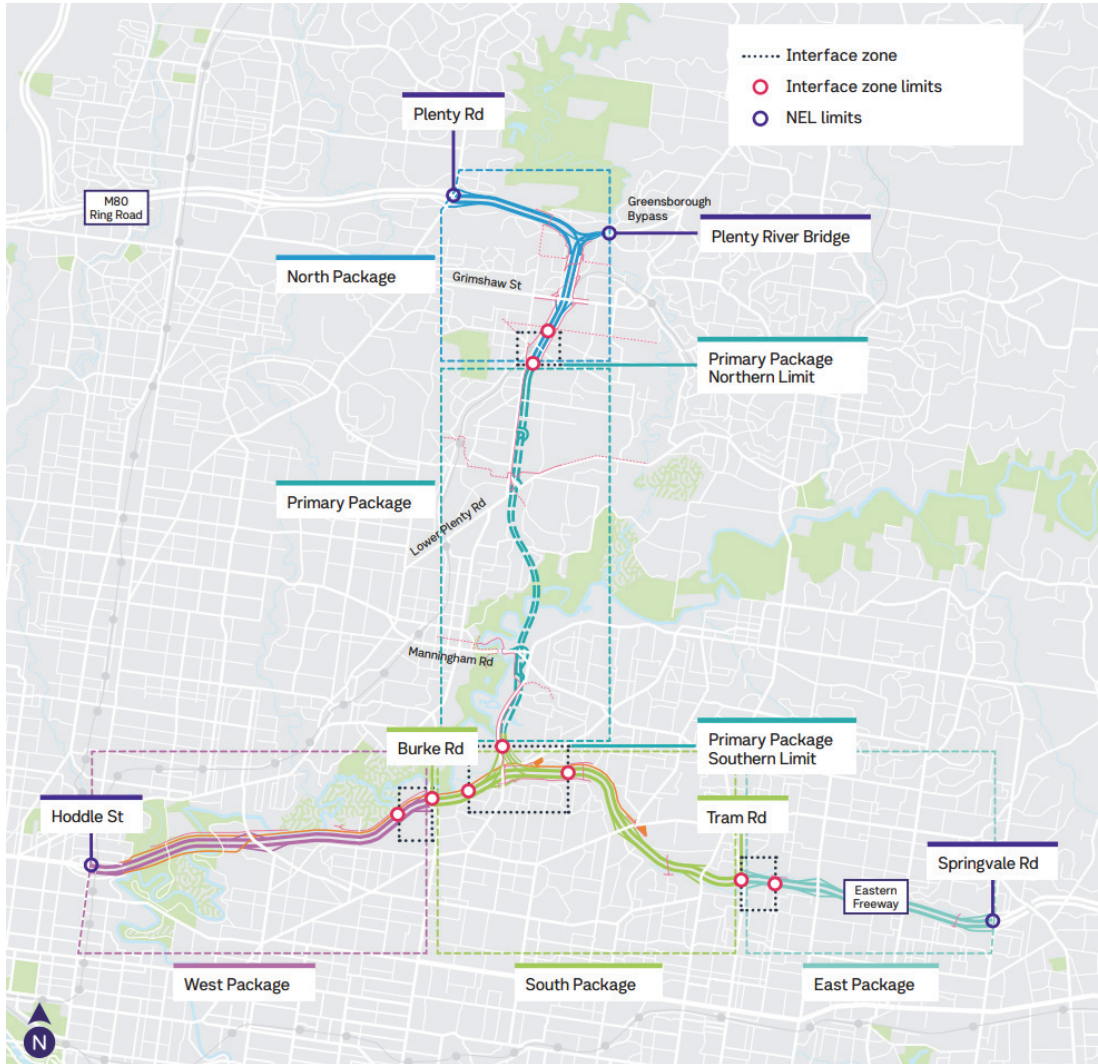
Project description and purpose The NEL will connect an upgraded Eastern Freeway with the upgraded M80 Ring Road. By building this new roads and tunnels link, NEL aims to remove 15,000 trucks from local roads a day and reduce travel time along the corridor by up to 35 minutes.

The overall NEL program has 5 packages, including the TCC project.

Figure 2: NEL program packages

NEL scope packages	Reference in 2024–25 BP4
Southern Portal	<ul style="list-style-type: none"> • North East Link (State and Freeway Packages) • North East Link Connections (Bulleen/Watsonia)
Northern Portal	<ul style="list-style-type: none"> • North East Link (State and Freeway Packages) • North East Link Connections (Bulleen/Watsonia) • M80 Ring Road Upgrade (Greensborough)
Western Package	Eastern Freeway Upgrade (Springvale to Hoddle)
Eastern Package	Eastern Freeway Upgrade (Springvale to Hoddle)
Central Tunnel Package (includes the TCC project)	North East Link – Primary Package (Tunnels) and State Tolling Corporation (Greensborough)

Figure 3: Location map of NEL project packages



Note: There was also an early works package to remove and relocate utilities and prepare the tunnelling works alignment. This was completed in 2021–22.

Source: Department of Treasury and Finance (DTF).

STC was established under the *North East Link Act 2020* to manage and operate the NEL. It is a signatory to the public–private partnership (PPP) contracts within the NEL Primary Package.

The STC will fund the PPP costs from toll revenue it collects from vehicles. STC is also the designated road authority for when the new NEL tunnels open to traffic.

STC has transferred the main package construction oversight responsibility to VIDA. This arrangement is documented in a ministerial direction and a delivery agreement. VIDA is therefore responsible for fulfilling STC’s obligations under the PPP agreement while the tunnels and connecting roads are being built.

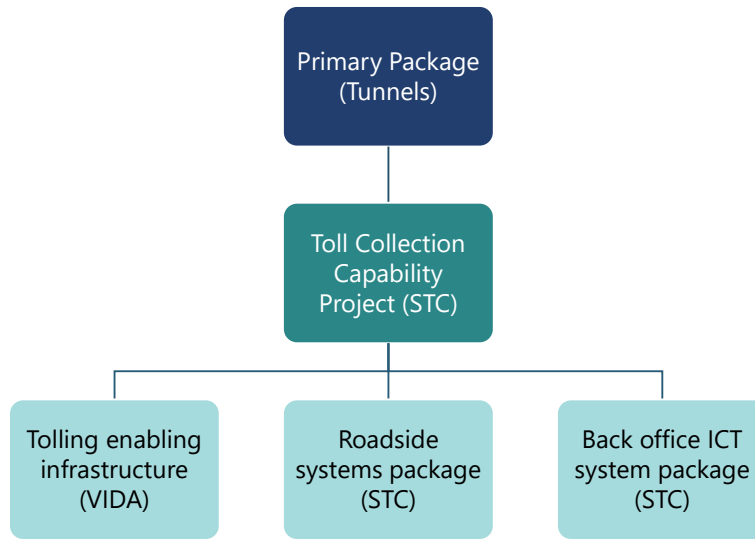
STC is responsible for ensuring the TCC project delivers infrastructure and systems to toll the new tunnels. There are 2 packages in the TCC project procurement:

- roadside systems (vehicle detection, classification and license plate images)
- back office systems (vehicle owner matching, billing, toll revenue settlement or collection and enforcement).

STC is also procuring 2 smaller technology packages to support future tolling operations.

STC told us that Spark North East Link is delivering the tolling enabling infrastructure, civil infrastructure and will install the tolling systems and equipment infrastructure. VIDA will oversee the delivery process.

Figure 4: TCC's sub-projects



Source: VAGO.

Project status

Red, Amber and Green (RAG) status The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 5: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Green
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information STC provided and survey responses, there is not enough baseline data to measure benefits, VAGO assessed benefits as amber.
Source: VAGO.

Cost, time and scope performance

The Primary Package's current TEI is \$14.03 billion in the 2024–25 BP4. The TCC project's budget is part of the overall TEI for the Primary Package.

The TCC project's budget has not changed significantly since it was first defined in October 2021. It includes risk and contingency allocations.

The TCC project is in the development and early procurement stage and tracking according to STC's project plan.

STC told us that the TCC project delivery is scheduled for implementation from mid-2026 into 2028. STC estimates that it will be finished by quarter 2 2028–29.

Although the TCC project is a major project (over \$100 million, in line with DTF and VAGO's definition of a major project) it is not separately reported in the Budget papers.

Risks and emerging pressures



The TCC project is a high value high risk (HVHR) project. STC has completed all steps required by DTF's HVHR framework. It has had a program-wide gateway review and 2 project-specific assurance reviews.

STC has developed comprehensive planning documents for the TCC project.

The tolling working groups report TCC project risks through governance forums.

Time and cost overruns are inherent risks for technology projects. As noted in the Gate 3 review, STC could consider speeding up the procurement program and reviewing its project budget as they progress through procurement.

Impacts of scope and other changes

The impact of changes to the project is not clearly documented in public reporting. But it is well-documented and reported internally every month.

Project working groups can escalate unresolved variance issues to the responsible minister. There are no examples of this happening to date.

Key funding stakeholders

Stakeholders

The NEL – Primary Package (Tunnels) and State Toll Co (Greensborough) project's TEI includes funding from both the Australian and Victorian governments.

To date, the Australian Government has contributed \$5 billion to the overall NEL program. Of this, \$1.75 billion is for all NEL packages including the Primary Package and TCC project. The remaining \$3.25 billion is allocated to the non-tolled NEL components.

Project benefits

Benefits

The TCC project's investment logic map (ILM) references 2 project benefits:

- managing transport demand through new tolling facilities
- improving transport network efficiency by implementing intelligent transport systems.

NEL's benefit management plan (BMP) does not include any specific key performance indicators relevant to the TCC project.

There are other potential intangible benefits that are not referenced, such as developing in-house tolling technology and commercial toll road capability in the public sector.

STC told us it is planning to develop a framework to report project benefits, but it is not clear whether STC, VIDA or the Department of Transport and Planning (DTP) will measure NEL program benefits as a whole after the building phase.

Governance and assurance

Governance and assurance

STC's governance and assurance processes are well-described and typical for a PPP, reflecting DTF and national requirements. There is a 3-party relationship between the state government (represented by VIDA), STC and Project Co.

STC has various governance mechanisms in place for the TCC project. This includes a steering committee made up senior executives from DTP, DTF and STC and independent expert specialist advisors. STC will also engage an independent verifier for the TCC technology elements.

The TCC project reports through the Minister for Transport Infrastructure.

VIDA oversees and manages 5 civil works packages under the NEL program with STC running the TCC project. During construction, VIDA manages the NEL program. STC is an observer with limited decision-making powers.

VIDA's and STC's roles are clearly outlined in their joint delivery agreement. But detailed information about the division of responsibility between STC and VIDA is not public.

Procurement approach

PPP model

STC is in the early stages of the TCC project procurement. The roadside systems package is currently out to market and the back office systems package is in the planning stage.

STC assessed options for packaging and determined that procuring through separate packages would be better than a single contract. STC said this approach allows for appropriate risk management and flexibility around scope changes, as well as the potential to achieve best of breed technology solutions.

Better practice and lessons learnt

Better practice



STC has demonstrated several innovative and better practice approaches on this project.

At present, the state does not have any direct capability in road tolling technologies. Building this capability means that any technical know-how is owned and operated by the state rather than the private sector. This gives options for the public sector in future toll road developments. It also allows the Victorian Government the option to operate existing private toll roads after their PPP contracts expire.

STC told us that it conducts a lessons learnt workshop at the end of each project stage (for example, after completing an expression of interest). These workshops are documented. STC analyses lessons learnt around project problem solving, issues resolution, community and stakeholders.

STC told us it also uses a challenge group of senior and experienced external experts for key stages, such as asking them to review and give input about the TCC project's delivery case. Outcomes from the challenge group are documented for future reference by the project.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, ILM or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

Nyaal Banyul – the Geelong Convention and Event Centre

The Nyaal Banyul Geelong Convention and Event Centre (Nyaal Banyul) and its precinct is a major development on central Geelong's waterfront. The state government expects it to be a key economic development and urban renewal driver in Geelong and support the Surf Coast and wider region's visitor economy.

The Nyaal Banyul precinct project is part of the Geelong City Deal signed between the City of Greater Geelong and the Australian and Victorian governments.

Figure 1: Artist's impression of the Nyaal Banyul public plaza



Source: Department of Jobs, Skills, Industry and Regions.

Key project data

2024–25 BP4 project name:	Nyaal Banyul Geelong Convention and Event Centre
Previous reporting name:	Geelong Convention and Exhibition Centre (GCEC)
Project lifecycle phase:	In delivery/under construction
Financial year when first disclosed:	2018–19 (as part of the Geelong City Deal) Note: The first specific reference to a GCEC is in the 2022–23 BP4 project summary.
Current approved cost (TEI):	\$449.10 million
Original approved cost (TEI):	\$139.22 million (according to the 2018–19 BP4)
Cost variance analysis:	Increased by 222.58% (\$309.88 million)
Expected completion date:	Quarter 4 2025–26
Original completion date:	Quarter 2 2022–23 (according to the 2018–19 BP4)
Time variance analysis:	Delayed by 14 quarters (approximately 3.5 years)
Responsible (BP4) entity:	Department of Jobs, Skills, Industry and Regions (DJSIR)
Delivery entity:	Development Victoria (DV)
Approval authority:	DJSIR

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Figure 2: Nyaal Banyul lift cores under construction and site crane



Source: DJSIR.

Project summary

Project description and purpose

Nyaal Banyul will deliver a modern convention and exhibition centre and precinct on the Geelong city waterfront. The government identified Nyaal Banyul as a key project to stimulate regional economic development, improved liveability and increased visitor-driven economic activity in Geelong and its wider region.

Nyaal Banyul includes a convention and event space, a 200-room hotel, a public plaza, food and beverage offerings, underground car parking, and building and facilities management services. A range of precinct developments will surround Nyaal Banyul, such as retail and mixed-use commercial development.

The state-owned Melbourne Convention and Exhibition Trust will operate Nyaal Banyul when it opens. The project is part of the Geelong City Deal agreed between the City of Greater Geelong and the Australian and Victorian governments.

Project status

Red, Amber and Green (RAG) status

The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 3: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Green	Green	Green	Green
VAGO assessment	Green	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information the DJSIR provided and survey responses, VAGO assessed benefits as amber because benefits measurements processes are not fully developed and baseline data to measure benefits achievement is insufficient.

Source: VAGO.

Cost, time and scope performance

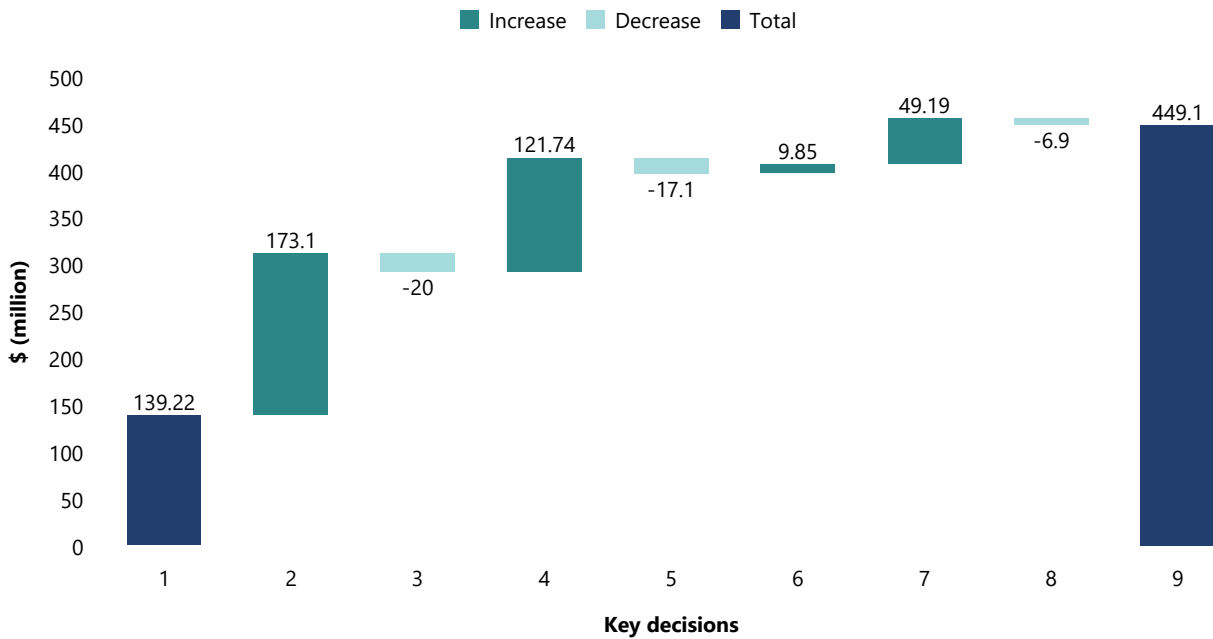
Nyaal Banyul was first reported in the 2018–19 BP4 as part of the Geelong City Deal project, with a \$139.22 million TEI. The current 2024–25 BP4 lists Nyaal Banyul as a separate project with a \$449.10 million TEI.

In 2021, the state government committed additional funds to deliver a convention and event centre through a public–private partnership (PPP), although this was not separated from the Geelong City Deal project’s TEI until 2024–25.

Public reporting on budget changes to Nyaal Banyul over time is not clear. This makes it difficult for Parliament and the community to understand the project’s performance over time.

Nyaal Banyul is currently on track against its current milestones. The site has been cleaned up and existing buildings demolished, with main construction underway. Some design work, including artwork from First Nations artists, is being commissioned.

Figure 4: Budget changes to Nyaal Banyul



Legend

Key decision	Date and detail
1	2018–19 BP4: original TEI (part of the Geelong City Deal, before being a convention centre)
2	2019–20 BP4: TEI increased and includes \$30 million Australian Government funding and \$3 million from City of Greater Geelong (part of the Geelong City Deal, before a convention centre was specifically disclosed)
3	2021–22 BP4: TEI decreased due to funding reclassification for other Geelong City Deal projects (part of the Geelong City Deal, before a convention centre was specifically disclosed)
4	November 2021: additional funds granted in November 2021 to deliver Nyaal Banyul as a PPP (part of the Geelong City Deal)
5	2023–24 BP4: TEI decreased due to capital expenditure reclassified as operating costs
6	2023–24 BP4: additional funding granted to meet forecast capital costs
7	November 2023: TEI increased after the procurement process ended and preferred bidder selected.
8	February 2024: TEI decreased after final project negotiations
9	2024–25 BP4: current TEI, with Nyaal Banyul now reported as a separate project.

Source: VAGO.

Risks and emerging pressures



There are no specific risks noted at this point. The project’s independent reviewer (IR) states that the Nyaal Banyul development is progressing according to the construction program.

Variance analysis

Nyaal Banyul’s approved cost has increased when the current TEI is compared to the original 2018–19 approved cost. This cost variance is due to procurement model changes and construction market price escalations.

DJSIR told us that costs went higher than the original TEI because:

- of an overstimulated market, construction industry dynamics, COVID-19 and other geopolitical factors, which escalated pricing
- the government adopted a precinct approach and agreed to a PPP procurement model, which added lifecycle costs to Budget disclosures
- DJSIR refined the centre design to create a more fit-for-purpose facility, benchmarked against comparable centres.

Before Nyaal Banyul was separated out of the Geelong City Deal, the approved completion date was quarter 2 2022–23. The current expected completion date is quarter 4 2025–26. This is a 3.5 year increase in project duration.

Since the PPP approach was confirmed, the project has been tracking in line with contracted delivery dates.

Impacts of scope and other changes

The impact of changes to the project is not clearly documented in public reporting. But internally it is well-documented and reported every month.

Project working groups can escalate unresolved variance issues to the responsible minister. There are no examples of this escalation happening to date.

Key funding stakeholders

Stakeholders

The Nyaal Banyul project's current approved TEI includes funding from the Australian Government, the City of Greater Geelong, and the state. The Victorian Government increased its share of the Geelong City Deal to provide extra funding for the project.

The current TEI is \$449.10 million with \$30 million from the Australian Government and \$3 million from the City of Greater Geelong.

Project benefits

Benefits

The project's original investment logic map (ILM) has not been updated since 2016 and does not reflect the project's current vision and expected benefits.

The original ILM does not include expected benefits from a precinct-wide development, which includes a new hotel. The project's Gate 3 review notes that the most significant benefit identified was delivering Nyaal Banyul and offering new co-located venues and accommodation.

The benefits approach rigour was queried in the Gate 3 review. The review also notes that the ILM and benefit management plan (BMP) needs to be aligned with the updated project scope's expected benefits.

This was committed to in a gateway recommendation action plan signed by DJSIR in November 2022. DJSIR told us that this is an ongoing piece of work to be completed for the Gate 5 review after the project is approved as ready for use in 2026.

Governance and assurance

Governance and assurance In Victoria, the governance and oversight processes for PPP procurements are mature and well-defined. An IR is a key element of the project's assurance approach. The IR communicates key project observations jointly to the state government and private sector.

Nyaal Banyul became a high value high risk (HVHR) project in 2021. The Department of Treasury and Finance (DTF) has not conducted any project assurance reviews for this project. But DTF did oversee a Gate 3: Readiness for market review in August 2022 and made 12 recommendations.

DV's role as the delivery interface agency is well-described in the project and contract management plans. DV has actively participated in the required HVHR and gateway processes to date. DJSIR told us that a new memorandum of understanding has been signed to better reflect the project's current roles and responsibilities.

This project has some extra coordination and approval layers because local and Australian governments are involved via the Geelong City Deal. Because Nyaal Banyul sits within the Geelong City Deal and is delivered as a PPP (which attracts extra DTF oversight) project matters are well-documented.

Procurement approach

PPP model The government endorsed a PPP procurement in April 2022. This model was given extensive consideration in line with the broader project objectives to use the precinct as a catalyst for renewing and revitalising Central Geelong.

DJSIR said the government selected the PPP approach because it maximised a whole-of-precinct activation. It complemented the public realm improvements as well as the convention centre, with hotel, commercial, food and beverage offerings, supported by a mixed-use development to promote year-round activity. DJSIR told us that this approach could potentially capture private investment worth \$250 million.

DJSIR assessed that the PPP approach would provide value and affordability compared to the public sector comparator (PSC), which estimates likely traditional procurement process project costs. The PPP saves an estimated \$17.8 million against the PSC.

DJSIR has specific experience with the PPP model for a convention and event centre from its role in the Melbourne Convention and Exhibition Centre. The outcomes from the PPP approach are publicly documented in a project summary on DTF's website.

Better practice and lessons learnt

Better practice



The project team closely engaged with the Wadawurrung Traditional Owners Aboriginal Corporation when developing the project.

The Wadawurrung Traditional Owners Aboriginal Corporation gifted the precinct the name Nyaal Banyul, which means look to the hills. This is a positive and tangible involvement for First Peoples in a state-funded asset investment.

The project is also using a social procurement policy. DV worked with the Geelong-based Give Where You Live Foundation to develop social procurement targets and an employment scheme.

To assist with design and operational concepts, project advisors visited comparable centres (including the Darwin Convention Centre, Gold Coast Convention and Exhibition Centre and Te Pae Christchurch Convention Centre) and held detailed sessions with centre staff and designers to inform Nyaal Banyul's reference design.

RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, ILM or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20 % over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

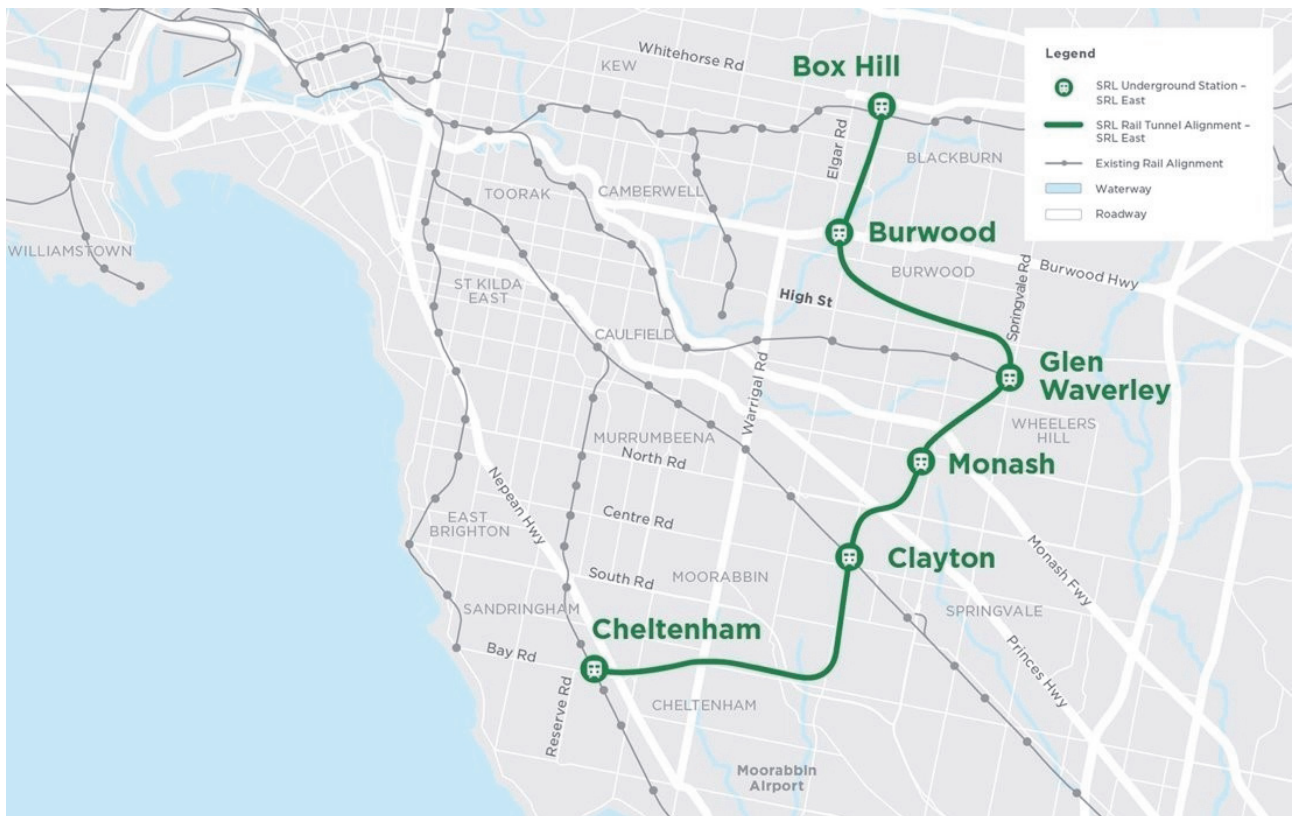
Source: VAGO.

Suburban Rail Loop East – Early Works

The Suburban Rail Loop is the government’s vision for a 90-kilometre rail line that will eventually link every major train line by a new route that goes around the city, instead of through it.

This case study looks at the early works for the first stage of the Suburban Rail Loop, known as Suburban Rail Loop East, which is being constructed between Cheltenham and Box Hill.

Figure 1: SRL East station locations



Source: Suburban Rail Loop Authority (SRLA).

Key project data

2024–25 BP4 project name:	Suburban Rail Loop East – Development, Initial and Early Works
Previous reporting name:	N/A
Project lifecycle phase:	In delivery/under construction
Financial year when first disclosed:	2020-2021
Current approved cost (TEI):	<ul style="list-style-type: none">• \$2.5 billion – according to SRLA’s survey response• \$2.37 billion – according to 2024–25 BP4
Original approved cost (TEI):	\$2.2 billion
Cost variance analysis:	\$300 million Note: The discrepancy between BP4 and survey data is \$300 million. This difference is due to an initial funding amount approved by government to plan and develop the Suburban Rail Loop. This initial amount was not specifically disclosed in Budget papers.
Expected completion date:	Quarter 3 2025–26
Original completion date:	Quarter 4 2024–25
Time variance analysis:	Delayed by 3 quarters (up to 9 months)
Responsible (BP4) entity:	Victorian Rail Track (VicTrack)
Delivery entity:	SRLA
Approval authority:	Minister for the Suburban Rail Loop

Note: BP4 is Budget Paper 4: State Capital Program. TEI stands for total estimated investment.

Figure 2: SRL site Burwood



Source: Suburban Rail Loop Authority.

Project summary

Project description and purpose

The Suburban Rail Loop is the government's vision for a 90-kilometre rail line that goes around the city instead of through it, linking every major metropolitan train service from the Frankston Line to the Werribee Line via Melbourne Airport.

The SRL has 4 key components: Suburban Rail Loop Airport, Suburban Rail Loop East, Suburban Rail Loop North and Suburban Rail Loop West. Work on Suburban Rail Loop East has started. Suburban Rail Loop Airport is funded but currently on hold. Suburban Rail Loop North and Suburban Rail Loop West are expected to be delivered at a later stage.

Suburban Rail Loop East will connect major employment, health, education and retail destinations across Melbourne's east and south-east. Construction started in June 2022, with trains expected to be running by 2035.

Suburban Rail Loop East's early works package includes:

- land purchases, land consolidation and structure demolition
- minor road upgrades
- tram works
- ground improvement works and decontamination if required
- establishing construction sites
- installing underground power supply to sites

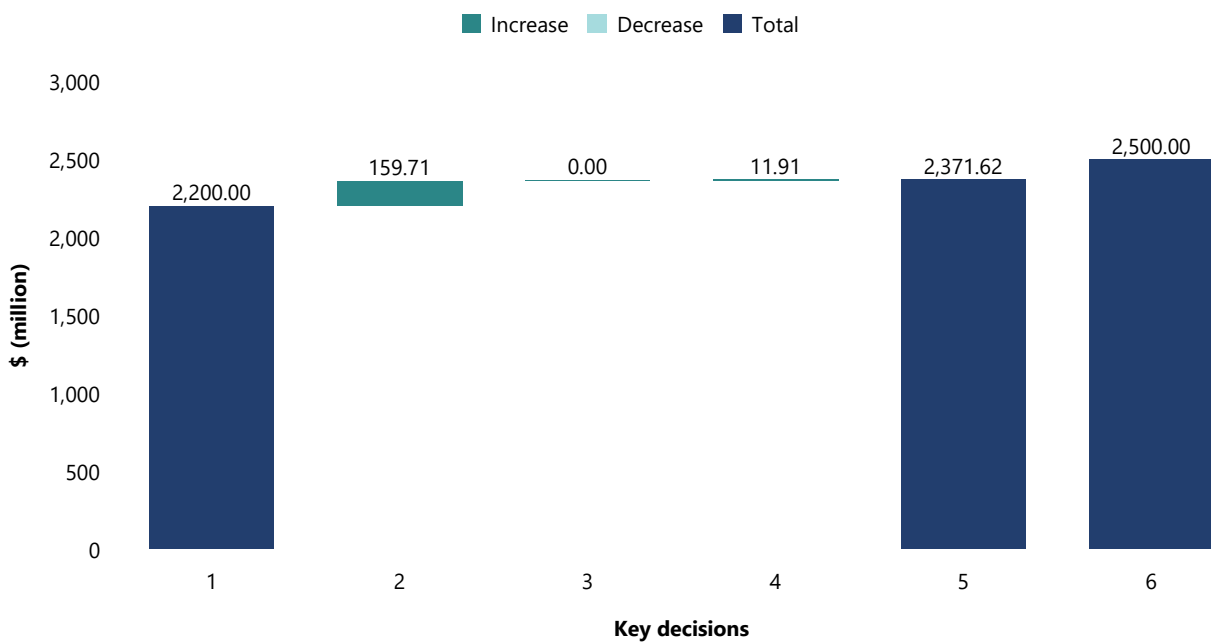
- relocating and protecting utilities, such as gas, electrical, water and telecommunication services
- constructing temporary power infrastructure
- preparing launch sites for the tunnel boring machines.

Suburban Rail Loop East's Main Works packages include:

- 2 tunnelling packages
- 6 underground stations (2 packages of 3 stations each)
- line-wide systems and operations (such as rail track technologies, trains, power to run the trains, communications systems and signals).

There is also a maintenance and stabling facility being built in Heatherton.

Figure 3: Budget changes to the Suburban Rail Loop East early works



Legend

Key decision	Date and detail
1	2020–21 (no BP4 published): original TEI
2	2021–22 BP4: TEI increase
3	2022–23 BP4: no change in TEI
4	2023–24 BP4: TEI increase due to budgeted amounts being reclassified as capital expenditure
5	2024–25 BP4: current TEI
6	2024 VAGO survey response: current TEI (includes \$300 million previously approved and announced by the government for planning and development)

Source: VAGO.

Project status

Red, Amber and Green (RAG) status The criteria we used for this RAG assessment can be found at the end of this case study.

Figure 4: Entity self-assessment compared to VAGO assessment

	Scope	Cost	Time	Benefits
Entity self-assessment	Amber	Green	Green	Green
VAGO assessment	Amber	Green	Green	Amber

Note: Entity self-assessments were made in the specific project survey. Based on the information SRLA provided and survey responses, VAGO assessed benefits as amber because benefits measurements processes are not fully developed and baseline data to measure benefits achievement is insufficient.
Source: VAGO.

Cost, time and scope performance

In 2020, the government approved \$2.2 billion to fund Suburban Rail Loop East’s early works package.

Within this \$2.2 billion, SRLA provided VAGO with specific cost subcategories, such as:

- \$657 million for land purchases (including voluntary acquisition)
- \$187 million for project administration and oversight, community and stakeholder engagement and consultation, advisory and design
- \$134 million for geotechnical and other specialist advice.

The TEI increased to \$2.36 billion in the 2021–22 BP4, and then to \$2.37 billion in the 2023–24 BP4. The 2024–25 BP4 notes the current TEI as \$2.37 billion. SRLA’s survey response attested in July 2024 that the TEI is \$2.5 billion, which includes \$300 million previously approved and announced by government for wider program planning and development.

SRLA’s response to our survey states that \$875 million had been spent by 30 June 2024.

SRLA uses dashboards to measure progress against contingency, cost, risk and time. The April 2024 dashboard forecasts that the Suburban Rail Loop East early works package will finish on 1 April 2026, compared to its initial 31 Oct 2025 date. The end date in the 2024–25 BP4 is listed as quarter 3 2025–26, compared to the previous year’s estimated finish date of quarter 4 2024–25.

The Suburban Rail Loop East early works package is currently delayed by around 9 months. The package’s estimated completion date was revised to better reflect the detailed schedule of works.

Risks and emerging pressures



The Suburban Rail Loop East early works package is currently going through a pricing reset with SRLA’s contractor to factor in items that were unknown or uncertain at the time the contract was awarded. This includes unknown ground conditions and hazards and contamination at some sites, such as properties that were not comprehensively inspected due to access restrictions.

The price reset was expected to be finalised by June 2024 but is still in progress. The contractor’s inability to confidently price non-contestable utilities work is also an ongoing risk.

There is a general potential risk that the emerging time variance in the IEW package could delay the main works package. SRLA told us that it is working with the managing contractor to minimise any possible impact on other packages.

A recent Gate 4 review recommended that SRLA develop clearer contingency options in case the main works are delayed or do not go ahead. SRLA has developed a detailed contingency plan for the early works package and actions to take in each construction zone if there is a delay to main works.

Non-contestable utilities works

A phrase used by the Australian electricity, gas, telecommunications or water market, which means that works can only be performed by the utility provider, with no opportunity for market competition.

Key funding stakeholders

Stakeholders The Victorian Government is fully funding the Suburban Rail Loop East early works package.

Project benefits

Benefits SRLA outlined some benefits from completing the Suburban Rail Loop East's early works package ahead of the main works in its funding submission. Expected benefits included reducing future delivery costs and minimising community disruption during the main works package by having a construction-ready environment in place.

Many land purchases for the overall Suburban Rail Loop East project were funded in the early works phase. SRLA told us this has several key benefits because it:

- is more cost-effective to buy land earlier, since the SRL is a multi-year project, and land values rarely decrease over time
- reduces the risk of developers buying the surrounding land for their own purposes
- demonstrates tangible progress to the community and key stakeholders.

While the Suburban Rail Loop's business and investment case outlined many medium to long-term benefits, there is no obvious benefits measurement approach in place. It is also not clear which agency will measure the expected Suburban Rail Loop benefits after project delivery.

SRLA's Gate 4 review recommended that SRLA establish a mechanism to more clearly show the relationship between the Suburban Rail Loop's scope, cost and benefits.

Governance and assurance

Governance and assurance Every month SRLA records key risks, with corresponding mitigation measures.

SRLA also has a project execution plan outlining how Suburban Rail Loop East packages are delivered.

Governance mechanisms for the Suburban Rail Loop East early works package include:

- a governance framework and structured project change management process
- a project control group to review, approve and discuss changes to scope, time and cost
- steering committees, which include central agency representatives
- recurring meetings between the package director and SRLA divisions to address any issues
- updates to the Minister for the Suburban Rail Loop.

SRLA's internal audit area is currently reviewing the governance framework and change management process.

SRLA has completed all relevant review milestones required by the high value high risk and Gateway review processes that apply to the IEW package. These review points were specified in a project assurance plan approved by the Treasurer in September 2022.

Procurement approach

Managing contractor model

The early works package is using a managing contractor procurement model. SRLA chose this model for flexibility in managing evolving scope and multiple external stakeholders. The model was expected to reduce demand on SRLA resources and facilitate early third-party involvement.

While a managing contractor model allows for some risk transfer to the private sector, there is also some risk that the contractor cannot effectively price some elements (such as the utility works) until the full scope is known and costed by the works provider. This risk was identified in the Gate 4 review.

Better practice

Better practice and lessons learnt



The SRLA early works package has separate dashboards to measure progress against contingency, cost, risk and time.

SRLA has a memorandum of understanding (MoU) with the Victorian Infrastructure Delivery Authority to share specialist resources and staff with experience in similar projects. This MoU was used extensively while SRLA was established

For example, SRLA learned through the Metro Tunnel Project's Early Works Close-Out report that proactively working with various government agencies, councils, franchisees and service providers helped collaboration and supported the investment in appropriate resourcing.

RAG definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, investment logic map (ILM) or benefit management plan (BMP) is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are immature and baseline and progress data for project benefits described in the Business Case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the Business Case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

Appendix E:

Project self-assessments 2021–22 to 2024–25

Figure E1 shows the rating definitions.

Figure E2 lists the reviewed projects and the responsible entities' self-assessments ratings. The 2024–25 data is sourced from entities' attested survey responses or BP4 data. This survey data is more recent than the BP4 and may show different time and cost values for some projects. Previous years' data is also sourced from survey responses and is included to show a historical record of ratings.

Figure E1: RAG rating definitions

Rating	Scope	Cost	Time	Benefits
Red	Current approved project scope is at risk and requires action and a decision by the government	Project is likely to be more than 20% over its current approved budget	Project is likely to be more than 6 months behind its current approved schedule	Project benefits measurement systems are not in place and baseline and progress data for project benefits described in the business case, ILM or BMP is not available
Amber	Scope risks are emerging but are being managed and no action or decision is required by the government at this point	Project is likely to be 11–20% over its current approved budget	Project is likely to be 4–6 months behind its approved schedule	Project benefits measurement systems are not mature and baseline and progress data for project benefits described in the business case, ILM or BMP is unreliable
Green	Current approved project scope is clear and can be delivered within budget and schedule	Project is likely to be 0–10% over its current approved budget	Project is likely to be 0–3 months behind its current approved schedule	Project benefits measurement systems are well developed and baseline and progress data for project benefits described in the business case, ILM or BMP is reliable and up to date
N/A				There are no tangible or measurable benefits specified in the project's business case or objective(s)

Source: VAGO.

Figure E2: Project detail and performance self-assessment ratings 2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Court Services Victoria							
New Wyndham Law Court Development	274.93	Qtr 3 2024–25	Green	Green	Green	Amber	2024–25
	271.13	Qtr 3 2024–25	Green	Green	Green		2023–24
	271.13	Qtr 1 2024–25	Green	Green	Green		2022–23
	271.13	Qtr 1 2024–25	Green	Green	Green		2021–22
Department of Energy, Environment and Climate Action							
Suburban Parks Program (Creating a Ring of New Parkland)	210.53	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
Department of Families, Fairness and Housing (Homes Victoria)							
Big Housing Build	2,326.43	Qtr 4 2027–28	Green	Green	Amber	Green	2024–25
	3,066.79	Qtr 1 2027–28	Green	Amber	Amber		2023–24
	3,066.80	Qtr 4 2026–27	Green	Green	Green		2022–23
	5,000	TBC	Green	Green	Green		2021–22
Regional Housing Fund	701.00	Qtr 4 2027–28	Green	Green	Green	Not available	2024–25
Homes Victoria Ground Lease Model Project 2	686.64	Qtr 2 2026–27	Green	Green	Green	Green	2024–25
	259.80	TBC	Green	Green	Green		2023–24
	259.80	TBC	Green	Green	Green		2022–23
	Not provided	Not provided	Not provided	Not provided	Not provided		2021–22
Homes Victoria Ground Lease Model Project 1	517.42	Qtr 2 2026–27	Green	Green	Green	Green	2024–25
	263.67	Qtr 3 2023–24	Green	Green	Green		2023–24
	263.67	Qtr 3 2023–24	Green	Green	Green		2022–23
	Not provided	Not provided	Not provided	Not provided	Not provided		2021–22
Social Housing Accelerator Program	463.34	Qtr 4 2027–28	Green	Green	Green	Not available	2024–25
Public Housing Revitalisation	436.20	Various	Green	Green	Green	Not available	2024–25
Building works stimulus	172.61	Qtr 1 2024–25	Green	Green	Green	Not available	2024–25
Cooling our public housing towers	126.87	Qtr 4 2026–27	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Department of Health							
Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital	2,338	TBC	Green	Green	Green	Green	2024–25
Building a better hospital for Melbourne's inner west	1,998.61	Qtr 1 2025–26	Green	Green	Green	Green	2024–25
	1,998.61	Qtr 1 2025–26	Green	Green	Green	Green	2023–24
	1,998.61	Qtr 1 2025–26	Green	Green	Green	Green	2022–23
	1,495	Qtr 1 2025–26	Green	Green	Green	Green	2021–22
Building a world class hospital for Frankston families	1,120.08	Qtr 3 2025–26	Green	Green	Green	Green	2024–25
	1,118.08	Qtr 3 2025–26	Green	Green	Green	Green	2023–24
	1,118.08	Qtr 4 2027–28	Green	Green	Green	Green	2022–23
	562	Qtr 4 2024–25	Green	Green	Green	Green	2021–22
New Melton Hospital	1,000	Qtr 4 2028–29	Green	Green	Green	Green	2024–25
	981.06	Qtr 4 2028–29	Green	Amber	Green	Green	2023–24
	981.06	TBC	Green	Green	Green	Green	2022–23
Community hospitals to give patients the best care	869.99	Qtr 4 2025–26	Amber	Green	Green	Green	2024–25
	675	Qtr 4 2024–25	Amber	Red	Red	Green	2023–24
	675	Qtr 4 2024–25	Green	Green	Green	Green	2022–23
Northern Hospital Redevelopment	812.50	Qtr 2 2029–30	Green	Green	Green	Green	2024–25
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant	650.39	Qtr 2 2027–28	Green	Green	Green	Green	2024–25
	595.79	Qtr 2 2028–29	Red	Amber	Green	Green	2023–24
	541.60	Qtr 2 2027–28	Green	Green	Green	Green	2022–23
	541.60	Qtr 2 2027–28	Green	Green	Green	Green	2021–22
Monash Medical Centre Redevelopment	535	Qtr 4 2028–29	Green	Green	Green	Green	2024–25
Barwon Women's and Children's Hospital	514.10	Qtr 2 2029–30	Green	Green	Green	Green	2024–25
	514.10	Qtr 2 2029–30	Green	Green	Green	Green	2023–24
	514.10	TBC	Green	Green	Green	Green	2022–23
Forensic Mental Health Expansion Project Stage 1 and 2	462.46	Qtr 4 2024–25	Green	Green	Green	Green	2024–25
	462.46	Qtr 4 2024–25	Green	Green	Green	Green	2023–24
	338.56	Qtr 4 2024–25	Green	Green	Amber	Green	2022–23
	349.56	Qtr 4 2024–25	Not provided	Not provided	Not provided	Green	2021–22

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Warrnambool Base Hospital redevelopment (including Warrnambool Logistics Hub)	384.20	Qtr 4 2026–27	Green	Green	Green	Green	2024–25
	384.20	Qtr 4 2026–27	Green	Amber	Green		2023–24
	384.20	Qtr 4 2025–26	Green	Green	Green		2022–23
	384.20	Qtr 4 2025–26	Green	Green	Green		2021–22
Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital	279.92	Qtr 4 2026–27	Green	Green	Green	Green	2024–25
	236.40	Qtr 4 2026–27	Green	Green	Green		2023–24
	236.40	Qtr 4 2026–27	Green	Green	Green		2022–23
Austin Hospital Emergency Department Upgrade	275	Qtr 2 2028–29	Green	Green	Green	Green	2024–25
Building a bigger and better Latrobe Regional Hospital	223.50	Qtr 2 2023–24	Green	Green	Green	Green	2024–25
	223.50	Qtr 4 2023–24	Green	Green	Green		2023–24
	217	Qtr 4 2023–24	Green	Green	Green		2022–23
	217	Qtr 1 2023–24	Green	Green	Green		2021–22
Additional acute mental health beds in regional Victoria	195.83	Qtr 4 2028–29	Amber	Green	Green	Green	2024–25
	195.83	Qtr 4 2028–29	Amber	Amber	Amber		2023–24
	195.83	Qtr 2 2026–27	Green	Green	Green		2022–23
The Alfred Hospital urgent infrastructure	174.50	Qtr 4 2029–30	Green	Green	Green	Green	2024–25
Better aged care services for regional Victorians	162.25	Qtr 1 2028–29	Green	Green	Green	Green	2024–25
	162.25	Qtr 1 2028–29	Not provided	Not provided	Not provided		2023–24
Rural and Regional PSRACS Revitalisation Strategy Stage 1 2022–23	142.85	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
	142.85	Qtr 4 2027–28	Green	Green	Green		2023–24
Expanding mental health treatment facilities for Victoria's youth	141	Qtr 4 2024–25	Green	Green	Red	Green	2024–25
	141	Qtr 4 2024–25	Green	Green	Green		2023–24
	141	Qtr 4 2024–25	Green	Green	Green		2022–23
Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project	139.63	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
	134.63	Qtr 4 2025–26	Amber	Green	Green		2023–24
	134.63	Qtr 4 2025–26	Green	Green	Green		2022–23
	134.60	Qtr 4 2024–25	Green	Green	Green		2021–22

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Sustaining statewide health service delivery at The Alfred	118	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
Building a world class hospital in Maryborough	115	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
	115	Qtr 2 2024–25	Green	Green	Green		2023–24
	100	Qtr 2 2024–25	Green	Green	Green		2022–23
More hospital and aged care beds for Melbourne’s East (Angliss Hospital Expansion Stage 2)	112	Qtr 4 2026–27	Green	Green	Green	Green	2024–25
	112	Qtr 4 2026–27	Green	Green	Green		2023–24
	112	Qtr 4 2026–27	Green	Green	Green		2022–23
A pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria’s Mental Health System	492.20	Qtr 2 2023–24	Green	Green	Green	Green	2024–25
	492.20	Qtr 3 2024–25	Green	Green	Green		2023–24
	492.20	Qtr 3 2023–24	Green	Green	Green		2022–23
	492.20	Qtr 3 2023–24	Green	Green	Green		2021–22
Royal Victorian Eye and Ear Hospital redevelopment	319.81	Qtr 4 2023–24	Green	Green	Green	Green	2024–25
	317.81	Qtr 4 2023–24	Green	Green	Red		2023–24
	317.81	Qtr 4 2024–25	Green	Green	Green		2022–23
	317.81	Qtr 4 2022–23	Green	Green	Green		2021–22
Goulburn Valley Health redevelopment – planning and development	229.35	Qtr 4 2022–23	Green	Green	Green	Green	2024–25
	229.35	Qtr 4 2022–23	Green	Green	Green		2023–24
	229.35	Qtr 4 2022–23	Green	Green	Green		2022–23
	229.35	Qtr 1 2022–23	Green	Green	Green		2021–22
Department of Jobs, Skills, Industry and Regions							
Nyaal Banyul Geelong Convention and Event Centre	449.10	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
	296	Qtr 4 2025–26	Green	Amber	Green		2023–24
	295.74	Qtr 4 2025–26	Amber	Amber	Green		2022–23
	174	Qtr 4 2024–25	Red	Red	Green		2021–22
Department of Justice and Community Safety							
Men’s prison system capacity	754.01	Qtr 3 2024–25	Amber	Red	Red	Green	2024–25
	758.11	Qtr 2 2024–25	Green	Green	Green		2023–24
	795.68	Qtr 2 2023–24	Green	Green	Green		2022–23
	798.19	Qtr 4 2022–23	Green	Green	Green		2021–22
Department of Transport and Planning							
West Gate Tunnel	10,159.20	Qtr 2 2025–26	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
	10,154.09	Qtr 2 2025–26	Green	Green	Green		2023–24
	10,212.30	Qtr 2 2025–26	Green	Green	Green		2022–23
	6,700	TBC	Green	Red	Red		2021–22
85 by 2025 (Level Crossing Removal)	Adjusted value (after sub-packages worth \$100 million or more are deducted): 5,599.53 Unadjusted BP4 value: 8,746.80	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
	8,831.69	Qtr 2 2025–26	Green	Green	Green		2023–24
	8,946	Qtr 2 2025–26	Green	Green	Green		2022–23
	6,550	Qtr 2 2025–26	Green	Green	Green		2021–22
75 by 2025 (Level Crossing Removal) – McGregor Rd, Main Rd, Racecourse Rd (Pakenham) Subpackage of 85 by 2025 (Level Crossing Removal)	1,055.03* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
85 by 2025 (Level Crossing Removal) – Brunt Rd, Beaconsfield Subpackage of 85 by 2025 (Level Crossing Removal)	89.01* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
85 by 2025 (Level Crossing Removal) – Coolstore Rd, Dublin Rd, Cave Hill Rd, (Lilydale) Subpackage of 85 by 2025 (Level Crossing Removal)	701.78* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
85 by 2025 (Level Crossing Removal) – Keon Parade, Keon Park	353.39* (*Sub-package allocation from overall	Qtr 2 2025–26	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Subpackage of 85 by 2025 (Level Crossing Removal)	program TEI)						
85 by 2025 (Level Crossing Removal) – Warrigal Rd, Parkers Rd (Parkdale)	554.03* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
Subpackage of 85 by 2025 (Level Crossing Removal)	program TEI)						
85 by 2025 (Level Crossing Removal) – Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	237.63* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
Subpackage of 85 by 2025 (Level Crossing Removal)							
85 by 2025 (Level Crossing Removal) – Calder Park Dr, Holden Rd (Calder Park)	156.41* (*Sub-package allocation from overall program TEI)	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
Subpackage of 85 by 2025 (Level Crossing Removal)	program TEI)						
Twenty-five more level crossing removals by 2030 (Level Crossing Removal)	Adjusted value (after sub-packages worth \$100 million or more are deducted): 5,207.55 Unadjusted BP4 value: 6,509.57	Qtr 4 2029–30	Green	Green	Green	Green	2024–25
	6,522.10	Qtr 4 2029–30	Green	Green	Green		2023–24
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Old Calder Hwy, Watsons Rd, Diggers Rest	295.61* (*Sub-package allocation from overall program TEI)	Qtr 4 2029–30	Green	Green	Green	Green	2024–25
Subpackage of Twenty-five more							

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
level crossing removals by 2030 (Level Crossing Removal)							
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – Ferris & Hopkins, Melton – Truganina Subpackage of Twenty-five more level crossing removals by 2030 (Level Crossing Removal)	328.99* (*Sub- package allocation from overall program TEI)	Qtr 4 2029–30	Green	Green	Green	Green	2024–25
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) – McDonald and Bear, Mordialloc, Station St, Aspendale Subpackage of Twenty-five more level crossing removals by 2030 (Level Crossing Removal)	677.41* (*Sub- package allocation from overall program TEI)	Qtr 4 2029–30	Green	Green	Green	Green	2024–25
North East Link (State and Freeway Packages) Eastern Freeway Upgrade	5,708.99 TBC	Qtr 2 2028–29 TBC	Green	Green	Green	Amber	2024–25 2023–24
	TBC	Qtr 2 2028–29	Green	Red	Green		2022–23
<i>Note: previously part of North East Link</i>	15,441	Qtr 4 2026–27	Amber	Amber	Amber		2021–22
North East Link (State and Freeway Packages) M80 Ring Road Upgrade	3,824.21 TBC	Qtr 2 2028–29 TBC	Green	Green	Green	Amber	2024–25 2023–24
	TBC	Qtr 2 2028–29	Green	Red	Green		2022–23
<i>Note: previously part of North East Link</i>	15,441	Qtr 4 2026–27	Amber	Amber	Amber		2021–22
North East Link (State and Freeway Packages) North East Link Connections	2,642.26 TBC	Qtr 2 2028–29 TBC	Green	Green	Green	Amber	2024–25 2023–24
	TBC	Qtr 2 2028–29	Green	Red	Green		2022–23
<i>Note: previously part of North East Link</i>	15,441	Qtr 4 2026–27	Amber	Amber	Amber		2021–22

Project	TEI (\$ million)	Estimated current completion date	Ratings				
			Scope	Cost	Time	Benefits	Year
Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade	2,523.01	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
	2,512.80	TBC	Green	Green	Green		2023–24
	2,512.80	Qtr 2 2025–26	Green	Green	Green		2022–23
	2,208.94	Qtr 2 2025–26	Green	Green	Green		2021–22
Road blitz to get families home sooner and safer	673.80	Qtr 4 2028–29	Green	Green	Green	Green	2024–25
	674	Qtr 4 2028–29	Not provided	Not provided	Not provided		2023–24
M80 Ring Road upgrade	656.80	Qtr 3 2024–25	Green	Green	Green	Green	2024–25
	656.80	TBC	Green	Green	Green		2023–24
	656.80	Qtr 3 2022–23	Green	Green	Green		2022–23
	668.26	Qtr 3 2022–23	Green	Green	Green		2021–22
Western Highway duplication – Ballarat to Stawell	656.36	TBC	Green	Red	Red	Green	2024–25
	656.36	TBC	Red	Red	Red		2023–24
	656.36	TBC	Red	Red	Red		2022–23
	656.36	Qtr 2 2021–22	Red	Red	Red		2021–22
Pakenham Roads upgrade	415.70	Qtr 3 2026–27	Green	Green	Green	Green	2024–25
	TBC	TBC	Green	Green	Red		2023–24
Great Ocean Road Renewal	255	Qtr 1 2025–26	Amber	Green	Amber	Green	2024–25
	225	Qtr 4 2024–25	Green	Green	Green		2023–24
	255	Qtr 4 2024–25	Green	Green	Green		2022–23
	255	Qtr 1 2020–21	Green	Green	Green		2021–22
Clyde Road upgrade	277.70	Qtr 1 2027–28	Green	Green	Green	Green	2024–25
	243.68	TBC	Green	Amber	Red		2023–24
Mickleham Road Upgrade – Stage 1	206.73	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
	206.84	TBC	Green	Green	Green		2023–24
	206.84	Qtr 4 2025–26	Green	Green	Green		2022–23
Fishermans Bend Innovation Precinct at the former General Motors Holden Site – Stage 1	179.44	Qtr 2 2025–26	Green	Amber	Green	Green	2024–25
Keeping Victorians moving	173.13	Qtr 4 2024–25	Green	Green	Green	Amber	2024–25
	173.13	Qtr 4 2023–24	Green	Green	Green		2023–24
	173.13	Qtr 4 2023–24	Green	Green	Green		2022–23
	174.63	Qtr 1 2023–24	Green	Green	Amber		2021–22
	110.89	Qtr 2 2025–26	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Ison Road Rail Overpass	103.60	TBC	Green	Green	Amber		2023–24
Arden Precinct Redevelopment	TBC	TBC	Green	Amber	Green	Not available	2024–25
Barwon Heads Road Upgrade	358.81	Qtr 1 2023–24	Green	Green	Green	Green	2024–25
	365	Qtr 2 2023–24	Green	Green	Green		2023–24
	365	Qtr 2 2023–24	Green	Green	Green		2022–23
	365	Qtr 2 2023–24	Green	Green	Green		2021–22
Hall Road Upgrade (Skye)	282.18	Qtr 3 2023–24	Green	Green	Green	Green	2024–25
	282.50	TBC	Green	Green	Green		2023–24
	282.50	Qtr 1 2024–25	Green	Green	Green		2022–23
	282.50	Qtr 4 2024–25	Green	Green	Green		2021–22
Princes Highway East Duplication Stage 3	284.33	Qtr 4 2023–24	Green	Green	Green	Green	2024–25
	245.46	TBC	Green	Amber	Green		2023–24
	245.46	Qtr 4 2023–24	Green	Green	Green		2022–23
	236.43	Qtr 4 2023–24	Green	Green	Green		2021–22
Geelong Performing Arts Centre							
Building a world class Geelong Performing Arts Centre	140	Qtr 1 2024–25	Green	Green	Green	Amber	2024–25
	140	Qtr 1 2023–24	Green	Green	Green		2023–24
	140	Qtr 2 2023–24	Green	Green	Green		2022–23
	140	Qtr 2 2023–24	Green	Green	Green		2021–22
Homes Victoria							
Carlton redevelopment – 246 units or sites	149.09	Qtr 3 2023–24	Green	Green	Green	Green	2024–25
	145.79	Qtr 2 2023–24	Green	Green	Green		2023–24
	145.79	Qtr 2 2023–24	Green	Green	Green		2022–23
	146.57	Qtr 4 2022–23	Green	Green	Green		2021–22
Kardinia Park Stadium Trust							
Kardinia Park Stadium Stage 5 Redevelopment	141.92	Qtr 4 2023–24	Green	Green	Red	Amber	2024–25
	141.92	Qtr 3 2023–24	Green	Green	Red		2023–24
	141.24	Qtr 4 2022–23	Green	Green	Green		2022–23
	142	Qtr 4 2022–23	Green	Green	Green		2021–22
Melbourne Arts Precinct Corporation							
Melbourne Arts Precinct	1,574.39	Qtr 2 2028–29	Amber	Amber	Green	Amber	2024–25
	1,574.39	Qtr 2 2028–29	Amber	Amber	Green		2023–24

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Transformation Phase One	1,571.78	TBC	Green	Green	Green		2022–23
	1,500	Qtr 2 2029–30	Green	Green	Green		2021–22
Melbourne Water Corporation							
Western treatment plant primary treatment capacity augmentation	550.03	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
Western treatment plant 5 West nutrient removal plant	333.07	Qtr 1 2025–26	Green	Green	Green	Green	2024–25
Hobsons Bay Main Yarra crossing duplication	206.30	Qtr 3 2024–25	Green	Green	Red	Green	2024–25
Water for a growing North	134.80	Qtr 1 2024–25	Green	Green	Red	Green	2024–25
Western treatment plant waste activated sludge treatment augmentation	146.26	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
North East Link State Tolling Corporation							
North East Link – Primary Package (Tunnels) and State Tolling Corporation	14,034	Qtr 2 2028–29	Green	Green	Green	Amber	2024–25
	14,034	Qtr 2 2028–29	Green	Green	Green		2023–24
	14,034	Qtr 2 2028–29	Green	Green	Green		2022–23
	15,441	Qtr 4 2026–27	Amber	Amber	Amber		2021–22
South East Water Corporation							
Digital Meters –	268.97	Qtr 4 2028–29	Green	Green	Amber	Green	2024–25
State Sport Centres Trust							
State Basketball Centre redevelopment	128.70	Qtr 1 2024–25	Green	Green	Red	Green	2024–25
	128.45	Qtr 1 2024–25	Green	Green	Green		2023–24
	128.45	Qtr 1 2023–24	Green	Green	Green		2022–23
VicTrack							
Metro Tunnel	12,642.47	Qtr 2 2025–26	Green	Amber	Green	Green	2024–25
	12,642.47	Qtr 2 2025–26	Green	Amber	Green		2023–24
	12,402	Qtr 2 2025–26	Green	Green	Green		2022–23
	12,255.14	Qtr 2 2025–26	Green	Green	Green		2021–22
Suburban Rail Loop East – Development,	2,500	Qtr 3 2025–26	Amber	Green	Green	Green	2024–25
	2,371.62	Qtr 4 2024–25	Green	Green	Amber		2023–24

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
Initial and Early Works	2,359.71	Qtr 4 2024–25	Green	Green	Green		2022–23
	2,200	Qtr 3 2024–25	Green	Green	Green		2021–22
High Capacity Metro Trains	2,264.78	Qtr 4 2024–25	Green	Green	Green	Green	2024–25
	2,264.78	Qtr 1 2023–24	Green	Green	Green		2023–24
	2,248.48	Qtr 4 2023–24	Green	Green	Green		2022–23
	2,176	TBC	Green	Amber	Amber		2021–22
New trains for Sunbury	1,762.60	Qtr 2 2024–25	Green	Green	Green	Green	2024–25
	1,788.80	Qtr 2 2024–25	Green	Green	Green		2023–24
	1,973	Qtr 2 2024–25	Green	Green	Green		2022–23
	1,973	Qtr 1 2023–24	Green	Green	Green		2021–22
Next Generation Trams	1,439.84	Qtr 4 2028–29	Green	Green	Green	Green	2024–25
	1,407.24	Qtr 4 2028–29	Green	Green	Green		2023–24
	1,468.29	Qtr 4 2028–29	Green	Green	Green		2022–23
	1,483.29	TBC	Green	Green	Green		2021–22
New metropolitan trains	985.85	Qtr 3 2027–28	Green	Green	Green	Green	2024–25
	985.85	Qtr 2 2026–27	Green	Green	Amber		2023–24
	985.85	Qtr 2 2026–27	Green	Green	Green		2022–23
	985.85	Qtr 2 2026–27	Not provided	Not provided	Not provided		2021–22
Regional Rail Revival – Waurin Ponds Track Duplication – Stage 2	933.60	Qtr 2 2024–25	Green	Green	Green	Green	2024–25
	899.20	TBC	Green	Green	Green		2023–24
	899.20	Qtr 2 2024–25	Green	Green	Green		2022–23
	899.20	Qtr 1 2024–25	Green	Green	Green		2021–22
Murray Basin Rail Project	885.72	TBC	Green	Green	Red	Green	2024–25
	794.41	TBC	Green	Green	Amber		2023–24
	794.41	Qtr 2 2023–24	Green	Green	Green		2022–23
	794.41	Qtr 2 2023–24	Green	Green	Green		2021–22
E-Class Tram Infrastructure Program	789.11	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
	789.11	Qtr 4 2027–28	Amber	Amber	Amber		2023–24
	741.29	Qtr 4 2025–26	Green	Red	Amber		2022–23
	735.29	Qtr 4 2025–26	Not provided	Not provided	Not provided		2021–22
Melton Line Upgrade	641	Qtr 4 2028–29	Green	Green	Green	Not available	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
	641	Qtr 4 2028–29	Not available	Not available	Not available		2023–24
More VLocity trains 2023–24	600.76	Qtr 4 2027–28	Green	Green	Green	Green	2024–25
	600.76	Qtr 4 2027–28	Not available	Not available	Not available		2023–24
Car Parks for Commuters	610.21	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
	618.12	TBC	Green	Green	Green		2023–24
	618.12	Qtr 2 2024–25	Green	Green	Green		2022–23
	485.62	Qtr 4 2024–25	Green	Green	Green		2021–22
Regional Rail Revival – Gippsland Line Upgrade Stage 1	878.10	TBC	Green	Green	Red	Green	2024–25
	531.36	TBC	Green	Green	Amber		2023–24
	531.36	Qtr 2 2022–23	Green	Green	Amber		2022–23
	531.36	Qtr 3 2022–23	Green	Green	Green		2021–22
Regional Rail Revival – Shepparton Line Upgrade – Stage 3	414.20	TBC	Green	Green	Red	Green	2024–25
	400	TBC	Green	Green	Red		2023–24
	400	Qtr 4 2023–24	Not available	Not available	Not available		2022–23
	400	TBC	Not available	Not available	Not available		2021–22
Kananook Train Maintenance Facility Stage 2	365.10	Qtr 1 2025–26	Green	Green	Green	Green	2024–25
	365.50	Qtr 4 2025–26	Green	Green	Green		2023–24
South Dynon Train Maintenance Facility Stage 2	296.76	Qtr 1 2026–27	Green	Green	Green	Green	2024–25
	296.76	Qtr 4 2025–26	Not available	Not available	Not available		2023–24
Dandenong Corridor Readiness Works	275.02	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
Regional Rail Revival – Warrnambool Line Upgrade – Stage 2	281.07	TBC	Green	Green	Red	Green	2024–25
	260	TBC	Green	Green	Red		2023–24
	260	Qtr 1 2024–25	Green	Green	Green		2022–23
	260	TBC	Not provided	Not provided	Not provided		2021–22
More VLocity trains 2022–23	250.04	Qtr 4 2026–27	Green	Green	Green	Green	2024–25
	250.04	Qtr 4 2026–27	Green	Green	Green		2023–24
Metro Tunnel Readiness 2023–24	240.86	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
	238.08	Qtr 2 2025–26	Green	Green	Green		2023–24
	234.16	Qtr 4 2025–26	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				
			Scope	Cost	Time	Benefits	Year
Caulfield Rationalisation Works	236.68	Qtr 4 2025–26	Green	Green	Green		2023–24
	240.08	Qtr 4 2025–26	Green	Green	Green		2022–23
	240.08	Qtr 4 2025–26	Not provided	Not provided	Not provided		2021–22
Modernise the Digital Train Radio System	179.91	Qtr 2 2030–31	Green	Green	Green	Green	2024–25
Metro Tunnel readiness	151.20	Qtr 2 2025–26	Green	Green	Green	Green	2024–25
New Tarneit railway station	124	Qtr 4 2025–26	Green	Green	Green	Not available	2024–25
	124	Qtr 4 2025–26	Not provided	Not provided	Not provided		2023–24
Sunshine Station Masterplan	TBC	TBC	Amber	Green	Amber	Green	2024–25
Suburban Rail Loop – Airport	TBC	TBC	Not provided	Not provided	Not provided	Not provided	2024–25
	1,000	TBC	Not provided	Not provided	Not provided		2023–24
Suburban Rail Loop East – Main Works	30,700	Qtr 2 2035–36	Green	Green	Green	Green	2024–25
	TBC	TBC	Amber	Amber	Green		2023–24
	TBC	TBC	Green	Green	Green		2022–23
Hurstbridge Line Upgrade Stage 2	598.36	Qtr 4 2022–23	Green	Green	Green	Green	2024–25
	598.36	Qtr 3 2025–26	Green	Green	Green		2023–24
	602.99	Qtr 3 2022–23	Green	Green	Green		2022–23
	536.99	Qtr 2 2022–23	Green	Amber	Green		2021–22
City Loop fire and safety upgrade (stage 2) and intruder alarm	464.61	Qtr 2 2023–24	Green	Green	Green	Green	2024–25
	464.62	Qtr 2 2023–24	Green	Green	Green		2023–24
	468.94	Qtr 2 2023–24	Green	Green	Green		2022–23
	382.09	TBC	Green	Green	Green		2021–22
Additional VLocity trains	332	Qtr 4 2025–26	Green	Green	Green	Green	2024–25
	340	Qtr 4 2023–24	Green	Green	Green		2023–24
	340	Qtr 4 2023–24	Green	Green	Amber		2022–23
	340	Qtr 4 2023–24	Green	Green	Amber		2021–22
Regional Rail Revival – Bendigo/Echuca Line Upgrade	160.47	Qtr 4 2024–25	Green	Green	Green	Green	2024–25
	175.26	TBC	Red	Red	Red		2023–24
	175.26	Qtr 2 2022–23	Green	Green	Amber		2022–23
	121.77	Qtr 4 2023–24	Green	Green	Green	Green	2024–25

Project	TEI (\$ million)	Estimated current completion date	Ratings				Year
			Scope	Cost	Time	Benefits	
South Dynon Train Maintenance Facility Stage 1	121.77	Qtr 1 2023–24	Amber	Green	Green		2023–24

Source: VAGO, using entity-attested data and Budget papers.

Appendix F:

Procurement model definitions

Alliance contracting	<p>This procurement model is mainly used for infrastructure projects, where a contract arrangement allows government to work collaboratively with private sector parties to deliver the project.</p> <p>Alliance contracting requires all parties to work together in good faith, act with integrity and make best-for-project decisions. It can also require open book costing.</p> <p>Under alliance contracts, parties are expected to manage project delivery risks jointly and dynamically, although final financial exposure lies with the state.</p>
Competitive tender	<p>Also known as open tender, this model involves an open invitation to submit a proposal via public notice or advertisement. Any entity that meets the evaluation criteria can submit a tender.</p>
Construct only	<p>A construct only model means the state or client has done the project design and the supplier is responsible for constructing the works.</p>
Design and construct	<p>A design and construct model means the state or client has done a concept design. Potential suppliers are then invited to tender to complete the concept design and build the asset to that detailed design.</p>
Managing contractor	<p>This procurement model involves the state appointing a managing contractor who may engage or provide subcontractors to deliver the works.</p> <p>The state and contractor generally negotiate a fixed lump sum management fee and pay the actual costs of sub-packages. The managing contractor may also receive incentive payments for achieving cost and schedule targets.</p>
Multiple approaches	<p>Multiple approaches is when a project uses more than one procurement model. For example, a design and contract model and a managing contractor model can be used for different stages within a project or sub-project.</p>
Public-private partnership (PPP)	<p>A PPP is a service contract between the public and private sectors, where the state pays the private sector entity (usually a consortium) to deliver infrastructure and related services over an agreed term.</p> <p>The private entity will build the facility and operate or maintain it to specified standards over the agreed term. The private entity usually finances the project and receives regular payments from the state for the asset's availability at contracted standards. PPPs also offer opportunities to transfer project and market risks to the private sector.</p>
Select tender	<p>A select tender means a competitive tender that is only open to pre-qualified or invited suppliers.</p>

Appendix G:

Data sources used in this review

The table in this appendix shows all the surveyed entities' responses about their major projects. Survey responses were provided over July and August 2024. The data provided here is attested by the surveyed entities and has not been verified by VAGO. This is in accordance with the level of assurance stated in Appendix C for this assurance review, where we mainly rely on an entity's representations and internally generated information to form our conclusions.

In this appendix, we have abbreviated the full set of survey questions. You can also download this dataset at <https://www.audit.vic.gov.au/report/major-projects-performance-reporting-2024>.

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
85 by 2025 (Level Crossing Removal) Clarendon Rd, Beaconsfield	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	MRPA - Fulton Hogan Australia PTY LTD	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) Clarendon Rd, Beaconsfield	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	MRPA - Fulton Hogan Australia PTY LTD	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) Colborne Rd, Hill Rd, Lydiard	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	SEPA - Laing O'Rourke	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) Keon Parade, Keon Park	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	WPA - McConnell Dowell Constructors (Australia) PTY LTD	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) McCregor, Main, McCleuse	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	NWPA - John Holland PTY LTD	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	MRPA - Fulton Hogan Australia PTY LTD	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • facilitates active participation by the State • key stakeholders (i.e. MTM and VJ, Inc) are incentivised in alignment with delivery partners • cost risk and reward regime are incentivised in alignment with delivery partners • performance risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) • same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. • project costs are open book and transparent • locked in commercial terms 	VDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
85 by 2025 (Level Crossing Removal) Warrigal Rd, Parkdale	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	SFA - Acciona Infrastructure Australia Pty Ltd South Eastern Program Alliance (SEPA) - Laing O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - Mott MacDonald, Main Roads Constructors (AUST) Pty Ltd, North Western Program Alliance (NWPA) - John Holland Pty Ltd, Southern Program Alliance (SPA) - Acciona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: •risks and opportunities are shared to ensure project teams more quickly respond to risks and opportunities •cost and revenue are incentivised to align with delivery partners •cost risk and reward regime •incentivises all participants to deliver efficiently •performance risk and reward regime •sustainability, diversity •same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. •project costs are open book and transparent •locked in commercial terms	VIDA (formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
85 by 2025 (Level Crossing Removal) (Metropolitan various) - minus named packages	Addition of value to the LXP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020)	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	SFA - Acciona Infrastructure Australia Pty Ltd South Eastern Program Alliance (SEPA) - Laing O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - Mott MacDonald, Main Roads Constructors (AUST) Pty Ltd, North Western Program Alliance (NWPA) - John Holland Pty Ltd, Southern Program Alliance (SPA) - Acciona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: •risks and opportunities are shared to ensure project teams more quickly respond to risks and opportunities •cost and revenue are incentivised to align with delivery partners •cost risk and reward regime •incentivises all participants to deliver efficiently •performance risk and reward regime •sustainability, diversity •same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. •project costs are open book and transparent •locked in commercial terms	VIDA (formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
A Pathway to more acute mental health beds: Responding to the Report of the Royal Commission into Victoria's Mental Health System (statewide)	This project involves the delivery of 120 hospital-based acute mental health beds in Geelong, Epping, Sunshine & Melbourne as part of the response to the Royal Commission into Victoria's Mental Health System's Final Report.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	N/A	Victorian Health Building Authority / Department of Health	Health and human services	Managing Contractor	The MC model was identified as the procurement model that best aligned with the procurement objectives and achieving a VM solution. The model also allows the state, control over the design which is important to manage the quality of the design outcomes to achieve the objectives of the contract. The managing contractor was appointed during the design development phase. This allowed for collaboration between the MC and the design team to identify innovative construction methodology, providing efficiency and also allowed for early procurement of materials and sub-contractors which assist in de-risking construction deliverables.	Other VHBA Project Management Framework	Complete	Practical completion
Additional acute mental health beds in regional Victoria (various)	The project will deliver construction of a contemporary and integrated 30-bed acute and community mental health facility at Goulburn Valley Health in Shepparton, further planning and detailed design for two expanded acute mental health facilities at Northeast Health in Wangaratta and Ballarat Base Hospital and land acquisition for the Ballarat facility.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	N/A	TBC	Health and human services	TBD - not yet decided	Procurement method has not been decided yet	Other VHBA Project Management Framework	Existing	Feasibility Study/Planning
Additional VLocity trains (regional various)	Scope is 54 New VLocity carriages funded in 2019-20 Budget, including 6 Standard Gauge units (18 carriages) and 12 Broad Gauge units (36 carriages). Overall benefits proposition is to improve the service reliability and frequency on the regional train network. The key outcome is a more safe, reliable and accessible regional train service.	Victorian Rail Track (VTR)	N/A	Department of Transport and Planning	N/A	Bombardier Transportation Australia Pty Ltd	Transport	Design and Construct	Additional VLocity trains purchased as a variation deed to a previous contract. The procurement method has been consistent through successive projects.	DTP Investment Lifecycle Framework	Existing	Practical completion
Arden Precinct Redevelopment (metropolitan)	Funding was provided to acquire sites within the Arden Precinct to enable future development in accordance with the Arden Structure Plan, to undertake critical precinct planning activities for future enabling works and land preparation activities.	Department of Transport and Planning	N/A	Department of Transport and Planning	N/A	Development Victoria	Transport	Multiple approaches	There are multiple workstreams to enable delivery and different stream require different approaches.	Development Victoria's Project Management Framework & Policies	Existing	Contract negotiation
Austin Hospital Emergency Department Upgrade (Heidelberg)	Funding is provided to expand capacity at the existing emergency department at Austin Hospital in Heidelberg. The funding will be used to improve patient and clinical flows and provide enhanced clinical support functions. Capacity for adult emergency department cubicles will be boosted and a new paediatric emergency department zone will be created. This initiative contributes to the delivery of the Government's election commitment, 'A Hospital Plan for our growing Northern suburbs' as published in Labor's Financial Statement 2022. This initiative contributes to the Department of Health's Admitted Services output.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	N/A	TBC	Health and human services	Design and Construct	The procurement strategy assessed all available contract models including construct only, design & construct (plus design development), construct and design finalisation & construction, design build, design build construct, design build construct & EC (usually used as a two-stage process preceding any one of the above methods), Alliance and Public Private Partnerships. The following models have been endorsed as they provide an opportunity for design risk transfer and provide flexibility in staging, scope management and cost certainty. a. Early Works: design development & scope management and cost certainty. b. Early Works: design development & construct with Early Contractor Involvement (ECI) Scope of Services to completion of Detailed Design, with plant / equipment to be directly procured by Austin Health via funding confirmation from VHBA. b. Main works: design finalisation & construct.	Other VHBA Project Management Framework	New	Early works/pre-procurement

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	The Ballarat Base Hospital redevelopment will deliver an emergency care unit, expanded critical care floor and at least 100 more inpatient beds.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Stages 1 - H Iron; Stage 2 CEF - Smithfield Group	Health and human services	Multiple approaches	Lump sum was chosen for Stage 1 as this provides the greatest design control, design surety and quality throughout the project. A reasonable degree of cost surety prior to commencement of the works. A well-known contractor which will maximise the engagement and competitiveness of the contractor market considering the regional location and the size and experience of the potential tendering pool. Provide a degree of time certainty given the penalties faced by the contractor, and Assist in transferring cost escalation risks and commercial risks associated with subcontractors going into administration and supply chain management. Design & Construct (with well developed documentation 20% and 30% CD) was selected for Stage 2 and subsequently Stage 3 for the following reasons: - early cost certainty - lowest final cost - high quality design outcomes - high quality built outcome - promoting local skills & resources - quality of relationships	Other: VHBA Project Management Framework	Existing	In delivery/under construction
Barwon Heads Road Upgrade (Barwon Heads)	We are upgrading Barwon Heads Road to make your journey safer and more predictable. The duplication project extends four km's from Settlement Road to Reserve Road. As part of the project, we will: - build extra lanes between Settlement Road and Reserve Road - build a new bridge over the railway line at Marshall - upgrade intersections - build a new shared walking and cycling path - install new street lighting, road signage and drainage Once complete, the upgrade will: - make your journey along Barwon Heads Road safer - give you safer and easier access to Barwon Heads Road and connecting side roads - improve traffic flow in the area by making your journey more reliable and predictable - reduce congestion - make it easier and safer for you to walk or cycle in the area.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Decmi Southern Pty Ltd, BMD Constructors Pty Ltd, BILD Infrastructure Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which recommended the Program Delivery Approach as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the optimum delivery model for the project was consistent with the Department of Treasury and Finance Investment Lifecycle and High Value High Risk Guidelines for procurement.	VIDA (formerly MTA or VHBA) Project Management Framework	Complete	Practical completion
Barwon Women's and Children's Hospital (Geelong)	The Barwon Women's and Children's Hospital in Geelong will expand maternity, women's and paediatric services including operating theatres, a Maternity Assessment and Short Stay Unit, birthing suites and a Special Care Nursery.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Enabling Works - Kane Constructors (managed by Barwon Health) Main Works - Built (Managing Contractor)	Health and human services	Managing Contractor	Based on the ability to manage interfaces with the Enabling Works package and from a time and value for money perspective, Managing Contractor was identified as the preferred procurement model. Under the MC contract, the Managing Contractor was appointed during the design development phase. This allowed time for collaboration between the MC and the design team to identify timesaving construction methodology, providing efficiency assurance. The early appointment of the contractor promoted program efficiencies and also allowed for early procurement of materials and sub-contractors which assist in de-risking construction deliverables.	Other: VHBA Project Management Framework	Existing	In delivery/under construction
Better aged care services for regional Victorians (regional various)	Rural and Regional Public Sector Residential Aged Care Services (RRACS) will provide three new Public Sector Residential Aged Care Services (PSRACS) facilities. [Cobuna District Hospital campus \$38.170 million - replacing Cobuna District Nursing Home (26 beds) and current medical ward (6 acute beds) [Hazelton District Hospital campus \$56.688 million - replacing JHF McDonald Wing (14 beds) and hospital Residential Aged Care Wing (16 beds) to deliver a 30-bed facility, and [Numurkah hospital campus \$54.278 million - replacing Pioneer's Memorial Lodge to deliver a 36-bed facility.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	TBD	TBD	Health and human services	TBD - not yet decided	Procurement method has not been decided yet!	Other: VHBA Project Management Framework	Existing	Early works/pre-procurement
Big Housing Build (statewide)	Big Housing Build will construct more than 12,000 new homes throughout metro and regional Victoria. This package will boost our state's social housing support for vulnerable Victorians, including those with disability, family violence victims and single parent families, reflecting our commitment to mental health and living a broken system. A further 2,900 new affordable and low-cost homes will be built to help low-to-moderate income earners live closer to where they work and provide options for private rental or purchase. The program will deliver secure, modern, and affordable homes throughout Victoria - with 25 per cent of funding to be allocated to regional Victoria.	Homes Victoria	Director of Housing	Homes Victoria	Director of Housing	Various	Health and human services	Multiple approaches	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other: Homes Victoria Program Management Framework	Existing	In delivery/under construction
Building a better hospital for Melbourne's inner west (Footscray)	The new Footscray Hospital is being delivered at a site on the corner of Geelong and Ballarat Roads in Footscray and will replace the existing Footscray Hospital on Gordon Street. The new hospital will open in 2025 and provide 608 Points of Care (508 beds).	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Plenary Health Consortium	Health and human services	Public Private Partnership	The decision to procure the Project as a PPP focuses on achieving value for money outcomes by: - allocating risks to the party, or parties, best placed to manage them, with the majority of design, construction, maintenance and facility management services being provided by the private sector - providing a clear and defined project and a whole of life solution - increasing opportunity for the State to harness private sector innovation in complementary site activation to enhance the experience for hospital users and the broader community, and - incentivising delivery of the Project on time and within budget. Timely delivery and budget certainty were important factors given the complexity of the works, and the value of the Project.	Other: VHBA Project Management Framework	Existing	In delivery/under construction
Building a bigger and better Latrobe Regional Hospital (Traralgon)	The Latrobe Region Hospital Stage 3a expansion addresses the projected increase in clinical treatment services demand for emergency department, inpatient unit, surgery and maternity services from the Gippsland catchment area.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Built	Health and human services	Construct only	Lump Sum (Construct Only) contract will provide: - The greatest design control, design surety and quality throughout the project, - A reasonable degree of cost surety prior to commencement of the works, - A well-known contractor which will maximise the engagement and competitiveness of the contractor market considering the regional location and the size and experience of the potential tendering pool, - Provide a degree of time certainty given the penalties faced by the contractor, and - Assist in transferring cost escalation risks and commercial risks associated with subcontractors going into administration and supply chain management.	Other: VHBA Project Management Framework	Complete	Practical completion

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Building a world class hospital for Geelong (Geelong) Centre (Geelong)	<p>“The GAC Stage 3 Redevelopment will address the 2015 masterplan with the following objectives: • deliver new/enhanced facilities to improve user experience; • enhance livability/amenity for the community with cultural facilities access; • provide adequate facilities for growing facilities; • further activate Geelong’s Cultural Precinct • create jobs; • minimises the ongoing operating and maintenance costs for facility.”</p>	Geelong Performing Arts Centre Trust	N/A	Department of Jobs, Skills, Industry and Regions	Lendlease	Culture, sport and community	Managing Contractor	The managing contractor procurement method was selected by Development Victoria as appropriate for a project of this complexity and level of risk. It offered benefits including enabling early contractor involvement and engaging specialist input during the design stage.	Development - Victoria's Project Management Framework & Policies	Complete	Post-practical completion
Building a world class hospital in Frankston families (Frankston)	The project will redevelop Frankston Hospital, provide new hospital beds, operating theatres, expanded child and maternal health services, an oncology ward, oncology day clinic, and areas dedicated to mental health services.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Exemplar Health	Health and human services	Public Private Partnership	The decision to procure the Project as a PPP focused on achieving value-for-money outcomes by: • allocating risks to the party, or parties, best placed to manage them, with the majority of design, construction, maintenance and facilities management services risks being transferred to the private sector, thereby incentivising innovative and efficient solutions; • increasing opportunities for local business to enhance the services provided for hospital users and the broader community; • incentivising delivery of the Project on time and within budget. Timely delivery and budget certainty were important factors given the complexity of the works and the value of the Project.	Other: VIBA Project Management Framework	Existing	In delivery/under construction
Building a world class hospital in Manyborough (Manyborough)	The scope for the Manyborough hospital Redevelopment project includes construction of a new three storey facility on an existing biofield site. The new facility will accommodate Urgent care centre; Inpatient Unit - 1x 32 bed ward (inclusive of 2 new birthing suites); Day Surgery - Operating Theatre and Procedure room; Pathology services; Consulting suites; CSSD; Ambulatory services including Dental, Chemo and renal services; Medical Imaging services AND Increased carpark for visitors and staff.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Fairbrother Construction	Health and human services	Construct only	Lump Sum (Construct Only) contract will provide: • The greatest design control, design quality and quality throughout the project; • A reasonable degree of cost certainty prior to commencement of the works; • A well-known contract which will maximise the engagement and competitiveness of the contractor market considering the regional location and the size and experience of the potential tendering pool; • Provide a degree of time certainty given the penalties faced by the contractor, and; • Assist in transferring cost escalation risks and commercial risks associated with subcontractors going into administration and supply chain management.	Other: VIBA Project Management Framework	Existing	In delivery/under construction
Building works stimulus (Statewide)	The Building Works Stimulus program was announced by the Victorian State Government in 2020 to support the construction industry, to improve the quality of life of tenants, as well as to drive economic activity and job growth in response to the COVID-19 economic and social impact.	Homes Victoria	Director of Housing	Homes Victoria	Various	Health and human services	Multiple approaches	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other: Homes Victoria Program Management Framework	Existing	In delivery/under construction
Car Parks for Commuters (Statewide)	The Victorian Government's Car Parks for Commuters Program is helping to deliver the Victorian Government's commitment of 21,000 new and upgraded car parks at train stations across metropolitan and regional Victoria. The State's car parking projects and programs were consolidated under one Car Parks for Commuter Program (Program) in 2021-22 to maximise program efficiency and streamline reporting as projects in the program have developed and new projects have been added. The Program now consists of projects across 48 rail corridors, 185 projects have been established, 20 projects are under construction. The Commonwealth Government has co-funded 12 joint sites within the Program. The Program also delivers improvements to accessibility, CCTV and lighting, as well as more bicycle parking facilities at key locations.	Victorian Rail Track (VCTTrack)	N/A	Department of Transport and Planning	N/A	Transport	Other	Various contracting models apply to different projects.	Other:	Existing	In delivery/under construction

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Cauffield Redevelopment - 246 units/sites (North-West metropolitan)	The Cauffield Redevelopment project provides better quality housing for public tenants. The development spans 7.5ha over three sites. The project involves \$146.4m capital investment by the Victorian Government to demolish 192 units located in walk-up estates and replace them with 246 new social housing apartments, over 800 privately-owned apartments and a range of complementary services, including 162 aged care beds, 181 independent living units, four public parks and three community centres. Project costs are partially offset against revenue generated from land sales.	Homes Victoria	Director of Housing	Homes Victoria	Director of Housing	Property Australia formerly Australand Carlton Pty Ltd	Health and human services	Other	Development Agreement The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other-Homes Victoria Program Management Framework	Complete	Post-practical completion
Cauffield Rationalisation (metropolitan various)	Upgrade track infrastructure at Cauffield Junction, to allow more trains to run through Cauffield Junction, where the Frankston Line merges with the Cranbourne/Pakenham Line, by separating the two lines, eliminating unnecessary crossovers and preparing the section for the opening of the Metro Tunnel.	Victorian Rail Track (VICTRack)	N/A	Victorian Infrastructure Delivery Authority	N/A	SEA, RIA, LXRP Southern Program Alliance	Transport	Alliance Contracting	The Remaining Dandening Corridor Readiness Works Tendering Submissions, which included the final Readiness Works, were evaluated to determine the best packaging and procurement options for the works, and the outcome of that process. The evaluation methodology for the procurement options is consistent with relevant guidance including HVHR guidelines and Infrastructure Australia Guidelines. For Cauffield Rationalisation Works, delivery by existing Alliances was recommended, because of the similarity of works to those already being delivered by the existing Alliances, suitability of the commercial and risk model and reduction of interface risk.	VIDA (formerly MTA or VHBA) Project Management Framework	Existing	Practical completion
City Loop Fire and safety upgrade (stage 2) and intruder alarm (Melbourne)	The funded Project seeks funding to complete the following works within the Melbourne Loop (including the MURL) network: - Installation of platform smoke extraction systems; - Upgrade of sprinkler systems; and - Integration of these new systems into the MURL operating environment; - Development funding for Stage 3 of the MURL Fire and Life Safety Upgrade.	Victorian Rail Track (VICTRack)	N/A	Victorian Infrastructure Delivery Authority	N/A	SPA - Actiona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXRP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: - risks and opportunities are shared to overcome project issues more quickly; avoid risk premiums and adversarial behaviour - facilitates active participation by the state - key stakeholders (i.e. MTA and V/line) are incentivised to deliver efficiently - performance risk and reward regime incentivises all participants to deliver efficiently - performance risk and reward regime incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) - state team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. - project costs are open book and transparent. - locked in commercial terms	VIDA (formerly MTA or VHBA) Project Management Framework	Complete	In delivery/under construction
Clyde Road (metropolitan southeast)	This project is expected to upgrade the two intersections at Clyde Road and Kington Drive and Clyde Road and Monash Freeway. The upgrade is expected to include widening of the Monash Freeway bridge, three through lanes in each direction, additional turning lanes and a shared path in each direction over the bridge. The project is also expected to include freeway terminal upgrades, improve right turn storage on the bridge and create a provision for future signals into the Bendigo Health Education Precinct and experience a considerable level of competing demand from various movements. The project is expected to provide access to and connect to the community, including improved access to local employment and services, as well as reduced congestion and delays.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Seymour Whyte Constructores Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which recommended the Program Delivery approach as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the optimum delivery model for the project was consistent with the Department of Treasury and Finance Investment Lifecycle and High Value High Risk Guidelines for procurement.	VIDA (formerly MTA or VHBA) Project Management Framework	Existing	Procurement process
Community housing towers (metropolitan various)	Build, upgrade and expansion of a number of Community Hospitals across regional Victoria and greater Melbourne. Community health services for people who are not critically unwell in some of the state's fastest growing communities. Community hospitals will offer a range of everyday health services tailored to meet the local community's needs, including after-hours care for non-critical patients. Community hospitals will help take pressure off Victoria's major public hospitals and emergency departments, supporting doctors, nurses and allied health professionals to prioritise the most unwell patients - and improve treatment and waiting times.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	N/A	Lend Lease Building Contractors, (Others - SJ Higgins, INTREC Management)	Health and human services	Managing Contractor	In order to meet the government commitments for commencement and completion of the project, the project delivery approach was designed to deliver the project through a procurement model that best aligned with the procurement objectives and achieving a VFM solution. The model also allows the state, control over the design which is important to manage the quality of the design outcomes to achieve the model of care. Under the MC contract, the Managing Contractor was appointed during the design development phase. This allowed time for collaboration between the MC and the design team to identify timesaving construction methodology, providing delivery assurance. The early appointment of the contractor promoted program efficiencies and also allowed for early procurement of materials and sub-contractors which assist in de-risking construction deliverables.	Other-VHBA Project Management Framework	Existing	In delivery/under construction
Cooling our public housing towers (metropolitan various)	Cooling our public housing towers will install air conditioners in Victoria's public housing high-rise tower homes which are home to over 10,000 Victorians.	Homes Victoria	Director of Housing	Homes Victoria	Director of Housing	Various - tbc	Health and human services	Multiple approaches	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other-Homes Victoria Program Management Framework	Existing	Procurement process
Dandening Corridor Readiness Works (metropolitan various)	Funding is provided for critical infrastructure upgrades and modifications along the Dandening Corridor to support the transition to High Capacity Signalling operations and the deployment of High Capacity Metro Trains on the corridor and through the new Metro Tunnel. Track rationalisation works at Dandening will also improve reliability and remove speed restrictions through the precinct.	Victorian Rail Track (VICTRack)	N/A	Victorian Infrastructure Delivery Authority	N/A	Rail Systems Alliance, Rail Infrastructure Alliance	Transport	Alliance Contracting	The Dandening - Minimum Corridor Readiness - Funding Submission (January 2020) outlines the methodology used to evaluate packaging and procurement options for the works, and the outcome of that process. The evaluation methodology for the procurement options is consistent with relevant guidance including HVHR guidelines and Infrastructure Australia Guidelines.	VIDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Digital Meters	The deployment of Digital Water Meters for all South East Water customers to enable early detection of leaks and reduce water loss. The program also includes the installation of smart meters for customers such as customer leak detection and capabilities for our customers to monitor their own water usage. This will enable SEW to realise savings on bulk water purchases, reduce non-revenue water and deliver efficiencies.	South East Water Corporation	N/A	South East Water Corporation	N/A	South East Water is managing the project directly.	Water	Competitive Tender	This approach allows greater flexibility to scale and adapt to vendor capability in the digital market. The approach allows for efficiency with procurement, delivery and planning of resourcing. This also allows SEW to achieve a competitive outcome in terms of pricing, quality and delivery of products and services. The chosen model is a Design and Construct model. This model allows for the delivery of a program. Supports innovation, creation of IP (Intellectual Property) and extension of IP. Allows for program exit on failure without extensive commercial implications due to lower commitments with vendors (i.e., commercial commitment can be limited).	Waterfall	Existing	In delivery/under construction
E-Class Tram Infrastructure Program (metropolitan various)	Infrastructure program to deliver tram stop, terminus, depot and substation upgrades, as well as several new substations.	Victorian Rail Track (V/Line)	N/A	Department of Transport and Planning	N/A	Multiple projects, though head contractor for most is Yarra Trams.	Transport	Other	Projects Module of the M4 Franchise Agreement.	DTP Investment Lifecycle Framework	Existing	In delivery/under construction
Emergency Departments Expansion Casey Hospital and Werribee Mercy Hospital (Casey/Werribee)	To expand and/or reconfigure existing emergency departments which have been identified as having the greatest need for improvement in the provision of patient care. The program seeks to address the significant demand for emergency services across metropolitan Melbourne catchments identified by the Department of Health as priority projects to address the capacity crisis in adult emergency departments.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	TBD for both Werribee and Casey	Health and human services	Multiple approaches	For Werribee, Lump Sum (Construct Only) contract will provide. For Casey, the works will be delivered by the PPP partner. The greatest design control, design surety and quality throughout the project, a reasonable degree of cost surety prior to commencement of the works, a well-known contract which will ensure engagement and transparency throughout the project and the site and the overall tendering process. Provide a degree of certainty given the penalties faced by the contractor and assist in transferring cost escalation risks and commercial risks associated with subcontractors going into administration and supply chain management. For Casey the works will be delivered by the PPP partner.	Other VHBA Project Management Framework	Existing	Procurement process
Expanding mental health treatment facilities for Victoria's youth (Statewide)	Refresh three existing YPARC facilities in Bendigo, Dandenong and Frankston, as well as deliver five new 10-bed YPARC facilities across the Boroondra, South West, Grampians, Gippsland, Hume and North-Eastern Metropolitan regions.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Alchemi Construct, Bowden Corporation, S Higgins Pty Ltd, McCorkell Constructions	Health and human services	Construct only	Construct Only adopted due to no bundling opportunities available and benefits and opportunities of a Design and Construct model limited. Additionally, the model will provide: a) The greatest design control, design surety and quality throughout the work; b) A well-known contract, which will maximize the engagement and competitiveness of the market; c) A reasonable degree of cost surety prior to commencement of the works; d) A potential tendering pool; e) Provide a degree of time certainty given the penalties faced by the contractor and assist in transferring cost escalation risks and commercial risks associated with subcontractors going into administration and supply chain management.	Other VHBA Project Management Framework	Existing	In delivery/under construction
Fishermans Bend Innovation Precinct at the former General Motors-Holden Site - Stage 1 (Melbourne)	In May 2021, the Victorian Government announced a \$179.4 million funding package to kick-start the Fishermans Bend Innovation Precinct. The investment will fund a major transformation and renewal of the former General Motors-Holden site at Fishermans Bend by 2026, creating an investment-ready, world-class, advanced manufacturing, engineering and design precinct. The Innovation Precinct will ensure Victoria remains a powerhouse in manufacturing and support thousands of high value jobs in defence, aerospace, clean energy and transport. The Innovation Precinct is an internationally renowned centre of innovation in advanced manufacturing, engineering and design.	Department of Transport and Planning	N/A	Department of Transport and Planning	N/A	Development Victoria	Transport	Multiple approaches	The MC model was identified as the procurement model that best aligned with the procurement objectives and achieving a VFM solution. The model also allows the state to control over the design which is important to manage the quality of the design outcomes to achieve the model of care. Under the MC contract, the Managing Contractor was appointed during the design development phase. This allowed time for collaboration between the MC and the design team to identify time-saving construction methodology, providing delivery assurance. The early appointment of the contractor promoted program efficiency and also allowed for early procurement of materials and sub-contractors which assist in de-risking construction deliverables.	Development Victoria's Project Management Framework & Policies	Existing	In delivery/under construction
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Thomas Simbling Hospital Redevelopment Stage 1, delivering 82 new additional beds, new secure entry building, carparking and supporting infrastructure. [Stage 2 of the Redevelopment is to deliver a new entry complex and new woodwork, horticulture and maintenance building.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	John Holland	Health and human services	Managing Contractor			Existing	In delivery/under construction

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Goulburn Valley Health redevelopment - planning and development (Shepparton)	To deliver an increase of services to match the demand requirements for the current Goulburn Valley Hospital, through a mixture of new and refurbishment works.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Lend Lease Corporation Ltd, Built Pty Ltd	Health and human services	Managing Contractor	The MC model was identified as the procurement model that best aligned with the procurement objectives and achieving a VfM solution. The model also allows the state control over the design which is important to manage the quality of the design outcomes to achieve the model of care. Under the MC contract, the Managing Contractor was appointed during the design development phase. This allowed time for collaboration between the MC and the design team to identify fit-for-purpose construction methodology, providing efficiency and assurance. The early appointment of the contractor promoted program efficiencies and also allowed for early procurement of materials and sub-contractors which assist in de-risking construction deliverables.	Other: VHBA Project Management Framework	Complete	Practical completion
Great Ocean Road Reseal (Barwon South West)	Upgrade pavement, structural, and geotechnical assets to improve the safety and reliability of the Great Ocean Road and local roads (connecting Great Ocean Road to Princes Highway West).	Department of Transport and Planning	N/A	Department of Transport and Planning	N/A	Various. The Program is a culmination of smaller projects, each with their own procurement method which means the Contractor's role is slightly vary from work to work.	Transport	Other	Construct Only, Design and Construct, VMCM, MRPV	DTP Investment Lifecycle Framework	Existing	In delivery/under construction
Hail Road Upgrade (Shep)	-Add an extra lane in each direction between McCormicks Road and Western Port Highway -Upgrade intersections at McCormicks Road, Taylors Road, Western Port Highway, Evans Road and Cranbourne Frankston Road to add capacity and improve traffic flow - Build new walking and cycling paths along Hail Road between McCormicks Road and Western Port Highway - In-street centre median and kerb-side safety barriers between McCormicks Road and Western Port Highway Benefits include: - Provide more reliable travel times in the Cranbourne and Carrum Downs area - Improve traffic flow and access to local facilities and streets through dedicated turning lanes - Make it easier and safer to travel through the area - Improve road safety and reduce the risk of crashes by installing centre median and kerb-side safety barriers.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Easton Package, MACA Civil Pty Ltd, Westcoast Package, BMD Constructions Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which recommended the Program Delivery Approach as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the Program Delivery Approach for the project was consistent with the Department of Transport and Planning Investment Lifecycle and High Value Risk Guidelines for procurement.	VDA (formerly MTA or VHBA) Project Management Framework	Complete	Practical completion
High Capacity Metro Trains	The Victorian Government ordered 65 High Capacity Metro Trains as part of a \$2.3 billion investment, which also includes a new Depot with Train Maintenance Facility in Pakenham East and a Light Service Facility in Calder Park. An additional \$123 million will deliver five new trains to service the Melbourne Airport Rail Link, bringing the total High Capacity Metro Train fleet to 70 (separate initiative). As at May 2024 the Depot and 69 HCMVs have been delivered. The project is a public-private partnership between the Victorian Government and Evolution Rail.	Victorian Rail Track (VGT track)	N/A	Department of Transport and Planning	N/A	Evolution Rail	Transport	Public Private Partnership	Per the DTF project summary (public PDF): The Project is a Public Private Partnership (PPP) that is being delivered under the Partnerships Victoria framework. The Partnerships Victoria model seeks to achieve better value for money by capturing the expertise and efficiencies of the private sector in designing, financing, building and maintaining infrastructure projects and providing services on a whole-of-life basis.	DTP Investment Lifecycle Framework	Existing	In delivery/under construction
Hobsons Bay Main Sewer duplication (Spotswood)	The Hobsons Bay Main Sewer is a critical part of Melbourne's sewer network that has been in place since the 1960s. It is now reaching the end of its service life and requires rehabilitation.	Melbourne Water Corporation	N/A	Melbourne Water Corporation	N/A	John Holland	Water	Design and Construct	MWC assessed a broad range of methodologies for the procurement of the project within a Value for Money framework. The assessment identified Design and Construct as the delivery methodology most likely to achieve optimal Value for Money.	Waterfall	Existing	In delivery/under construction
Homes Victoria Model Project 1 (Metropolitan)	Homes Victoria has partnered with the community housing and private sectors to deliver 1,370 new homes across Flemington, Brighton and Prahran. Public land will be leased to the not-for-profit project consortium, Building Communities, who will finance, design, construct and manage the sites for 40 years, before handing all homes back to Homes Victoria. At the end of the lease, the land and all 1,370 homes will return to Homes Victoria to manage. The project aims to increase the supply of social, affordable and market rental housing and tenors in each site to be managed by the community housing and private sectors. The project also includes the delivery of community infrastructure, public realm spaces and services that facilitate and encourage community interaction and integration to create diverse vibrant neighbourhoods.	Homes Victoria	Director of Housing	Homes Victoria	Director of Housing	Building Communities - Consortium name	Health and human services	Public Private Partnership	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other: Partnerships Victoria PPP delivery methodology	Existing	In delivery/under construction
Homes Victoria Model Project 2 (Metropolitan)	Homes Victoria has partnered with the community housing and private sectors to deliver 1,370 new homes across Port Melbourne, South Yarra, Hampton East and Prahran. Public land will be leased to the not-for-profit project consortium, Building Communities, who will finance, design, construct and manage the sites for 40 years, before handing all homes back to Homes Victoria. At the end of the lease, the land and all 1,370 homes will return to Homes Victoria to manage. The project aims to increase the supply of social, affordable and market rental housing and tenors in each site to be environmentally and socially responsive. This includes fostering united communities, including the delivery of public infrastructure and encourage community interaction and integration to create diverse vibrant neighbourhoods.	Homes Victoria	Director of Housing	Homes Victoria	Director of Housing	Building Communities - Consortium name	Health and human services	Public Private Partnership	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters.	Other:	Existing	In delivery/under construction

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Hurstbridge Line Upgrade Stage 2 (metropolitan various)	Duplication of approximately 3 kms of track between Greensborough and Montmorency and a further 1.9 kms between Diamond Creek and Wattle Glen; New station at Greensborough and station upgrade at Montmorency.	Victorian Rail Track (VICT track)	N/A	Victorian Infrastructure Delivery Authority	N/A	SPA - Acciona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path activities across multiple agencies. The approach adopted for this project is to overcome project issues more quickly, avoid risk premiums and adversarial behaviour. It facilitates active participation by the State. Key stakeholders (i.e. MTM and V/line) are incentivised in alignment with delivery partners. Cost risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity). Same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. Project costs are open book and transparent. Lacked in commercial terms.	VIDA (formerly MTIA or VHBA) Project Management Framework	Complete	Practical completion
Iron Road Rail Overpass (Werrimbee)	The project will include construction of a road overpass bridge across the Melbourne-Geelong Railway line, extending the road south towards Browns Road and connecting with a section of Iron Road to be constructed by Wyndham City Council. The Iron Road Rail Overpass will be constructed by the Victorian Government. The project scope includes opportunities for active transport, including a walking and cycling path as well as dedicated on road bike lanes in both directions.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Decmil Southern Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which recommended the Program Delivery Approach as the optimum procurement model for the project. The approach was approved by the Department of Treasury and Finance Investment Lifecycle and High Value Risk Guidelines for procurement.	VIDA (formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
Karaweech Train Maintenance Facility Stage 2 (metropolitan)	Train Maintenance Facility to provide sufficient capacity for planned and reactive maintenance on the Frankston line.	Victorian Rail Track (VICT track)	N/A	Victorian Infrastructure Delivery Authority	N/A	Southern Program Alliance - Acciona	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: Risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour. It facilitates active participation by the State. Key stakeholders (i.e. MTM and V/line) are incentivised in alignment with delivery partners. Cost risk and reward regime incentives meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity). Same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. Project costs are open book and transparent. Lacked in commercial terms.	VIDA (formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
Kardinia Park Stage 5 Redevelopment (Geelong)	The project will deliver a new 14,000 capacity two-tier northern stand to replace the aging Ford Stand and Ablett Terrace and increase the stadium capacity to 20,000. Other key features include new seating, new change rooms and facilities, a sports museum and new media facilities.	Kardinia Park Stadium Trust	N/A	Kardinia Park Stadium Trust	N/A	Besk Velpac	Culture, sport and community	Design and Construct	selected following an endorsed procurement plan developed for the project, steering committee as most appropriate procurement mechanism.	Hybrid	Complete	Post-practical completion
Keeping Victorians Moving (Metropolitan)	Smarter Roads is a transformational program that deploys non-infrastructure and technology measures to deliver long term relief for road congestion and prepare Victoria for the future. Smarter Roads uses a combination of tried-and-tested and innovative initiatives to deliver a significant uplift in operational awareness of what is happening on the city's arterial roads and uses this intelligence to optimise signal operations and respond more quickly to more incidents and disruptions.	Department of Transport and Planning	N/A	Department of Transport and Planning	N/A	Debitte	Transport	Multiple approaches	Multiple procurement methods were selected across the 22 workstreams of Smarter Roads. A Procurement Specialist was embedded within the Program to assist workstreams to select the methodology most appropriate for the needs and complexity of each Contract, and in alignment with DTP's procurement policy.	Other	Existing	In delivery/under construction
M80 Ring Road upgrade (metropolitan north and west)	The V80 Upgrade will widen the freeway, widen on and off ramps and install a new freeway management system along 38km of road from Laverton North to Greensborough.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	CPB Contractors Pty Ltd	Transport	Design and Construct	A Procurement Strategy was prepared as part of the Business Case which recommended Design and Construct as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the optimum delivery model for the project was consistent with the Department of Treasury and Finance Investment Lifecycle and High Value Risk Guidelines for procurement.	VIDA (formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction

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Melbourne Arts Precinct Transformation (Melbourne)	Melbourne Arts Precinct Transformation is the largest cultural infrastructure project in Australia's history. This \$1.7 billion investment will transform the precinct into a world-class cultural destination. The project includes the National Gallery of Victoria Contemporary with a focus on contemporary art and design on Southbank Boulevard; critical maintenance for the Arts Centre Melbourne to improve safety and the visitor and audience experience at the Theatre's Building; 18,000 sqm public new urban garden and renewed public spaces to better connect the institutions with each other and with Sturt Street; shared infrastructure that will serve all the facilities in the precinct more efficiently; further planning and development of Phase Two of the transformation project, of which Arts Centre Melbourne is a focus; and activation and governance of the wider precinct during and after construction.	Melbourne Arts Precinct Corporation	N/A	Melbourne Arts Precinct Corporation / DSIR (Creative Victoria)	N/A	Lendlease	Culture, sport and community	Managing Contractor	The procurement methods for the RACM (MAPT North) component and the MOCV (MAPT South) component have changed from the Novated D&C with competitive ECI model nominated in the Detailed Implementation Plan. The MAPT North Head Contract has been executed through a Managing Contractor procurement model and the MAPT South Head Contract is being sought through a two-stage Managing Contractor model. [These changes have been as a result of consideration of market conditions and market feedback from confirmed bidders, and recommendations from the OPV Development and Efficiency Review workshop and external legal reviews.] Changes were endorsed in by the relevant Project Control Groups and Program Steering Committee and subsequently approved by the MAP Co Board, and reviewed by Gateway processes; and approved by the relevant Minister and Treasurer prior to release to market.	Victoria's Project Management Framework & Policies	Existing	In delivery/under construction
Melton Line Upgrade (statewide)	Upgrade to enable nine-car Varsity trains to operate on the Melton Line	Victorian Rail Track (VCTRack)	N/A	Victorian Infrastructure Delivery Authority	N/A	Not yet allocated.	Transport	TBD - not yet decided	To be determined once Business case is finalised.	Victoria's Project Management Framework	Existing	Feasibility study/planning
Men's prison system capacity (statewide)	The project will expand the capacity of the male prison system providing an additional 660 beds and management cells and supporting infrastructure across five prisons.	Department of Justice and Community Safety	N/A	Department of Justice and Community Safety	N/A	Fleetwood, Hanson Yuckan Pty Ltd, Fairbrother Pty Ltd, VCP, AEGIS	Justice and emergency services	Multiple approaches	Two of the projects were engaged through design and construct, three of the projects were engaged through PPPs.	Other: Department of Justice and Community Safety Project Management Excellence Framework (Community Safety Building Authority adaptation)	Existing	In delivery/under construction
Metro Tunnel Upgrade - Stage 1 (Melton suburbs)	The Metro Tunnel Project will free up space in the City Loop to run more trains to and from the suburbs, by taking our busiest train lines through a new tunnel under the city. That means more trains, more often across Victoria. With a less crowded and more reliable train network, the Saturday and Christmas/Palm Jumper lines will be upgraded with next generation and Contactless Signaling to allow more trains to run more often and more reliably.	Victorian Rail Track (VCTRack)	N/A	Victorian Infrastructure Delivery Authority	N/A	John Holland Pty Ltd, Cross Metro Engineering (Lendlease Melbourne) Pty Ltd, John Holland Pty Ltd, Bouygues Construction Australia Pty Ltd, John Laing & Capella Capital Pty Ltd, Rail Infrastructure Alliance (John Holland Pty Ltd, CPB Contractors Pty Ltd and AECOM Australia Pty Ltd, Metro Trains Melbourne & MTPD), Rail Systems Alliance (CPB Contractors Pty Ltd and Bombardier Transportation Australia Pty Ltd (now Alstom)), Melbourne Pty Ltd & MTPD	Transport	Multiple approaches	The packaging and procurement options assessment for Metro Tunnel Project was conducted according to DTF's HV&T Guidelines and Infrastructure Australia Guidelines. The packaging and procurement model adopted for MTP sought to achieve value for money outcomes by: - allocating risks to the party or parties best placed to manage them; - ensuring the project is managed in an efficient and cost effective manner; - delivering the project on time and on budget.	VIDA (formerly MIA or VHBA) Project Management Framework	Existing	In delivery/under construction
Metro Tunnel Readiness 2023-24	The Metro Tunnel Project (MTP) is approaching completion after seven years of construction. Metro Tunnel Readiness presents a critical workstream for supporting a significant change to Victoria's metropolitan transport system leading up to and beyond MTP Day 1.	Victorian Rail Track (VCTRack)	N/A	Department of Transport and Planning	N/A	Rail Projects Victoria	Transport	Alliance Contracting	Based on requirements the existing Metro Tunnel Project.	Other:	Existing	In delivery/under construction
Metro Tunnel Readiness 2024-25	Continue delivery of preparation activities for the opening of the new Metro Tunnel, including continuing recruitment and training of train drivers and other critical staff, and competing trial operations and activities to support the network integration and operation of the Metro Tunnel.	Victorian Rail Track (VCTRack)	N/A	Department of Transport and Planning	N/A	Rail Projects Victoria	Transport	Alliance Contracting	Based on requirements the existing Metro Tunnel Project.	Other:	New	In delivery/under construction
Mickham Road Upgrade - Stage 1 (Greenvale)	Stage 1 of the project will build extra lanes, add new traffic lights at the Alker Colliery intersection, replace the roundabout at Somerton Road and Mickham Road with a new traffic light intersection, upgrade the Hillview Road and Dellamere Boulevard intersections, and upgrade and build walking and cycling paths.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	BMD Constructions Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which provided the Program Delivery Approach as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the optimum delivery model for the project was consistent with the Department of Treasury and Finance Investment Lifecycle and High Value Risk Guidelines for procurement.	VIDA (formerly MIA or VHBA) Project Management Framework	Existing	In delivery/under construction

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Princes Highway East Duplication Stage 3 (regional various)	Princes Highway East Upgrade Stage 3 will complete the final 12km of dual lanes and deliver a range of safety improvements. Stage 3 will include: <ul style="list-style-type: none"> strengthen the existing highway, install safety barriers and tactile edge lines provide regular U-Turn facilities upgrade 6 intersections including dedicated turning lanes add 2 additional lanes to provide a consistent dual lane highway Flynn: east of Sheppwash Creek Road to west of Flynn's Creek Road Kilmany: east of Maffra-Rosecoble Road Nambrook to Velore Road Kilmany East: east of Velore Road in Kilmany to east of Rempletons Road Initial a centre median with flexible safety barriers to reduce the risk of crashes improve local road and private access to the highway, including a service road in the Kilmany township Build a new 95-metre-long, single-span, steel arch rail bridge at Mt Alford 	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	BLD Infrastructure Pty Ltd, Wheelans Group Investments Pty Ltd, Luning O'Rourke Pty Ltd	Transport	Other	Program Delivery Approach. A Procurement Strategy was prepared as part of the Business Case which recommended the Program Delivery Approach as the optimum delivery model for the recommended solution. The analysis methodology employed to determine the optimum delivery model for the project was consistent with the Department of Treasury and Finance Investment Lifecycle and High Value High Risk Guidelines for procurement.	VIDA (formerly MTA or VHBA) Project Management Framework	Existing	In delivery/under construction
Public Housing Revitalisation Program (metropolitan)	Summary of the Housing Statement released on 20 September 2023, the Victorian Government announced Australia's largest ever urban renewal housing program: retiring and redeveloping all of Melbourne's 44 ageing high-rise public housing estates by 2051. Starting with towers in Flemington, North Melbourne and Carlton, a program of works will progressively retire each tower and redevelop each of the sites. Once redeveloped, residents will move into homes that meet modern building standards, while increasing the number of social homes across the sites by 10 per cent and boosting the number of affordable and market homes. This will increase the number of people living across the 44 tower sites from ~7,000 to an anticipated ~34,000. Indicated funding relates to early works and further planning activities underway.	Homes Victoria	N/A	Homes Victoria	N/A	TBC	Health and human services	TBD - not yet decided	The selection of procurement methodology will be developed as part of the investment case.	Other: Homes Victoria Program Management Framework	New	Business case development
Royal Melbourne Hospital and Royal Women's Hospital (Alden/Parkville)	The program involves the staged development and expansion of the Royal Melbourne Hospital and Royal Women's Hospital. Stage one has been funded by government and includes: decommissioning and demolition of the Materials Handling Building to unlock the site, followed by construction of the new Western Building. The new Western Building will accommodate the new private hospital, public hospital services and complementary services. Stage two (not yet funded) involves the demolition of additional buildings to enable construction of the new Royal Melbourne Hospital Clinical Services Tower. The project will also review the Royal Park campus redevelopment options following the government's decision not to proceed with the Alden hospital campus.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	TBC	Health and human services	TBD - not yet decided	Procurement method has not been decided yet	Other: VHBA Project Management Framework	Existing	Early works/pre-procurement
Regional Housing Fund (regional)	The Regional Housing Fund is a \$1 billion program to deliver over 1,200 new homes across regional Victoria. The new homes will include a mix of social and affordable housing, and will involve close collaboration with councils, regional partnerships, and local communities to determine the appropriate mix of stock and locations for each region.	Homes Victoria	N/A	Homes Victoria	N/A	Various	Health and human services	Multiple approaches	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters. Further details can be found within the program implementation plan.	Other: Homes Victoria Program Management Framework	New	In delivery/under construction
Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various)	The Bendigo and Echuca Line Upgrade includes new stations at Raywood, Hurly and Gooming (State funded), a new electronic train order system, track upgrades between Bendigo and Echuca and level crossing upgrades. The project includes a business case for additional services between Bendigo and Myerston and reopening of 13 sidings in the corridor.	Homes Victoria	N/A	Homes Victoria	N/A	V/Line	Transport	Other	BEU project includes various scopes of brownfields rail upgrades with varying levels of complexity. The project was split into discrete packages to take advantage of V/Line's capacity and capability. Each package passed through a structured procurement process with independent estimator and VFM assessments being conducted for all packages. The two Track Upgrade packages were large scale, low complexity projects competitively tendered by V/Line using their panel contractors. The LX upgrades were tendered by V/Line again using their panel contractors due to the low complexity nature of the upgrades required. V/Line was also selected as the delivery agency for Electronic Train Order (ETO) project that was subsequently stopped and not completed. V/Line would control trains, essentially it was an internal V/Line project. V/Line developed a proposal that was reviewed and endorsed but subsequently found it could not maintain internal support for the project. V/Line have enabled the project service split by expanding the use of the direct Human Train Order (ETO) project was to replace.	Other: Bespoke as per any project Management Framework	Complete	Practical completion

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Royal Victorian Eye and Ear Hospital Redevelopment (Melbourne)	The Royal Victorian Eye and Ear Hospital redevelopment is a mix of new builds and refurbishment of existing facilities, including partial demolition of two central tower blocks and construction of new connecting link bridges.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Hansen Yuncken Pty Ltd	Health and human services	Other	Procurement method was Construction Management. Construction began in 2013 and the procurement model was contemplated prior to or in 2012 before VHBA establishment. [VHBA is not able to confirm the reasoning behind the selection of this procurement method.]	Other VHBA project Management Framework	Complete	Practical completion
Burn and Regional PS&ACS	The program is set to deliver a new residential aged care facility at Orbot Regional Health, redevelop the residential aged care facilities at Mansfield District Hospital and deliver a new 36-bed, two-storey aged care facility in Camperdown. [Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Nicholson Construction (Camperdown), TEC (Mansfield and Orbot)	Health and human services	Construct only	Lump Sum (Construct Only) contract will provide: [The greatest design control, design certainty and detailed thought for the project, [A reasonable degree of cost certainty, [A high level of contractor risk, [A high level of contractor engagement and competitiveness of the potential tendering pool, [Provide a degree of time certainty given the penalties faced by the contractor, and [Assist in transferring cost escalation risks and commercial risks associated with subcontractor going into administration and supply chain management.]	Other VHBA Project Management Framework	Existing	Procurement process
Social Housing Accelerator Program	The Social Housing Accelerator Program will build up to 769 new social housing homes over the next five years with funding from the Commonwealth Government's Social Housing Accelerator. Announced in June 2023, the Social Housing Accelerator is a \$2 billion investment in new social homes across Australia, with \$496.5 million provided for new homes across Victoria. This funding will build 769 new homes including low density developments on homes Victoria owned land, as well as medium and high density developments on Victorian Government owned land and will support the redevelopment of the two towers in Carlton. [Homes Victoria	N/A	Homes Victoria	N/A	Various	Health and human services	Multiple approaches	The selection of procurement methodology is part of the nature of the design of the overarching program to meet cost, schedule and scope parameters. Further details can be found within the program implementation plan.]	Other: Homes Victoria Program Management Framework	New	In delivery/under construction
South Dynon Train Maintenance Facility Stage 1 (Statewide)	To enhance the maintenance capacity to cater for the growing fleet of Velocity trains	Victorian Rail Track (V/Track)	N/A	Victorian Infrastructure Delivery Authority	N/A	South Eastern Program Alliance (SEPA) - Lang O'Rourke	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: [risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour [facilitates active participation by the State [key stakeholders (i.e. MTM and V/line) are incentivised in alignment with delivery partners [cost risk and reward regime incentivises all participants to deliver efficiently [performance risk and reward regime incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) [same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost.] [project costs are open book and transparent.] [locked in commercial terms	VIDA (Formerly MTIA or VHBA) Project Management Framework	Complete	Post-practical completion
South Dynon Train Maintenance Facility Stage 2 (Statewide)	To enhance the maintenance capacity to cater for the growing fleet of Velocity trains.	Victorian Rail Track (V/Track)	N/A	Victorian Infrastructure Delivery Authority	N/A	South Eastern Program Alliance (SEPA) - Lang O'Rourke	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: [risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour [facilitates active participation by the State [key stakeholders (i.e. MTM and V/line) are incentivised in alignment with delivery partners [cost risk and reward regime incentivises all participants to deliver efficiently [performance risk and reward regime incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) [same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost.] [project costs are open book and transparent.] [locked in commercial terms	VIDA (Formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction

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State Basketball Centre development (Knox)	Knox City Council and the Victorian Government, along with stakeholders, have worked cooperatively since 2018 to progress project planning and delivery for the redevelopment of the site. The project will include: 12 new indoor courts resulting in a total of 38 courts; Comprehensive training facilities for high-performance basketball including VMI, and NIT teams; new gymnasium; New administration facilities to support sports operations; new clubhouses, a town square space with cafe, landscaping and cat parking upgrades.	State Sport Centres Trust	N/A	Sport and Recreation Victoria (on behalf of the Department of Jobs, Skills, Industry and Regions)	N/A	ABCO Constructors	Culture, sport and community	Design and Construct	Design and construct procurement (with option to novate design) was selected in consideration of the following: - construction within a live environment and ensuring existing venue operations were not adversely affected during delivery (e.g. construction confined within boundaries, separate to existing venue operations). - Options for further design, development and value management to confirm project scope and ensure scope delivery within available funding envelope. - flexibility to amend scope if design/reallocation of available contingency. - allowing for staged implementation, whilst ensuring opening of complete elements while other elements remained in construction.	Victoria's Project Management Framework & Policies	Existing	In delivery/under construction
Suburban Parks Program (Creating a Ring of New Parkland) (Metropolitan)	The Suburban Parks Program is a 2018 election commitment to create, connect and upgrade more than 6,500 hectares of open space across metropolitan Melbourne.	Department of Energy, Environment and Climate Action	N/A	Department of Energy, Environment and Climate Action	N/A		Environment	Multiple approaches	Competitive tender and select tender, to align with Department of Energy, Environment and Climate Action procurement policy to ensure accountable and cost effective spending of public funds.	Waterfall	Existing	In delivery/under construction
Suburban Rail Loop - Airport (Metropolitan various)	Melbourne Airport Rail is a transformational public transport project connecting Melbourne Airport to Victoria's regional and metropolitan train network for the first time. For all passengers, Melbourne Airport Rail will be a new, high-speed rail line connecting Melbourne Airport to stations on the Geelong, Ballarat, Bendigo and Gippsland lines with a single interchange. - Direct access to Melbourne Airport from 30 stations without the need to change trains, for passengers travelling from the CBD and the booming south eastern suburbs. - A new premium station at Melbourne Airport with 10minute services. - Seamless travel to the heart of Melbourne's CBD in around 30 minutes. - Direct access to key sites including Melbourne University, the Parkville medical precinct and the St Kilda Road business precinct.	Victorian Rail Track (MCTrack)	N/A	Victorian Infrastructure Delivery Authority	N/A	Early Works (Utilities) - Lang O'Rourke, Early Works (Sunshine) - JHG / CPB Early Works (Maribyrnong Bridge) - FCC / Winslow (Domobilised) - All Contractors expected to be demobilised by the end of the year	Transport	Multiple approaches	4 packages were proposed to be procured under an Alliance contract model. 2 packages were proposed to be procured under an ITC contract model. 1 package was delivered under a managing contractor contract model. ITC delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly in the case of rail projects. The alliance approach is suited to most packages of this complexity due to the following benefits: - risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour. - facilitates active participation by the State. - WTM and Vline are a participant in the contract with the delivery partners. - cost, risk and reward regime. Incentivises participants to deliver efficiently. - performance risk and reward regime. Incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity). - project costs are open book and transparent.	Other	Existing	Early works/pre-procurement
Suburban Rail Loop East - Development, Initial and Early Works (Metropolitan various)	To prepare for and de-risk main works, a range of initial and Early Works are being undertaken. Initial and Early Works includes: minor road upgrades; installing underground power supply; rebalancing and protection utilities such as gas, electrical, water and telecommunication services; ground improvement works; construction power and site establishment; and preparation of launch sites for the tunnel boring machines.	Department of Transport and Planning	N/A	Suburban Rail Loop Authority	N/A	Lang O'Rourke	Transport	Managing Contractor	The Managing Contractor model is the most appropriate form of contract for the delivery of the initial and Early Works (IEW) package as it: - allows for varying level of design development of the IEW, whilst still obtaining benefit of any design types across dispersed locations; - can be tailored to achieve the desired level of risk reduction; - allows for design changes as the design of main works packages are developed and refined; - allows for the use of fixed priced and fixed time Design & Construct contracts as "subcontracts" to the Managing Contractor Agreement, ensuring value for money and fixed time and price contracts where appropriate; and - the Managing Contractor model will likely reduce demand on SRLA resources and will facilitate early involvement of the third party delivering the IEW. The early involvement of the Managing Contractor allows for the use of the Managing Contractor's separate to develop IEW designs to the ITC stage and ensures there is a single point of responsibility for the sub-contracting process including tendering, design, construction and fitness for purpose assessments.	Other/AIMS	Existing	In delivery/under construction
Suburban Rail Loop East - Main Works (metro various)	Suburban Rail Loop East will connect our growing health, education, retail and employment precincts in Melbourne's south east between Cheltenham and Box Hill. SRL East Main Works will deliver approximately 28km of twin-bore tunnels with six underground stations at Cheltenham, Clayton, Moorash, Glen Waverley, Burwood and Box Hill. Other infrastructure to be delivered includes a stabling facility in Heatherton, Energy Support Facility in Moor Waverley and Power Supply Substation in Burwood.	Department of Transport and Planning	N/A	Suburban Rail Loop Authority	N/A	WPC - Suburban Connect - consortium comprising CPB Contractors, Ghella Pty Ltd and Acciona Construction and Australia Pty Ltd. Other Packages - TBD	Transport	Alliance Contracting	SRL East - given the size, scale and complexity, various collaborative procurement models have been adopted to strike a balance between managing market capacity and risk appetite (on one hand) and creating opportunities for synergies and the effective management of interfaces across multiple packages (on the other). - The procurement method per package is: - WPC and D (Tunnels) - Incentivised Target Cost with Geotechnical Baseline Report. - WPE and F (Stations) - Alliance. - WPG (linewide) - Alliance/O&M	Other/AIMS	Existing	Procurement process

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Suburban Roads Upgrade - Northern Roads	The Northern Roads Upgrade will fix six priority roads and improve and maintain hundreds of kilometres of arterial roads across Melbourne's northern suburbs. The upgrade will include widening of roads, bridge and bridge lane road will be duplicated to boost capacity. Intersections will also be upgraded along Fitzsimmons Lane in Ebbw. The South Eastern Roads Upgrade will make huge improvements to capacity and boost safety on six priority roads, as well as improve and maintain hundreds of kilometres of arterial roads across the south-eastern suburbs. Extra lanes will be added to Healesville-Koo Wee Rup Road, Lathams Road, Narre Warren-Cranbourne Road and Pound Road West, to slash congestion and improve safety. Healesville North Road and Golf Links Road will also be upgraded. The Masterplan aims to create a healthy and sustainable place which prioritises public transport, walking and cycling, while still providing for necessary vehicle trips. It will help connect the existing community either side of the railway tracks, develop a wider network of green and blue spaces, and encourage more active and sustainable transport. Suburban Roads Upgrade will be delivered in three phases. The first phase will deliver projects outlined in the Masterplan, including works at Station Place, including: - A new bus interchange; A new station plaza and entrance; - New shared user paths and open space; - New pick up / drop off areas; - Creation of a development site; and; - Intersection upgrades around the bus interchanges.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Ace Contractors Group Pty Ltd, SIMC Constructions Pty Ltd, Winlaw Constructors Pty Ltd, Laing O'Rourke Pty Ltd, Decmil Group Ltd, Fulton Hogan Australia Pty Ltd, McConnell Dowell Constructors (AUST) Pty Ltd, Mace Civil Pty Ltd, Seymour Whyte Constructions Pty Ltd	Transport	Other	Program Delivery Approach. Governments approved adopting the Program Delivery Approach to deliver all projects within the Suburban Roads Upgrade Program in June 2020, noting the emergence of the COVID-19 pandemic due to COVID-19 meant it was not possible to progress the projects without significantly restructuring the contractual framework, causing additional cost and delay. The Program Delivery Approach was approved on the basis that it facilitated a rapid procurement to bring projects to market faster to support the State at a time of economic uncertainty.	VIDA (Formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
Sunshine Station Sustainment	Funding is provided to deliver a program of works across The Alfred campus to help maintain the delivery of high-quality critical clinical services such as operating theatres and intensive care and in-patient units.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority/ Department of Health	TBC following completion of procurement strategy.	Health and human services	TBD - not yet decided	DTP commissioned independent advice from North Consulting that shows multiple models are viable. This work will support the preferred model.	Other VHBA project Management Framework	Existing	Procurement process
The Alfred Hospital Infrastructure Upgrade (Prahran)	The original scope of this project was the refurbishment of five wards within the Main Ward Block to remove hazardous materials and address urgent infrastructure and fire compliance issues. The COVID pandemic required the use of buildings originally identified for decontaminating (and the refurbishment areas themselves) to be used for treatment. These areas remain in clinical use today, requiring a review of scope (feasibility study recently completed).	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority/ Department of Health	TBC	Health and human services	TBD - not yet decided	Procurement method has not been decided yet.	Other VHBA project Management Framework	New	Feasibility study/planning
Twenty-five more level crossings removed by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton-Truganina	The removal of an additional 25 level crossings (adding to the previously agreed 85) of Victoria's dangerous and congested level crossings.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: - Risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour (i.e. MFR and V-line) - Facilitates active participation by the State - Key stakeholders (i.e. MFR and V-line) incentivises all participants to deliver efficiently - Performance risk and reward regime (incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) - Same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. - Project costs are open book and transparent. - Locked in commercial terms.	VIDA (Formerly MTIA or VHBA) Project Management Framework	Existing	Early works/pre-procurement
Twenty-five more level crossings removed by 2030 (Level Crossing Removal) - McDonald & Beer, Mordialloc, Station St, Ascendale	The removal of an additional 25 level crossings (adding to the previously agreed 85) of Victoria's dangerous and congested level crossings.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Southern Program Alliance (SPA) - Acciona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: - Risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour (i.e. MFR and V-line) - Facilitates active participation by the State - Key stakeholders (i.e. MFR and V-line) incentivises all participants to deliver efficiently - Performance risk and reward regime (incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) - Same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. - Project costs are open book and transparent. - Locked in commercial terms.	VIDA (Formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction
Twenty-five more level crossings removed by 2030 (Level Crossing Removal) - Calder Hwy, Watsons Rd, Diggers Rest	The removal of an additional 25 level crossings (adding to the previously agreed 85) of Victoria's dangerous and congested level crossings.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Western Program Alliance (WPA) - McConnell Dowell Constructors (Aust) Pty Ltd	Transport	Alliance Contracting	LXP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: - Risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour (i.e. MFR and V-line) - Facilitates active participation by the State - Key stakeholders (i.e. MFR and V-line) incentivises all participants to deliver efficiently - Performance risk and reward regime (incentivises meeting other State objectives in excess of project objectives (i.e. skills, sustainability, diversity) - Same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost. - Project costs are open book and transparent. - Locked in commercial terms.	VIDA (Formerly MTIA or VHBA) Project Management Framework	Existing	In delivery/under construction

Project Name	Project Description	Responsible Entity	Previous Responsible Entity	Delivery Entity	Previous Delivery Entity	Main Contractors	Sector	Procurement Method	Explanation for Procurement Method	Management Method	Project Status	Project Stage
Twenty-five more level crossing removals by 2030 (Logistics-Hub) (Metropolitan various) minus various named packages	The removal of an additional 25 level crossings (adding to the previously agreed 83) of Victoria's dangerous and congested level crossings.	Department of Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	South Eastern Program Alliance (SEPA) - Lang O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - McConnell Dowell Constructors (Aus) Pty Ltd, North Western Program Alliance (NWA) - John Holland Pty Ltd, Southern Program Alliance (SPA) - Acciona Infrastructure Australia Pty Ltd	Transport	Alliance Contracting	LXRP delivers complex projects in brownfield environments that require significant stakeholder involvement, particularly given the need to coordinate critical path occupations within an operating rail network. The alliance approach is suited to projects of this complexity due to the following benefits: <ul style="list-style-type: none"> • Risks and opportunities are shared to overcome project issues more quickly, avoid risk premiums and adversarial behaviour • Facilitates active participation by the state • Key stakeholders (i.e. MTM and VU) are incentivised in alignment with delivery partners • Cost risk and reward regime is shared across all parties • Program delivery is transparent and visible • Sustainability, diversity, same team developing and delivering the project, resulting in the state having earlier visibility of the true project cost • Project costs are open book and transparent • Locked in commercial terms 	VDA (formerly project Management Framework)	Existing	In delivery/under construction
Warrambool Base Hospital redevelopment (incl Warrambool Regional Hospital) (Metropolitan various)	The first stage of redeveloping the Warrambool Base Hospital includes enhancing the capacity of the emergency department, operating theatres and acute inpatient beds, relocating of supply and linen services to a new site and the development of a new regional logistics distribution centre.	Department of Health	N/A	Victorian Infrastructure Delivery Authority	Victorian Health Building Authority / Department of Health	Hansen Yunken	Health and human services	Managing Contractor	The MC model was identified as the procurement model that best aligned with the procurement objectives and achieving a VM solution. The model also allows the state control over the design which is important to manage the quality of the design outcomes to achieve the model of care. Under the MC contract, the Managing Contractor was appointed during the design development phase. This allowed time for collaboration between the MC and the design team to identify timesaving construction methodology, providing delivery assurance. The early appointment of the contractor promoted program efficiency and also allowed for early procurement of materials and sub-contractors to assist in the early construction of the project.	Other VHA project Management Framework	Existing	In delivery/under construction
Water for a growing North (W/NR/Esca)	Construction of a pump station and 20km pipeline from the Yan Yean Water Treatment Plant to the Bald Hill, Kallaloo Service Reservoir. The project meets growing demand for water in the northern and western suburbs of Greater Melbourne and supports development in the planned growth area.	Melbourne Water Corporation	N/A	Victorian Infrastructure Delivery Authority	N/A	Aqua DC, SFP	Water	Design and Construct	MWC assessed a broad range of procurement methodologies for the project. Within a Value for Money framework, the assessment identified Design and Construct as the delivery methodology most likely to achieve optimal Value for Money. MWC split this project into three contract delivery packages: (1) D&C for the pump station (2) MWC procurement of the pipes supplied to two D&C construction packages.	Waterfall	Existing	In delivery/under construction
West Gate Tunnel (Metropolitan various)	The West Gate Tunnel Project is a city-shaping project that will deliver a vital alternative to the West Gate Bridge, provide quicker and safer journeys, and remove thousands of trucks off residential streets.	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	Transurban Ltd, CPB Contractors Pty Ltd, John Holland Pty Ltd	Transport	Public Private Partnership	The West Gate Tunnel Project was a marketed proposal from Transurban and was assessed by the DfT in accordance with their market led proposal framework, the contract procurement method decision was incorporated as part of the assessment.	MTIA (formerly Project Management Framework)	Existing	In delivery/under construction
Western Highway (Regional various)	The Western Highway Duplication will: <ul style="list-style-type: none"> • Add an extra lane in each direction between Burnside and Stawell (4-lane safety barriers) • Upgrade the existing 2-lane road to 4-lane roads with safety barriers and service lanes. The project has been split into three sections for planning and delivery purposes. Section 1 the Ballarat to Bearfort has finished construction. Section 2 Bearfort to Ararat has a 12.5 km portion remaining the Bunargo to Ararat section which involves: <ul style="list-style-type: none"> - Adding two lanes in each direction, including extra turning lanes - Building a new bridge over the railway line - Building two bridges over Hopkins river • Adding an interchange at Hillside Road, with entry and exit ramps • Building 6 kilometres of new road to the south of the existing Western Highway. 	Department of Transport and Planning	N/A	Victorian Infrastructure Delivery Authority	N/A	BMD Constructors Pty Ltd, John Holland Pty Ltd, Centre State Asphalt Pty Ltd, Lendlease Corporation Ltd, CPB Contractors Pty Ltd, Seymour Whyte Constructors Pty Ltd	Transport	Other	MWC assessed a broad range of procurement methodologies. Design then Construct, with Early Contractor involvement was adopted to enable the design to be fully developed with MWC oversight (to manage treatment process performance risk) whilst ensuring constructability aspects were included.	VDA (formerly MTIA or VHA) Project Management Framework	Existing	In delivery/under construction
Western treatment plant 5 (Western)	The 5 West Nutrient Removal Plant replaces aging treatment assets and increases sewage treatment capacity at the Western Treatment Plant.	Melbourne Water Corporation	N/A	Melbourne Water Corporation	N/A	BMD	Water	Other	MWC assessed a broad range of methodologies for the procurement of the Project within a Value for Money framework. The assessment identified Design and Construct, with elements of Early Contractor involvement (ECI), as the delivery methodology most likely to achieve optimal Value for Money.	Waterfall	Existing	In delivery/under construction
Western treatment plant waste activated sludge treatment augmentation (Wembee)	The project delivers a significant upgrade to the Western Treatment Plant and diverts raw sewage away from existing overboarded treatment assets. The project provides more environmentally sustainable and efficient sewage treatment.	Melbourne Water Corporation	N/A	Melbourne Water Corporation	N/A	John Holland	Water	Design and Construct	MWC assessed a broad range of methodologies for the procurement of the Project within a Value for Money framework. The assessment identified Design and Construct, with elements of Early Contractor involvement (ECI), as the delivery methodology most likely to achieve optimal Value for Money.	Waterfall	Existing	In delivery/under construction
Western treatment plant waste activated sludge treatment augmentation (Wembee)	The project delivers a significant upgrade to the Western Treatment Plant and diverts treatment by-products (sludge) away from existing overboarded treatment assets to. The project provides more environmentally sustainable and efficient sewage treatment.	Melbourne Water Corporation	N/A	Melbourne Water Corporation	N/A	John Holland	Water	Design and Construct	MWC assessed a broad range of methodologies for the procurement of the Project within a Value for Money framework. The assessment identified Design and Construct, with elements of Early Contractor involvement (ECI), as the delivery methodology most likely to achieve optimal Value for Money.	Waterfall	Existing	In delivery/under construction

Project Name	Region Type	LGAs	Scope RAG ratings	Scope RAG rating explanation	Cost RAG Ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
85 by 2025 (Level Crossing Removal) - Bunde Rd, Beaconsfield	Metropolitan	Cardinia	Green		Green		Green		Green		89,009,000	91,862,000		71,891,000	2019
85 by 2025 (Level Crossing Removal) - Calder, Mt O'R, Hidden Rd	Metropolitan	Brimbank	Green		Green		Green		Green		156,410,000	158,463,000		49,897,000	2019
85 by 2025 (Level Crossing Removal) - Coobone Rd, Hill Rd, Lydiate	Metropolitan	Yarra Ranges	Green		Green		Green		Green		701,778,000	722,804,000		508,353,000	2019
85 by 2025 (Level Crossing Removal) - Moon Parade, Moon Park	Metropolitan	Whittlesea	Green		Green		Green		Green		353,389,000	365,651,000		248,097,000	2019
85 by 2025 (Level Crossing Removal) - McGregor, Main, Racecourse	Metropolitan	Cardinia	Green		Green		Green		Green		1,055,030,000	1,095,074,000		864,166,000	2019
85 by 2025 (Level Crossing Removal) - Station St, Beaconsfield, Progress St, South Dandenong, Station St, Officer	Metropolitan	Cardinia	Green		Green		Green		Green		237,625,000	239,468,000		44,551,000	2019

Project Name	Region Type	LGAs	Scope RAG ratings	Scope RAG ratings explanation	Cost RAG ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP-4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
85 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd (Perthside)	Metropolitan	Kingston	Green		Green		Green		Green		554,627,000	567,483,000		324,071,000	2019
85 by 2025 (Level Crossing Removal) (metropolitan various) - minus named packages	Metropolitan	Barwale; Bayville; Bercondarra; Brimbank; Cardinia; Casey; Darebin; Frankston; Glen Elms; Greater Dandenong; Hobsons bay; Hume; Kingston; Knox; Manningham; Maribymong; Mooroodah; Melbourne; Melton; Merri-bek; Monash; Moonee Valley; Mornington Peninsula; Nillumbik; Port Phillip; Stonnington; Whitehorse; Whittlesea; Wyndham; Yarra; Yarra Ranges	Green		Green		Green		Green		5,599,533,000	3,311,137,000	The TEI has decreased by \$84.892 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.	5,138,205,000	2019
A Pathway to more acute mental health beds; Responding to the needs of the most vulnerable; Commission into Victoria's Mental Health System (Statewide)	Statewide	Brimbank; Greater Geelong; Melbourne; Whittlesea	Green		Green		Green		Green		492,200,000	492,200,000		475,299,818	2021
Additional acute mental health beds in regional Victoria (various)	Regional	Ballarat; Greater Shepparton; Wangaratta	Amber	Confirmation of scope is subject to agreed alignment with the Statewide Plan for Mental Health Services. I	Green		Green		Green		195,834,000	195,834,000		7,833,854	2022
Additional Vocality traits (regional various)	Statewide	Ararat; Ballant; Bay Baw; Bena; Brimbank; Campaspe; Central Goldfields; Cole; Omeo; Conangamite; East Gippsland; Gannawarra; Greater Bendigo; Greater Geelong; Greater Shepparton; Hepburn; Hobsons bay; Hume; Indigo; Latrobe; Macedon Ranges; Maribymong; Melbourne; Melton; Merri-bek; Mitchell; Moonee Valley; Moorabool; Mount Alexander; Myone; Pyrenees; Strathbogie; Surf Coast; Swan Hill; Wangaratta; Warrambool; Wellington; Whittlesea; Wodonga; Wyndham; Yarra	Green		Green		Green		Green		332,000,000	340,000,000	The TEI has decreased by \$8,000 million which has been reprioritised to Train radio system upgrade (metropolitan).	315,374,000	2019
Arden Precinct Redevelopment (Metropolitan)	Metropolitan	Melbourne	Green		Amber	The cost of relocation and as such potential compensation payable under the Land Acquisition and Compensation Act has increased.	Green		N/A						2022
Austin Hospital Emergency Department Upgrade (Heidelberg)	Metropolitan	Banyule	Green		Green		Green		Green		275,000,000	275,000,000	The TEI includes \$45,247 million provided in the 2023-24 Budget in the 'Hospital Infrastructure Delivery Fund (statewide) initiative. This initiative is part of Labor's Financial Statement 2022.	4,033,185	2024

Project Name	Region Type	LGAs	Scope BAG ratings	Scope BAG ratings explanation	Cost BAG ratings	Cost BAG rating explanation	Time BAG ratings	Time BAG rating explanation	Benefits BAG rating	Benefits BAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Foreshore from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Regional	Ballarat	Green		Green		Green		Green		650,288,000	465,600,000		238,720,935	2018
Barwon Heads Road Upgrade (Barwon Heads)	Regional	Greater Geelong	Green		Green		Green		Green		358,805,000	318,300,000	342,960,000		2019
Barwon Women's and Children's Hospital (Geelong)	Regional	Greater Geelong	Green		Green		Green		Green		514,102,000	514,102,000	37,806,156		2022
Better aged care services for regional Victorians (regional various)	Regional	Gannawarra; Moira; Wellington	Green		Green		Green		Green		162,246,000	162,246,000	1,255,644		2023
Big Housing Build (statewide)	Statewide	Alpine; Ararat; Ballarat; Barwick; Bass Coast; Baw Baw; Bayside; Benalla; Boroondra; Borough of Queenscliffe; Brimbank; Buloke; Campaspe; Cardinia; Casey; Central Goldfields; Colac Otway; Corangamite; Darebin; East Gippsland; Frankston; Gannawarra; Glen Elga; Glenelg; Golden Plains; Greater Bendigo; Greater Dandenong; Greater Geelong; Greater Shepparton; Hepburn; Hindmarsh; Hobsons Bay; Horsham; Hume; Indigo; Kingston; Knox; Latrobe; Loddon; Macleod Ranges; Mansfield; Maribyrnong; Melton; Merri; Mitchell; Mildura; Moira; Monash; Moonee Valley; Moorabool; Mornington Peninsula; Mount Alexander; Moynes; Murrindindi; Nilumbik; Northern Grampians; Port Phillip; Pyrenees; Queenscliffe; South Gippsland; Southern Grampians; Stomington; Strathbogie; Surf Coast; Swan Hill; Towong; Wangaratta; Warrambrook; Wellington; West Wimmera; Whitehorse; Whittlesea; Wodonga; Wyndham; Yarra; Yarra Ranges; Yarramback	Green		Green		Amber	Program is at risk to deliver within the approved schedule.	Green		2,326,428,000	2,999,000,000	1,482,348,000		2022
Building a better hospital for Melbourne's inner west (Footscray)	Metropolitan	Maribyrnong	Green		Green		Green		Green		1,998,605,000	1,495,000,000	1,453,588,766		2019
Building a bigger and better Latrobe Regional Hospital (Traralgon)	Regional	Latrobe	Green		Green		Green		Green		223,500,000	217,000,000	217,097,342		2019

Project Name	Region Type	LOAs	Scope RAG ratings; explanation	Scope RAG rating	Cost RAG ratings; explanation	Cost RAG rating	Time RAG ratings; explanation	Time RAG rating	Benefits RAG rating; explanation	Benefits RAG rating	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Building a world class hospital for Frankston Families (Frankston)	Regional	Greater Geelong	Green	Green	Green	Green	Green	Amber	As per the BMP, the benefits to be achieved in the 2024-25 period. This period was scheduled to allow for a full financial year to have been completed post GAC's reopening. As such, though the measurement system is in place and data collected, only specific data has been captured.	140,000,000	140,000,000	128,000,000	This project is a PPP where the upfront capital investment has resulted in additional scope and whole-of-life benefits while remaining within the project's affordability benchmark. The TEI has increased by \$2,000 million due to funding being reflected from the 'Providing additional bed capacity through modular facilities (metropolitan various) initiative to improve the existing emergency department reception and triage area at Frankston Hospital. The project is scheduled for completion by the end of 2025, with the remaining refurbishment and other works completed by 2027-28.	140,000,000	2020
Building a world class hospital in Maryborough (Maryborough)	Regional	Central Goldfields	Green	Green	Green	Green	Green	Green	The TEI has decreased by \$2,689 million due to budgeted amounts being reclassified as operating expenditure instead of capital expenditure, in line with the completion date has been revised to quarter 1 2024-25 in line with a revised project schedule.	115,000,000	100,000,000	100,000,000	48,992,312	2021	
Building works stimulus (statewide)	Statewide	Alpine; Ararat; Ballarat; Banyule; Bass Coast; Baw Baw; Bendigo; Berrin; Boroondara; Brimbank; Buloke; Campaspe; Cardinia; Casey; Central Goldfields; Colac Otway; Corangamille; Darwin; East Gippsland; Frankston; Gannawarra; Glen Elgin; Golden Plains; Greater Bendigo; Greater Dandenong; Greater Geelong; Greater Shepparton; Hepburn; Hindmarsh; Hobsons Bay; Horsham; Hume; Indigo; Kingston; Knox; Latrobe; Loddon; Macedon Ranges; Manningham; Mansfield; Maribymong; Maroonah; Melbourne; Milton; Merri-bek; Mildura; Mitchell; Moira; Monash; Moonee Valley; Moorabool; Mornington Peninsula; Mount Alexander; Moyne; Murrindindi; Nillumbik; Northern Grampians; Port Phillip; Pyrenees; Queenscliff; South Gippsland; Southern Grampians; Swan Hill; Sunbury; Tarnagata; The Grampians; Warragbelle; Warrnambool; Wollaton; West Wimmera; Whittles; Whittles; Wodonga; Wyndham; Yarra; Yarra Ranges; Yarriambiack	Green	Green	Green	Green	N/A	N/A	As part of the crisis council/COVID19 response by the state government, the completion date for works did not have a business case or ILM developed.	172,611,000	155,000,000	155,000,000	171,830,000	2022	
Car Parks for Commuters (statewide)	Statewide	Banyule; Baw Baw; Brimbank; Cardinia; Casey; Frankston; Greater Bendigo; Greater Dandenong; Greater Geelong; Hume; Knox; Macedon Ranges; Maree; Merri-bek; Monash; Moorabool; Nillumbik; Pyrenees; Whittles; Wyndham; Yarra Ranges	Green	Green	Green	Green	Green	Green	The TEI has decreased by \$27,606 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been revised to quarter 2 2025-26 to reflect expected environmental approval timelines. The TEI includes \$121,399 million of approved government funding and \$132,869 million in Commonwealth Government funding due to the Commonwealth Infrastructure Investment Program review.	610,210,000	150,000,000	150,000,000	463,875,000	2019	

Project Name	Region Type	LGAs	Scope BAG ratings	Scope BAG ratings explanation	Cost BAG Ratings	Cost BAG rating explanation	Time BAG ratings	Time BAG rating explanation	Benefits BAG rating	Benefits BAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Foymote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Carlton redevelopment - 246 units/sites (North-West metropolitan)	Metropolitan	Melbourne	Green		Green		Green		Green		149,093,000	147,840,000		249,093,000	2011
The TEI has increased by \$1.300 million to reflect additional revenue received from sales.															
Gaulfield Rationalisation Works (metropolitan various)	Metropolitan	Glen Eira	Green		Green		Green		Green		234,158,000	240,076,000		187,677,906	2021
The TEI has decreased by \$2.525 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.															
City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne)	Metropolitan	Melbourne	Green		Green		Green		Green		454,607,000	132,863,000		445,525,031	2016
The TEI has decreased by \$101.3 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.															
Clyde Road upgrade (metropolitan southeast)	Metropolitan	Casey	Green	Seven community hospitals will be delivered at full scope in Whitteesea, Craigieburn, Cranborne, Phillip Park, Phillip Park, Port Phillip and Sorbus. Further service planning is being undertaken at Eltham, Emerald Hill and Torquay to optimise care models at these remaining locations.	Green		Green		Green		277,700,000	248,679,000		36,526,501	2023
The TEI is funded by \$243.679 million of Commonwealth Government funding.															
Community hospitals to give patients the best care (Statewide)	Statewide	Bass Coast; Cardinia; Casey; Hume; Whittlesea; Wyndham	Amber		Green		Green		Green		869,986,000	675,000,000		401,958,944	2019
The TEI has increased by \$194.986 million due to \$192.040 million in additional expenditure from the 2023 budget and \$2,946 million from Government Infrastructure Contributions funding to deliver additional dialysis chairs at the Sunbury Community Hospital. The scope of the project has changed to progress with a number of sites in delivery and some other sites subject to further service planning. The estimated completion date has been revised to quarter 4 2025-26 in line with a revised project schedule.															
Cooling our public housing towers (metropolitan)	Metropolitan	Darebin; Hobsons Bay; Maribyrnong; Merri-bek; Moonee Valley; Port Phillip; Stomington; Yarra	Green		Green		Green		Green		156,672,000	135,800,000		3,819,000	2023
The TEI has decreased by \$8.928 million due to a reallocation to the Public Housing Revitalisation (metropolitan) initiative to align to the first tranche of the program. This initiative is part of Labor's Financial Statement 2022.															
Dandering Corridor Readiness Works (metropolitan various)	Metropolitan	Glen Eira; Greater Dandenong; Kingston; Melbourne; Monash; Stonnington; Yarra	Green		Green		Green		Green		275,020,000	276,590,000		245,166,171	2021
The TEI has decreased by \$1.095 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.															

Project Name	Region Type	LGAs	Scope RAG ratings explanation	Scope RAG ratings	Cost RAG ratings explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Digital Meters	Metropolitan	Bayside; Cardinia; Casey; Frankston; Glen Eira; Greater Dandenong; Kingston; Knox; Mornington Peninsula; Port Phillip	Green	Green	Green	Amber	The exchange of digital meters is currently behind schedule due to supply chain constraints delaying the delivery of digital meters. East Water has a recovery plan in place and will accelerate through the exchange program to ensure all benefits are delivered. Financially, the program is currently forecast to be under budget due to favourable exchange rates through the tender of Digital Meters and Field Services.	Green		263,841,998	277,739,476	The TEI has decreased by \$13.332 million due to delivery of digital metering program caused by supply chain issues which has resulted in a net decrease in the TEI	16,634,755	2023
E-Class Tram Infrastructure Program (metropolitan various)	Metropolitan	Bayside; Boroondara; Darebin; Glen Eira; Melbourne; Merri-bek; Port Phillip; Stonnington; Yarra	Green	Green	Green	Green		Green		789,106,000	744,294,000	No footnote	57,014,000	2010
Emergency Departments Expansion Program (Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Metropolitan	Casey; Wyndham	Green	Green	Green	Green	Identification of suitable sites and local planning approval processes have impacted the Geelong, Ballarat, and Shepparton sites. The other five sites are forecast to be delivered in time.	Green		279,521,000	236,400,000	The TEI has increased by \$43.521 million to reflect \$35.521 million additional funding provided in the 2024-25 Budget for the Casey Hospital Emergency Department Expansion Program. The additional funding for the Werribee Mercy Hospital due to funding being reflected from the 'Providing additional bed capacity through modular facilities (metropolitan various)' initiative	18,118,000	2022
Expanding mental health treatment facilities for Victoria's youth (Statewide)	Statewide	Ballarat; Banyule; Frankston; Greater Bendigo; Greater Dandenong; Greater Geelong; Greater Shepparton; Latrobe	Green	Green	Green	Red	Additional latent condition remediation costs encountered in Stage 1 Early works. Cost escalation across the sector potentially flowing through Main Roads. Currently being assessed.	Green		141,000,000	141,000,000		35,335,552	2021
Fishermans Bend Innovation Precinct at the former General Motors Holden Site - Stage 1 (Melbourne)	Metropolitan	Melbourne	Green	Amber	Green	Green		Green		179,443,000	179,443,000	The TEI has increased by \$17.943 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards. The forecast date has been revised to quarter 2 2025-26 in line with a revised project schedule.	99,427,000	2021
Forensic Mental Health Expansion Project Stage 1 (and 2 (airfield))	Metropolitan	Yarra	Green	Green	Green	Green		Green		462,657,000	369,560,000		159,726,233	2021

Project Name	Region Type	LEAs	Scope RAG ratings	Scope RAG ratings explanation	Cost RAG ratings	Cost RAG ratings explanation	Time RAG ratings	Time RAG ratings explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Goulburn Valley Health redevelopment - planning and development (Shepparton)	Regional	Greater Shepparton	Green		Green		Green		Green		229,449,000	166,525,000		229,349,000	2015
East Ocean Road Renewal (Baywon South West)	Regional	Colac Otway, Congamite, Moyne, Surf Coast	Amber	There are risks associated with the project that are currently being monitored.	Green		Amber	Due to long lead times some projects are at risk of not starting before the funding period.	Green		255,000,000	255,000,000	The estimated completion date has been revised to quarter 1 2026-26 in line with a revised project schedule.	115,864,000	2020
Hill Road Upgrade (Sye)	Metropolitan	Casey, Frankston	Green		Green		Green		Green		282,775,000	169,000,000	The TEI has decreased by \$0.329 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting changes. The TEI includes \$341.253 million of Commonwealth Government funding.	275,772,272	2019
High Capacity Metro Trains	Metropolitan	Brimbank, Cardinia, Casey, Frankston, Glen Eira, Greater Dandenong, Hume, Kingston, Maribymong, Melbourne, Melton, Monash, Port Phillip, Stonnington, Yarra	Green		Green		Green		Green		2,264,776,000	2,176,000,000	The estimated completion date has been revised to quarter 4 2024-25 in line with a revised project schedule. The TEI includes financing costs.	2,238,733,000	2015
Hobsons Bay Main Yarra crossing duplication (Spotswood)	Metropolitan	Hobsons bay	Green		Green		Red	Commencement of the project was delayed due to an extension of the project registration period following project approval.	Green		206,299,000	138,165,000	The estimated completion date has been revised to quarter 3 2024-25 to align with a revised project schedule.	137,836,000	2022
Homes Victoria Ground Lease Model Project 1 (Metropolitan)	Metropolitan	Bayside, Moonee Valley, Port Phillip	Green		Green		Green		Green		517,422,000	263,667,000	This project is being delivered as an availability PPP under a Ground Lease Model. The TEI has been revised following the outcome of commercial negotiations to deliver an additional 286 social and affordable homes at the Flemington site. The updated TEI includes project development, demolition, procurement costs, capital contribution, and the contribution to be made by Building Communities. The estimated completion date has been revised to quarter 2 2026-27 in line with the additional scope of works.	397,839,000	2023
Homes Victoria Ground Lease Model Project 2 (Metropolitan)	Metropolitan	Bayside, Port Phillip, Stonnington	Green		Green		Green		Green		686,644,000	259,802,000	This project is being delivered as an availability PPP under a Ground Lease Model. The TEI has been revised following financial close of the project in November 2023. The updated TEI includes project development, demolition, procurement costs, capital contribution, and the contribution to be made by Building Communities. The estimated completion date has been revised to quarter 2 2026-27 in line with the contract outcome.	182,259,000	2023

Project Name	Region Type	LCAs	Scope RAG ratings	Scope RAG ratings explanation	Cost RAG ratings	Cost RAG ratings explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Hurstbridge Line Upgrade Stage 2 (metropolitan various)	Metropolitan	Banyule	Green	Green	Green	Green	Green		Green		589,355,000	589,000,000		620,400,000	2019
Leon Road Rail Overpass (Werribee)	Metropolitan	Wyndham	Green	Green	Green	Green	Green		Green		110,889,000	103,600,000	The TEI has decreased by \$2.994 million due to budgeted amounts being reclassified as operating instead of capital expenditure. The TEI includes \$56.900 million of Commonwealth Government funding and early works funding.	47,439,483	2021
Kardinia Park Station Stage 5 Redevelopment (Geelong)	Regional	Greater Geelong	Green	Green	Green	Green	Red	given builder procurement-related issues that resulted in significant program delays for this project as all the was not met.	Amber	The Trust has enterprise KPIs that record various data sets including some that tie back to the Benefits listed in the business case. Given the project has just achieved procurement completion this is in its infancy.	365,698,000	365,500,000	The TEI has decreased by \$0.402 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been revised to 2025 to reflect a more accurate forecast following contract award.	383,073,055	2023
Kardinia Park Station Stage 5 Redevelopment (Geelong)	Regional	Greater Geelong	Green	Green	Green	Red			Amber	detached used to measure performance against Smarter Roads KPIs utilises a Data Fusion model which is continuously improving. The accuracy and reliability of data sources continues to evolve, however progress has been made in proposed network efficiency delivered by Smarter Roads. Smarter Roads has allowed DTP to provide faster and better coordinated responses to incidents and disruptions on the network, and improve proactive	141,923,000	141,950,000		141,923,000	2020
Keeping Victorians Moving (metropolitan)	Metropolitan	Boroondara, Casey, Greater Dandenong, Hobsons bay, Kingston, Knox, Monash, Stornborough, Wyndham	Green	Green	Green	Green	Green		Amber	The estimated completion date has been revised to quarter 4 2024-25 due to delays in software upgrades to align with the latest hardware implemented.	173,127,000	173,950,000		168,628,000	2020
M80 Ring Road upgrade (metropolitan north and west)	Metropolitan	Brimbank, Hume, Nillumbik, Whittlesea, Wyndham	Green	Green	Green	Green	Green		Green		656,804,000	673,077,000	The TEI includes \$349.130 million of Commonwealth Government funding.	499,905,192	2017

Project Name	Region Type	LOAs	Scope RAG ratings: Explanation	Scope RAG ratings: Explanation	Scope RAG ratings: Explanation	Cost RAG ratings: Explanation	Time RAG ratings: Explanation	Benefits RAG rating: explanation	Benefits RAG rating: explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Melbourne Arts Precinct Transformation Phase One (Melbourne)	Metropolitan	Melbourne	Amber	Rating based on most recent MPWR reporting and Project Dashboards as supplied to PSC/Board monthly.	Amber	Based on the latest cost plans showing estimated minor overrun, high latent conditions risk and a decline in remaining contingency.	Green	Amber	Benefits Mapping Plan to be updated 24/25 with project partners to reflect expanded/evolving benefits over time	1,574,389,000	1,409,534,000		221,213,029	2020
Melton Line Upgrade (Statewide)	Statewide	Melton	Green		Green		Green	N/A	Business Case still in development.	641,000,000	641,000,000	This initiative is part of Labor's Financial Statement 2022.	770,000	2023
Men's prison system capacity (Statewide)	Statewide	Aranz, Greater Geelong, Melton, Mount Alexander	Amber	Significant defects in the modular cells for the Barwon, MRC and Hopkins projects have emerged and are currently under investigation.	Red	Significant defects in the modular cells for the Barwon, MRC and Hopkins projects have emerged and are currently under investigation. Accurate cost estimates are pending that investigation, but estimates are published. This is in alignment with the business case.	Red	Green	The TEI has decreased by \$4.095 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been revised to quarter 3 2024-25 in line with a revised project schedule.	754,010,000	1,255,377,000		611,729,000	2019
Metro Tunnel (Metropolitan various)	Metropolitan	Melbourne; Stomington	Green	MTP is in its most complex phase of construction with significant risks and issues to be managed through to Day 1. MTPPO is working closely with its contractors and Government to monitor these risks and issues, understand their impact, and ensure they are appropriately managed.	Amber		Green	Green		12,642,471,070	10,900,000,000	The TEI excludes financing costs. The TEI has increased by \$2,784 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.	11,884,510,880	2016
Metro Tunnel Readiness 2023-24	Metropolitan	Melbourne	Green		Green		Green	Green		240,863,000	238,079,000		155,261,000	2023
Metro Tunnel Readiness 2024-25	Metropolitan	Melbourne	Green		Green		Green	Green		151,198,000	151,198,000		0	2024
Micheham Road Upgrade - Stage 1 (Greenvale)	Metropolitan	Hume	Green		Green		Green	Green	The TEI has decreased by \$0.110 million due to budgeted amounts being reclassified as capital expenditure, in line with accounting standards. The TEI includes \$499,540 million of Commonwealth Government funding.	206,727,000	206,727,000		156,981,735	2021

Project Name	Region Type	LGAs	Scope RAG ratings explanation	Cost RAG ratings explanation	Time RAG ratings explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy, Stage 3 Project (Cheltenham)	Metropolitan	Kingsdon	Green	Green	Green	Green		139,630,000	134,630,000	The TEI has increased by \$5,000 million due to funding being redirected from the primary aged care redevelopment. Major works have been completed in the 2023-24 Budget.	44,877,054	2021
Modernise the Digital Train Radio System (Metropolitan)	Metropolitan	Barwon; Bawdab; Broomevale; Brimbank; Cardinia; Casey; Darebin; Frankston; Glen Eira; Greater Dandenong; Hobsons Bay; Hume; Kingston; Knox; Mairi; Monash; Moorabool; Moorabool; Mornington Peninsula; Nillumbik; Port Phillip; Stonnington; Whitehorse; Whittlesea; Wyndham; Yarra; Yarra Ranges	Green	Green	Green	Green		179,908,000	179,908,000	No footnote.	0	2024
Monash Medical Centre Redevelopment (Clayton)	Metropolitan	Kingsdon	Green	Green	Green	Green		535,000,000	535,000,000	The TEI includes \$56.700 million provided in the 2023 Budget for the Hospital Infrastructure Delivery Fund (or similar) initiative. This initiative is part of Labor's Financial Statement 2022.	2,000,000	2024
More hospital and aged care beds for Melbourne - East (Angell Hospital Expansion Stage 2) (Upper Ferntree Gully)	Metropolitan	Knox	Green	Green	Green	Green		112,000,000	103,420,000		7,397,764	2021
More Velocity trains 2022-23 (regional)	Statewide	Ararat; Ballarat; Baw Baw; Benalla; Brimbank; Campaspe; Central Goldfields; Colac Otway; Corangamite; East Gippsland; Geelong; Greater Geelong; Greater Shepparton; Hepburn; Hobsons Bay; Hume; Indigo; Latrobe; Macedon Ranges; Mandaynong; Melbourne; Melton; Merri-bek; Mitchell; Moonee Valley; Moorabool; Mount Alexander; Myone; Pyrenees; Strathbogie; Surf Coast; Swan Hill; Wangaratta; Warrambol; Wellington; Whittlesea; Wodonga; Wyndham; Yarra	Green	Green	Green	Green		250,040,000	250,040,000		198,773,000	2022
More Velocity trains 2023-24 (regional)	Statewide	Ararat; Ballarat; Baw Baw; Benalla; Brimbank; Campaspe; Central Goldfields; Colac Otway; Corangamite; East Gippsland; Gannawarra; Greater Bendigo; Greater Geelong; Greater Shepparton; Hepburn; Hobsons Bay; Hume; Indigo; Latrobe; Macedon Ranges; Mandaynong; Melbourne; Melton; Merri-bek; Mitchell; Moonee Valley; Moorabool; Mount Alexander; Myone; Pyrenees; Strathbogie; Surf Coast; Swan Hill; Wangaratta; Warrambol; Wellington; Whittlesea; Wodonga; Wyndham; Yarra	Green	Green	Green	Green		600,759,000	600,759,000	This initiative is part of Labor's Financial Statement 2022.	297,158,000	2023
Murray Basin Rail Project (regional) (various)	Regional	Ararat; Ballarat; Buloke; Central Goldfields; Gannawarra; Golden Plains; Greater Geelong; Hepburn; Loddon; Mildura; Moorabool; Northern Grampians; Pyrenees; Swan Hill; Yarrambank	Green	Green	Red	Green	MBRP is experiencing delivery challenges mainly as a result of rail signalling and communications resource being re-allocated to existing networks, existing conditions, market constraints, and issue resolution integrating the project scope into the existing network. Continuing to work with ARTC and rail signalling providers on critical delivery issues.	885,720,000	220,000,000	The TEI has increased by \$18,500 million due to reclassification from Ballarat Line Upgrade and has decreased by \$5,643 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date is subject to significant signalling design work and co-ordination with the pipeline of projects underway across the program and will be updated when these arrangements have been settled. The TEI includes \$476,400 million of Commonwealth Government funding.	786,502,456	2014
New Melton Hospital (Cobblebank)	Metropolitan	Melton	Green	Green	Green	Green		1,000,000,000	1,000,000,000	The TEI for this initiative will be reported as commercial arrangements are finalised.	46,948,000	2021

Project Name	Region Type	LGAs	Scope RAG ratings	Scope RAG rating explanation	Cost RAG ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
New metropolitan trains	Statewide	Frankston; Glen Eira; Hume; Kingston; Melbourne; Merribook; Moonee Valley; Stonnington; Yarra	Green	Green	Green	Green	Green	Green	Green	The estimated completion date has been revised to quarter 3 2027-28 in line with a revised project schedule.	985,849,000	985,849,000	266,944,000	2021	
New Tarnet railway station (Tarnet)	Metropolitan	Wyndham	Green	Green	Green	Green	Green	N/A	The Benefits Management Plan is yet to be developed.	124,000,000	124,000,000	3,574,452	2023		
New trains for Sunbury (Metropolitan various)	Metropolitan	Brimbank; Hume; Maribyrnong; Melbourne; Melton	Green	Green	Green	Green	Green	Green	Following the 2024 State Budget, government has deferred the decision to provide recurrent output funding for WLC operations. This is likely to hamper capacity for the new WLC to commence in Q3 FY2024/25, and as a result, the capacity to manage and realise benefits arising from the new asset.	1,762,601,000	2,050,366,999	1,199,246,042	2019		
New Wyndham Law Court Development (Werribee)	Metropolitan	Wyndham	Green	Green	Green	Green	Amber	The TEI has increased by \$3,800 million due to funds being reflected from the Bendigo Law Courts Redevelopment (Bendigo) project for access road works not undertaken by DCJS in constructing the East Werribee Police Station.	274,928,000	271,300,000	192,540,000	2020			
Next Generation Trains	Metropolitan	Maribyrnong; Melbourne; Moonee Valley	Green	Green	Green	Green	Green	Green	The TEI has increased by \$55,601 million due to additional scope for the Automatic Vehicle Monitoring System and decreased by \$3,000 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.	1,495,845,000	1,488,292,000	251,015,000	2020		
North East Link - Primary Package (Tarnet) and State Toll Package (Greenborough)	Metropolitan	Banyule; Boroondara; Manningham; Melbourne; Whitehorse; Yarra	Green	Green	Green	Green	Amber	Amber	The current BMP will be updated to reflect current scope of the project and this will be completed following the completion of the final tender packages.	14,034,000,000	15,640,266,000	4,555,890,000	2019		

Project Name	Region Type	LGAs	Scope RAG ratings explanation	Cost RAG ratings explanation	Time RAG ratings explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
North East Link (State and Freeway Packages) Upgrade (Springale to Hoddle)	Metropolitan	Banyule; Boroondara; Manningham; Melbourne; Whitehorse; Yarra	Green	Green	Green	Amber	The current BMP will be updated to reflect current scope of the project and this award of the final freeway packages. 5,708,993,000	5,708,993,000	5,708,993,000	This project was previously published as part of 'North East Link (State and Freeway Packages)' in the 2023-24 Budget. The funding reflects a combination of existing and additional funding, as reported in the 2023-24 Budget Update. The project includes a share of \$1.750 billion of approved expenditure will be reported when the procurement processes and commercial arrangements are finalised.	2024	
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greensborough)	Metropolitan	Banyule; Boroondara; Manningham; Melbourne; Whitehorse; Yarra	Green	Green	Green	Amber	The current BMP will be updated to reflect current scope of this project and this award of the final freeway packages. 3,824,210,000	3,824,210,000	3,824,210,000	This project was previously published as part of 'North East Link (State and Freeway Packages)' in the 2023-24 Budget. The funding reflects a combination of existing and additional funding, as reported in the 2023-24 Budget Update. The project includes a share of \$1.750 billion of Commonwealth Government funding.	2024	
North East Link (State and Freeway Packages) North East Link Connections (Bulleen/Watson)	Metropolitan	Banyule; Boroondara; Manningham; Melbourne; Whitehorse; Yarra	Green	Green	Green	Amber	The current BMP will be updated to reflect current scope of the project and this award of the final freeway packages. 2,642,357,000	2,642,357,000	858,224,888	This project was previously published as part of 'North East Link (State and Freeway Packages)' in the 2023-24 Budget. The funding reflects a combination of existing and additional funding, as reported in the 2023-24 Budget Update. The project includes a share of \$1.750 billion of Commonwealth Government funding.	2024	
Northern Hospital Redevelopment (Epping)	Metropolitan	Whittlesea	Green	Green	Green	Green	812,500,000	812,500,000	3,203,106	The TEI includes \$122.500 million provided in the 2023-24 Budget in the 'Hospital Infrastructure Delivery Fund (statewide)' initiative and \$17,000 million from Building emergency departments kids and families can count on'. This initiative is part of Labor's Financial Statement 2022.	2024	
Nyaa Banyul Geelong Convention and Event Centre (Geelong)	Regional	Greater Geelong	Green	Green	Green	Green	449,100,000	141,300,000	144,200,000	The project is being delivered as a precinct partnership under a viability PPP. The TEI reflects the outcome of Financial Close of the project in December 2023. This initiative was previously reported under the 'Geelong City Deal (Geelong)' in the 2023-24 Budget. The TEI includes \$30,000 million of Commonwealth Government funding and \$3,000 million of City of Greater Geelong funding. The estimated completion date of quarter 4 2025-26 reflects the completion of the convention and event centre and hotel. The TEI excludes financing and acquisition and ongoing operating costs.	2022	
Pakenham Roads Upgrade (Pakenham)	Metropolitan	Cardinia	Green	Green	Green	Green	415,700,000	391,495,000	160,765,740	The TEI is funded by \$391.495 million of Commonwealth Government funding.	2023	

Project Name	Region Type	LGAs	Scope RAG rating explanation	Cost RAG rating explanation	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Princes Highway East Duplication Stage 3 (Regional Various)	Regional	Leopold: Wellington	Green	Green	Green	Green		286,529,000	236,493,000	The TEI includes \$202.600 million of Commonwealth Government Funding.	243,926,381	2020
Public Housing Revitalisation Program (Metropolitan)	Metropolitan	Melbourne	Green	Green	Green	N/A	Business case not yet developed	436,197,000	436,197,000	The TEI includes \$8.428 million due to a reallocation from the Cooling our public housing towers (metropolitan) initiative to align to the first tranche of redevelopment of public housing towers.	44,519,000	2025
Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Acute/Perinatal)	Metropolitan	Melbourne	Green	Green	Green	Green		2,338,000,000	2,338,000,000	The estimated completion date is being re-evaluated due to the project now progressing at a single site in Parkville.	65,499,600	2023
Regional Housing Fund (Regional)	Regional		Green	Green	Green	N/A		701,000,000	701,000,000	The Regional Housing Fund also includes \$229 million in output funding.	55,000,000	2025
Regional Rail Renewal - Borooro/Echuca (Regional Various)	Regional	Campaspe: Greater Bendigo	Green	Green	Green	Green		160,470,000	91,000,000	The TEI has increased by \$10.000 million due to reappropriation from Avon River Bridge Upgrade for the extended development timeframe required as a result of V/line's new track standard and has decreased by \$1.158 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The TEI includes \$13.876 million of Commonwealth Government Funding.	151,026,421	2018

Project Name	Region Type	LGAs	Scope RAG ratings explanation	Scope RAG ratings	Cost RAG ratings explanation	Time RAG ratings explanation	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote to from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Regional Rail Renewal - Gippsland Stage 1 (Regional various)	Statewide	Baw Baw, Cardinia, East Gippsland, Latrobe, Wellington	Green	Green		Time RAG rating explanation experiencing delivery challenges mainly as a result of rail signalling resourcing shortages, market constraints, existing network condition and contractor underperformance and late integration of the project scope into the existing network. Scheduling of GLU has been impacted by the need to sequence these works with other projects, including MTP, rakeham level crossing removal and construction of new stations.	Green	878,100,000	435,000,000	The TEI has increased by \$17,500 million due to reappropriation from other projects and has decreased by \$6,200 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date is subject to signalling design work and co-ordination with the pipeline of projects underway across the program and will be updated when these arrangements have been settled. The TEI includes \$320,000 million of Commonwealth Government funding. The TEI includes \$449,400 million of Commonwealth Government funding.	562,664,000	2018
Regional Rail Renewal - Shepparton Line Stage 3 (Shepparton)	Regional	Greater Shepparton	Green	Green		Time RAG rating explanation SLU is experiencing delivery challenges mainly as a result of rail signalling and communications resource shortages, existing network conditions and constraints.	Green	414,200,000	400,000,000	The TEI has decreased by \$0,630 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date is subject to signalling design work and co-ordination with the pipeline of projects underway across the program and will be updated when these arrangements have been settled. The TEI includes \$320,000 million of Commonwealth Government funding.	289,419,222	2020
Regional Rail Renewal - Warrambool Line Upgrade - Stage 2 (Regional various)	Regional	Colac Otway, Corangamite, Greater Geelong, Moyne, Surf Coast, Warrambool	Green	Green		Time RAG rating explanation Whilst the majority of the project has been completed and additional services have been delivered, market constraints have limited the ability to perform the Level Crossing axle counter upgrade project. This is expected to allow the weekly trains to run on the line.	Green	281,070,000	260,000,000	The TEI has decreased by \$9,392 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been updated to reflect the commercial arrangements have been finalised. The TEI includes \$208,000 million of Commonwealth Government funding.	148,615,521	2020
Regional Rail Renewal - Geelong Duplication - Stage 2 (Regional various)	Regional	Greater Geelong	Green	Green		Time RAG rating explanation The TEI has decreased by \$32,900 million due to reappropriation to Warrambool Line Upgrade Stage 1 and has decreased by \$39,621 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been confirmed as quarter 2 2024-25 following settlement of the existing funding arrangements for this project. The TEI includes \$254,000 million of Commonwealth Government funding.	933,600,000	899,200,000	The TEI has decreased by \$32,900 million due to reappropriation to Warrambool Line Upgrade Stage 1 and has decreased by \$39,621 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The estimated completion date has been confirmed as quarter 2 2024-25 following settlement of the existing funding arrangements for this project. The TEI includes \$254,000 million of Commonwealth Government funding.	665,915,055	2020	
Road blitz to get families home sooner and safer (Statewide)	Statewide	Casey, Greater Geelong, Hobsons Bay, Melton, Mitchell, Moorabool, Wyndham	Green	Green		Time RAG rating explanation	Green	673,800,000	674,000,000	The TEI has decreased by \$10,200 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. The TEI includes \$170,000 million of Commonwealth Government funding. This initiative is part of Labor's Financial Statement 2022.	31,716,404	2023

Project Name	Region Type	LGAs	Scope RAG ratings	Scope RAG ratings explanation	Cost RAG Ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Royal Victorian Eye and Ear Hospital redevelopment (Melbourne)	Metropolitan	Melbourne	Green		Green		Green		Green		319,807,000	165,000,000	The TEI has increased by \$2,000 million in line with a revised project schedule, funded from savings from the Victorian Heart Hospital initiative which was completed in the 2023-24 Budget. The Royal Victorian Eye and Ear Hospital project was published as completed in the 2023-24 Budget.	319,807,000	2012
Rural and Regional PSRACS Revealisation Strategy Stage 1 2022-23 (regional various)	Regional	Corangamite, East Gippsland, Mansfield	Green		Green		Green		Green		142,845,000	142,845,000		9,699,728	2023
Social Housing Accelerator Program	Statewide		Green		Green		Green		N/A	In accordance with the Social Housing Accelerator Schedule that the Treasurer signed on Victoria, the Commonwealth Government will commence evaluation of Victoria's progress within the first two years of the program. Homes Victoria will work with the Commonwealth to undertake evaluations of the SHAP.	463,343,000	463,343,000	The TEI is funded by \$463.343 million of Commonwealth Government funding.	3,000,000	2025
South Dynon Train Maintenance Facility Stage 1 (Statewide)	Metropolitan	Melbourne	Green		Green		Green		Green		121,774,000	121,774,000		119,964,652	2021
South Dynon Train Maintenance Facility Stage 2 (Statewide)	Metropolitan	Melbourne	Green		Green		Green		Green		296,255,000	296,255,000	The estimated completion date has been revised to quarter 1 2026-27 following a more precise forecast obtained after contract award.	65,624,866	2023

Project Name	Region Type	LGAs	Scope RAG ratings explanation	Scope RAG ratings	Cost RAG rating explanation	Time RAG rating explanation	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote to from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
State Basketball Centre refurbishment (Box)	Metropolitan	Knox	Green	Green		Time RAG rating explanation: amouped to be completed by end of 2023. Project has experienced delays (inclement weather and COVID related construction industry shutdowns and longer term resourcing supply chain issues). New facilities construction was largely delayed by steel manufacture and delivery to site, along with subcontractor performance, insolvency and financial viability. However works still reached completion in December 2023.	Green	128,659,000	128,449,000	The TEI has increased by \$0.250 million due to additional funds to enable mechanical systems and amenity upgrades of the 'Main Shop Court' into the project's scope. TEI also includes a \$27.700 million contribution from the Knox City Council.	128,499,000	2022
Suburban Parks Program (Creating a Ring of New Parkland) (Metropolitan)	Metropolitan	Knox; Boroondara; Birmabank; Cardinia; Casey; Dandenong; Frankston; Glen Eira; Greater Dandenong; Hobsons bay; Hume; Kingston; Knox; Manningham; Maribyrnong; Merri-bek; Melton; Moonee Valley; Mornington Peninsula; Nillumbik; Port Phillip; Stonnington; Whitehorse; Whittlesea; Wyndham; Yarra; Yarra Ranges	Green	Green		Green	Green	210,531,000	74,300,000	The TEI has increased by \$18.841 million to reflect revised project costings.	210,530,935	2019
Suburban Rail Loop - Airport (metropolitan various)	Metropolitan	Hume							860,680,000	The State and Commonwealth governments have committed \$5,000 billion each to the project. The TEI and associated costs are not reported at this time as the Commonwealth Government has only recently appointed a mediator (With Australia Pacific Airports (Melbourne) Pty Ltd) continuing to demand compensation and an underground station, the completion date is likely to be at least four years delayed.	1,015,270,100	2019
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Metropolitan	Kingston; Monash; Whitehorse	Amber	Green		Green	Green	2,500,000,000	2,100,000,000	The estimated completion date has been revised to quarter 3 2025-26 to reflect a revised schedule of works relating to the completion of initial and early works for the project.	875,000,000	2021
Suburban Rail Loop East - Main Works (metro various)	Metropolitan	Kingston; Monash; Whitehorse	Green	Green			Green	30,700,000,000	30,700,000,000	The Suburban Rail Loop East is expected to cost between \$3.26 billion and \$3.5 billion and is expected to be completed by 2035. The estimated cost includes \$3.60 billion (GST exclusive) for the Suburban Rail Loop East tunnel south contract from Cheltenham to Glen Waverley, which was awarded in December 2023. The TEI, estimated expenditure and estimated completion date will be disclosed following the procurement of the main works packages. The TEI includes \$2,200 billion of Commonwealth Government funding.	1,698,600,000	2022

Project Name	Region Type	LCAs	Scope RAG ratings: Explanation	Scope RAG rating	Cost RAG ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Foreshore from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Metropolitan	Casey, Frankston; Greater Dandenong; Hume; Manningham; Whitehorse; Yarra Ranges	Green	Green	Green		Green		Green		2,523,005,000	2,268,800,000	The TEI has increased by \$10,204 million due to additional funding from developer contributions for the design and construction of the intersection works as part of the Narre Warren Cranbourne Road Upgrade Project and the Bridge Inn Road Upgrade Project. The TEI includes \$1,140,000 million of Commonwealth Government funding.	2,317,582,071	2018
Sunshine Station Masterplan	Metropolitan	Brimbank	Amber	Green	Green	Delivery of the Sunshine Station Masterplan is subject to future government decisions on Melbourne Airport Rail and Western Rail.	Amber	Green	Green				The TEI estimated expenditure and estimated completion date will be disclosed following the completion of the procurement process.		2023
Sustaining statewide health service delivery at The Alfred (Pratman)	Metropolitan	Stonnington	Green	Green	Green		Green		Green		118,000,000	118,000,000	0		2024
The Alfred Hospital urgent infrastructure (Pratman)	Metropolitan	Stonnington	Green	Green	Green		Green		Green		174,500,000	69,500,000	The TEI has increased by \$105,000 million due to a revised strategy to deliver fire safety compliance works. The estimated completion date has been revised to quarter 4 2029-30 in line with the revised strategy to deliver fire safety compliance works.	13,218,000	2018
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Bear, Morialloc, Stanton St, Aspendale	Metropolitan	Melton; Wyndham	Green	Green	Green		Green		Green		328,892,000	329,343,000	8,479,000		2023
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Calder Hwy, Watsons Rd, Diggers Rest	Metropolitan	Hume, Melton	Green	Green	Green		Green		Green		677,412,000	678,403,000	23,949,000		2023
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Metropolitan	Hume, Melton	Green	Green	Green		Green		Green		295,614,000	296,278,000	16,055,000		2023

Project Name	Region Type	LGAs	Scope RAG ratings	Scope RAG ratings explanation	Cost RAG Ratings	Cost RAG rating explanation	Time RAG ratings	Time RAG rating explanation	Benefits RAG rating	Benefits RAG rating explanation	Current Approved TEI (\$)	Original TEI (\$)	Footnote from BP4	Estimated total expenditure up to 30 June 2024 (\$)	First BP4 Appearance
Twenty-five more level crossing renewals by 2030 (Level Crossing Renewal Program) (Metropolitan various) - minus named packages	Metropolitan		Green		Green		Green		Green		5,207,547,000	5,218,076,000	The TEI has decreased by \$12.535 million due to budgeted amount being reclassified as operating instead of capital expenditure, in line with accounting standards.	254,582,000	2023
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	Regional	Warrnambool	Green		Green		Green	Commencement of the project was delayed due to an extended CHMP and planning approval process.	Green		384,200,000	384,200,000		88,100,000	2021
Water for a growing North (Whittlesse)	Metropolitan	Whittlesse	Green		Green		Red		Green		134,800,000	108,236,000	The estimated completion date has been revised to quarter 1 2024-25 to align with a revised project schedule.	112,503,000	2022
West Gate Tunnel (Metropolitan various)	Metropolitan	Hobsons Bay, Maribyrnong, Melbourne, Wyndham	Green		Green		Green		Green		10,159,204,000	6,344,432,000	The TEI has increased by \$5.112 million due to budgeted amounts being reclassified as capital instead of operating expenditure, in line with accounting standards.	9,130,397,342	2016
Western Highway duplication - Ballarat to Stawell (Regional various)	Regional	Arauc, Ballarat, Northern Grampians, Pyrenees	Green	Works in the area continue to be on hold while a new Cultural Heritage Management Plan (CHMP) is being prepared.	Red	Works in the area continue to be on hold while a new Cultural Heritage Management Plan (CHMP) is being prepared.	Red	Works in the area continue to be on hold while a new Cultural Heritage Management Plan (CHMP) is being prepared.	Green		656,357,000	412,800,000	The estimated completion date is to be confirmed once planning activities are completed. The TEI includes \$499.380 million of Commonwealth Government funding.	603,479,185	2009
Western treatment plant 5 (Metropolitan various)	Metropolitan	Wyndham	Green		Green		Green		Green		333,070,000	290,284,000	The estimated completion date has been revised to quarter 1 2025-26 to align with a revised project schedule.	231,787,000	2022
Western treatment plant primary treatment capacity augmentation (Werrimbee)	Metropolitan	Wyndham	Green		Green		Green		Green		550,030,000	333,821,000	This project was approved after the 2023-24 Budget.	40,865,000	2024
Western treatment plant waste activated sludge treatment augmentation (Werrimbee)	Metropolitan	Wyndham	Green		Green		Green		Green		146,560,000	107,115,000	The project was approved after the 2023-24 Budget.	10,787,000	2024

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion Date Variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
85 by 2025 (Level Crossing Removal) - Burrup Rd, Beaconsfield	Qtr 2 2025-26	Qtr 2 2025-26	0	0	89,009,000					N/A	N/A	N/A	N/A	N/A	N/A
85 by 2025 (Level Crossing Removal) - Calder Rd, Holden Rd	Qtr 2 2025-26	Qtr 2 2025-26	0	0	156,410,000					N/A	N/A	N/A	N/A	N/A	N/A
85 by 2025 (Level Crossing Removal) - Gibson Rd, Hill Rd, Lydiate	Qtr 2 2025-26	Qtr 2 2025-26	0	0	701,776,000					N/A	N/A	N/A	N/A	N/A	N/A
85 by 2025 (Level Crossing Removal) - Mount Parade, Mount Park	Qtr 2 2025-26	Qtr 2 2025-26	0	0	353,389,000					N/A	N/A	N/A	N/A	N/A	N/A
85 by 2025 (Level Crossing Removal) - McGregor, Main, Beecroft	Qtr 2 2025-26	Qtr 2 2025-26	0	0	1,053,030,000					N/A	N/A	N/A	N/A	N/A	N/A
85 by 2025 (Level Crossing Removal) - Station St, Beecroft, Progress St, South Dandenong, Station St, Officer	Qtr 2 2025-26	Qtr 2 2025-26	0	0	237,625,000					N/A	N/A	N/A	N/A	N/A	N/A

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
86 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd, (Perkdale)	Qtr 2 2025-26	Qtr 2 2025-26	0		554,027,000					N/A	N/A	N/A	N/A	N/A	N/A
86 by 2025 (Level Crossing Removal) (metropolitan various) - minus named packages	Qtr 2 2025-26	Qtr 2 2025-26	0		5,599,533,000					No	In 2017, a Program Business Case was published, addressing and presenting evidence for the proposed rail works level crossing and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level (ie. its aims, site-specific technical solutions, and the process for identifying site solutions). Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings.	Yes			Yes
A Pathway to more acute mental health beds, responding to the findings of the report of the Commission into Victoria's Mental Health System (statewide)	Qtr 2 2023-24	Qtr 3 2023-24	-1		492,200,000					Yes		Yes			Yes
Additional acute mental health beds in regional Victoria (various)	Qtr 4 2028-29	Qtr 2 2026-27	10		395,884,000					Yes		Yes			Yes
Additional V/ocity trains (regional various)	Qtr 4 2025-26	Qtr 4 2023-24	8		332,000,000					Yes		Yes			Yes
Aden Precinct Redevelopment (metropolitan)			N/A							Yes		Yes			Yes
Austin Hospital Emergency Department Upgrade (Heidelberg)	Qtr 2 2028-29	Qtr 2 2028-29	0		275,000,000					Yes		Yes			Yes

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtr)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat)	Qtr 2 2027-28	Qtr 4 2025-26	6		650,385,000					Yes		Yes		Yes	
Barwon Heads Road Upgrade (Barwon Heads)	Qtr 1 2023-24	Qtr 4 2023-24	-3		66,005,000	292,000,000				Yes		Yes		Yes	
Barwon Women's and Children's Hospital (Geelong)	Qtr 2 2029-30	Qtr 2 2029-30	0		464,102,000	50,000,000				Yes		Yes		Yes	
Better aged care services for regional Victorians (regional various)	Qtr 1 2028-29	Qtr 1 2028-29	0		162,246,000					Yes		Yes		Yes	
Big Housing Build (statewide)	Qtr 4 2027-28	Qtr 4 2026-27	4		2,326,428,000					Yes		Yes		Yes	
Building a better hospital for Melbourne's inner west (Footscray)	Qtr 1 2025-26	Qtr 4 2024-25	1		1,958,605,000					Yes		Yes		Yes	
Building a bigger and better Latrobe Regional Hospital (Traralgon)	Qtr 2 2023-24	Qtr 4 2023-24	-2		223,500,000					Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Building a world class Grouping Performance Centre (Geelong)	Qtr 1 2024-25	Qtr 4 2022-23	5		140,000,000					Yes		Yes		Yes	
Building a world class hospital for Frankston families (Frankston)	Qtr 3 2025-26	Qtr 4 2024-25	3		1,110,084,000	10,000,000				Yes		Yes		Yes	
Building a world class hospital in Maryborough (Maryborough)	Qtr 1 2025-26	Qtr 2 2024-25	6		115,000,000					Yes		Yes		Yes	
Building works stimulus (statewide)	Qtr 1 2024-25	Qtr 4 2024-22	9		172,611,000					No	As part of the crisis council/COVID19 response by the state government, this program of works did not have a business case, or ILM developed.	No	As part of the crisis council/COVID19 response by the state government, this program of works did not have a business case, or ILM developed.	No	As part of the crisis council/COVID19 response by the state government, this program of works did not have a business case, or ILM developed.
Car Parks for Commuters (statewide)	Qtr 2 2025-26	Qtr 4 2022-23	10		473,880,000	136,330,000				Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtr)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Carlton redevelopment - 246 units/sites (North-West metropolitan)	Qtr 3 2023-24	Qtr 1 2017-18	26		3,49,095,000					Yes		Yes		Yes	
Gaulfeld Rationalisation Works (metropolitan various)	Qtr 4 2025-26	Qtr 4 2025-26	0		234,158,000					Yes		Yes		Yes	
City Loop fire and safety upgrade (Stage 2) and intruder alarm (Melbourne)	Qtr 2 2023-24	Qtr 4 2019-20	14		464,607,000					Yes		Yes		Yes	
Clyde Road upgrade (metropolitan southeast)	Qtr 1 2027-28	Qtr 1 2027-28	0			277,700,000				Yes		Yes		Yes	
Community hospitals to give patients the best care (Statewide)	Qtr 4 2025-26	Qtr 4 2024-25	4		869,986,000					Yes		Yes		Yes	
Cooling our public housing towers (metropolitan)	Qtr 4 2026-27	Qtr 4 2026-27	0		326,872,000					Yes		No	The budget bid outlines the evaluation strategy, changes to BP3 outputs and estimated impact on output performance measures.	No	The budget bid outlines the evaluation strategy, changes to BP3 outputs and estimated impact on output performance measures.
Dandenong Corridor Readiness Works (metropolitan various)	Qtr 2 2025-26	Qtr 2 2025-26	0		275,020,000					Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtr)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Digital Meters	Qtr 4 2028-29	Qtr 4 2028-29	0					277,739,476		Yes		Yes		Yes	
E-Class Tram Infrastructure Program (metropolitan various)	Qtr 4 2027-28	Qtr 4 2025-26	8		789,106,000					Yes		Yes		No	Benefits Realisation Plan will be developed as outlined in the Program Management Plan. (As per the PAR Review).
Emergency Departments Expansion Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Qtr 4 2026-27	Qtr 4 2026-27	0		269,921,000	10,000,000				Yes		Yes		Yes	
Expanding mental health treatment facilities for Victoria's youth (Statewide)	Qtr 4 2024-25	Qtr 4 2024-25	0		141,000,000					Yes		Yes		Yes	
Fishermans Bend Innovation Precinct at the former General Motors plant Site 5 Stage 1 (Melbourne)	Qtr 2 2025-26	Qtr 4 2024-25	6		179,443,000					Yes		No	The FBPR Project has a Benefits Management Plan, Strategic Value Creation and Capture Report, and a Detailed Implementation Plan (Business Case) that would be required as part of the Investment Logic Map.	Yes	
Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield)	Qtr 4 2024-25	Qtr 4 2024-25	0		462,457,000					Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Goulburn Valley Health redevelopment - planning and development (Shepparton)	Qtr 4 2022-23	Qtr 4 2020-21	8		229,340,000					Yes		Yes		Yes	
Great Ocean Road Reserve (Baywon South West)	Qtr 1 2025-26	Qtr 4 2024-25	1		255,000,000					Yes		Yes		Yes	
Hill Road Upgrade (Snye)	Qtr 3 2023-24	Qtr 1 2024-25	-2		140,923,000	141,257,000				Yes		Yes		Yes	
High Capacity Metro Trains	Qtr 4 2024-25	Qtr 1 2023-24	7		2,264,776,000					Yes		Yes		Yes	
Hobsons Bay Main Yarra crossing duplication (Spotswood)	Qtr 3 2024-25	Qtr 1 2024-25	2						205,259,000	Yes		Yes		Yes	
Mopac Victoria Grouped Lease Model Project 1 (metropolitan)	Qtr 2 2026-27	Qtr 3 2023-24	11		517,422,000					Yes		Yes		Yes	
Mopac Victoria Grouped Lease Model Project 2 (metropolitan)	Qtr 2 2026-27		N/A		686,644,000					Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Hursbridge Line Upgrade Stage 2 (metropolitan various)	Qtr 4 2022-23	Qtr 2 2022-23	2		596,355,000					Yes		Yes		Yes	
Leon Road Rail Overpass (Werribee)	Qtr 2 2025-26	Qtr 2 2025-26	0		53,889,000	57,000,000				Yes		Yes		Yes	
Kororoit Train Maintenance Facility Stage 2 (metropolitan)	Qtr 1 2025-26	Qtr 4 2025-26	-3		365,095,000					No	This project is funded through a Funding Submission for Metro Tunnel which forms part of an enhancement project under the Metro Tunnel Business Case.	No	This project is funded through a Funding Submission for Metro Tunnel which forms part of an enhancement project under the Metro Tunnel Business Case.	No	This project is funded through a Funding Submission for Metro Tunnel which forms part of an enhancement project under the Metro Tunnel Business Case.
Kardinia Park Station Stage 5 Redevelopment (Geelong)	Qtr 4 2023-24	Qtr 4 2022-23	4		141,923,000					Yes		Yes		Yes	
Keeping Victorians Moving (metropolitan)	Qtr 4 2024-25	Qtr 4 2023-24	4		173,127,000					Yes		Yes		Yes	
M80 Ring Road upgrade (metropolitan north and west)	Qtr 3 2024-25	Qtr 3 2020-21	16		306,884,000	350,000,000				Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Melbourne Arts Precinct Transformation Phase One (Melbourne)	Qtr 2 2028-29	Qtr 2 2028-29	0		1,336,989,000		237,800,000			Yes		Yes		Yes	
Melton Line Upgrade (Statewide)	Qtr 4 2028-29	Qtr 4 2028-29	0		641,000,000					No	Business Case being developed	No	Not yet but intended	No	Not yet but intended
Men's prison system capacity (Statewide)	Qtr 3 2024-25	Qtr 4 2022-23	7		754,010,000					Yes		Yes		Yes	
Metro Tunnel (Greenwich various)	Qtr 2 2025-26	Qtr 4 2025-26	-2		12,642,471,070					Yes		Yes		Yes	
Metro Tunnel Readiness 2023-24	Qtr 2 2025-26	Qtr 2 2025-26	0		240,863,000					Yes		Yes		Yes	
Metro Tunnel Readiness 2024-25	Qtr 2 2025-26	Qtr 2 2025-26	0		151,196,000					Yes		Yes		Yes	
Micheham Road Upgrade - Stage 1 (Greenvale)	Qtr 4 2025-26	Qtr 4 2025-26	0		97,187,000	109,540,000				Yes		Yes		Yes	

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Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy Stage 3 Strategic Project (Cheltenham)	Qtr 4 2025-26	Qtr 4 2025-26	0		139,650,000					Yes		Yes		Yes	
Modernise the Digital Train Radio System (Metropolitan)	Qtr 2 2030-31	Qtr 2 2030-31	0		179,906,000					Yes		Yes		Yes	
Morash Medical Centre Redevelopment (Clayton)	Qtr 4 2028-29	Qtr 4 2028-29	0		535,000,000					Yes		Yes		Yes	
More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully)	Qtr 4 2026-27	Qtr 4 2026-27	0		112,000,000					Yes		Yes		Yes	
More Velocity trains 2022-23 (regional)	Qtr 4 2026-27	Qtr 4 2026-27	0		250,040,000					Yes		Yes		Yes	
More Velocity trains 2023-24 (regional)	Qtr 4 2027-28	Qtr 4 2027-28	0		600,750,000					Yes		Yes		Yes	
Murray Basin Rail Project (regional various)	Qtr 4 2017-18	N/A			357,600,000	528,115,000				Yes		Yes		Yes	
New Melton Hospital (Cobblebank)	Qtr 4 2028-29	Qtr 4 2028-29	0		1,000,000,000					Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtr)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
New metropolitan trains	Qtr 3 2027-28	Qtr 2 2026-27	5		985,849,000					Yes		Yes		Yes	
New Tarnet railway station (Tarnet)	Qtr 4 2025-26	Qtr 4 2025-26	0		124,000,000					No	Funding submission stage	No	Not yet but intended	No	Not yet but intended
New trains for Sunbury (metropolitan various)	Qtr 2 2024-25	Qtr 2 2024-25	0		1,762,600,000					Yes		Yes		Yes	
New Wyndham Law Court Development (Werrimbee)	Qtr 3 2024-25	Qtr 1 2024-25	2		274,928,000					Yes		Yes		Yes	
Next Generation Trains	Qtr 4 2028-29	Qtr 4 2028-29	0		1,459,845,000					Yes		Yes		Yes	
North East Link - Primary Package (Trench and State Toll) (Greenborough)	Qtr 2 2028-29	Qtr 4 2026-27	6		13,096,952,842	937,047,158				Yes		Yes		Yes	

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
North East Link (State and Freeway Packages) Urban Freeway Upgrade (Springvale to Hoddle)	Qtr 2 2028-29	Qtr 2 2028-29	0		3,803,901,173	1,905,091,827				Yes		Yes		Yes	
North East Link (State and Freeway Packages) M80 Rine Road Upgrade (Greensborough)	Qtr 2 2028-29	Qtr 2 2028-29	0		2,548,070,545	1,276,139,455				Yes		Yes		Yes	
North East Link (State and Freeway Packages) North East Link Connections (Bullenvy/Watsonia)	Qtr 2 2028-29	Qtr 2 2028-29	0		1,760,535,440	881,271,560				Yes		Yes		Yes	
Northern Hospital Redevelopment (Epping)	Qtr 2 2029-30	Qtr 2 2029-30	0		812,960,000					Yes		Yes		Yes	
Nyaa Banyul Geelong Convention and Event Centre (Geelong)	Qtr 4 2025-26	Qtr 4 2025-26	0		166,100,000	30,000,000	250,000,000		3,000,000	Yes		Yes		Yes	
Pakenham Roads Upgrade (Pakenham)	Qtr 3 2026-27	Qtr 3 2026-27	0			415,700,000				Yes		Yes		Yes	

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Princes Highway East Duplication Stage 3 (Regional Various)	Qtr 4 2023-24	Qtr 4 2023-24	0		50,633,000	233,656,000				Yes		Yes			
Public Housing Revitalisation Program (Metropolitan)			N/A		486,197,000					No	The investment case is currently under development, due for decision by Government in August 2024.	No	ILM is currently under development as part of the investment case.	No	Benefits management plan is currently under development as part of the investment case.
Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Academ/Periville)		Qtr 4 2021-22	N/A		2,338,000,000					Yes		Yes			
Regional Housing Land (Regional)	Qtr 4 2027-28	Qtr 3 2027-28	0		701,000,000					Yes		No	In consultation with DTF, the SHAP has not developed an investment logic map, aligned to the housing delivery PAP.	No	The benefits realisation plan is under development by DSIR across the whole of the Regional Package (\$2 billion). Homes Victoria will input into the process and post finalisation, will track the KPI components when the plan is approved.
Regional Rail Renewal - Bendigo/Echuca Line Origins (Regional Various)	Qtr 4 2024-25	Qtr 3 2020-21	17			168,700,000				No	It did not have a high enough value to trigger the requirement for a Business Case	No	It did not have a high enough value to trigger the requirement for an investment logic map	No	It did not have a high enough value to trigger the requirement for a Benefits Management Plan

Project Name	Current Estimated Completion Date	Original Estimated Completion Date	Completion date variance (Qtrs)	Gate 6 Review Complete?	State Funding	Commonwealth Funding	Private Funding	User Fees Funding	Other Funding	Business Case	If no Business Case, why	Investment Logic Map	If no Investment Logic, why	Benefits Management Plan	If no Benefits Management Plan, why
Regional Rail Revival - Gippsland Line Upgrade - Stage 1 (regional various)		Qtr 4 2021-22	N/A		140,252,000	737,848,000				Yes		Yes		Yes	
Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton)		Qtr 4 2023-24	N/A		82,840,000	331,360,000				Yes		Yes		Yes	
Regional Rail Revival - Warrambool Line Upgrade - Stage 2 (regional various)		Qtr 1 2024-25	N/A		73,070,000	208,000,000				Yes		Yes		Yes	
Regional Rail Revival - Burn Peninsula - Stage 2 (regional various)	Qtr 2 2024-25	Qtr 2 2024-25		0	145,501,000	788,095,000				Yes		Yes		Yes	
Road blitz to get families home sooner and safer (statewide)	Qtr 4 2028-29	Qtr 4 2028-29		0	508,800,000	170,000,000				Yes		Yes		Yes	

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Royal Victorian Eye and Ear Hospital redevelopment (Melbourne)	Qtr 4 2023-24	Qtr 2 2017-18	26		319,887,000					Yes		Yes		Yes	
Rural and Regional PS&ACS Revalidation Strategy Stage 1 2022-23 (regional various)	Qtr 4 2027-28	Qtr 4 2027-28	0		142,884,000					Yes		Yes		Yes	
Social Housing Accelerator Program	Qtr 4 2027-28	Qtr 4 2027-28	0			496,500,000				Yes		No	In consultation with DTF, the SHAP has not developed an investment logic map. It is aligned to the Housing Delivery PAP.	No	In accordance with the Social Housing Accelerator Schedule that the Treasurer signed for Victoria, the Commonwealth Government will commence evaluation of Victoria's progress within the first two years of the program. Homes Victoria will work with the Commonwealth to undertake evaluations of the SHAP.
South Dynon Train Maintenance Facility Stage 1 (Statewide)	Qtr 4 2023-24	Qtr 1 2023-24	3		121,774,000					Yes		Yes		Yes	
South Dynon Train Maintenance Facility Stage 2 (Statewide)	Qtr 1 2026-27	Qtr 4 2025-26	1		296,755,000					Yes		Yes		Yes	

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State Basketball Centre refurbish equipment (Rosa)	Qtr 1 2024-25	Qtr 1 2023-24		4	101,695,000				27,000,000	Yes		Yes		Yes	
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	Qtr 4 2025-26	Qtr 4 2022-23		12	210,531,000					No	In place of a business case this project has an Expenditure Review Committee submission which has been upbanded into this survey.	No	An Investment Logic Map was not a requirement for this project when it was initiated.	No	Suburban Parks Program does not have a specific benefit plan as it utilises benefit metrics outlined by the Sustainability Fund.
Suburban Rail Loop - Airport (metropolitan various)			N/A			5,000,000,000				Yes		Yes		Yes	
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	Qtr 3 2025-26	Qtr 4 2024-25		3	2,500,000,000					Yes		Yes		Yes	
Suburban Rail Loop East - Main Works (metro various)	Qtr 2 2025-36	Qtr 2 2025-36		0	30,700,000,000					Yes		Yes		Yes	

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Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Qtr 2 2025-26	Qtr 2 2022-23		12	1,231,005,000	1,292,000,000				Yes		Yes		Yes	
Sunshine Station Masterplan			N/A							Yes		No	Benefits realised through this initiative will be captured in the broader program of works.	No	Benefits realised through this initiative will be captured in the broader program of works.
Sustaining statewide health service delivery at The Alfred (Prahran)	Qtr 4 2027-28	Qtr 4 2027-28		0	118,000,000					Yes		Yes		Yes	
The Alfred Hospital urgent infrastructure (Prahran)	Qtr 4 2029-30	Qtr 4 2023-24		24	174,500,000					Yes		Yes		Yes	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	Qtr 4 2029-30	Qtr 4 2029-30		0	328,992,000					N/A	N/A	N/A		N/A	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Bear, Morialloc, Stanton St, Spendale	Qtr 4 2029-30	Qtr 4 2029-30		0	677,412,000					N/A	N/A	N/A		N/A	
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Qtr 4 2029-30	Qtr 4 2029-30		0	295,614,000					N/A	N/A	N/A		N/A	

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Twenty-five more level crossing removals by 2030 (level crossing removals - metropolitan various - minus named packages)	Qtr 4 2029-30	Qtr 4 2029-30	0		5,207,547,000					No	In 2017, a Program Business Case was published, which includes defining and presenting evidence for the problems associated with level crossings and the expected benefits to be delivered by responding to the problems and describing the project at a strategic level. It forms a key technical solution used by the Government (Level Crossing Solutions) (Cabinet approved the Site Prioritisation Framework and subsequent Funding Submissions to add to the initial first tranche of level crossings.	Yes			
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	Qtr 4 2026-27	Qtr 4 2025-26	4		384,200,000					Yes		Yes			
Water for a growing North (Whittesee)	Qtr 1 2024-25	Qtr 2 2023-24	3						134,800,000	Yes		Yes			
West Gate Tunnel (metropolitan various)	Qtr 2 2025-26	Qtr 2 2022-23	12		4,150,761,995		6,006,442,815			Yes		Yes			
Western Highway duplication - Ballarat to Stawell (regional various)		Qtr 4 2015-16	N/A		1,567,977,000	499,380,000				Yes		Yes			
Western treatment plant 5 (remove plant) (Western)	Qtr 1 2025-26	Qtr 1 2025-26	0						333,070,000	Yes		Yes			
Western treatment plant primary treatment capacity augmentation (Werribee)	Qtr 4 2027-28	Qtr 4 2027-28	0						550,030,000	Yes		Yes			
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Qtr 4 2027-28	Qtr 4 2027-28	0						146,260,000	Yes		Yes			

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
BS by 2025 (Level Crossing Removal) Belmont Rd, Beaconsfield	N/A	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
BS by 2025 (Level Crossing Removal) Caldera Rd Dr, Hobden Rd	N/A	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
BS by 2025 (Level Crossing Removal) Conisbore Rd, Moorabool Rd, Upper Hill Rd, Uppide	N/A	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
BS by 2025 (Level Crossing Removal) Keon Pirrah, Keon Park	N/A	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
BS by 2025 (Level Crossing Removal) MacGregor, Main, Macrae	N/A	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
BS by 2025 (Level Crossing Removal) Station St, Beaconsfield, Progress St, South Bandonong, Station St, Officer	N/A	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024

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85 by 2025 (Level Crossing Removal) - Warrigal Rd, Parkers Rd (Parkdale)	N/A	Yes	Yes	Yes	Yes	Yes	Gate 4	0	0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
85 by 2025 (Level Crossing Removal) (metropolitan various) - minus named packages	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4	2	2			Chief Executive Officer	Level Crossing Removal Project, VIDA	13 Aug 2024
A pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria's Mental Health System (statewide)	Yes	Yes	Yes	Yes	Yes	Yes		2	0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Additional acute mental health beds in regional Victoria (various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2	1	1			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Additional V/Lochy trains (regional various)	Yes	Yes	Yes	Yes	Yes	Yes		0	0			Secretary	Department of Transport and Planning	12 Jul 2024
Arden Precinct Redevelopment (metropolitan)	Yes	Yes	Yes	Yes	Yes	No	Gate 1, 2, 3	2	2			Secretary	Department of Transport and Planning	12 Jul 2024
Austin Hospital Emergency Department Upgrade (Heidelberg)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2	0	0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Bentley)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4		3	Additional TEI for Women's & Children's Hub lift out		Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Barwon Heads Road Upgrade (Barwon Heads)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4, 5	1	0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Barwon Women's and Children's Hospital (Geelong)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Better aged care services for regional Victorians (regional ventures)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Big Housing Build (statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2	1	1			Chief Executive Officer	Homes Victoria	07 Jul 2024
Building a better hospital for Melbourne's inner west (Footscray)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Building a bigger and better Latrobe Regional Hospital (Traralgon)	Yes	Yes	Yes	Yes	Yes	No			1			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	IVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Building a world class hospital for the Geelong Health Centre (Geelong)	Yes	Yes	No	Yes	Yes	Yes	Gate 1, 2, 3, 4, 5	1	1			Deputy Chief Executive	Department of Health, Skills, Innovation and Regions (DSIR)	18 Jul 2024
Building a world class hospital for Frankston families (Frankston)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3		3	Treasurer approved funding reappropriation to improve the existing emergency department services in the Franks area at Frankston Hospital (BP4 24-25)		Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Building a world class hospital in Maryborough (Maryborough)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Building works Stimulus (Statewide)	No	No	No	Yes	Yes	No			0			Chief Executive Officer	Homes Victoria	02 Jul 2024
Car Parks for Commuters (Statewide)	Yes	Yes	Yes	Yes	Yes	No			2			Secretary	Department of Transport and Planning	12 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Carlton redevelopment - 246 units/sites (North-West metropolitan)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Homes Victoria	02 Jul 2024
Caulfield Rationalisation Works (metropolitan various)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Metro Tunnel Project Office, VIDA	22 Jul 2024
City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4	1	1			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Clyde Road upgrade (metropolitan southeast)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1.2	0	0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Community hospitals to give patients the best care (statewide)	Yes	Yes	Yes	Yes	Yes	Yes		3	1	Additional dialysis machines at Sunbury Community Hospital		Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Cooling our public housing towers (metropolitan)	Yes	Yes	Yes	Yes	Yes	No			1	Reduction in scope to remove first tranche of towers included as part of the public housing revitalisation program. This resulted in a reduction of TEI by \$8.928m.		Chief Executive Officer	Homes Victoria	02 Jul 2024
Dandenong Corridor Readiness Works (metropolitan various)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Metro Tunnel Project Office, VIDA	22 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected Timelines	Attesting position	Attesting Entity	Date of Attestation
Digital Meters	Yes	Yes	Yes	Yes	Yes	No	Gate 1, 2, 3		0			Chief Financial Officer	South East Water	02 Jul 2024
E-Class Tram Infrastructure Program (metropolitan various)	Yes	Yes	Yes	Yes	Yes	Yes		3	1			Secretary	Department of Transport and Planning	12 Jul 2024
Emergency Departments Expansion Program Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee)	Yes	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Expanding mental health services in government facilities for Victoria's youth (Stawell)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Fishermans Bend Innovation Precinct at the former General Motors Holden Site - Stage 1 (Melbourne)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Forensic Mental Health Expansion Project Stage 1 (Fairfield)	Yes	Yes	Yes	Yes	Yes	No			1			Secretary	Department of Transport and Planning	12 Jul 2024
Forensic Mental Health Expansion Project Stage 1 (Fairfield)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4		1			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issue resolution	Collect and analyse lessons learned - community and stakeholders	MVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Goulburn Valley Health redevelopment - planning and development (Shepparton)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4, 5		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Great Ocean Road Renewal (Barwon South West)	Yes	Yes	Yes	Yes	Yes	No			1		Due to the addition of Wye River to the project, the completion date is now late 2025.	Secretary	Department of Transport and Planning	12 Jul 2024
Hall Road Upgrade (Seymour)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4, 5		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
High Capacity Metro Trains	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4	2	0			Secretary	Department of Transport and Planning	17 Jul 2024
Hobsons Bay Main Yards crossing identification (Strettonwood)	Yes	Yes	Yes	Yes	No	No			0			Head of Capital Programs Management Office	Melbourne Water Corporation	02 Jul 2024
Homes Victoria Ground Lease Model Project 1 (metropolitan)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 2, 3, 4		1		Increase of TEI, aligned to increase scope by 286 houses as part of the stage 2 Flemington GLM1 site. Modification of GLM1 to increase scope by 286 houses as part of the stage 2 Flemington GLM1 site.	Chief Executive Officer	Homes Victoria	02 Jul 2024
Homes Victoria Ground Lease Model Project 2 (metropolitan)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 2, 3, 4		0			Chief Executive Officer	Homes Victoria	02 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned: community and stakeholders	INHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Hurstbridge Line Upgrade Stage 2 (metropolitan various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4	1	2			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Iron Road Rail Overpass (Werribee)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Kewbrook Train Maintenance Facility Stage 2 (metropolitan)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Kardinia Park Stadium Stages 5 Redevelopment (Geelong)	No	No	No	Yes	Yes	Yes	Gate 2, 3, 4, 5		0			CFO	Kardinia Park Stadium Trust	02 Jul 2024
Keeping Victorians Moving (metropolitan)	Yes	Yes	Yes	Yes	Yes	No			0		Optimisation of the technical platforms to support uplifted operations delaying completion.	Secretary	Department of Transport and Planning	12 Jul 2024
M80 Ring Road upgrade (metropolitan north and west)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 3, 4, 5		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned: community and stakeholders	IVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Melbourne Arts Precinct Transformation Phase One (Melbourne)	No	No	No	Yes	No	Yes	Gate 1, 2, 3, 4		1			Director and Chief Executive Officer	Melbourne Arts Precinct Corporation	02 Jul 2024
Melton Line Upgrade (Statewide)	No	No	No	No	No	Yes			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Mel's prison system capacity (Statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 2, 3, 4	1	2			Executive Director, Governance and Assurance	Department of Justice and Community Safety	02 Jul 2024
Metro Tunnel Metropolitan Strategy	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4	1	2			Chief Executive Officer	Metro Tunnel Project Office, VIDA	22 Jul 2024
Metro Tunnel Readiness 2023-24	Yes	Yes	Yes	Yes	Yes	No			0			Secretary	Department of Transport and Planning	12 Jul 2024
Metro Tunnel Readiness 2024-25	Yes	Yes	Yes	Yes	Yes	No			0			Secretary	Department of Transport and Planning	12 Jul 2024
Melkham Road Upgrade - Stage 1 (Greenvale)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Modernisation of Metropolitan Melbourne Public Sector Residential Aged Care Services Strategy - Stage 3 (Melbourne)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Modernise the Digital Train Radio System (metropolitan)	Yes	Yes	Yes	Yes	Yes	No			0			Secretary	Department of Transport and Planning	12 Jul 2024
Monash Medical Centre Redevelopment (Clayton)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
More hospital and aged care beds for Melbourne's East (Anglic Hospital Expansion Stage 2) (Upper Fentree Gully)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
More Velocity trains 2022-23 (regional)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Secretary	Department of Transport and Planning	12 Jul 2024
More Velocity trains 2023-24 (regional)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Secretary	Department of Transport and Planning	12 Jul 2024
Murray Basin Rail Project (regional services)	Yes	Yes	Yes	Yes	No	Yes	Gate 1, 2, 3, 4	1	2			Chief Executive Officer	Level Crossing Renovation Project, VIDA	12 Aug 2024
New Melton Hospital (Cobblebank)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issue resolution	Collect and analyse lessons learned - Community and Stakeholders	NVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
New metropolitan trains	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4		0			Secretary	Department of Transport and Planning	12 Jul 2024
New Trarnet railway station (Trarnet)	Yes	Yes	No	No	Yes	No			0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
New trains for Sunbury (metropolitan various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 2, 3, 4		0			Chief Executive Officer	Metro Tunnel Project Office, VIDA	22 Jul 2024
New Wyndham Law Court Development (Werribee)	No	No	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4	1	1	The TEI has increased by \$3,800 million due to transit being reclassified from Metropolitan Law Court Development project for additional road and car parking works.		Chief Operating Officer, CSV (and delegated Senior Responsible Owner for the WLC Project)	Court Services Victoria (CSV)	11 Jul 2024
Next Generation Trams	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4	4	4	Per BM: The TEI has increased by \$35,600 million due to additional scope for the purchase of new trams. The TEI has increased by \$3,000 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards.		Secretary	Department of Transport and Planning	12 Jul 2024
North East Link - Primary Package (Metropolitan and State Rail Corridor (Grensborough))	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3	3	2			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	NVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
North East Link (State and Freeway Packages) Upgrade (Springvale to Hoddle)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
North East Link (State and Freeway Packages) M80 Ring Road Upgrade (Greensborough)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
North East Link (State and Freeway Packages) Connections (Jullibank/Watsonia)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Northern Hospital Redevelopment (Epping)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Nyal Banyul Genealogical Convention and Event Centre (Geelong)	No	Yes	No	Yes	Yes	Yes	Gate 3		1	The scope has changed from the original business case, increasing to take into account industry and market feedback with a view to ensuring that the facility is able to meet the revised demand projections		Deputy Secretary Regional Development and Outdoor Recreation	Department of Jobs, Skills, Industry and Regions	02 Jul 2024
Palmerham Roads Upgrade (Palmerham)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issue resolution	Collect and analyse lessons learned - Community and Stakeholders	MVWR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attaching position	Attaching Entity	Date of Alteration
Princes Highway East Duplication Stage 3 (regional various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3, 4, 5		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Public Housing Revitalisation Program (metropolitan)	No	No	No	Yes	Yes	Yes	Gate 1, 2		0			Chief Executive Officer	Homes Victoria	02 Jul 2024
Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Arden/Parkville)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		1		Removal of Arden Hospital campus site. Note that the completion date has been published as 'tbc' in BPA 2024-25, and it is being re-evaluated due to the project now progressing at a single site in Parkville.	Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Regional Housing Fund (regional)	Yes	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Homes Victoria	02 Jul 2024
Regional Rail Renewal - Bendigo/Echuca Line Upgrade (Regional various)	Yes	Yes	Yes	Yes	No	No			1			Chief Executive Officer	level Crossing Removal Project, VIDA	12 Aug 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Regional Rail Revival - Gippsland Upgrade - Stage 5 (regional various)	Yes	Yes	Yes	Yes	No	Yes	Gate 1, 2, 3, 4	1	0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton)	Yes	Yes	Yes	Yes	No	Yes	Gate 1, 2, 3, 4		1			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Regional Rail Revival - Warrambool Line Upgrade - Stage 2 (regional various)	Yes	Yes	Yes	Yes	No	Yes	Gate 1, 2, 3, 4	1	0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Regional Rail Revival - Main Roads Trunk Duplication - Stage 2 (regional various)	Yes	Yes	Yes	Yes	No	Yes	Gate 1, 2, 3, 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Road blitz to get families home sooner and safer (statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2		0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned: community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Royal Victorian Eye and Ear Hospital redevelopment (Melbourne)	Yes	Yes	Yes	Yes	Yes	No		3	0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Rural and Regional PS&ACS Revitalisation Strategy Stage 1 2022-23 (regional various)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Social Housing Accelerator Program	Yes	Yes	Yes	Yes	Yes	Yes			0			Chief Executive Officer	Homes Victoria	02 Jul 2024
South Dynon Train Maintenance Facility Stage 1 (Statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
South Dynon Train Maintenance Facility Stage 2 (Statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	HVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI timelines	Scope changes that affected TEI	Attesting position	Attesting Entity	Date of Attestation
State Basketball Centre Development (Knox)	No	No	No	Yes	Yes	No			3	The TEI has increased by \$0.250 million due to additional funds to enable mechanical systems and amenity upgrades in the new Show Court into the project's scope.	Executive Director, Strategic Infrastructure and Sport Economy, Sports and Recreation Economy Group Victoria			12 Jul 2024
Suburban Parks Program (Creating a Ring of New Parkland) (metropolitan)	No	Yes	Yes	Yes	No	No			0		Acting Director Land Management, Climate Action	Department of Energy, Environment and Climate Action		25 Jun 2024
Suburban Rail Loop - Airport (metropolitan various)	No	No	No	No	No	Yes	Gate 1, 2, 3, 4	1	0		Chief Executive Officer	Level Crossing Removal Project, VIDA		12 Aug 2024
Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various)	No	Yes	No	Yes	Yes	Yes	Gate 1, 2, 3, 4		0		Chief Executive Officer	Suburban Rail Loop Authority		05 Jul 2024
Suburban Rail Loop East - Main Works (metro various)	No	Yes	No	Yes	Yes	Yes	Gate 1, 2, 3, 4		0		Chief Executive Officer	Suburban Rail Loop Authority		05 Jul 2024

Project Name	Benefits Management System	Internal Reporting Processes	Process to recalculate any changes to project benefits	Collect and analyse lessons learned - problem solving and issues resolution	Collect and analyse lessons learned - community and stakeholders	IVHR	Gateway Reviews	Project Assurance Reviews	No. of scope changes	Scope changes that affected TEI	Scope changes that affected timelines	Attesting position	Attesting Entity	Date of Attestation
Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 2, 3, 4, 5	1	0			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Sunshine Station Masterplan	Yes	Yes	Yes	Yes	Yes	No			0			Secretary	Department of Transport and Planning	30 Jul 2024
Sustaining statewide health service delivery at The Alfred (Prahran)	Yes	Yes	Yes	Yes	Yes	No			0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
The Alfred Hospital urgent infrastructure (Prahran)	Yes	Yes	Yes	Yes	Yes	No			1	TEI has increased by \$100m due to increased design requirements and escalation resulting from the project being put on hold due to COVID-19.	The attached report has been revised to Q4 2023-30 in line with the revised strategy to deliver fire safety compliance works.	Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Ferris & Hopkins, Melton - Truganina	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - McDonald & Bear, Mordialloc, Station St, Aspendale	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Twenty-five more level crossing removals by 2030 (Level Crossing Removal) - Old Calder Hwy, Watsons Rd, Diggers Rest	Yes	Yes	Yes	Yes	Yes	Yes	Gate 4		0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024

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Twenty-five more level crossing removals by 2030 Level Crossing Removal Authority (metropolitan various) - minus named packages	Yes	Yes	Yes	Yes	Yes	Yes	1	0	0			Chief Executive Officer	Level Crossing Removal Project, VIDA	12 Aug 2024
Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3	0	0			Chief Executive Officer	Victorian Health Building Authority, VIDA	23 Jul 2024
Water for a growing North (Whittlesea)	Yes	Yes	Yes	Yes	No	No		0	0			Head of Capital Program Management Office	Melbourne Water Corporation	02 Jul 2024
West Gate Tunnel (metropolitan various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 1, 2, 3	0	0			Chief Executive Officer	Major Road Projects Victoria, VIDA	13 Jul 2024
Western Highway duplication - Ballarat to Stawell (regional various)	Yes	Yes	Yes	Yes	Yes	Yes	Gate 3, 4	1	1			Chief Executive Officer	Major Road Projects Victoria, VIDA	15 Jul 2024
Western treatment plant 5	Yes	Yes	Yes	Yes	No	No		0	0			Head of Capital Program Management Office	Melbourne Water Corporation	02 Jul 2024
Western treatment plant capacity augmentation (Werribee)	Yes	Yes	Yes	Yes	No	No		0	0			Head of Capital Program Management Office	Melbourne Water Corporation	02 Jul 2024
Western treatment plant waste activated sludge treatment augmentation (Werribee)	Yes	Yes	Yes	Yes	No	No		0	0			Head of Capital Program Management Office	Melbourne Water Corporation	02 Jul 2024

Auditor-General's reports tabled in 2024–25

Report title	Tabled
<i>Results of 2023 Audits: Technical and Further Education Institutes</i> (2024–25: 1)	July 2024
<i>Building a Capable and High-performing Public Service Workforce</i> (2024–25: 2)	August 2024
<i>Protecting the Biosecurity of Agricultural Plant Species</i> (2024–25: 3)	October 2024
<i>Responses to Performance Engagement Recommendations: Annual Status Update 2024</i> (2024–25: 4)	October 2024
<i>Auditor-General's Report on the Annual Financial Report of the State of Victoria 2023–24</i> (2024–25: 5)	November 2024
<i>Fair Presentation of Service Delivery Performance 2024</i> (2024–25: 6)	November 2024
<i>Staff Wellbeing in Fire Rescue Victoria</i> (2024–25: 7)	November 2024
<i>Reporting on Local Government Performance: Follow-up</i> (2024–25: 8)	February 2025
<i>Major Projects Performance Reporting 2024</i> (2024–25: 9)	February 2025

All reports are available for download in PDF and HTML format on our website at <https://www.audit.vic.gov.au>

Our role and contact details

The Auditor-General's role

For information about the Auditor-General's role and VAGO's work, please see our online fact sheet [About VAGO](#).

Our assurance services

Our online fact sheet [Our assurance services](#) details the nature and levels of assurance that we provide to Parliament and public sector agencies through our work program.

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