

Major Projects Performance Reporting 2023

November 2023

Independent assurance report to Parliament
2023–24:9



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Major Projects Performance Reporting 2023

Independent assurance report to Parliament
Published by order, or under the authority,
of the Parliament of Victoria
November 2023

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 2023*.

Yours faithfully



Andrew Greaves
Auditor-General
30 November 2023

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

What we examined

We assessed if the public sector transparently reports how major projects are performing against cost, time, scope, and benefits.

We examined the information from major projects reported by the Department of Treasury and Finance (DTF) and the 8 public sector agencies who are responsible for 101 major projects.

Why this review is important

As of May 2023 Victoria has committed to investing \$200.6 billion in capital projects. This is a net increase of \$16.1 billion from the same time last year.

A major project is a capital project or program of works that is expected to cost more than \$100 million.

When the government spends public money on a major project, Parliament and the community deserve clear updates on the project's progress and outcomes.

This is our third annual limited assurance review on major projects' cost, time, scope and benefits.

What we concluded

DTF has improved how it publicly reports on major projects' performance by publishing a new public dashboard.

However, the dashboard data focuses on projects' costs and expected completion dates. It does not report on changes to a project's scope or expected benefits. It also does not say how these changes could affect a project's outcomes.

Reporting this information could help Parliament and the community hold agencies more accountable for how they deliver major projects.

What we recommended

We made 3 recommendations:

- one to agencies to improve how they report changes to major projects' completion dates in Budget Paper 4: State Capital Program
- 2 to DTF to improve its public reporting of Budget Paper 4: State Capital Program footnotes and major projects dashboard.

[→ Full recommendations](#)

Key facts

Our review



101
major projects



\$123 billion
Total value



8
Agencies surveyed

Major projects' growth in the last 9 years



The average total estimated investment per major project has increased by **41%**



The number of major projects that cost more than \$1b has increased from **4 to 21**



The number of projects that cost over \$5b has increased from **2 to 7**

Source: VAGO.

Our recommendations

We made 3 recommendations to address 3 issues. The relevant agencies have accepted the recommendations in full or in principle.

| Key issues and corresponding recommendations | | Agency response(s) |
|---|--|---|
| Issue: Agencies do not clearly explain completion date changes | | |
| Agencies we surveyed | <p>1 Improve their reporting to the Department of Treasury and Finance for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including:</p> <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information (see Section 2). | <p>Accepted in principle by the Department of Transport and Planning, Major Transport Infrastructure Authority and Suburban Rail Loop Authority</p> <p>Accepted in full by all other agencies</p> |
| Issue: The Department of Treasury and Finance does not always provide enough detail from agencies in Budget Paper 4: State Capital Program footnotes | | |
| Department of Treasury and Finance | <p>2 Improve its reporting of Budget Paper 4: State Capital Program footnotes to include, where practical, agency comments that reflect any significant changes to a project in line with its guidance, including where comments are relevant across multiple years (see Section 2).</p> | Accepted in principle |
| Issue: The Department of Treasury and Finance's Capital Investment Dashboard still has limitations | | |
| Department of Treasury and Finance | <p>3 Improve its Capital Investment Dashboard to include information that can provide greater transparency about capital projects to Parliament and the community. At a minimum, it should improve the dashboard to include the information reported in our Major Projects Performance dashboard (see Section 1).</p> | Accepted in principle |

1.

Government spending on major projects

The Victorian Government's spending on major projects is increasing. It is important that Parliament and the community have up-to-date information about the progress of these projects so they can hold the responsible agencies accountable.

The Department of Treasury and Finance (DTF) published a dashboard in June 2022 to make more of this information public. But the dashboard still has some limitations.

Government spending on capital projects is increasing

Planned spending in 2023–24

DTF reports on capital projects in Budget Paper 4: State Capital Program (BP4).

The 2023–24 BP4 reported that the Victorian Government plans to spend \$200.6 billion on capital projects. This:

- is \$16.1 billion more than \$184.5 billion in 2022–23
- includes \$27.5 billion on new projects compared to \$13.1 billion on new projects in 2022–23.

Over the last 9 years the government has committed to spend \$161 billion on new projects. The government did not report its budget for capital projects in 2020–21.

Capital projects

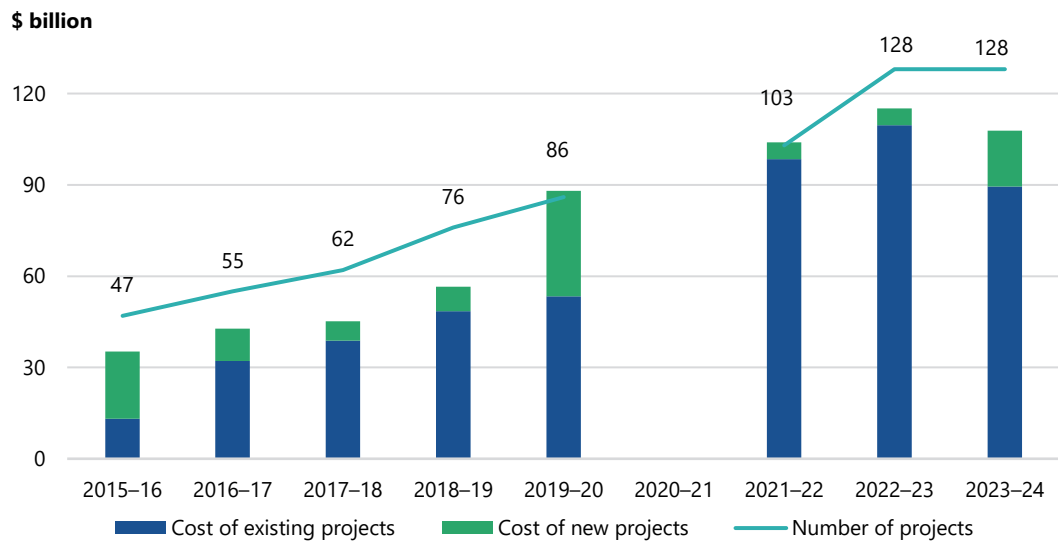
A capital project is a sector project for building, improving or maintaining infrastructure. Capital projects usually have a bigger cost and scale than other projects.

Number of major projects

In this report we focus on major projects, which are capital projects or program of works worth more than \$100 million.

As Figure 1 shows, the government has committed to deliver 128 major projects. This is up from 47 in 2015–16.

Figure 1: Total estimated investment (TEI) and number of major projects in DTF's Capital Investment Dashboard from 2015–16 to 2023–24



Note: The government did not report its budget for capital projects in 2020–21. This figure excludes projects less than \$100m.

Source: VAGO based on DTF's Capital Investment Dashboard.

Total estimated investment (TEI)

DTF defines TEI as the total estimated amount to deliver an asset investment project, including the base cost estimate, the base risk estimate (which is the expected cost to manage all of the project's risks, including escalation) and the excess risk estimate (which is an additional risk allocation above the base risk estimate).

TEI increases

According to DTF, the total TEI of these 128 major projects is \$99.5 billion. This is a 206 per cent increase from \$32.5 billion in 2015–16. Both these figures do not include the full cost of some projects.

For example, the government has committed to a TEI of \$11.8 billion to fund the Suburban Rail Loop East – Development, Initial and Early Works. This covers the project's initial development and planning costs. But it expects the project will cost between \$30.0 and \$34.5 billion by the time it is finished.

The average TEI of projects

The government is investing a significant amount in major projects. So it is important that it thoroughly plans them to reduce the risk of time and cost overruns.

The average TEI across major projects has increased by 41 per cent in the last 9 years. This does not include 26 projects without a confirmed TEI.

The average TEI of major projects with a confirmed TEI in 2023–24 is \$976 million compared to \$691 million in 2015–16. We have not analysed the cause of this increase because this is a limited assurance engagement.

Big-budget projects

In the last 9 years the number of major projects worth over \$1 billion has increased from 4 (including 2 projects worth over \$5 billion) to 21 (including 7 projects worth over \$5 billion).

Most capital projects are in the transport sector

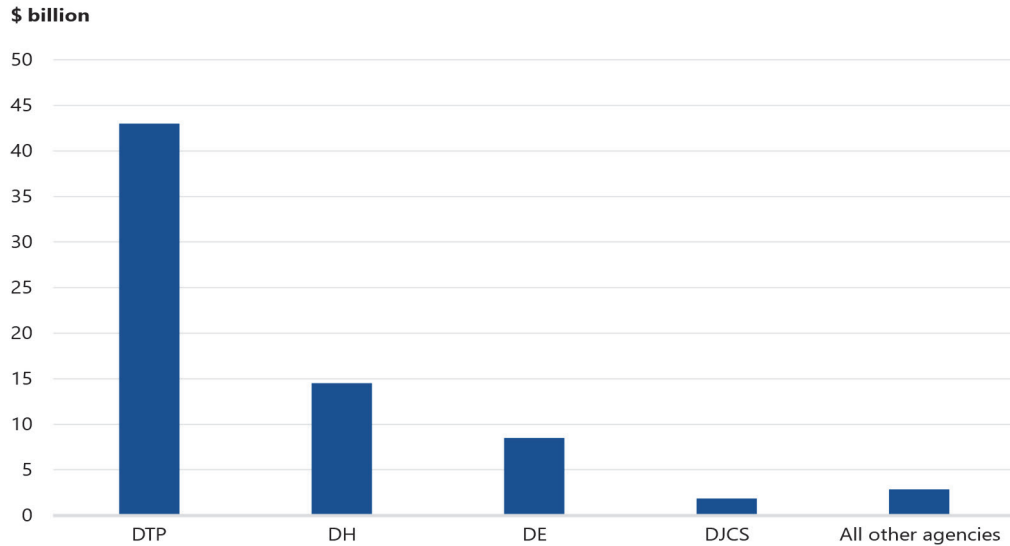
General government sector spending

The general government sector is delivering \$70.9 billion of capital projects.

In the general government sector, the Department of Transport and Planning (DTP) spends the most on capital projects, followed by the Department of Health, (DH), the Department of Education (DE) and the Department of Justice and Community Safety (DJCS).

As Figure 2 shows, spending on transport capital projects (\$43.0 billion) is almost 3 times higher than spending on health capital projects (\$14.5 billion).

Figure 2: 2023–24 general government spending on capital projects by department



Note: DTP and its portfolio agencies are responsible for delivering transport projects. DTP transfers the value of these projects to VicTrack each year.

Source: VAGO based on DTF.

General government sector

According to DTF the general government sector 'consists of all government departments and other public sector agencies that are controlled and largely financed by government'.

Spending by public non-financial corporations

Public non-financial corporations (PNFCs) account for \$129.8 billion of capital projects.

PNFCs include water, cemetery, housing, port, road, and rail entities and other authorities.

Most PNFC spending is by ...

Which accounts for ...

| | |
|-----------------------------|-------------------------------------|
| VicTrack | \$78.2 billion of capital projects. |
| Melbourne Water Corporation | \$15.8 billion of capital projects. |
| State Tolling Corporation | \$14.0 billion of capital projects. |
| Director of Housing | \$4.7 billion of capital projects. |

Note: DTP and its portfolio agencies are responsible for delivering transport projects. DTP transfers the value of these projects to VicTrack each year.

We have updated our Major Projects Performance dashboard

Major Projects Performance dashboard

This is the third year we have updated our Major Projects Performance dashboard. We analyse data from this dashboard in Section 2.

We intend to keep checking and annually reporting changes in major projects' TEI, completion dates, scope and red, amber and green ratings until this information exists in another central location.

Our dashboard focuses on major infrastructure projects. It does not include:

- land acquisition
- maintenance, upgrade and compliance projects
- programs of smaller capital works, such as new schools
- infrastructure delivery funds
- road safety and maintenance
- information technology projects.

DTF has updated its Capital Investment Dashboard but it still has limitations

DTF's reporting on major projects

DTF publishes BP4 to report on:

- new capital investments
- progress and spending on existing and completed projects.

DTF published its Capital Investment Dashboard in June 2022.

Our *Major Projects Performance Reporting 2022* report explained some limitations with DTF's dashboard. These limitations included a lack of information about projects':

- statuses and expected benefits
- scope changes, such as time and cost changes.

Since our 2022 report DTF has:

- updated its dashboard following the 2023–24 Budget
- given users access to download BP4 data for all years from 1998–99.

But DTF has not added information about scope or expected performance (benefits) changes that could affect a project's outcomes.

| DTF's Capital Investment Dashboard should have ... | That cover/s each project's ... |
|---|---|
| metadata | <ul style="list-style-type: none"> • description • funding breakdown • business case completion • procurement or management detail. |
| analysis | <ul style="list-style-type: none"> • TEI and completion date • changes to time, cost or scope. |
| performance metrics | <ul style="list-style-type: none"> • red, amber and green ratings for time, cost and scope (see Section 2) • gateway reviews completed (see Section 2) • an explanation for any scope changes. |

2.

Exploring major project data

We surveyed 8 agencies on how 101 major projects are performing against their expected cost, completion date and scope.

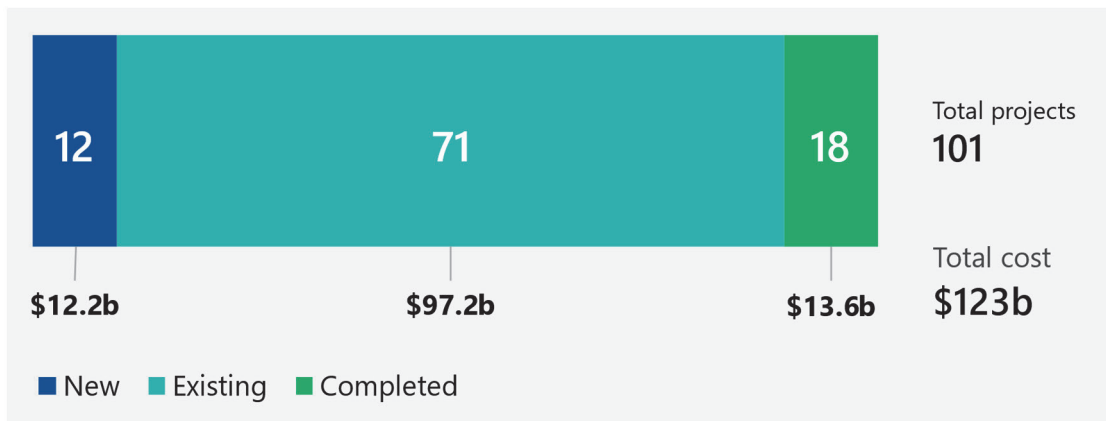
This includes 12 new major projects, 71 existing projects and 18 completed projects that are collectively worth \$123 billion.

This chapter explores changes to these projects' cost, time and scope to date.

We collected information from each project's key documents, such as business cases and benefits management plans.

We also asked if agencies have evaluated projects listed as completed.

Figure 3: Major projects 2023–24



Source: VAGO based on survey data.

The TEI of major projects has increased by \$11 billion

TEI changes

The TEI of 89 existing and complete major projects increased by a total of \$11 billion, or 11 per cent, since they were first included in BP4.

This includes the TEI of:

- 41 projects (46.1 per cent) increasing by a total of \$13.5 billion
- 12 projects (13.5 per cent) decreasing by a total of \$2.6 billion
- 36 projects (40.4 per cent) not changing.

TEI by sector

The 101 major projects we looked at this year are in 4 sectors:

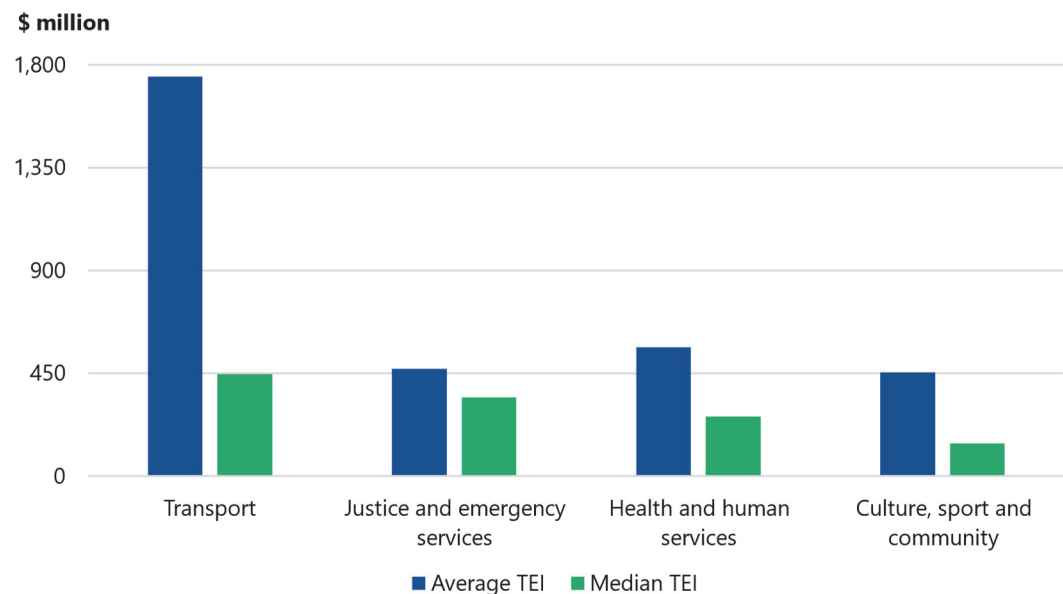
- transport
- justice and community safety
- health and human services
- culture, sport and community.

Over half of these projects (60.4 per cent) are in the transport sector, compared to 53.0 per cent last year.

Transport projects also account for 82.6 per cent of the total TEI, compared to 79.0 per cent last year.

As Figure 4 shows, transport projects have the highest average TEI (\$1.7 billion) and the highest median TEI (\$446.6 million).

Figure 4: Average and median TEI by sector 2023–24



Note: We have included median TEI because big projects can distort the average TEI.
Source: VAGO.

TEI changes of more than 10 per cent

Of the 101 projects we reviewed:

- 28 had a TEI increase of more than 10 per cent compared to their original TEI
- 4 had a TEI decrease of more than 10 per cent compared to their original TEI.

These numbers are not significantly different to last year.

TEI increases of more than 50 per cent This year there are 12 projects with a TEI increase of more than 50 per cent compared to their original TEI. Figure 5 lists these projects and reasons for the changes, based on BP4 footnotes or our survey.

Figure 5: Projects with a TEI increase of more than 50 per cent 2023–24

| Project | Original TEI | Current TEI | Increase | Reason given for variance* |
|---|---------------|---------------|----------|---|
| Building a world class hospital for Frankston families | \$562 million | \$1.1 billion | 99% | **This project is a PPP [public–private partnership] where the upfront capital investment has resulted in additional scope and whole-of-life benefits whilst remaining within the project’s affordability benchmark |
| Car Parks for Commuters | \$150 million | \$618 million | 312% | **Increase in the number of car parks delivered |
| City Loop fire and safety upgrade (stage 2) and intruder alarm | \$133 million | \$465 million | 250% | **Additional funding following project development to incorporate further safety upgrades |
| Geelong City Deal – Geelong Convention and Exhibition Centre Precinct | \$174 million | \$296 million | 70% | **Additional funding to meet forecast capital costs to deliver the convention and exhibition centre |
| Hall Road Upgrade | \$169 million | \$283 million | 67% | The TEI increased due to further development work |
| Murray Basin Rail Project | \$440 million | \$794 million | 81% | **Received Australian Government funding and funds transferred from other rail projects Scope revised following industry consultation |
| Regional Rail Revival – Bendigo/Echuca Line Upgrade | \$91 million | \$175 million | 93% | **Scope variations and market conditions, including three new stations |
| Regional Rail Revival – Warrnambool and Geelong Line | \$114 million | \$283 million | 148% | Scope variations and market conditions |
| Royal Victorian Eye and Ear Hospital redevelopment | \$165 million | \$318 million | 93% | **Incremental additional funds each year since 2016–17. |
| West Gate Tunnel | \$6.3 billion | \$10 billion | 60% | **Capital expenditure reclassified as operating expenditure **Commercial settlement with Transurban TEI increase includes a private sector funding contribution |
| Western Plains Correctional Centre | \$689 million | \$1.1 billion | 55% | **Second stage of planned funding provided in 2021–22 Budget |
| Western Port Highway | \$54 million | \$114 million | 109% | **Received Australian Government funding The TEI increased due to further development work |

Note: See Appendix E Figure E2 for agencies. See Appendix G for survey data, including funding sources.

Source: VAGO. *Reasons given for variance based on our 2023 survey and our **Major Projects Performance Reporting 2022 report.

We listed 14 projects in our 2022 report. Figure 5 includes the same projects as 2022 except for 2 projects that have since been completed.

Nearly half of projects' completion dates have changed

Changes to estimated completion dates

Of the 89 existing and completed projects we looked at, 40 had different completion dates to when they were first included in BP4.

Of these projects, 17 (42.5 per cent) are in the transport sector.

These numbers are not significantly different to previous years.

Length of delays

Figure 6 shows projects delayed by more than 18 months since they were first included in the BP4. There are 14 projects in 2023 compared to 24 projects in 2022.

Of the 24 projects from 2022:

- 6 currently have 'TBC' listed as their estimated completion date
- 5 are now complete.

Figure 6: Existing projects with significant estimated completion date delays 2023–24

| Project | Original completion date | Revised completion date | Variance (quarters) | 2023–24 BP4 footnote | Reason given for variance |
|--|--------------------------|-------------------------|---------------------|---|--|
| Western Highway duplication – Ballarat to Stawell | Qtr 3 2015–16 | TBC | Over 28 | The TEI includes \$499.380 million of Commonwealth Government funding. This project may be subject to the Commonwealth Infrastructure Investment Program review. | **Works on hold while a new Cultural Heritage Management Plan is prepared The estimated completion date is to be confirmed due to legal challenges |
| Murray Basin Rail Project | Qtr 2 2018–19 | TBC | Over 20 | The TEI includes \$470.400 million of Commonwealth Government funding. This project may be subject to the Commonwealth Infrastructure Investment Program review. | **Alignment with another rail project and Australian Government funding Scope revised following industry consultation |
| Carlton redevelopment – 246 units/sites | Qtr 2 2018–19 | Qtr 2 2023–24 | 20 | The project's location has changed from 'statewide' to 'North-West metropolitan' to better reflect the project's service area. | **The construction of social housing apartments was complete in 2014 The project will be complete when the balance of the private apartments are sold |
| City Loop fire and safety upgrade (stage 2) and intruder alarm | Qtr 4 2019–20 | Qtr 2 2023–24 | 14 | The TEI has decreased by \$4.322 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. | Additional funding following project development to incorporate further safety upgrades **The main delivery contractor has been put into administration |
| Geelong City Deal – Geelong Convention and | Qtr 2 2022–23 | Qtr 4 2025–26 | 14 | There has been a net decrease in TEI of \$7.250 million, resulting from | **Negotiations with the Australian Government |

| Project | Original completion date | Revised completion date | Variance (quarters) | 2023–24 BP4 footnote | Reason given for variance |
|---|--------------------------|-------------------------|---------------------|---|--|
| Exhibition Centre Precinct*** | | | | a \$17.100 million reduction in TEI due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards, and a \$9.850 million increase in TEI due to additional funding to meet forecast capital costs to deliver the Geelong Convention and Exhibition Centre. The TEI includes \$156.000 million of Commonwealth Government funding. | |
| West Gate Tunnel | Qtr 2 2022–23 | Qtr 2 2025–26 | 12 | The TEI has decreased by \$58.212 million due to budgeted amounts being reclassified as operating instead of capital expenditure, in line with accounting standards. | **Commercial settlement with Transurban TEI changes include a private sector funding contribution |
| M80 Ring Road Upgrade | Qtr 3 2020–21 | TBC | Over 12 | The TEI includes \$349.130 million of Commonwealth Government funding. This project may be subject to the Commonwealth Infrastructure Investment Program Review. | **Procurement timing (dates relate to Sydney Road to Edgars Road section) |
| Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade | Qtr 2 2022–23 | TBC | Over 12 | The TEI includes \$1,140.000 million of Commonwealth Government funding. This project may be subject to the Commonwealth Infrastructure Investment Program Review. | **In line with public commitments. |
| Additional acute mental health beds in regional Victoria* | Qtr 2 2026–27 | Qtr 4 2028–29 | 10 | The estimated completion date has been revised to quarter 4 2028–29 in line with a revised project schedule. | No reasons for variance provided in 2023 survey response. |
| Ballarat Health Services expansion and redevelopment and new Central Energy Plant | Qtr 4 2025–26 | Qtr 2 2028–29 | 10 | The TEI has increased by \$54.188 million due to a revised project scope to include a helipad and a 400-space car park. | **COVID-19 restrictions impacting worksites Additional scope |
| Goulburn Valley Health redevelopment – planning and development | Qtr 4 2020–21 | Qtr 2 2023–24 | 10 | The estimated completion date has been revised to quarter 2 2023–24 in line with a revised project schedule. | **Inclusion of refurbishment and compliance works |

| Project | Original completion date | Revised completion date | Variance (quarters) | 2023–24 BP4 footnote | Reason given for variance |
|---|--------------------------|-------------------------|---------------------|--|--|
| E-Class Tram Infrastructure Program* | Qtr 4 2025–26 | Qtr 4 2027–28 | 8 | The estimated completion date has been revised to quarter 4 2027–28 in line with a revised project schedule. | To enable Next Gen Trams to be deployed from, and stabled at, Brunswick Depot. |
| Men's prison system capacity* | Qtr 4 2022–23 | Qtr 2 2024–25 | 6 | The estimated completion date has been revised to quarter 2 2024–25 in line with a revised project schedule. | No reasons for variance provided in 2023 survey response |
| North East Link – Primary Package (Tunnels) and State Toll Co | Qtr 4 2026–27 | Qtr 2 2028–29 | 6 | The TEI includes the \$11.100 billion contract with the Spark consortium to deliver the Primary Package and other costs associated with the operations of the State Tolling Corporation. The project includes a share of \$1.750 billion of Commonwealth Government funding. The TEI excludes financing costs associated with the Primary Package. The State Tolling Corporation is responsible for providing funding contributions to the 'North East Link – Primary Package (Tunnels)' initiative. This project may be subject to the Commonwealth Infrastructure Investment Program review. | **Changes in scope from environmental requirements |

Note: See Appendix E Figure E2 for agencies.

*These projects are new to this list this year.

**Reasons for variance provided in our *Major Projects Performance Reporting 2022* report.

***This footnote relates to the full Geelong City Deal budget.

Source: VAGO based on the 2023–24 BP4, our *Major Projects Performance Reporting 2022* report and our 2023 survey.

Not explaining completion date changes

DTF gives agencies guidance on how to prepare information about major projects for BP4.

The guidance says that if a project has a TEI or completion date change since the last BP4 the agency should include a footnote to explain why.

In 2023–24 DTF updated its guidance to encourage agencies to provide accurate, complete and well-structured footnotes for capital projects. The guidance gives examples to help agencies draft their footnotes, including an example for completion date changes.

Despite this, none of the footnotes for the projects in Figure 6 explain why the completion date changed in the 2023–24 BP4. Four of the 14 projects had a footnote that referred to a 'revised project schedule'. But this not a sufficient reason because it does not explain why the project schedule was revised. This type of context is important to include in the BP4 footnote for transparency.

Of the 14 projects, the remaining 10 were delayed before the 2023–24 BP4. Some agencies have explained projects changes in prior year BP4 footnotes, but they are not clearly stated in the

current BP4. We have included reasons given for variance in Figure 6 to highlight context agencies provided in their survey response or in our report last year.

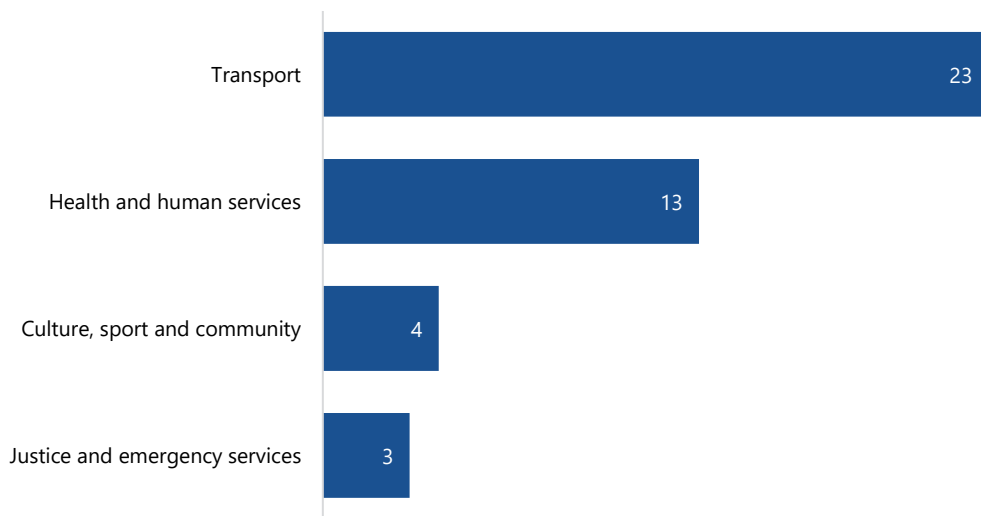
When agencies do not clearly explain completion date changes each year it makes it harder for Parliament and the community to hold them accountable.

Most scope changes are in the transport sector

Scope changes In our survey agencies reported 43 government-approved scope changes across 30 projects. Figure 7 shows the number of scope changes by sector. The transport sector had the most changes.

Transport projects had 23 scope changes over the life of a project.

Figure 7: Number of scope changes by sector 2023–24



Note: Three of the 8 agencies surveyed are in the transport sector – DTP, Major Transport Infrastructure Authority (MTIA) and the Suburban Rail Loop Authority. None of the scope changes relate to the Suburban Rail Loop Authority. Source: VAGO.

Sixty-one per cent of high-value high-risk major projects are on track against their estimated cost, time and scope

Progress ratings DTF uses red, amber and green ratings to track the progress of high-value high-risk (HVHR) projects against their estimated, cost, time and scope.

| If DTF rates a project as ... | Then successfully delivering the project ... |
|-------------------------------|---|
| green | on time, within budget and to the expected quality seems highly likely. |
| amber | on time, within budget and to the expected quality seems feasible but significant issues exist that require timely attention. |
| red | on time, within budget and/or to the expected quality does not seem achievable. |

Note: DTF uses these definitions for HVHR projects. See Appendix E for the definitions we used in our survey for non-HVHR projects.

Agencies self-assess their projects and give the ratings to the Office of Projects Victoria. The Office of Projects Victoria consults with DTF and the Department of Premier and Cabinet to decide an overall risk rating for each project.

DTF reports the ratings to the government and agencies for feedback. But these reports are not available to the community.

HVHR projects

DTF uses a risk assessment tool to determine if a project is HVHR. A project is HVHR if:

- DTF assesses it as high risk
- DTF assesses it as medium risk and it has a TEI of between \$100 million and \$250 million
- DTF assesses it as low risk but it has a TEI over \$250 million
- the government determines that it warrants the rigour applied to HVHR projects.

DTF subjects HVHR projects to extra scrutiny and monitoring.

Agencies' cost and time ratings

We asked the agencies we surveyed to give us their red, amber and green ratings for 62 HVHR projects they reported to DTF at the end of March 2023.

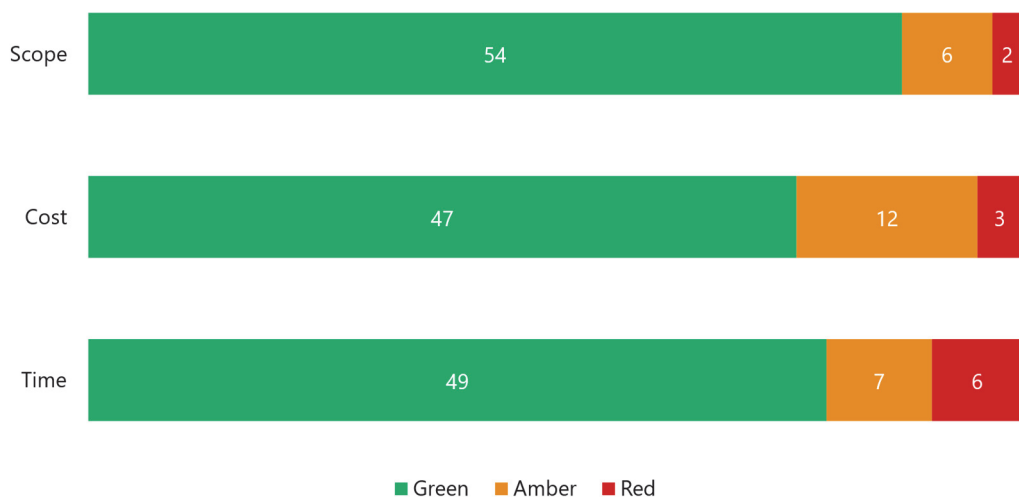
Some new HVHR projects already have ratings. But we only included existing and completed projects in this section (see the full list in Appendix E).

Overall, agencies assessed 38, or 61 per cent, of their HVHR projects as on track against their estimated cost, time and scope.

Figure 8 shows the agencies' combined ratings for their projects' cost, time and scope.

More projects have amber and red ratings for cost and time. This indicates that cost and time changes do not necessarily relate to changes in a project's scope.

Figure 8: Agencies' 2023 self-assessment ratings for projects' cost, time and scope



Note: This figure excludes the Suburban Rail Loop – Airport project's rating because MTIA listed it as 'N/A' in our survey. Appendix E shows the agencies' self-assessments for 2023–24. Our dashboard shows the ratings and comments from the agencies that explain amber and red ratings. Refer to Appendix G for the agencies comments to explain their ratings. Source: VAGO.

Cost and time challenges

DTF monitors the risk of major projects, particularly HVHR projects, running over time and over budget.

The main reasons that major projects run over time and budget are:

- the cost of materials increasing
- limited access to some materials
- skill shortages
- rising labour costs.

Land acquisition also delays some projects from progressing (see Appendix D for more detail).

Some major projects do not have key planning documents

Investment Lifecycle and High Value High Risk Guidelines

DTF's 2019 *Investment Lifecycle and High Value High Risk Guidelines* (HVHR guidelines) explains how to successfully deliver an investment's intended benefits on time, within budget and with the maximum benefit for Victorians.

The HVHR guidelines apply to all:

- government departments, corporations, authorities and other bodies under the *Financial Management Act 1994*
- government investment proposals.

The HVHR guidelines also help agencies develop business cases, which are mandatory for capital investments with a TEI of \$10 million or more.

Under the HVHR guidelines, DTF requires responsible agencies to have the following key documents for each of their major projects:

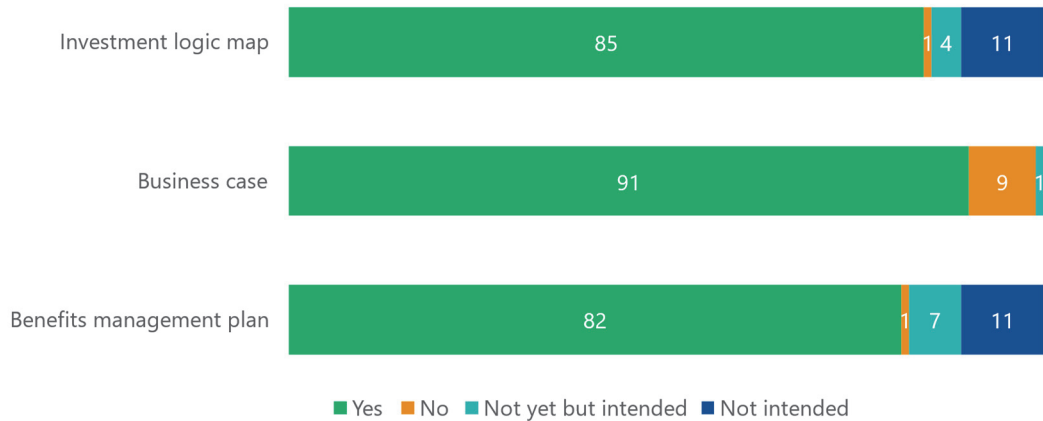
- a business case
 - an investment logic map
 - a benefits management plan.
-

Key planning documents

As Figure 9 shows, of the 101 projects we looked at:

- 85 projects (84.2 per cent) have an investment logic map
- 91 projects (90.1 per cent) have a business case
- 82 projects (81.2 per cent) have a benefits management plan.

Figure 9: Number of major projects with a benefits management plan, business case and investment logic map (2023–24)



Source: VAGO.

Business cases

The HVHR guidelines see business cases as an opportunity for an agency to conceptualise a project and prove that it is worth doing. Preparing a business case is the first stage of planning a project.

If an agency goes ahead without a business case it has not assured the government, Parliament and community that the project is worthy of public funds.

We looked at 12 new projects that commenced this year. Four of these projects do not have a business case. For 3 of these projects, the responsible agency intends to complete one. The other sits under another business case that has been approved for a larger program of work (or 'work program'). These 4 projects have a total TEI of \$1.8 billion.

We also looked at 18 completed projects. Two of these projects did not have a business case:

| The responsible agency told us that the ... | Does not have a business case because ... |
|--|---|
| new VLocity carriages for the regional network project | the government approved the project earlier in its decision to procure VLocity rolling stock. |
| Regional Rail Revival – Warrnambool and Geelong Line Upgrade project | the government approved the project earlier (in 2016) as a part of its Regional Network Development Plan. |

Agencies have not reviewed any completed projects in the last year

The gateway review process

When an agency completes a major project it should review it to assess if it delivered the planned benefits on time and within budget.

DTF introduced the gateway review process in 2003. The process is mandatory for all HVHR projects. It has 6 stages, or 'gates'.

An agency must do a Gate 6 review when it completes a project. This review typically happens 6 to 18 months after the project finishes. A Gate 6 review examines if a project has delivered its benefits as defined in its business case.

Since our 2013 *Planning, Delivery and Benefits Realisation of Major Asset Investment: The Gateway Review Process* report we have found that agencies inconsistently apply the gateway review process.

Gate 6 reviews

In our survey we asked agencies if they have done a Gate 6 review for 25* HVHR projects that were completed more than 18 months ago (see the full list in Appendix F).

Only 2 of these projects had a completed Gate 6 review.

Agencies told us they would not do a Gate 6 review for 3 projects because:

- 2 did not have sufficient budget allocated for the review
- gateway reviews were not required for one project.

This means agencies have not assessed if the other 20 projects delivered their intended benefits.

*We excluded 11 projects that finished very recently because agencies have 18 months to complete a Gate 6 review.

Appendices

[Appendix A: Submissions and comments](#)

[Appendix B: Abbreviations, acronyms and glossary](#)

[Appendix C: Review scope and method](#)

[Appendix D: Reasons projects change](#)

[Appendix E: Agencies' self-assessments for 2023–24](#)

[Appendix F: Gateway reviews of completed HVHR major projects](#)

[Appendix G: Data sources used in this review](#)

Appendix A: Submissions and comments

We have consulted with DTF and the 13 agencies that we surveyed. 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 agency head.

Responses received

| Agency | Page |
|--|------|
| Department of Treasury and Finance | A-2 |
| Court Services Victoria | A-4 |
| Department of Families, Fairness and Housing | A-6 |
| Department of Health | A-8 |
| Department of Jobs, Skills, Industry and Regions | A-10 |
| Department of Justice and Community Safety | A-12 |
| Department of Transport and Planning | A-14 |



Department of Treasury and Finance

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dtf.vic.gov.au

D23/171794

Mr Andrew Greaves
Auditor General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3002

Dear Mr Greaves

LIMITED ASSURANCE REVIEW – MAJOR PROJECTS PERFORMANCE REPORTING 2023

Thank you for your letter dated 17 October 2023, inviting the Department of Treasury and Finance (DTF) to respond to the limited assurance review: Major Projects Performance Reporting 2023.

DTF notes the conclusions of the review and the two recommendations directed at DTF including the Office of Projects Victoria (OPV). DTF accepts in principle the recommendations and I have attached an action plan to this letter to address your recommendations.

In response to a 2021 VAGO recommendation, DTF/OPV developed an online Capital Investment Dashboard which was first published in June 2022. This dashboard was subsequently enhanced with additional functionality and through DTF issuing further guidance to agencies on the information expected from them. We will continue to work with VAGO on improving reporting of projects in Budget Paper 4: State Capital Program and options to refresh and update the online Capital Investment Dashboard based on information collected from project delivery agencies.

I note DTF's reporting on the progress and performance of the State's major capital program is aligned with or more extensive than comparable jurisdictions.

Thank you for the opportunity to respond to the review.

Yours sincerely

David Martine
Secretary

30/10/2023





Department of Treasury and Finance

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

Attachment 1 – DTF action plan to address recommendations from Major Projects Performance Reporting

| No. | VAGO recommendation | Acceptance | Agreed management actions | Target completion date |
|-----|--|---|---|------------------------|
| 2 | Improve its reporting of Budget Paper 4: State Capital Program footnotes to include, where practical, agency comments that reflect any significant changes to a project in line with its guidance, including where comments are relevant across multiple years (see Section 2). | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle | DTF will update the <i>DTF Information Request Major projects and capital program performance reporting</i> requirements to provide agencies with further clarity on the information required as part Budget Paper 4 reporting. | May 2024 |
| 3 | Improve its Capital Investment Dashboard to include information that can provide greater transparency about capital projects to Parliament and the community. At a minimum, it should improve the dashboard to include the information reported in our Major Projects Performance dashboard (see Section 1). | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle | DTF will continue to maintain its existing public-facing dashboard, and further develop and improve its functionality to increase the usability and accessibility of information on major projects. | May 2024 |



Office of the CEO

PO Box 13193
Law Courts 8010

31 October 2023

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

Dear Mr Greaves,

Provisional Draft Report Major Projects Performance Reporting

Thank you for your letter of 17 October 2023. I have reviewed the proposed report, which includes the audit findings and recommendations.

Court Services Victoria (CSV) accepts the one recommendation directed to the Wyndham Law Courts Project, which is to:

Improve reporting to the Department of Treasury and Finance (DTF) for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including why a project's date or schedule has changed.

Outlined below in Attachment 1 is CSV's proposed Action Plan in response to the abovementioned recommendation.

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

Yours sincerely,


Louise Anderson
Chief Executive Officer
Court Services Victoria



Attachment 1 – CSV Action Plan to address the 2023 VAGO Major Projects Performance Reporting Audit

| No. | VAGO recommendation | Acceptance | Agreed management actions | Target completion date |
|-----|---|---|---|---|
| 1 | Improve their reporting to the Department of Treasury and Finance (DTF) for Budget Paper 4: State Capital Program (BP4) footnotes to explain changes in major projects' completion dates in line with the DTF's guidance, including: <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information (see Section 2). | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle <input type="checkbox"/> | CSV will ensure that all relevant Business Units are aware of this VAGO recommendation. In line with the annual State Budget process, CSV will work with DTF to provide adequate narrative in line with this VAGO recommendation for the next budget paper cycle. The draft wording CSV will propose DTF publish in Budget Paper 4 will align with the following: <i>The estimated completion date for the project was revised in the 2023/24 Budget Paper 4 from the original estimated completion date (Q1 2024/25) to an updated estimated completion date (Q3 2024/25) to reflect:</i> <ul style="list-style-type: none"> • CSV receiving funding later than the timelines outlined in the original business case; • The project's 'go live' date rather than the building completion date; and • The outcome of market response at main works contract award (October 2022) and align with the main works contractor's Program. | In line with the next budget paper cycle. Budget Papers are expected to be published in May 2024. |

Response provided by the Secretary, Department of Families, Fairness and Housing



Secretary

Department of Families, Fairness and Housing

50 Lonsdale Street
Melbourne Victoria 3000
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GPO Box 1774
Melbourne Victoria 3001
www.dffh.vic.gov.au

BAC-EOB-225

Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31 / 35 Collins Street
Melbourne VIC 3000
c/o: [REDACTED]

Dear Mr Greaves

Thank you for your letter enclosing the provisional draft report on Major Projects Performance Reporting 2023 and for allowing the Department of Families, Fairness and Housing (the department) the opportunity to provide further submissions or comments.

The department supports Victorian Auditor-General's Office (VAGO's) recommendation in ensuring that the Budget Paper 4: State Capital Program footnotes are clear and informative to provide transparency of changes for readers of the Budget Papers.

The department acknowledges VAGO's representation to the Department of Treasury and Finance with regards to including commentary on historical changes and context which is now captured in Recommendation 2. This change will support agencies providing key contextual information to the footnotes. As previously raised, the 'Carlton redevelopment – 246 units/sites' project is shown with a 20-quarter variance, however the social housing outcomes were achieved in 2014 and the project will not be formally finalised until the balance of the private apartments are sold. The extended duration has allowed for increased financial outcomes to the State (without an increase in Total Expected Investment).

Thank you for the opportunity to respond to the report.

Yours sincerely

Peta McCammon
Secretary

27/ 10 /2023



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DFFH action plan to address recommendations from Major Projects Performance Reporting

| No. | VAGO recommendation | Acceptance | Agreed management actions | Target completion date |
|-----|---|--|---|------------------------|
| 1 | <p>Improve their reporting to the Department of Treasury and Finance for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including:</p> <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information (see Section 2). | <p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle </p> | <p>The Department will continue to provide transparency as to the reasoning of project completion date changes.</p> <p>The Department acknowledges VAGO's representation to Department of Treasury & Finance with regards to including commentary on historical changes/context and the subsequent revision to Recommendation 2 to accommodate such commentary.</p> | N/A |

OFFICIAL

Response provided by the Secretary, Department of Health



Secretary

Department of Health

50 Lonsdale Street
Melbourne Victoria 3000
Telephone: 1300 650 172
GPO Box 4057
Melbourne Victoria 3001
www.health.vic.gov.au
DX 210081

BAC-BR-22984

Andrew Greaves
Victorian Auditor-General

Via email: [REDACTED]

Dear Mr Greaves

Proposed Report - Major Projects Performance Reporting – 2023

Thank you for providing my department with the opportunity to provide a submission to your report, Major Projects Performance Reporting – 2023.

My department is committed to providing value for money for the Victorian community in respect to the significant investments government has made in health infrastructure. It is also committed to accurate and transparent reporting of progress of capital projects and the rationale behind any changes to budget, completion date and scope in pursuing this objective. VAGO's advice as to how this might be improved is accepted.

In VAGO's acquittal of issues raised by the Department of Health on the provisional report, the BP4 2023-24 footnote has been used to explain the Ballarat Base Hospital redevelopment completion date change. However, that footnote relates to a subsequent unrelated Total Estimated Investment (TEI) change due to additional scope. The relevant BP4 2022-23 footnote explains this change is different. I acknowledge that you have included a column in Figure 6, *reasons for variance*, to highlight context that agencies provided in their survey response or in our report last year.

For the projects raised in Chapter 2 of the report, I am pleased to offer the following further information on the TEI and completion date changes:

Building a world class hospital for Frankston families

The TEI change reflects an amended procurement strategy (moving from a traditional procurement model to a public private partnership). The TEI includes 25 years of operational and lifecycle costs alongside the capital costs and remains within its original approved affordability benchmark. There is no additional cost to the taxpayer over the whole project term.

Additional acute mental health beds in regional Victoria

The estimated completion date was revised to align with efforts across the portfolio to maximise market capacity.



Response provided by the Secretary, Department of Health – *continued*

Ballarat Health Services expansion and redevelopment

The completion date was extended due to include the new central energy plant in scope, which required an amended sequence of works, and the inclusion of a 12-month defects and liabilities period.

Goulburn Valley Hospital – planning and development

The completion date was revised to account for the inclusion of refurbishment and compliance works due to additional scope to include 24-hour emergency imaging services, a radiology facility and a new operating theatre. Additionally, resequencing of works was required to maintain capacity and clinical segregation to respond to COVID-19.

Yours sincerely



Professor Euan M Wallace AM
Secretary
15/11/2023

Copy: Ben Hasker, Director: 



OFFICIAL



Department of Jobs, Skills, Industry and Regions

GPO Box 4509
Melbourne, Victoria 3001 Australia
Telephone: +61 3 9651 9999

Ref: CSEC-2-23-21923

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 2023

Thank you for your letter of 17 October 2023, providing the Department of Jobs, Skills, Industry and Regions (the department) with the proposed report for the Major Projects Performance Reporting 2023 limited assurance review.

The department welcomes VAGO's recommendation and will continue to foster best practices for strengthening its controls around major projects performance reporting. Enclosed with this correspondence is a document confirming that the department has the recommended action in place.

I appreciate the professional way this review has been conducted.

If you require further information, please contact Karan Gill, Chief Audit Officer on [REDACTED] or [REDACTED].

Yours sincerely

Tim Ada
Secretary

Date: 26/10/2023



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OFFICIAL: Sensitive

DJSIR action plan to address recommendations from Major Projects Performance Reporting

| No. | VAGO recommendation | Acceptance | Agreed management actions | Target completion date |
|-----|---|--|---|------------------------|
| 1 | <p>Improve their reporting to the Department of Treasury and Finance for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including:</p> <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information (see Section 2). | <p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle </p> | <p>Budget Paper 4 (BP4) is a product of Department of Treasury and Finance (DTF). DJSIR explains changes in major projects' completion dates in line with the DTF footnotes guidance, which is to explain a change in the estimated completion date of the project since the last publications of BP4.</p> <p>Additionally, on a quarterly basis, DJSIR provides an Asset Investment report to DTF which provides reasons for variances in TEI and schedules/timelines.</p> <p>DJSIR will continue to meet DTF reporting requirements in relation to BP4 initiatives.</p> | |

OFFICIAL

Response provided by the Secretary, Department of Justice and Community Safety



Department of Justice and Community Safety

Secretary

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

Our ref: EBC: 23104437

Mr Andrew Greaves
Auditor-General
Via email: [REDACTED]

Dear Mr Greaves

Thank you for your letter of 17 October 2023 and the opportunity to review the proposed report and draft dashboard for your assurance review on Major Projects Performance Reporting 2023.

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

The department's action plan to address the recommendation for all agencies in scope is attached.

If you have any questions or require further information, your office can contact Julianne Brennan Executive Director, Governance and Assurance, on [REDACTED] or via email: [REDACTED]

Yours sincerely

[REDACTED]

Kate Houghton PSM
Secretary

31/10/2023



DJCS action plan

Major projects performance reporting 2023

| # | VAGO recommends that all departments and agencies: | Response | # | DJCS will: | By: |
|---|---|----------|-----|--|-----------|
| 2 | <p>Improve their reporting to the Department of Treasury and Finance for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including:</p> <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information. | Accept | 2.1 | Continue to adhere to the Department of Treasury and Finance guidance on preparing proposed footnotes for inclusion in the budget papers, including clearly explaining why the estimated end date or total estimated investment for an initiative has changed. | 16-Nov-23 |



Department of Transport and Planning

GPO Box 2392
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-23-4586

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 2023 - Proposed Report

Thank you for your letter of 17 October 2023 inviting a response to the *Major Projects Performance Reporting 2023 Proposed Report* which has been provided to the Department of Transport and Planning (DTP), Major Transport Infrastructure Authority (MTIA) and Suburban Rail Loop Authority (SRLA).

The Department, MTIA and SRLA have reviewed the proposed report and the associated proposed data for use in the VAGO data dashboard.

On behalf of the Department, MTIA and SRLA, I acknowledge the report's conclusion that public reporting by the Department of Treasury and Finance (DTF) continues to have limitations and that agencies could improve how they report changes to major projects' completion dates. DTP, MTIA and SRLA accept in principle the recommendation raised to agencies.

DTP, MTIA and SRLA continue to support the principle of improving the quality of major projects performance reporting through DTF and subsequently reducing the frequency of future limited assurance reviews from your office in this regard.

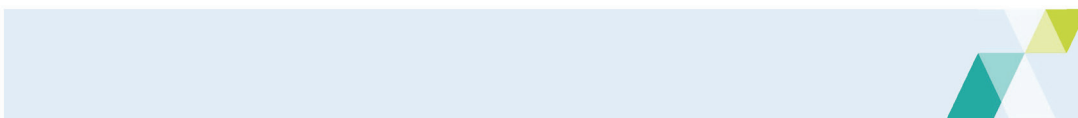
Yours sincerely



Paul Younis
Secretary
Department of Transport and Planning

27 October 2023





Major Projects Performance Reporting 2023

Department of Transport and Planning (DTP), Major Transport Infrastructure Authority (MTIA) and Suburban Rail Loop Authority (SRLA) – Action plan

| No. | VAGO Recommendation | DTP Action | Due date |
|-----|---|---|-------------|
| 1 | <p>Improve their reporting to the Department of Treasury and Finance (DTF) for Budget Paper 4: State Capital Program footnotes to explain changes in major projects' completion dates in line with the Department of Treasury and Finance's guidance, including:</p> <ul style="list-style-type: none"> • why a project's date or schedule has changed • any other significant project information (see Section 2). | <p>Accepted in principle.</p> <p>DTP, MTIA and SRLA will implement DTF's guidance to support providing accurate, complete and well-structured footnotes within the broader budget process.</p> <p>As part of the next BP4 process:</p> <ul style="list-style-type: none"> - DTP will provide clear instruction reinforcing the use of the BP4 Footnote checklist (provided by DTF); and, - DTP will include in its quality assurance activity that the footnotes meet the criteria when submitted to DTF for review. | 31-May-2024 |

Appendix B: Abbreviations, acronyms and glossary

Abbreviation We use the following abbreviation in this report:

Abbreviation

| | |
|--------------------|---|
| HVHR guidelines | <i>Investment Lifecycle and High Value High Risk Guidelines</i> |
|--------------------|---|

Acronyms We use the following acronyms in this report:

Acronym

| | |
|------|--|
| BP4 | Budget Paper 4: State Capital Program |
| DE | Department of Education |
| DH | Department of Health |
| DJCS | Department of Justice and Community Safety |
| DTF | Department of Treasury and Finance |
| DTP | Department of Transport and Planning |
| HVHR | high value high risk |
| MTIA | Major Transport Infrastructure Authority |
| PNFC | public non-financial corporation |
| TEI | total estimated investment |
| VAGO | Victorian Auditor-General's Office |

Glossary

This glossary includes an explanation of the types of engagements we perform:

Term

Reasonable assurance 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 express an opinion or draw a conclusion against an audit objective with a high level of assurance. We call these audit engagements.

See our [assurance services fact sheet](#) for more information.

Limited assurance We obtain less assurance when we rely primarily on an agency's representations and other evidence generated by that agency. 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, that nothing has come to our attention to indicate there is a problem.

See our [assurance services fact sheet](#) for more information.

Appendix C:

Review scope and method

Scope of this review

Who we examined

We examined the following agencies:

| Agency | Their key responsibilities |
|--|---|
| Department of Treasury and Finance | Preparing BP4 |
| Court Services Victoria | Delivering the major projects in our sample |
| Department of Education | |
| 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 | |
| Major Transport Infrastructure Authority | |
| Suburban Rail Loop Authority | |

Our review objective

To assess if the public sector transparently reports the performance of major projects against cost, time and scope.

What we examined

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

We also surveyed agencies responsible for infrastructure projects in BP4 that have a TEI of \$100 million or more.

We excluded:

- information technology projects because the Victorian Government IT Dashboard shows them
- land and building acquisitions
- funding programs
- maintenance and upgrade programs
- road and community safety programs
- any projects that we identified as programs of smaller works under \$100 million.

Conducting this review

Assessing performance

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

| Line of inquiry | Criteria |
|--|--|
| 1. Assess whether the public sector transparently report the performance of major projects against cost, time, scope and benefits? | 1.1 DTF and responsible entities consistently and transparently report major project information to Parliament and the community. 1.2 Major project performance is reported against scope, time and cost. |

Our methods

As part of the review we:

- engaged with DTF, Office of Projects Victoria, DTP and MTIA to design the survey
- collected and collated data on major capital projects from DTF, Office of Projects Victoria and other public sources
- surveyed 8 public sector agencies responsible for delivering 101 major projects to collect performance data for a public-facing dashboard
- required an accountable officer of each responsible agency (or their delegate) to attest to 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.

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 \$237,500.

The duration of the review was 6 months from initiation to tabling.

Appendix D: Reasons projects change




Figure D1: Reasons why a project's cost, time and scope may change

| Reason | More information |
|---|--|
| Supply chain disruption and changing resource costs | With energy and commodity prices increasing, the cost of key materials in the construction industry and shipping them to Australia has increased. If contractors use current prices to budget and prices rise more than they have tendered, the government may need to pay more than the original budget to compensate. In other cases, agencies save on originally budgeted costs and the TEI drops. |
| Labour market | Government investment in construction has increased at the same time as delays and disruptions to projects due to the COVID-19 pandemic and extreme weather events. Together, these have increased pressure on available resources, workers and materials. |
| External factors | A wide range of skilled workers are in short supply, particularly in regional areas. Pandemic travel restrictions also limited opportunities for overseas workers to come to Australia. |
| Land acquisition and environmental impact | <p>Agencies may need to revise project plans if site issues arise. Some capital projects depend on the purchase of land, and delays can occur during that process.</p> <p>Other delays or costs may occur if a contractor finds that buildings or land require remediation (for example, there have been additional costs for the Royal Victorian Eye and Ear Hospital redevelopment project to remove asbestos).</p> <p>Sometimes construction on a site could potentially affect the habitat of an endangered species (for example, MTIA changed its plans for the Hurstbridge Line Upgrade when residents found it would affect the habitat of the Eltham Copper Butterfly)</p> |
| Staged funding | <p>In some cases, the government receives project funds in stages.</p> <p>Some projects (for example, Melbourne Park redevelopment) name each stage as a separate project. Others (for example, Western Plains Correctional Centre) alter the TEI as the project moves from one stage to the next.</p> <p>We show both types of variances in our Major Projects Performance dashboard.</p> <p>Some agencies explain the reason for the variance in the BP4 project description or the footnote.</p> |
| Increase in locations | Some projects roll out similar 'units' at various locations over time. When the number of locations increases, so does the TEI (for example, the Car Parks for Commuters project and Level Crossing Removal project) |
| Administrative | <p>Agencies sometimes change the TEI of a project in line with accounting standards. This usually happens when they reclassify costs as operating expenditure instead of capital.</p> <p>The TEI of some projects changes because DTF considers them rolling programs of works that evolve each year.</p> |

Source: VAGO.






















Appendix E: Agencies' self-assessments for 2023–24

Figure E1: Red, amber and green rating definitions

| Rating | Cost | Time | Scope |
|---|--|---|---|
|  | Project is likely to be more than 20 per cent over its current approved budget | Project is likely to be more than 6 months behind its current approved schedule | Current approved project scope is at risk and requires action and a decision by the government |
|  | Project is likely to be more than 11 to 20 per cent over its current approved budget | Project is likely to be 4 to 6 months behind its approved schedule | Scope risks are emerging but are being managed. No action or decision is required by the government at this point in time |
|  | Project is likely to be 0 to 10 per cent over its current approved budget | Project is likely to be 0 to 3 months behind its current approved schedule | Current approved project scope is clear and can be delivered within the current budget and schedule |

Source: VAGO.

Figure E2: Project detail and performance self-assessment ratings 2023–24

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Agency self-assessment | | |
|---|------|-------------|-------------------|-------------------------|---|---|---|
| | | | | | Cost | Time | Scope |
| Court Services Victoria | | | | | | | |
| Bendigo Law Courts Redevelopment | | Complete | \$152,396 | Qtr 2 2022–23 |  |  |  |
| New Wyndham Law Court Development | ✓ | In delivery | \$271,128 | Qtr 3 2024–25 |  |  |  |
| Department of Education | | | | | | | |
| Department of Families, Fairness and Housing | | | | | | | |
| Big Housing Build | ✓ | In delivery | \$3,066,793 | Qtr 1 2027–28 |  |  |  |
| Carlton redevelopment – 246 units/sites | | In delivery | \$145,793 | Qtr 2 2023–24 |  |  |  |
| Homes Victoria Ground Lease Model Project 1 | | In delivery | \$263,667 | Qtr 3 2023–24 |  |  |  |
| Homes Victoria Ground Lease Model Project 2 | ✓ | Procurement | \$259,802 | TBC |  |  |  |
| Public housing renewal program | ✓ | In delivery | \$185,000 | Qtr 2 2024–25 |  |  |  |

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Cost | Time | Scope |
|---|------|----------------------------------|-------------------|-------------------------|------|------|-------|
| Department of Health | | | | | | | |
| Additional acute mental health beds in regional Victoria | ✓ | Pre-procurement | \$195,834 | Qtr 4 2028–29 | A | A | A |
| A Pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria's Mental Health System | ✓ | In delivery | \$492,200 | Qtr 3 2024–25 | G | G | G |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant | ✓ | In delivery | \$595,788 | Qtr 2 2028–29 | A | G | R |
| Barwon Women's and Children's Hospital | ✓ | Pre-procurement | \$514,102 | Qtr 2 2029–30 | G | G | G |
| Better aged care services for regional Victorians | | Feasibility study/planning | \$162,246 | Qtr 1 2028–29 | N/A | N/A | N/A |
| Building a bigger and better Latrobe Regional Hospital | | In delivery | \$223,500 | Qtr 4 2023–24 | G | G | G |
| Building a better hospital for Melbourne's inner west | ✓ | In delivery | \$1,998,605 | Qtr 1 2025–26 | G | G | G |
| Building a world class hospital for Frankston families | ✓ | In delivery | \$1,118,084 | Qtr 3 2025–26 | G | G | G |
| Building a world class hospital in Maryborough | | In delivery | \$115,000 | Qtr 2 2024–25 | G | G | G |
| Emergency Departments Expansion Program – Casey Hospital and Werribee Mercy Hospital | | Pre-tender industrial engagement | \$236,400 | Qtr 4 2026–27 | G | G | G |
| Expanding mental health treatment facilities for Victoria's youth | | In delivery | \$141,000 | Qtr 4 2024–25 | G | G | G |
| Forensic Mental Health Expansion Project Stage 1 and 2 | ✓ | Procurement | \$462,457 | Qtr 4 2024–25 | G | G | G |
| Goulburn Valley Health redevelopment – planning and development | ✓ | In delivery | \$229,349 | Qtr 2 2023–24 | G | G | G |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) | | In delivery | \$112,000 | Qtr 4 2026–27 | G | G | G |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project | | In delivery | \$134,630 | Qtr 4 2025–26 | G | G | A |
| New Melton Hospital | ✓ | Request for proposal | \$981,059 | Qtr 4 2028–29 | A | G | G |
| Northern Hospital inpatient expansion – Stage 2 | | Post-practical completion | \$162,672 | Qtr 2 2024–25 | G | G | G |

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Cost | Time | Scope |
|--|------|---------------------------|-------------------|-------------------------|---------------------------------------|--------------------------------------|---------------------------------------|
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital | ✓ | Business case development | \$2,338,000 | Qtr 4 2031–32 | N/A | N/A | N/A |
| Royal Victorian Eye and Ear Hospital redevelopment | ✓ | In delivery | \$317,807 | Qtr 4 2023–24 | G | R | G |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1 2022–23* | | Pre-procurement | \$142,845 | Qtr 4 2027–28 | G | G | G |
| Ten new community hospitals to give patients the best care | ✓ | In delivery | \$675,000 | Qtr 4 2024–25 | R | R | A |
| Victorian Heart Hospital | | Post-practical completion | \$577,000 | Qtr 2 2024–25 | G | G | G |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) | ✓ | Procurement | \$384,200 | Qtr 4 2026–27 | A | G | G |
| Wonthaggi Hospital emergency department expansion | | Post-practical completion | \$115,000 | Qtr 4 2023–24 | G | G | G |
| Department of Justice and Community Safety | | | | | | | |
| Men's prison system capacity | ✓ | In delivery | \$758,105 | Qtr 2 2024–25 | G | G | G |
| New youth justice facility | ✓ | Practical completion | \$419,651 | Qtr 3 2023–24 | G | G | G |
| Western Plains Correctional Centre | ✓ | Practical completion | \$1,069,128 | Qtr 4 2023–24 | G | G | G |
| Women's prison system capacity | ✓ | Practical completion | \$152,600 | Qtr 3 2023–24 | G | G | G |
| Department of Jobs, Skills, Industry and Regions | | | | | | | |
| Building a world class Geelong Performing Arts Centre | ✓ | In delivery | \$140,000 | Qtr 1 2023–24 | G | G | G |
| Geelong City Deal – Geelong Convention and Exhibition Centre Precinct | ✓ | Request for proposal | \$296,000 | Qtr 4 2025–26 | A | G | G |
| Kardinia Park Stadium Stage 5 Redevelopment | ✓ | In delivery | \$141,923 | Qtr 3 2023–24 | G | R | G |
| Melbourne Arts Precinct Transformation Phase One | ✓ | In delivery | \$1,574,389 | Qtr 2 2028–29 | A | G | A |
| State Basketball Centre redevelopment | | In delivery | \$128,449 | Qtr 1 2024–25 | G | G | G |
| Department of Transport and Planning | | | | | | | |
| Additional VLocity trains | ✓ | In delivery | \$340,000 | Qtr 4 2023–24 | G | G | G |
| Car Parks for Commuters | | In delivery | \$618,119 | TBC | G | G | G |

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Cost | Time | Scope |
|--|------|---------------------------|-------------------|-------------------------|------|------|-------|
| E-Class Tram Infrastructure Program | ✓ | In delivery | \$789,106 | Qtr 4 2027–28 | A | A | A |
| Great Ocean Road Renewal | | In delivery | \$225,000 | Qtr 4 2024–25 | G | G | G |
| High Capacity Metro Trains | ✓ | In delivery | \$2,264,776 | Qtr 1 2023–24 | G | G | G |
| Improving the Calder Freeway | | Business case development | \$100,000 | TBC | G | G | G |
| Keeping Victorians moving | | In delivery | \$173,127 | Qtr 4 2023–24 | G | G | G |
| Maintaining Victoria's road network | | In delivery | \$119,442 | Qtr 4 2023–24 | G | G | G |
| Metro Tunnel readiness | ✓ | In delivery | \$238,079 | Qtr 2 2025–26 | G | G | G |
| More regional trains – Regional Network Development Plan | | Post-practical completion | \$224,153 | Qtr 4 2024–25 | G | G | G |
| More VLocity trains | ✓ | Pre-procurement | \$600,759 | Qtr 4 2027–28 | N/A | N/A | N/A |
| More VLocity trains 2022–23 | | In delivery | \$250,040 | Qtr 4 2026–27 | G | G | G |
| Next Generation Trams | ✓ | In delivery | \$1,407,242 | Qtr 4 2028–29 | G | G | G |
| New metropolitan trains | ✓ | In delivery | \$985,849 | Qtr 2 2026–27 | G | A | G |
| New VLocity carriages for the regional network | | Post-practical completion | \$250,602 | Qtr 4 2024–25 | G | G | G |
| Public Transport Ticketing Asset Renewa* | ✓ | In delivery | \$543,615 | Qtr 4 2026–27 | G | G | G |
| Road maintenance blitz | | Practical completion | \$108,699 | Qtr 2 2023–24 | G | G | G |
| Train radio system upgrade | | In delivery | \$173,000 | Qtr 4 2027–28 | G | G | G |

Major Transport Infrastructure Authority

| | | | | | | | |
|--|---|-------------|-------------|---------------|---|---|---|
| 85 by 2025 (Level Crossing Removal) | ✓ | In delivery | \$8,831,693 | Qtr 2 2025–26 | G | G | G |
| Barwon Heads Road Upgrade | ✓ | In delivery | \$365,000 | Qtr 2 2023–24 | G | G | G |
| Caulfield Rationalisation Works | | In delivery | \$236,683 | Qtr 4 2025–26 | G | G | G |
| City Loop fire and safety upgrade (stage 2) and intruder alarm | ✓ | In delivery | \$464,620 | Qtr 2 2023–24 | G | G | G |
| Clyde Road upgrade | | Procurement | \$243,679 | TBC | A | R | G |

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Cost | Time | Scope |
|---|------|----------------------------|-------------------|-------------------------|------|------|-------|
| Geelong Fast Rail | ✓ | Business case development | \$4,000,000 | TBC | A | G | G |
| Hall Road Upgrade | | In delivery | \$282,504 | TBC | G | G | G |
| Hurstbridge Line Upgrade Stage 2 | ✓ | Complete | \$598,355 | Qtr 3 2025–26 | G | G | G |
| Ison Road Rail Overpass | | Procurement | \$103,600 | TBC | G | A | G |
| Kananook Train Maintenance Facility Stage 2 | ✓ | Feasibility study/planning | \$365,500 | Qtr 4 2025–26 | G | G | G |
| Level Crossing Removal Program | ✓ | Complete | \$6,333,977 | Qtr 4 2024–25 | G | G | G |
| M80 Ring Road upgrade | ✓ | Post-practical completion | \$656,804 | TBC | G | G | G |
| Melton Line Upgrade | ✓ | Feasibility study/planning | \$641,000 | Qtr 4 2028–29 | N/A | N/A | N/A |
| Metropolitan Network Modernisation Program | ✓ | Complete | \$1,348,456 | Qtr 4 2024–25 | G | G | G |
| Metro Tunnel | ✓ | In delivery | \$12,642,471 | Qtr 2 2025–26 | A | G | G |
| Mickleham Road Upgrade – Stage 1 | | In delivery | \$206,837 | TBC | G | G | G |
| Monash Freeway upgrade – Stage 2 | ✓ | Post-practical completion | \$1,019,331 | Qtr 1 2024–25 | G | G | G |
| Murray Basin Rail Project | ✓ | In delivery | \$794,414 | TBC | G | A | G |
| New Tarneit railway station | | Feasibility study/planning | \$124,000 | Qtr 4 2025–26 | N/A | N/A | N/A |
| New trains for Sunbury | ✓ | In delivery | \$1,788,795 | Qtr 2 2024–25 | G | G | G |
| North East Link – Primary Package (Tunnels) and State Toll Co | ✓ | In delivery | \$14,034,000 | Qtr 2 2028–29 | G | G | G |
| North East Link (State and Freeway Packages) | ✓ | Procurement | TBC | TBC | R | G | G |
| Pakenham Roads upgrade | | Procurement | TBC | TBC | G | R | G |
| Princes Highway East Duplication Stage 3 | ✓ | In delivery | \$245,459 | TBC | A | G | G |
| Regional Rail Revival – Bendigo/Echuca Line Upgrade | | In delivery | \$175,264 | TBC | R | R | R |
| Regional Rail Revival – Gippsland Line Upgrade Stage 1 | ✓ | In delivery | \$531,360 | TBC | G | A | G |
| Regional Rail Revival – Shepparton Corridor Upgrade – Stage 2 | ✓ | Complete | \$313,066 | Qtr 4 2024–25 | G | G | G |

| Project name | HVHR | Stage | TEI (thousand) | Estimated completion | Cost | Time | Scope |
|---|------|----------------------------|-------------------|-------------------------|------|------|-------|
| Regional Rail Revival – Shepparton Line Upgrade – Stage 3 | ✓ | In delivery | \$400,000 | TBC | | | |
| Regional Rail Revival – Warrnambool and Geelong Line Upgrade | ✓ | Complete | \$283,089 | Qtr 4 2024–25 | | | |
| Regional Rail Revival – Warrnambool Line Upgrade – Stage 2 | | In delivery | \$260,000 | TBC | | | |
| Regional Rail Revival – Waurn Ponds Track Duplication – Stage 2 | ✓ | In delivery | \$899,200 | TBC | | | |
| Road blitz to get families home sooner and safer | ✓ | Business case development | \$674,000 | Qtr 4 2028–29 | N/A | N/A | N/A |
| South Dynon Train Maintenance Facility Stage 1 | ✓ | In delivery | \$121,774 | Qtr 1 2023–24 | | | |
| South Dynon Train Maintenance Facility Stage 2 | ✓ | Feasibility study/planning | \$296,755 | Qtr 4 2025–26 | N/A | N/A | N/A |
| Suburban Rail Loop – Airport | ✓ | Procurement | \$10,000,000 | TBC | N/A | N/A | N/A |
| Suburban Roads Upgrade – Northern Roads Upgrade and South Eastern Roads Upgrade | ✓ | In delivery | \$2,512,801 | TBC | | | |
| Tram infrastructure upgrades | ✓ | In delivery | \$428,605 | Qtr 4 2025–26 | | | |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) | ✓ | Feasibility study/planning | \$6,522,100 | Qtr 4 2029–30 | | | |
| Western Highway duplication – Ballarat to Stawell | ✓ | In delivery | \$656,360 | TBC | | | |
| Western Port Highway | | Post-practical completion | \$113,649 | Qtr 2 2024–25 | | | |
| West Gate Tunnel | ✓ | In delivery | \$10,154,092 | Qtr 2 2025–26 | | | |

Suburban Rail Loop Authority

| | | | | | | | |
|--|---|-------------|-------------|---------------|--|--|--|
| Suburban Rail Loop East – Development, Initial and Early Works | ✓ | In delivery | \$2,371,618 | Qtr 4 2024–25 | | | |
| Suburban Rail Loop East – Main Works | ✓ | Procurement | TBC | TBC | | | |

Note: *New project included in our survey this year.

All red, amber and green ratings listed are as at March 2023. HVHR projects used DTF's red, amber and green rating definitions listed on page 13. All other projects self-assessed as per VAGO definition in Figure E1 as at July 2023.

Agencies told us that some projects are listed as 'TBC' because they may be subject to the Australian Government's 2023–24 Infrastructure Investment Program Strategic Review.

Source: VAGO.

Appendix F: Gateway reviews of completed HVHR major projects

Figure F1: Number of gateway reviews done for HVHR major projects completed since 2019–20

| Project name | Gateway review stage complete | | | | | |
|---|-------------------------------|--------|--------|--------|--------|--------|
| | Gate 1 | Gate 2 | Gate 3 | Gate 4 | Gate 5 | Gate 6 |
| Ballarat Line Upgrade Stage 1 | ✓ | ✓ | ✓ | ✓ | | |
| Casey Hospital Expansion | ✓ | ✓ | ✓ | | | X |
| Caulfield to Dandenong conventional signalling and power infrastructure upgrade | | ✓ | ✓ | ✓ | | |
| Chandler Highway Upgrade | ✓ | ✓ | ✓ | ✓ | | |
| Cranbourne Pakenham and Sunbury Line Upgrades | ✓ | ✓ | | | | |
| Drysdale Bypass | ✓ | ✓ | ✓ | ✓ | | |
| Greater Shepperton Secondary College | | | | | | N/A |
| Hurstbridge Line Upgrade | ✓ | ✓ | ✓ | ✓ | | |
| Hurstbridge Line Upgrade Stage 2 (metropolitan various)* | | | | ✓ | | |
| Joan Kirner Women's and Children's Hospital Sunshine | | ✓ | ✓ | ✓ | ✓ | X |
| Level Crossing Removal Program (metropolitan various)* | | ✓ | ✓ | | ✓ | ✓ |
| M80 Ring Road Upgrade (Sunshine Avenue to Calder Freeway) | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Melbourne Exhibition Centre Stage 2 Development | | ✓ | ✓ | | | |
| Melbourne Park redevelopment stage three | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Melbourne Park redevelopment stage two | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mernda rail extension project | | | ✓ | ✓ | ✓ | ✓ |
| Metropolitan Network Modernisation Program (metropolitan various)* | | ✓ | ✓ | | ✓ | ✓ |
| Monash Freeway upgrade – Stage 2 (South-East Melbourne)* | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Monash Freeway upgrade – EastLink to Clyde Road | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Mordialloc Freeway | ✓ | ✓ | ✓ | ✓ | | |
| More Regional Trains – New VLocity trains | ✓ | ✓ | | | | |
| Network Transition Plan – Phase A | | | | | | |

Gateway review stage complete

| Project name | Gate 1 | Gate 2 | Gate 3 | Gate 4 | Gate 5 | Gate 6 |
|--|--------|--------|--------|--------|--------|--------|
| New youth justice facility (metropolitan)* | | ✓ | ✓ | ✓ | ✓ | |
| Plenty Road Upgrade Stage 2 | | ✓ | ✓ | ✓ | | |
| Princes Highway Duplication Project-Winchelsea to Colac | | ✓ | ✓ | ✓ | | |
| Princes Highway East – Traralgon to Sale Duplication | ✓ | ✓ | ✓ | ✓ | | |
| Regional Rail Revival – Shepparton Corridor Upgrade – Stage 2 (Shepparton) * | ✓ | ✓ | ✓ | ✓ | | |
| Regional Rail Revival – Warrnambool and Geelong Line Upgrade (regional various)* | ✓ | ✓ | ✓ | ✓ | | |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne)* | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Rural and Regional Roads Package-Echuca-Moama bridge | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Thompsons Road duplication (Lyndhurst) | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Victorian Heart Hospital (Clayton)* | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Western Plains Correctional Centre (Lara)* | | ✓ | ✓ | ✓ | | |
| Western Roads Upgrade | | ✓ | ✓ | | ✓ | |
| Women’s prison system capacity (statewide)* | | | ✓ | ✓ | | |
| Yan Yean Road duplication – Stage 1 (Plenty) | ✓ | ✓ | ✓ | ✓ | ✓ | |

Note: *These projects are new to the list as of 2023–24 and were excluded from our analysis.
Source: VAGO based on survey data.

Appendix G:

Data sources used in this review

The table on the next page shows all the entities' responses to our survey in relation to their major projects. All survey responses were provided as at July 2023. However, HVHR project's red, amber and green ratings were reported to DTF in March 2023.

For the purposes of space, we have abbreviated the questions asked in the survey. You can download the full data set, including the full questions, at <https://www.audit.vic.gov.au/report/major-projects-performance-reporting-2023>

| Project information | | | | | | | | | |
|---|---|------------------------|---|---------------------------|----------------------|--|-----------------|--|---|
| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| 85 by 2025 (Level Crossing Removal) (metropolitan various) | The removal of 85 (leading to the original 50 and subsequent 25) of Victoria's dangerous and congested level crossings. | MTIA (IXRP) | South Eastern Program Alliance (SEPA) - Garing O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - McConnell Dowell 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 | MTIA Project Management Framework | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region |
| A Pathway to more acute mental health beds: Responding to the Interim report of the Royal Commission into Victoria's Mental Health System (statewide) | This project involves the delivery of 220 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. | Health | Lendlease | Health and human services | Managing Contractor | Hybrid | In delivery | North and West Metropolitan Region, Barwon-South Western Region | Greater Geelong, Brimbank, Melbourne, Whittlesea |
| Additional acute mental health beds in regional Victoria (various) | The project will deliver construction of a contemporary and integrated 35-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. | Health | Not yet appointed | Health and human services | lbc | VHBA PMO PMF | Pre-procurement | Hume Region, Grampians Region | Greater Shepparton City, Wangaratta Rural City, City of Ballarat |
| 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. | Transport and Planning | Bombardier Transportation Australia Pty Ltd | Transport | Design and Construct | Design & Project Management undertaken by contractor | In delivery | Loddon Mallee Region, Hume Region, Gippsland Region, Barwon-South Western Region, North and West Metropolitan Region | City of Greater Bendigo, Campaspe Shire, Central Goldfields Shire, Gannawarra Shire, Macedon Ranges Shire, Mount Alexander Shire, Swan Hill Rural City, Benalla Rural City, Greater Shepparton City, Indigo Shire, Mitchell Shire, Strathbogie Shire, Wangaratta Rural City, City of Wodonga, Baw Baw Shire, East Gippsland Shire, Latrobe City, Wellington Shire, Ararat Rural City, City of Ballarat, Hepburn Shire, Moorabool Shire, Pyrenees Shire, Colac Otway Shire, Corangamite Shire, Greater Geelong, Moyne Shire, Surf Coast Shire, Brimbank, Hobson Bay, Hume, Maribyrnong, Melbourne, Melton, Moonee Valley, Moreland, Whittlesea, Wyndham, Yarra |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat) | The Ballarat Base Hospital redevelopment will deliver an emergency department, a modernised acute mental health facility, expanded intensive care unit, expanded critical care 'hot floor' and at least 100 more inpatient beds. | Health | Stage 1 - H Troon Stage 2 CEP - John Holland Group | Health and human services | Stage 1 - Lump Sum | Construction management methodology, Department of Health and Human Services Capital Development Guidelines & Victorian Health Building Authority Project Management Office Project Management Framework | In delivery | Grampians Region | City of Ballarat |

| Project information | | | | | | | | | |
|--|---|-----------------------------|--|--------------------------------|---|------------------------------------|----------------------------|--|---|
| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Barwon Heads Road Upgrade (Barwon Heads) | <p>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:</p> <ul style="list-style-type: none"> - 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 <p>Once complete, the upgrade will:</p> <ul style="list-style-type: none"> - 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. | MFTA | Diercil Southern Pty Ltd BMD Constructions Pty Ltd BILD Infrastructure Pty Ltd | Transport | Program Delivery Approach | DfI Investment Lifecycle Framework | In delivery | Barwon-South Western Region | Greater Geelong |
| 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 | Health | Not yet appointed | Health and human services | Construction Management/Design and Construction, Managing Contractor | VHBA PMO PMF | Pre-procurement | Barwon-South Western Region | Greater Geelong |
| Bendigo Law Courts Redevelopment (Bendigo) | <p>The existing Bendigo Law Courts has transitioned its operations from four courtrooms to nine courtrooms, two hearing rooms, two mediation suites, and 16 custody cells.</p> <p>The new BLC provides a multi-jurisdictional court with specialist court services, servicing the Magistrates', Children's, Supreme and County Courts of Victoria, VCAT, Federal Circuit Court.</p> <p>The new BLC provides a Specialist Family Violence Court, Koori Court, and the Assessment & Referral Court for mental health matters.</p> <p>Benefits include increased regional access to justice, a court with a civic presence, a safe environment for court users and the community, recognition of Traditional Owners and local culture, and a lasting positive social and economic impact on the region.</p> | Courts Services Victoria | Kane Nicholson Joint Venture | Justice and emergency services | Design and construct (Two stage - Early Works and Main Works packages) | Project Management Excellence | Complete | Loddon Mallee Region | City of Greater Bendigo |
| Better aged care services for regional Victorians (Regional various) | Rural and Regional Public Sector Residential Aged Care Revitalisation to provide three new Public Sector Residential Aged Care Services (PSRACS) facilities, Cohuna District Hospital campus \$38.170 million - replacing Cohuna District Nursing Home (16 beds) and current medical ward (8 acute care beds) to deliver a 24-bed co located facility; Maffra District Hospital campus \$69.698 million - replacing JHF McDonald Wing (14 beds) and hospital Residential Aged Care Wing (16 beds) to deliver a 30-bed facility; and Numukah Hospital campus \$54.378 million - replacing Pioneers Memorial Lodge to deliver a 36-bed facility. | Health | To be appointed | Health and Human Services | Design Only for Consultant Services; Construct Only for Early Works and Main Works. | VHBA PMO PMF | Feasibility study/planning | Murrumbidgee Region, Loddon Mallee Region | Gannawarra Shire, Moira Shire, Wellington Shire |

| Project information | | | | | | | | | |
|--|--|------------------------------------|---------------------------|------------------------------|---|--|---------------|--|---|
| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Big Housing Build (Statewide) | The Big Housing Build includes \$5 billion, including \$1.25 billion for regional projects, to generate over 12,300 social and affordable dwellings delivered through new developments on Homes Victoria and non-Homes Victoria government land; projects developed and owned by community housing providers; and social and affordable homes on spot purchases and stalled private developments. Budget Paper 4 reports a subset of the total investment for the Big Housing Build (\$3bn). This value has been adjusted in the 2022/23 budget paper to reflect the inclusion of the Building New Homes to Fight Homelessness program (plus reclassification of certain expenditure between capital and operating in line with accounting standards). | Families, Fairness and Housing | Various contractors | Health and human services | Various | Project Management Body of Knowledge | In delivery | Eastern Metropolitan Region, Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, City of Greater Bendigo, Buloke Shire, Campaspe Shire, Central Goldfields Shire, Gamavarra Shire, Loddon Shire, Macedon Ranges Shire, Mildura Rural City, Mount Alexander Shire, Swan Hill Rural City, Alpine Shire, Benalla Rural City, Greater Shepparton City, Indigo Shire, Mansfield Shire, Mitchell Shire, Moira Shire, Murrindindi Shire, Strathbogie Shire, Towong Shire, Wangaratta Rural City, City of Wodonga, Bass Coast Shire, Baw Baw Shire, East Gippsland Shire, Latrobe City, South Gippsland Shire, Wellington Shire, Ararat Rural City, City of Ballarat, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Horsham Rural City, Moorabool Shire, Northern Grampians Shire, Pyrenees Shire, West Wimmera Shire, Yarrumbank Shire, Colac Otway Shire, Corangamite Shire, Glenelg Shire, Greater Geelong, Moyne Shire, Queenscliffe Borough, Southern Grampians Shire, Surf Coast Shire, Warrambool City, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Maribyrnong, Melbourne, Melton, Mononee Valley, Moreland, Nillumbik, Whittlesea, Wundah, Yarra, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Franston, Mornington Peninsula, Casey, Cardinia |
| 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 (POC beds). | Health | Plenary Health Consortium | Health and human services | Public-private partnership | Construction management methodology, Department of Health and Human Services Capital Development Guidelines & Victorian Health Building Authority Project Management Framework | In delivery | North and West Metropolitan Region | Brimbank, Hobson Bay, Hume, Maribyrnong, Moonee Valley |
| 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. | Health | Not applicable | Health and human services | Construct only | Waterfall | In delivery | Gippsland Region | Latrobe City |
| Building a world class Geelong Performing Arts Centre (Geelong) | The GAC Stage 3 Redevelopment will address the 2015 masterplan with the following objectives: <ul style="list-style-type: none"> deliver new/enhanced facilities to improve user experience; enhance liveability/amenity for the community with cultural facilities access; provide adequate facilities for growing populations; meet the needs of hirers with adequate and functional facilities; further activate Geelong's Cultural Precinct; create jobs; minimise the ongoing operating and maintenance costs for facility." | Jobs, Skills, Industry and Regions | Lendlease Corporation Ltd | Culture, sport and community | Early contractor involvement, Managing contract | Development Victoria's Project Management Framework & Policies | In delivery | Barwon-South Western Region | Greater Geelong |
| Building a world class hospital for Frankston families (Frankston) | This 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. | Health | Exemplar Health | Health and human services | Public-private partnership | Construction management methodology, Department of Health and Human Services Capital Development Guidelines & Victorian Health Building Authority Project Management Framework | In delivery | South Metropolitan Region | Frankston |

| Project information | Project description | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|--|--|--------------------------------|---|---------------------------|--|---|---------------|---|--|
| <p>What is the project name?</p> <p>Building a world class hospital in Maryborough (Maryborough)</p> | <p>The scope for the Maryborough Hospital Redevelopment project includes construction of a new three storey facility on an existing A&G – Eschbornfield site. The new facility will accommodate Urgent care centre; Inpatient Unit - 1 x 32 bed (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.</p> | Health | Fairbrother Construction | Health and human services | Procurement Plan established. EOJ with shortlisted firms issued RfT, for Consultant engagement. Early minor works and Main Contractor works. | VIBA, PMO, PMF | In delivery | Loddon Mallee Region | Loddon Shire |
| Car Parks for Commuters (Statewide) | <p>The Victorian Government's car parking program (Car Parks for Commuters Program) is helping to deliver the Victorian Government's commitment of 11,000 new and upgraded car parks at train stations across metropolitan and regional Victoria.</p> <p>42 train stations across the state are receiving new and upgraded parking spaces under the Car Parks for Commuters Program. This program has continued to build over time, with projects at different stages of development. Planning and investigation works are underway to understand how these projects can be delivered.</p> <p>Further information about the design of these projects will be communicated as the early works progress.</p> <p>The Victorian Government invested \$4.7 million in the 2017/18 budget as part of Additional station car parks and upgrades initiative which included additional station car parks and upgrades at Montgomery and Cardinia Road Stations.</p> <p>The Government further invested \$67 million in 2018/19 in its Putting Passengers First - Getting Passengers to Stations initiative (also known as Train Station Car Parking) to deliver more than 2,000 car parking spaces at Hurstbridge, Sandown Park, Epping, Craigieburn, Belgrave, and Sunbury.</p> <p>Car park upgrades at Morwell and Eaglehawk stations were also funded as part of the Government's Gippsland Line Upgrade and Bendigo and Eaglehawk Line Upgrade projects respectively.</p> <p>In November 2018, the Government committed to new and upgraded spaces at 32 additional sites. It also provided a \$150 million in funding in the 2019-20 Victorian State Budget to support the Government's car parking program commitments, including to commence work on delivering new and upgraded car parking at 32 stations.</p> <p>An additional \$231.4 million has been funded in the 2020-21 Victorian State Budget to the program.</p> <p>Currently 42 projects are included in the program: Eaglehawk, Lyndbrook, Hurstbridge, Beaconsfield, Alcroft, Beaufort, Belgrave, Cardinia Road, Caroline Springs, Dandenong, Drouin, Eltham, Gisborne, Jordansville, Kyneton, Melton, Merynston, Montmorency, Nar Nar Goon, North Shore, Riddells Creek, Ringwood East, Seaford, Sunbury, Tarnet, Upper Ferntree Gully, Watergardens, Wattle Glen, Werribee, Wyndham Vale, Yarraman, Craigieburn, Epping, Mooroolbark, Morwell, Sandown Park, Bunyip, Cranbourne, Deer Park, Frankston, Greensborough, and Palerham.</p> <p>The 11,000 new and upgraded car parks will free up local streets, make it easier to catch the train, improve safety, and generate jobs across the state.</p> <p>The program also delivers improvements to accessibility, CCTV and lighting, as well as more bicycle parking facilities at key locations, making it easier than ever to catch the train.</p> <p>In addition to the State's dedicated station car parking program (comprising of the 42 Stations), new and upgraded commuter car parking spaces are also being delivered through various other projects as part of the Government's Big Build transport program. These projects contribute to the Government's commitment of 11,000 new and upgraded car parks.</p> <p>More information on each project is available at: carparks.vic.gov.au</p> | Transport and Planning | VicTrack, UXP, RPV, and Local Government are managing the delivery of projects on behalf of DOT | Transport | Various contracting models apply to different projects | different Alliances/Agencies | In delivery | Eastern Metropolitan Region, Loddon Mallee Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Knox, Maroondah, Monash, Yarra Ranges, City of Greater Bendigo, Macedon Ranges Shire, Baw Baw Shire, Latrobe City, Pyrenees Shire, Greater Geelong, Banyule, Brimbank, Hobson Bay, Hume, Melton, Moreland, Millewa, Whittlesea, Wyndham, Greater Dandenong, Frankston, Casey, Cardinia |
| Cauffield rationalisation works (metropolitan various) | <p>The Carlton 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 392 units located in walk-up estates and replace them with 246 new social housing apartments, over 840 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.</p> | Families, Fainness and Housing | Property Australia formerly Australand Carlton Pty Ltd | Health and human services | Development agreement | Project Management Body of Knowledge | In delivery | North and West Metropolitan Region | Melbourne |
| Cauffield track infrastructure at Cauffield Junction | <p>Upgrade track infrastructure at Cauffield Junction</p> | MTIA (RPV) | Acciona Infrastructure Australia Pty Ltd (IXRP) and John Holland Pty Ltd (RPV) | Transport | Alliance Contracting | Bespoke as per RPV Project Management Framework | In delivery | South Metropolitan Region | Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne) | <p>This (updated) Project seeks funding to complete the following works within the Melbourne Underground Rail Loop (MURL) at each of Parliament (PAR), Flagstaff (FGS) and Melbourne Central (MCE) stations:</p> <ul style="list-style-type: none"> - Installation of platform smoke extraction systems. - Upgrade of sprinkler systems; and - Integration of these new systems into the MURL operating environment. <p>- Development funding for Stage 3 of the MURL Fire and EUC Safety Upgrade</p> | MTA (LSP) | Acciona Infrastructure Australia Pty Ltd | Transport | Alliance Contracting | MTA Project Management Framework | In delivery | South Metropolitan Region, Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, Boroondara, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Maribyrnong, Melbourne, Melton, Moonee Valley, Moreland, Nillumbik, Whittlesea, Wyndham, Yarra, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| Clyde Road upgrade (metropolitan southeast) | <p>This project is expected to upgrade the two intersections at Clyde Road and Kangan 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, improved right turn storage on the bridge structure and a provision for a future signalised intersection.</p> | MTA | Seymour White Constructions Pty Ltd | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | Procurement | South Metropolitan Region | Casey |
| E-Class Tram Infrastructure Program (metropolitan various) | <p>Infrastructure program to deliver tram stop, termin, depot and substation upgrades, as well as several new substations.</p> | Transport and Planning | Multiple projects, though head contractor for most is Yarra Trams. | Transport | Projects Module of the MR4 Franchise Agreement | DOT Investment Lifecycle | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Darebin, Melbourne, Moreland, Yarra, Bayside, Stonnington, Port Phillip, Glen Eira |

| Project information | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|---|--|--|-------------------|------------------------------|---|--|--|--|---|
| What is the project name? | | | | | <p>Casey Hospital</p> <p>The procurement approach for Casey Hospital will be confirmed following discussions with the current PPP concession holder Plenary Health, which operates the site until 2029. Casey Hospital is managed under two project deeds and is a State Government managed hospital. Under the project deeds, Plenary Health is responsible for the hard facilities Maintenance and the provision of certain categories of equipment, with the operational services managed by Monash Health Service. Over the life of the PPP, the Department and Monash Health Service have undertaken other modifications and augmentations with Casey Hospital, most recently for the Casey Hospital Expansion Project (CHEP). The capital costs for expansion of the Adult ED for Casey Hospital will be funded by the Victorian Government and, as such, the expansion would likely be implemented as a modification to the PPP (via a State Contribution) similar to CHEP which was completed in 2020.</p> <p>Mercy Health Werribee</p> <p>The preferred procurement approach for Werribee Mercy Hospital is also CO contract. With the CO approach, the State manages the design through to near completion and retains responsibility for the design risk and can ensure the new ED meets the Health Service requirements, without impacting on current services. DF&C is an alternative which could be considered as the project progresses. VHBA still retains the majority of responsibility for the design risk but enlists the contractor's advice/proposals in the construction documentation stages to identify any build risks and make improvements.</p> | <p>VHBA PMO PMF</p> <p>Construct only</p> <p>Managing Contractor</p> <p>Public Private Partnership</p> | <p>Pre-tender</p> <p>Industrial engagement</p> <p>In delivery</p> <p>Procurement</p> <p>Request for proposal</p> | <p>North and West Metropolitan Region, South Metropolitan Region</p> <p>Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region</p> <p>North and West Metropolitan Region</p> <p>VHBA PMO PMF</p> <p>Barwon-South Western Region</p> | <p>Wyndham, Casey</p> <p>City of Greater Bendigo, Greater Shepparton City, Latrobe City, City of Ballarat, Greater Geelong, Banyule, Greater Dandenong, Frankston</p> <p>Yarra</p> <p>Greater Geelong</p> |
| Expanding mental health treatment facilities for Victoria's youth (Statewide) | To expand and/or reconfigure existing emergency departments which have been identified as having the greatest need for improvement in the provision of dedicated space and services for paediatric patients attending their emergency departments at five identified health service campus sites across Victoria. 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. | Health | Not yet appointed | Health and human services | <p>Mercy Health Werribee</p> <p>The preferred procurement approach for Werribee Mercy Hospital is also CO contract. With the CO approach, the State manages the design through to near completion and retains responsibility for the design risk and can ensure the new ED meets the Health Service requirements, without impacting on current services. DF&C is an alternative which could be considered as the project progresses. VHBA still retains the majority of responsibility for the design risk but enlists the contractor's advice/proposals in the construction documentation stages to identify any build risks and make improvements.</p> | <p>VHBA PMO PMF</p> <p>Construct only</p> <p>Managing Contractor</p> <p>Public Private Partnership</p> | <p>Pre-tender</p> <p>Industrial engagement</p> <p>In delivery</p> <p>Procurement</p> <p>Request for proposal</p> | <p>North and West Metropolitan Region, South Metropolitan Region</p> <p>Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region</p> <p>North and West Metropolitan Region</p> <p>VHBA PMO PMF</p> <p>Barwon-South Western Region</p> | <p>Wyndham, Casey</p> <p>City of Greater Bendigo, Greater Shepparton City, Latrobe City, City of Ballarat, Greater Geelong, Banyule, Greater Dandenong, Frankston</p> <p>Yarra</p> <p>Greater Geelong</p> |
| Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) | Refurbish three existing YPARC facilities in Bendigo, Dandenong and Frankston, as well as deliver five new 10-bed YPARC facilities across the Barwon-South West, Grampians, Gippsland, Hume and North-Eastern Metropolitan regions. | Health | Not yet appointed | Health and human services | <p>Mercy Health Werribee</p> <p>The preferred procurement approach for Werribee Mercy Hospital is also CO contract. With the CO approach, the State manages the design through to near completion and retains responsibility for the design risk and can ensure the new ED meets the Health Service requirements, without impacting on current services. DF&C is an alternative which could be considered as the project progresses. VHBA still retains the majority of responsibility for the design risk but enlists the contractor's advice/proposals in the construction documentation stages to identify any build risks and make improvements.</p> | <p>VHBA PMO PMF</p> <p>Construct only</p> <p>Managing Contractor</p> <p>Public Private Partnership</p> | <p>Pre-tender</p> <p>Industrial engagement</p> <p>In delivery</p> <p>Procurement</p> <p>Request for proposal</p> | <p>North and West Metropolitan Region, South Metropolitan Region</p> <p>Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region</p> <p>North and West Metropolitan Region</p> <p>VHBA PMO PMF</p> <p>Barwon-South Western Region</p> | <p>Wyndham, Casey</p> <p>City of Greater Bendigo, Greater Shepparton City, Latrobe City, City of Ballarat, Greater Geelong, Banyule, Greater Dandenong, Frankston</p> <p>Yarra</p> <p>Greater Geelong</p> |
| Geelong City Deal - Geelong Convention and Exhibition Centre Precinct (Geelong) | Design and construction of a new GCCC with 3,700 sq. metre multipurpose space and minimum 1,000 plenary capacity in central Geelong. Public Realm improvements in the vicinity of GCCC (funded by Council contribution of \$3 million). The Convention Centre and surrounding precinct will attract visitors from across the country and overseas, positioning Geelong as a global and national competitor for business events. | Health, Jobs, Skills, Industry and Regions | Not yet appointed | Culture, sport and community | <p>Mercy Health Werribee</p> <p>The preferred procurement approach for Werribee Mercy Hospital is also CO contract. With the CO approach, the State manages the design through to near completion and retains responsibility for the design risk and can ensure the new ED meets the Health Service requirements, without impacting on current services. DF&C is an alternative which could be considered as the project progresses. VHBA still retains the majority of responsibility for the design risk but enlists the contractor's advice/proposals in the construction documentation stages to identify any build risks and make improvements.</p> | <p>VHBA PMO PMF</p> <p>Construct only</p> <p>Managing Contractor</p> <p>Public Private Partnership</p> | <p>Pre-tender</p> <p>Industrial engagement</p> <p>In delivery</p> <p>Procurement</p> <p>Request for proposal</p> | <p>North and West Metropolitan Region, South Metropolitan Region</p> <p>Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region</p> <p>North and West Metropolitan Region</p> <p>VHBA PMO PMF</p> <p>Barwon-South Western Region</p> | <p>Wyndham, Casey</p> <p>City of Greater Bendigo, Greater Shepparton City, Latrobe City, City of Ballarat, Greater Geelong, Banyule, Greater Dandenong, Frankston</p> <p>Yarra</p> <p>Greater Geelong</p> |

| Project information | What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|--|---------------------------|---|---------------------------|--|--|---------------------------|---|--|--------|------------------------|
| Geelong Fast Rail (regional various) | MTIA | Not yet appointed | Transport | TBA | Bespoke per RPV Project Management Framework | Business case development | Grampians Region, Barwon-South Western Region, North and West Metropolitan Region | City of Ballarat, Greater Geelong, Surf Coast Shire, Melton, Wyndham | | |
| Goulburn Valley Health (redevelopment - planning and development [Shepparton]) | Health | Lendlease Corporation Ltd, Built Pty Ltd | Health and human services | Managing contract | Construction management methodology, Department of Health and Human Services Capital Development Guidelines & Victorian Health Building Authority Project Management Office Project Management Framework | In delivery | Hume Region | Greater Shepparton City | | |
| Great Ocean Road Renewal (Barwon South West) | Transport and Planning | Various. This Program is a culmination of smaller projects, each with their own procurement method which means the Contractor engaged vary from work to work. | Transport | Alliance Contracting, Construct Only, Design and Construct | Project Management Framework | In delivery | Barwon-South Western Region | Colac Otway Shire, Corangamite Shire, Moyne Shire, Surf Coast Shire | | |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Hill Road Upgrade (Ske) | <ul style="list-style-type: none"> -Add an extra lane in each direction between McCormicks Road and Western Port Highway. -Upgrade intersections at McCormicks Road, Taylors Road, Western Port Highway, Ewins Road and Cranbourne Frankston Road to add capacity and improve traffic flow -Build new walking and cycling paths along Hill Road between McCormicks Road and Western Port Highway -Install centre median and kerb-side safety barriers between McCormicks Road and Western Port Highway <p>Benefits include:</p> <ul style="list-style-type: none"> -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 walk and cycle along Hill Road -Improve liveability in the area through better street lighting and landscaping -Improve safety and reduce the risk of crashes by installing centre median and kerb side safety barriers. | MTIA | <p>Eastern Package: Delivery Contract Awarded for June 22</p> <p>Western Package: BMD Constructions Pty Ltd</p> | Transport | Design and Construct, Program Delivery Approach | Hybrid | In delivery | South Metropolitan Region | Frankston, Casey |
| High Capacity Metro Trains (metropolitan various) | <p>The Project requires Project Co to deliver 65 High-Capacity Metro Trains (HCMTs) and a range of ancillary activities to support the maintenance and operation of the HCMTs.</p> <p>The new trains will initially provide a dedicated fleet for the Cranbourne-Pakenham line (37 HCMTs) which will extend to a dedicated fleet for the Cranbourne Pakenham to Sunbury corridor (65) following the opening of the Metro Tunnel. The Project will boost capacity across the metropolitan rail network through the redeployment of existing trains to other parts of the network.</p> <p>The Project includes a new train depot in Pakenham East (including a train maintenance facility and stabling yard), and a light service facility (LSF) in Calder Park to enable the efficient whole-of-asset life maintenance of the HCMTs. This will provide the necessary flexibility to cater to the future needs of the network.</p> <p>The Project will create new jobs in Victoria and create new opportunities for the local industry, with the Project including a minimum of 60 per cent local content for each train. The Project will ease congestion and reduce travel times for the one million people living in Melbourne's south-east corridor.</p> <p>This Project, when combined with other upgrades on the corridor, will boost capacity on the Cranbourne Pakenham line accommodating 11,000 extra passengers in the morning peak.</p> <p>These upgrades will transform Melbourne's busiest train line and will support the State's objective of delivering a world-class public transport network.</p> <p>An additional five new trains have recently been ordered (2022 Budget announcement) to service the Melbourne Airport Rail Link, bringing the total High Capacity Metro Train fleet to 70.</p> | Transport and Planning | Downer EDI Pty Ltd | Transport | Public Private Partnership | Project Management Body of Knowledge (PMBOK) | In delivery | South Metropolitan Region | Greater Dandenong, Frankston, Cardinia |
| Homes Victoria Ground lease Model Project 1 (metropolitan) | Through a partnerships approach, public land will be leased from Homes Victoria to a not-for-profit project group who will finance, design and construct new housing. The community housing provider will manage and maintain the sites for 40 years, before handing the land, and all dwellings, back to Homes Victoria. The sites will deliver social, affordable, specialist disability and market rental homes that are welcoming and secure and which meet modern design and accessibility standards. | Families, Fairness and Housing | Building Communities - Consortium name | Health and human services | PPP | Partnerships Victoria PPP delivery methodology | In delivery | North and West Metropolitan Region, South Metropolitan Region | Moonee Valley, Bayside, Stonnington |
| Homes Victoria Ground lease Model Project 2 (metropolitan) | As a part of the Big Housing Build, low-rise housing at South Yarra, Prahran, Hampton East and Port Melbourne will be replaced. The housing will be delivered under a ground lease model where Homes Victoria will lease the land to a not-for-profit project group who will build, operate and maintain housing on the sites for 40 years before handing the land, and all homes, back into public ownership. | Families, Fairness and Housing | Not yet known | Health and human services | PPP | Partnerships Victoria PPP delivery methodology | Procurement | South Metropolitan Region | Port Phillip, Bayside, Stonnington |
| 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. | MTIA (LXRP) | Actiona Infrastructure Australia Pty Ltd | Transport | Alliance Contracting | MTIA Project Management Framework | Complete | North and West Metropolitan Region | Whittlesea |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Improving the Calder Freeway (Calder Park) | Planning of targeted upgrades, including improvements to safety and capacity at Calder Park Interchange, along the Calder Freeway between Gap Road in Sunbury and the M80 Ring Road. | Transport and Planning | N/A | Transport | N/A | N/A | Business case development | North and West Metropolitan Region | Brimbank, Hume, Melton |
| Iron Road Rail Overpass (Wertheim) | 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 project includes construction of a road overpass bridge across the Melbourne-Geelong Railway line. 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. | MTIA | Demul Southern Pty Ltd | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | Procurement | North and West Metropolitan Region | Wyndham |
| Kanook Train Maintenance Facility Stage 2 (metropolitan) | Train Maintenance Facility to provide sufficient capacity for planned and reactive maintenance on the Frankston Line. | MTIA (LXRP) | Southern Program Alliance- Acciona | Transport | Alliance Contracting | MTIA Project Management Framework | Feasibility study/Planning | South Metropolitan Region | Frankston |
| Kardinia Park Stadium Stage 5 Redevelopment (Geelong) | The project will deliver a new 14,000 capacity two-tier northern stand to replace the ageing Ford Stand and Ablett Terrace and increase the stadium capacity to 40,000. Amongst other things, the scope will include a new northern entry plaza for patrons, new unisex change rooms and facilities, a sports museum and new media facilities. | Jobs, Skills, Industry and Regions | Beisk Wapac | Culture, sport and community | Design and construct | Hybrid | In delivery | Barwon-South Western Region | Colac Otway Shire, Golden Plains Shire, Greater Geelong, Queenscliffe Bourough, Surf Coast Shire |
| 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. | Transport and Planning | Department of Transport and Planning | Transport | DOT procurement policy | Agile, Hybrid, Waterfall | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Knox, Monash, Boroondara, Hobson Bay, Wyndham, Stonnington, Kingston, Greater Dandenong, Casey |
| Level Crossing Removal Program (metropolitan various) | Removal of 50 of Victoria's dangerous and congested level crossings. | MTIA (LXRP) | South Eastern Program Alliance (SEPA) - Laing O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - McConnell Dowell Constructors (AUST) Pty Ltd, North Western Program Alliance (NWPA) - John Holland Pty Ltd, Southern Program Alliance (SPA) - Acciona Infrastructure Australia Pty Ltd, CTD Alliance (CTD) - Lendlease Corporation Ltd and CPB Contractors Pty Ltd | Transport | Alliance Contracting | MTIA Project Management Framework | Complete | North and West Metropolitan Region, Eastern Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Maribyrnong, Melbourne, Melton, Moonee Valley, Murrumbidgee, Whittlesea, Wyndham, Yarra, Moreland, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Metro Tunnel (metropolitan various) | 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. 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 Sunbury and Cranbourne/Pakenham lines will be upgraded with next generation High Capacity Signalling to allow more trains to run more often and more reliably. Four packages of work: - Early Works to prepare the main tunnels and stations works - Tunnels and Stations twin 9km tunnels with 5 underground stations - Rail Infrastructure Alliance Tunnel entrance structural works and other civil, track and signalling works above ground - Rail Systems Alliance Main signalling and train control works for project, including the introduction of Computer Based Train Control (high capacity signalling) onto the new Sunshine-Dandenong Line and the interface between signalling and new HCMTs | Justice and Community Safety | MBS, Hanson Yuncken Pty Ltd, Fairbrother Pty Ltd, Built John Holland Pty Ltd, Cross Yarra Partnership (Lendlease Melbourne Metro 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 & Rail Projects Victoria), Rail Systems Alliance (CPB Contractors Pty Ltd and Bombardier Transportation Australia Pty Ltd (now Alstom)), Metro Trains Melbourne Pty Ltd & Rail Projects Victoria) | Justice and emergency services | Design and Construct, Public Private Partnership | Department of Justice and Community Safety Project Management Excellence Framework (Community Safety Building Authority adaptation) | In delivery | Loddon Mallee Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region | Mount Alexander Shire, Ararat Rural City, Greater Geelong, Melton Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, City of Greater Bendigo, Buloke Shire, Campaspe Shire, Central Goldfields Shire, Gannawarra Shire, Loddon Shire, Macedon Ranges Shire, Mildura Rural City, Mount Alexander Shire, Swan Hill Rural City, Alpine Shire, Benalla Rural City, Greater Shepparton City, Indigo Shire, Mansfield Shire, Mitchell Shire, Moira Shire, Murrindindi Shire, Strathbogie Shire, Towong Shire, Wangaratta Rural City, City of Wodonga, Bass Coast Shire, Baw Baw Shire, East Gippsland Shire, Latrobe City, South Gippsland Shire, Wellington Shire, Ararat Rural City, City of Ballarat, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Northern Grampians Shire, Moorabool Shire, Horsham Rural City, Moorabool Shire, West Wimmera Shire, Yarrumbank Shire, Queenscliffe Borough, Southern Grampians Shire, Surf Coast Shire, Warrambol City, Colac Otway Shire, Corangamite Shire, Glenelg Shire, Greater Geelong, Moyne Shire, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Kardinia, Melbourne, Moonee Valley, Moreland, Nillumbik, Whittlesea, Wyndham, Yarra, Stonnington, Port Phillip, Glen Iira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| Metro Tunnel (metropolitan various) | 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. | MTIA (LXRP) | Rail Projects Victoria | Transport | Alliance Contracting, Managing Contract, Public Private Partnership | Bespoke as per RPV Project Management Framework | In delivery | Eastern Metropolitan Region, Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Kardinia, Melbourne, Moonee Valley, Nillumbik, Whittlesea, Wyndham, Yarra, Moreland, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| Metro Tunnel (metropolitan various) | Network modernisation works associated with the first 50 level crossing removals, such as station works, power and other infrastructure upgrades and future proofing. | MTIA (LXRP) | South Eastern Program Alliance (SEPA) - Galing O'Rourke, Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd, Western Program Alliance (WPA) - McConnell Dowell Constructors (AUST) Pty Ltd, North Western Program Alliance (NWPA) - John Holland Pty Ltd, Southern Program Alliance (SPA) - Actona Infrastructure Australia Pty Ltd, CTD Corporation Ltd and CPB Contractors Pty Ltd | Transport | Alliance Contracting | MTIA Project Management Framework | Complete | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Kardinia, Melbourne, Moonee Valley, Nillumbik, Whittlesea, Wyndham, Yarra, Moreland, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Mickleham Road Upgrade Stage 1 (Greenvale) | Stage 1 of the project will build extra lanes, add new traffic lights at the Aitken College intersection, replace the roundabout at Somerton Road and Mickleham Road with a new traffic light intersection, upgrade the Hillview Road and Dellamore Boulevard intersections, and upgrade and build walking and cycling paths. | MTIA | BMD Constructions Pty Ltd | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | In delivery | North and West Metropolitan Region | Hume |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project (Cheltenham) | This project involves funding for the construction of a 150-bed residential aged care facility on the existing Kingston Centre site consisting of 75 generic, high-care beds and 75 aged persons mental health beds. This project will address immediate building fabric priorities and maintain public sector aged care service capacity. It will provide an infrastructure response linked to the Royal Commission into Aged Care Quality and Safety and the Royal Commission into Victoria's Mental Health System. | Health | Not Applicable | Health and human services | No decision as yet | VRBA PMO processes | In delivery | South Metropolitan Region | Kingston |
| Monash Freeway Upgrade - Stage 2 | <ul style="list-style-type: none"> - Add 360ms of new lanes on the Monash and Princes Freeways, between: <ul style="list-style-type: none"> - Warrigal Road and Eastlink outbound - Eastlink to Springvale Road inbound - Clyde Road to Cardinia Road, in both directions. - Connect Police Road to the freeway with an outbound on-ramp - Connect the Jacksons Road outbound ramps directly to Eastlink with a separate road - Install smart, on-road technology across the project, including extending the lane-use management system from the South Gippsland Freeway to Beaconsfield interchange - Upgrade O'Shea Road to three lanes in each direction between Clyde Road and Soldiers Road - Extend O'Shea Road to join the Beaconsfield interchange including upgrading the interchange by adding an inbound freeway off-ramp and an outbound freeway on-ramp - Build a shared walking and cycling path along O'Shea Road between Clyde Road, Berwick and the Princes Highway Beaconsfield. | MTIA | CPB Contractors Pty Ltd | Transport | Design and Construct | DTF Investment Lifecycle Framework | Post-practical completion | Eastern Metropolitan Region | Monash |
| More hospital and aged care beds for Melbourne's East (Avalis Hospital Expansion Stage 2) (Upper Ferntree Gully) | This project will deliver a new three storey building providing 4 new operating theatres, a new inpatient ward and allied health. | Health | Not yet appointed | Health and human services | Construct only | VRBA PMO PMF | In delivery | Eastern Metropolitan Region | Knox |
| More regional trains - Regional Network Development Plan (regional various) | Scope is to deliver 27 V/ocity carriages (9 trains) funded in the 2016-17 Budget. 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. | Transport and Planning | Bombardier Transportation Australia Pty Ltd | Transport | Design and Construct | Construction management methodology | Post-Practical Completion | Loddon Mallee Region, Hume Region, Gippsland Region | City of Greater Bendigo, Buloke Shire, Campaspe Shire, Central Goldfields Shire, Loddon Shire, Macedon Ranges Shire, Mount Alexander Shire, Swan Hill Rural City, Benalla Rural City, Greater Shepparton City, Indigo Shire, Mitchell Shire, Wangaratta Rural City, City of Wodonga, Baw Baw Shire, Latrobe City, South Gippsland Shire, Ararat Rural City, City of Ballarat, Moorabool Shire, Pyrenees Shire |
| More V/ocity trains (regional) | Funding for 23 new V/ocity trains from manufacturer, Alstom, to be built in Dandenong. These trains will be delivered from mid-2024 following completion of existing orders, and will improve capacity to Melton as well as enabling Classic Fleet retirements on the Geelong and Bacchus Marsh corridors. | Transport and Planning | Alstom | Transport | Design and Construct | Design & Project Management undertaken by contractor | Pre-procurement | Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Greater Geelong, Melton, Greater Dandenong |
| More V/ocity trains 2022-23 (regional) | Funding for 12 additional V/ocity regional trains, included in 2022-23 Budget. | Transport and Planning | Bombardier Transportation Australia Pty Ltd | Transport | Construct only | Contractor responsible | In delivery | | |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| | <p>The Murray Basin Rail Project has completed upgrades to the Ararat to Mansborough Line, Ouyen to Murrayville Line, sleeper upgrades between Dunolly and Sealake and new sidings at Donald and Merbein. Work is progressing on new passing loops at Elmhurst and Turelie and design work and planning approvals are continuing for the next stage of upgrades including a mobile refuelling station at Ouyen and signalling upgrades at the Ouyen and Maryborough yards.</p> <p>The Murray Basin Rail Project is delivering key benefits for primary producers and freight operators including increased capacity, improved network reliability and resilience, and reduced journey times.</p> | MTIA | <p>Acciona Infrastructure Australia Pty Ltd & Coleman Rail Pty Ltd, SMEC Holdings Pty Ltd, Rail Projects Victoria, V/Line Corporation</p> | Transport | Alliancing procurement | Bespoke as per RPV Project Management Framework | In delivery | Loddon Mallee Region, Hume Region, Grampians Region | Buloke Shire, Mildura Rural City, Mitchell Shire, Ararat Rural City, City of Ballarat |
| New Melton Hospital (Cobblebank) | <p>Deliver high-quality care for the people in the western region of Melbourne. Deliver 24-hour emergency services with over 100 medical and surgical beds, an intensive care unit, maternity and neonatal services, mental health services, ambulatory care and a range of clinical supports. The Melton Hospital will also use new models of care, building upon virtual healthcare and increasing capacity for hospital in the home programs.</p> | Health | Not Applicable (in pre procurement phases) | Health and human services | PPP | VHBA, PMO, PMF | Request for proposal | North and West Metropolitan Region | Melton |
| New metropolitan trains (statewide) | <p>25 new state-of-art X'Trapolis 2.0 trains and upgrades to a supporting maintenance facility. The new trains will be manufactured in Ballarat and will improve accessibility for hearing, vision and mobility-impaired passengers. X'Trapolis 2.0 trains will use updated information systems and operate with improved traction performance and energy efficiency.</p> | Transport and Planning | Albion Transport Australia Pty Limited | Transport | Design and Construct | Construction management methodology | In delivery | Grampians Region, South Metropolitan Region | City of Ballarat, Greater Dandenong |
| New Tarnet railway station (Tarnet) | <p>A new station is required to cater for an expected increase in the number of passengers needing to be serviced at Tarnet due to the rapid population growth in the Wyndham LGA.</p> | MTIA (LXRP) | Not yet allocated | Transport | Alliance Contracting | MTIA Project Management Framework | Feasibility study/planning | North and West Metropolitan Region | Wyndham |
| | <p>A range of enhancements are needed on the Sunbury Line to take full advantage of the extra capacity created by the Metro Tunnel and for bigger, more modern trains to run on the line.</p> <p>As part of the Sunbury Line Upgrade rail upgrades between Sunbury and Footscray have been delivered, including:</p> <ul style="list-style-type: none"> - Power upgrades between Sunbury and the Metro Tunnel entrance near South Kensington station - Platform extensions from Sunbury to Footscray - Installation of wheelchair boarding platforms at eight stations - Train stabling upgrades at Sunbury, Calder Park and Watergardens - Removal of the Gap Road level crossing in Sunbury, in a partnership with the Level Crossing Removal Project. <p>The Sunbury Line Upgrade will:</p> <ul style="list-style-type: none"> - Increase the capacity, reliability and efficiency of trains on this busy line - Create room for 113,000 more passengers every week when the Metro Tunnel is operational - Create an end-to-end Sunbury to Carboneville/Pakenham rail line linked by the Metro Tunnel - Give Sunbury Line passengers direct access to five new CBD stations, including connections to the City Loop - Improve access for people living in Melbourne's booming north-west to employment, education and other opportunities. | MTIA | <p>Rail Infrastructure Alliance (John Holland Pty Ltd, CBR Contractors Pty Ltd and AECOM Australia Pty Ltd, Metro Trains Melbourne, Rail Projects Victoria, Metro Trains Melbourne Pty Ltd</p> | Transport | Alliance Contracting, Design and Construct, Franchise | Bespoke as per RPV Project Management Framework | In delivery | North and West Metropolitan Region | Brimbank, Hume, Maribyrnong, Melton |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| New Viochy carriages for the regional network (regional various) | The scope is purchase of 21 new Viochy carriages to meet demand on the regional network. Funded via the 2015-16 Budget. The allocation of the new carriages will be determined based on detailed service planning. 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. | Transport and Planning | Bombardier Transportation Australia Pty Ltd | Transport | Construct Only | Contractor responsible for Project Management | Post-practical completion | Loddon Mallee Region, Gippsland Region, Grampians Region, Barwon South Western Region, North and West Metropolitan Region | City of Greater Bendigo, Campaspe Shire, Macedon Ranges Shire, Mount Alexander Shire, Baw Baw Shire, East Gippsland Shire, Latrobe City, Wellington Shire, Ararat Rural City, City of Ballarat, Moorabool Shire, Pyrenees Shire, Greater Geelong, Hobson Bay, Melbourne, Wyndham |
| New Wyndham Law Court (Development/Werribee) | The new Wyndham Law Courts will be built within the new Wyndham Justice Precinct. The new court responds to the demand requirements for the Magistrates' Court, Children's Court and Victorian Civil and Administrative Tribunal. The approved scope includes 17 courts and 26 custody cells. The new court will have 13 courtrooms, four hearing rooms, three mediation suites, 22 chambers including dedicated Elders and Respected Persons spaces and 26 day holding custody cells. The technology enabled new facility is designed to complement a new service model for Wyndham (subject to allocation of operational out-of-funding in the 2024/25 Budget) aimed at improving court efficiency, reducing demand, enhancing safety measures and providing equitable access to justice for all court users. The new court is designed to improve service integration with key legal, justice, social and community agencies (e.g. corrections, youth justice, police, the Department of Families, Fairness and Housing). The new WLC is expected to enable a more tailored justice response to local needs, reduce recidivism, increase access to justice, and have a lasting positive social and economic impact on the region. | Courts Services Victoria | Lendlease Construction (Southern) Pty Limited | Justice and emergency services | Design and construct (Two stage - Early Works and Main Works packages) | Project Management Excellence | In delivery | North and West Metropolitan Region | Wyndham |
| New youth justice facility (metropolitan) | The new 140-bed youth justice centre includes beds for remand and sentenced young offenders, a mental health unit and an intensive intervention unit. The facility includes design features which reflect international best practice in Youth Justice settings and delivers a facility that keeps Youth Justice staff safe, more effectively rehabilitates our young people and keeps the community safe. | Justice and Community Safety | John Holland Pty Ltd | Justice and emergency services | Managing Contract | Department of Justice and Community Safety Project Management Excellence Framework (Community Safety Building Authority adaptation) | Practical Completion | North and West Metropolitan Region | Wyndham |
| Next Generation Trams (metropolitan various) | This project will design, build and maintain (DBM) 100 Next Generation Trams (NGT) and construct a tram maintenance facility (TMF), stabling yard and enabling works to support the NGTs. NGTs will be facilitating the retirement of older high-floor trams due to their better accessibility and energy efficient features. | Transport and Planning | Alstom | Transport | design, build and maintain | Project Management Body of Knowledge (PMBok) | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Monash, Whitehorse, Banyule, Darebin, Maribyrnong, Melbourne, Moonee Valley, Moreland, Whittlesea, Yarra, Stannington, Port Phillip, Glen Eira, Bayside |
| North East Link (State and Freeway Packages) (Greenborough) | The project includes: - Upgrades to the Eastern Freeway - New interchanges between the tunnels - Land acquisition - Dedicated busway with express lanes along the Eastern Freeway - Intelligent traffic systems It does not include PPP tunnels which are reported by State Toll Co. The project responds to three key problems for Melbourne as a liveable and competitive city, particularly in Melbourne's north-east: - Growing congestion and heavy vehicles are impacting livability - Inefficient freight movements are impacting business - Poor connections are constraining economic potential. | MTIA | (a) Enabling Works - CFB Contractors Pty Ltd (b) State and Freeway Packages (North & South Packages) - presently RFP with no contract awarded as yet | Transport | (a) Managing Contract - Enabling Works (b) Other - State and Freeway Packages - Alliance Contracting | Project Management Body of Knowledge (PMBok), HVHR, MTIA Frameworks | Procurement | Eastern Metropolitan Region, North and West Metropolitan Region | Boroondara, Manningham, Whitehorse, Banyule, Melbourne, Yarra |

| Project information | | | | | | | | | |
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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| | <p>The project includes:</p> <ul style="list-style-type: none"> - Tunnels - New interchanges between the tunnels - Intelligent traffic systems <p>The project responds to three key problems for Melbourne as a livable and competitive city, particularly in Melbourne's north-east:</p> <ul style="list-style-type: none"> - Growing congestion and heavy vehicles are impacting livability - Inefficient freight movements are impacting business - Poor connections are constraining economic potential. | MTIA | <p>Primary Package (Tunnels) - SPARK consortium:</p> <ul style="list-style-type: none"> - Webuild - GS Engineering and Construction - CPB Contractors - China Construction Oceania - Venita - Capella Capital - John Laing Investments - DJF - Pacific Partnerships <p>Enabling Works - CPB Contractors</p> | Transport | Managing Contractor - Enabling Works Public Private Partnership - Primary Package (Tunnels) | Project Management Body of Knowledge (PMBoK), HVHR and MTIA Frameworks | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region | Boroondara, Manningham, Whitehorse, Banyule, Melbourne, Yarra |
| Northern Hospital inpatient expansion - Stage 2 (Epping) | The Northern Hospital Inpatient Unit Expansion Stage Two project expands the existing Stage One facility (completed in 2016) and provides an additional 96 inpatient beds and 3 operating theatres. | Health | Kane Constructions Pty Ltd | Health and human services | Construct only | Waterfall | Post-practical completion | North and West Metropolitan Region | Whittlesea |
| Pakenham Roads upgrade (Pakenham) | The project is expected to duplicate Racecourse Road between the Princes Freeway and Henry Street in Pakenham, and upgrade McGregor Road and Racecourse Road interchanges. This includes the signalisation of the intersection at Bald Hill Road, upgrading the Princes Freeway ramps, upgrading the McGregor Road interchange with the Pakenham Bypass, new freeway interchange and the widening of McGregor Road between the northern freeway roundabout and Webster Way. | MTIA | <p>WP1: Symal Infrastructure Pty Ltd</p> <p>WP2: BLD Infrastructure Pty Ltd</p> <p>WP3: TBC</p> | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | Procurement | South Metropolitan Region | Cardinia |
| Princes Highway East Duplication Stage 3 (Regional various) | <p>Scope:</p> <p>This project will complete the duplication of the Princes Highway East between Traralgon and Sale by duplicating the remaining two sections of the highway, totalling approximately 12.1km. Known as the Flynn and Kilmany sections. The project will construct two additional lanes to provide a four-lane dual carriageway with a central median.</p> <p>Benefits:</p> <p>The additional lanes and upgrades will increase capacity on the highway, reducing travel times for freight, commuter and tourist traffic. Consistent driving conditions for the full length of the highway between Traralgon and Sale will reduce the number and severity of crashes. Improved connectivity will deliver an enhanced tourist and visitor experience.</p> <p>The remaining two sections at Flynn and Kilmany will add an extra 13km of lanes in each direction, delivering a total of 43km of duplicated highway across the entire project.</p> <p>The overall outcome of a fully duplicated highway between Traralgon and Sale aims to achieve the following objectives:</p> <ul style="list-style-type: none"> - Improve road safety by lowering the crash rate and severity of crashes. - Improve the transport network efficiency by reducing the frequency of significant closures and enabling increased freight activity on the Princes Highway East feeder roads; and - Better support regional economic growth by enabling increased commercial/industrial satisfaction with the access that the Princes Highway East provides to destinations including Melbourne. | MTIA | <p>BLD Infrastructure Pty Ltd,</p> <p>Wheelans Group Investments Pty Ltd, Laing O'Rourke Pty Ltd</p> | Transport | Program Development Approach | DTF Investment Lifecycle Framework | In delivery | Gippsland Region | Latrobe City, Wellington Shire |

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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Public housing renewal program (statewide) | The project involves redevelopment of the housing estates at North Melbourne, Northcote and Preston to deliver integrated communities comprising social, affordable and private housing. A minimum of 338 social housing dwellings will be delivered (a 50% increase in social housing from pre-redevelopment numbers) and approximately 800 private dwellings (20% targeted to first home buyers) by the Department's development partner MAB Corporation. Sale of the private housing will contribute to the construction of the social housing at the sites. Construction of the social housing is underway and will be delivered by 2024. Community Housing Provider - HousingFirst will manage the social housing dwellings. The private housing will be delivered by 2027. | Families, Fairness and Housing | MAB Corporation | Health and human services | Development agreement | Project Management Body of Knowledge | In delivery | North and West Metropolitan Region | Darebin, Melbourne |
| Public Transport Ticketing Asset Renewal (statewide) | Public Transport Ticketing Asset Renewal (statewide) | Transport and Planning | Conduent | Transport | Direct Contract | Standard Department methodology | In delivery | | |
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Ardeny/Parkville) | The program involves the redevelopment of the Royal Melbourne Hospital and Royal Women's Hospital, including enabling works, the privately funded construction of the Western Building and the construction of the new Arden Hospital. | Health | To be appointed | Health and Human Services | To be confirmed | VHBA PMO PMF | Business case development | North and West Metropolitan Region | Melbourne |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | The Bendigo and Echuca Line Upgrade includes new stations at Raywood, Huntly and Goomong (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 Kyvenon and reopening of a station in Harcourt. | MTA | VLine | Transport | Service Provider Project(s) | Bespoke as per RPV Project Management Framework | In delivery | Loddon Mallee Region | City of Greater Bendigo, Mount Alexander Shire, Campaspe Shire, Central Goldfields Shire, Macedon Ranges Shire |
| Regional Rail Revival - Gippsland Line Upgrade (Stage 1 (regional various)) | The project scope includes: - Second platforms and station amenity works at Bunyip, Longwarry, Morwell and Traralgon stations - Track duplication at Bunyip and Longwarry - Extension of Morwell crossing loop - Level crossing upgrades - Signalling upgrades - Drainage structure upgrades along the line. The project has already delivered significant benefit to passengers, allowing Vlocty trains to travel to Bairnsdale for the first time and delivering a new rail bridge over the Avon River in Stratford to allow trains to travel faster in late 2020. Major construction of upgrades to Bunyip, Longwarry, Morwell and Traralgon stations is complete. The Gippsland Line Upgrade is delivering a new signalling system for the line, which will enable additional services and future-proof the line. Work on the commissioning strategy is being coordinated with the Victorian Government's massive investment around Pakenham to minimise disruption to Gippsland Line passengers. | MTA | UGL Pty Ltd, Decol Group Ltd, Anup Pty Ltd, Rail Projects Victoria, V/Line Corporation | Transport | Alliance Contracting | Bespoke per RPV Project Management Framework | In delivery | Gippsland Region | Baw Baw Shire, Latrobe City, Wellington Shire |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | Stage 2 of the Shepparton Line Upgrade, which is underway, includes: - Platform extensions at Mooroompa, Murchison East and Nagambie stations - A crossing loop extension near Murchison East to enable trains to pass each other - 50 level crossing upgrades between Donnybrook and Shepparton - Stabling to house Vlocty trains. Stage 2 of the Shepparton Line Upgrade will provide the infrastructure required for Vlocty trains to run to Shepparton for the first time, improving service reliability and providing passengers with more comfortable journeys. This includes a new stabling facility to house the trains as well as level crossing upgrades between Donnybrook and Shepparton to ensure they're compatible with Vlocty trains and to boost safety for road users and train passengers. The crossing loop extension will improve service reliability by giving trains more opportunities to pass each other. | MTA | Coleman Rail Pty Ltd, KBR Australia Pty Ltd, Rail Projects Victoria, V/Line Corporation | Transport | Alliance Contracting | Bespoke as per RPV Project Management Framework | Complete | Hume Region | Greater Shepparton City |

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| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Regional Rail Revival - Shepparton Line Upgrade Stage 3 (Shepparton) | <p>Stage 3 of the Shepparton Line Upgrade includes:</p> <ul style="list-style-type: none"> - Signalling upgrades between Seymour and Shepparton to enable nine weekday return services - Expanded stabling for VLocity trains to support more services - Track upgrades between Seymour and Shepparton to enable trains to travel faster. <p>Stage 3 of the Shepparton Line Upgrade will deliver signalling, upgrades which will enable nine return services on weekdays for Shepparton, Mooroompa, Murchison East and Nagambie.</p> <p>It will include track speed upgrades between Seymour and Shepparton to enable trains to travel faster, and an extension of the stabling facility being delivered as part of Stage 2.</p> <p>The track and signalling upgrades will enhance the benefits of Stage 2 of the Shepparton Line Upgrade.</p> | MTIA | Coleman Rail Pty Ltd, Kellogg Brown and Root Pty Ltd, Rail Projects Victoria and V/Line Corporation. | Transport | Alliance Contracting | Bespoke as per RPV Project Management Framework | In delivery | Hume Region | Greater Shepparton City, Strathbogie Shire |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (Regional various) | <p>Stage 1 of the Warrnambool Line Upgrade will allow for a fifth weekday return service between Warrnambool and Melbourne, giving passengers more choice on when to travel. Signalling upgrades and a new crossing loop at Booran will make it easier for trains to pass each other, which helps services recover from unexpected delays more quickly, boosting reliability.</p> <p>Twelve level crossings between Warrnambool and Warrnambool have been completed as part of the early works for the project, fitted with boom gates, bells, flashing lights and improved train detection technology to make them safer for motorists, pedestrians and train passengers.</p> <p>The Warrnambool Station upgrade is part of this stage, including:</p> <ul style="list-style-type: none"> - A second platform on the south side of the station with shelters and seating - Track duplication to enable trains to pass each other - A new accessible pedestrian overpass to provide access between the two platforms, featuring lifts, ramps and stairs - Secure bicycle storage and bicycle hoops - Car park improvements featuring: <ul style="list-style-type: none"> - more than 90 new car parking spaces - sealing 120 existing gravel car parking spaces - more accessible car parking - new drop-off zone - access at both ends of the car park - additional CCTV, lighting, myki machines and passenger information displays. <p>Construction of a new train maintenance and stabling facility at Warrnambool is also part of this stage, to support much needed additional services on the Geelong Line.</p> | MTIA | Downer EDI Pty Ltd | Transport | Design and Construct | Bespoke as per RPV Project Management Framework | Complete | Barwon-South Western Region | Colac Otway Shire, Corangamite Shire, Moyne Shire, Surf Coast Shire, Warrnambool City |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (Regional various) | <p>Stage 2 of the Warrnambool Line Upgrade will allow the introduction of modern VLocity trains on the line, boosting safety and reliability and providing more comfortable passenger journeys. Works include upgrades to train detection technology at more than 50 level crossings and stabling upgrades at Warrnambool Station. At the end of the project, all public level crossings on the Warrnambool Line will have full protection, including boom gates, bells and flashing lights.</p> | MTIA | V/Line Corporation and Downer, with some packages yet to be let. | Transport | Alliance Contracting, Design and Construct, Franchise | Bespoke as per RPV Project Management Framework | In delivery | Barwon-South Western Region | Colac Otway Shire, Corangamite Shire, Moyne Shire, Surf Coast Shire, Warrnambool City |

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| What is the project name? | Project description | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | | | |
| | <p>The South Geelong to Waurn Ponds Duplication is part of the staged upgrade of the Geelong Line and a critical step in delivering more frequent and reliable services.</p> <p>The South Geelong to Waurn Ponds Duplication includes:</p> <ul style="list-style-type: none"> - Duplicating around 8km of track between South Geelong and Waurn Ponds - Upgrades at South Geelong and Marshall stations featuring second platforms and accessible pedestrian overpasses - Removal of the level crossings at Fyans Street and Surf Coast Highway - Signalling upgrades between South Geelong and Waurn Ponds - A business case to determine the infrastructure required to deliver even more services, including upgrades to the rail tunnel between Geelong and south Geelong and the rail line over the Barwon River. <p>The project will deliver the critical upgrades needed between South Geelong and Waurn Ponds to boost the number of train services for these growing communities.</p> <p>Duplicating sections of track between South Geelong and Waurn Ponds will allow more services to be extended to South Geelong, Marshall and Waurn Ponds and help services recover more quickly from delays, with trains able to pass each other in this section.</p> <p>Passengers using South Geelong and Marshall stations will benefit from upgraded facilities, including improved accessibility. Both stations will feature a second platform, pedestrian overpasses, improved shelter and better wayfinding.</p> <p>Level crossing removals at Fyans Street and Surf Coast Highway will boost safety for train passengers and motorists that use these level crossings each day.</p> | MTIA | <p>McConnell Dowell Constructors Pty Ltd, Downer EDI Works Pty Ltd, Arup Australia Projects Pty Ltd, WSP Australia Pty Ltd, Rail Projects Victoria and V/Line Corporation.</p> | Transport | Alliance Contracting | Bespoke as per RPV Project Management Framework | In delivery | Barwon-South Western Region | Local Government areas | |
| Regional Rail Revival - Waurn Ponds Track Duplication - Stage 2 (regional various) | To upgrade key roads and intersections in major growth areas and regions in order to improve network efficiency, travel times and road safety. | MTIA | tbc | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | Business case development | | | Greater Geelong |

| Project information | | | | | | | | | |
|---|---|------------------------|--|---------------------------|---|---|----------------------------|--|---|
| What is the project name? | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
| Road maintenance blitz (statewide) | Maintaining and resurfacing roads across metropolitan and regional Victoria. This program also includes an investment to strengthen bridges and replace older intelligent transport systems. | Transport and Planning | Various contractors | Transport | Alliance Contracting, Construct Only, Managing Contract | Construction management methodology | Practical completion | Eastern Metropolitan Region, Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, City of Greater Bendigo, Buloke Shire, Campaspe Shire, Central Goldfields Shire, Gannawarra Shire, Loddon Shire, Macedon Ranges Shire, Mildura Rural City, Mount Alexander Shire, Swan Hill Rural City, Alpine Shire, Benalla Rural City, Greater Shepparton City, Indigo Shire, Mansfield Shire, Mitchell Shire, Moira Shire, Murrindindi Shire, Strathbogie Shire, Towong Shire, Wangaratta Rural City, City of Wodonga, Bass Coast Shire, Baw Baw Shire, East Gippsland Shire, Latrobe City, South Gippsland Shire, Wellington Shire, Ararat Rural City, City of Ballarat, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Horsham Rural City, Moorabool Shire, Northern Grampians Shire, Pyrennes Shire, West Wimmera Shire, Yarriambiack Shire, Colac Otway Shire, Corangamite Shire, Glenelg Shire, Greater Geelong, Moyne Shire, Queenscliffe Borough, Southern Grampians Shire, Surf Coast Shire, Warrambbool City, Hobson Bay, Hume, Warrbyrnong, Melbourne, Melton, Moonee Valley, Moreland, Nillumbik, Whittlesea, Wyndham, Yara, Banyule, Brimbank, Darebin, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| 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. | Health | Hansen Yuncken Pty Ltd | Health and human services | Construction management | Construction management methodology, DHHS Capital Development Guidelines & VHBA PMO PMF | In delivery | North and West Metropolitan Region | Melbourne |
| Rural and Regional (RS)ACS Revitalisation Strategy Stage 1 (2022-23 (regional various)) | The program is set to deliver a new residential aged care facility at Orbox 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. | Health | No decision yet | Health and human services | No decision yet | VHBA PMO PMF | Pre-procurement | Hume Region, Gippsland Region, Barwon-South Western Region | Mansfield Shire, East Gippsland Shire, Corangamite Shire |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | To enhance the maintenance capacity to cater for the growing fleet of Vocity trains | MTIA (LXRP) | Laing O'Rourke | Transport | Alliance Contracting | MTIA Project Management framework | In delivery | | |
| South Dynon Train Maintenance Facility Stage 2 (statewide) | To enhance the maintenance capacity to cater for the growing fleet of Vocity trains. | MTIA (LXRP) | South Eastern Program Alliance (SEPA) - Laing O'Rourke | Transport | Alliance Contracting | MTIA Project Management Framework | Feasibility study/Planning | | |

| Project information | | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|---|---|---|------------------------------|------------------------------|---|--|--|-----------------------------|--|---|
| What is the project name? | Knox City Council and the Victorian Government, along with stakeholders, have worked cooperatively since 2018 to progress project planning for the redevelopment of the site. The project will include: 12 new indoor courts resulting in a total of 18 courts; Comprehensive training facilities for high-performance basketball including WNBL and NBL teams; New gymnasiums facilities; New administration facilities to support sports organisations and clubs; A town square space. | Knox City Council and the Victorian Government, along with stakeholders, have worked cooperatively since 2018 to progress project planning for the redevelopment of the site. The project will include: 12 new indoor courts resulting in a total of 18 courts; Comprehensive training facilities for high-performance basketball including WNBL and NBL teams; New gymnasiums facilities; New administration facilities to support sports organisations and clubs; A town square space. | ADCO | Culture, sport and community | Design and construct | Development Victoria's Project Management Framework & Policies | In delivery | Eastern Metropolitan Region | Knox | |
| State Basketball Centre redevelopment (Knox) | Melbourne Airport Rail is a transformational public transport project connecting Melbourne Airport to Victoria's regional and metropolitan train network for the first time. Trains will run from Melbourne Airport through to Sunshine Station, then into the Metro Tunnel and the heart of the CBD, before continuing on to the Cranbourne and Pakenham lines. New dedicated tracks will be constructed along the existing Altona/Abacana freight corridor between Sunshine and Airport West. The tracks will veer off the freight corridor crossing the M80 freeway and head towards the airport following Airport Drive, before arriving at a new premium train station at Melbourne Airport. | Melbourne Airport Rail is a transformational public transport project connecting Melbourne Airport to Victoria's regional and metropolitan train network for the first time. Trains will run from Melbourne Airport through to Sunshine Station, then into the Metro Tunnel and the heart of the CBD, before continuing on to the Cranbourne and Pakenham lines. New dedicated tracks will be constructed along the existing Altona/Abacana freight corridor between Sunshine and Airport West. The tracks will veer off the freight corridor crossing the M80 freeway and head towards the airport following Airport Drive, before arriving at a new premium train station at Melbourne Airport. | ADCO | Culture, sport and community | Design and construct | Development Victoria's Project Management Framework & Policies | In delivery | Eastern Metropolitan Region | Knox | |
| Suburban Rail Loop - Airport (metropolitan various) | For all passengers, Melbourne Airport Rail will provide: - Access to the entire public transport network including trains 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 southeastern suburbs - A new premium station at Melbourne Airport with 10 minute 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. | For all passengers, Melbourne Airport Rail will provide: - Access to the entire public transport network including trains 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 southeastern suburbs - A new premium station at Melbourne Airport with 10 minute 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. | MTA | Transport | The major construction packages have not yet been awarded. An Early Works development package has been awarded to Laing O'Rourke. | Most packages will be delivered under an Alliance contracting framework. Two packages will be delivered under an Incentivised Target Cost Contract model. The Early Works package will be delivered under a Managing Contractor Framework. | As per RPV Project Management Framework | Procurement | Eastern Metropolitan Region, Loddon Mallee Region, Hume Region, Gippsland Region, Grampians Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges, City of Greater Bendigo, Buloke Shire, Campaspe Shire, Central Goldfields Shire, Gannawarra Shire, Loddon Shire, Macedon Ranges Shire, Mildura Rural City, Mount Alexander Shire, Swan Hill Rural City, Alpine Shire, Renalla Rural City, Greater Shepparton City, Indigo Shire, Mansfield Shire, Mitchell Shire, Moira Shire, Murrindindi Shire, Strathbogie Shire, Towong Shire, Wangaratta Rural City, City of Wodonga, Bass Coast Shire, Baw Baw Shire, East Gippsland Shire, Latrobe City, South Gippsland Shire, Wellington Shire, Ararat Rural City, City of Ballarat, Golden Plains Shire, Hepburn Shire, Hindmarsh Shire, Horsham Rural City, Moorabool Shire, Northern Grampians Shire, Pyrenees Shire, West Wimmera Shire, Yarrablack Shire, Coac-Oway Shire, Corangamite Shire, Geelong Shire, Greater Geelong, Moyne Shire, Queenscliffe Borough, Southern Grampians Shire, Surf Coast Shire, Warrnambool City, Hume, Maribyrnong, Melbourne, Melton, Mooronee Valley, Morland, Nillumbik, Whittlesea, Wyndham, Yarra, Banyule, Brimbank, Darebin, Hobson Bay, Stonnington, Port Phillip, Glen Eira, Bayside, Kingston, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| 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; relocating 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. | 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; relocating 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. | Suburban Rail Loop Authority | Transport | Laing O'Rourke | Managing Contract | SRLA has developed an Authority Integrated Management System (AIMS) that is based on the Department of Treasury and Finance's Investment Management Lifecycle. | In delivery | Eastern Metropolitan Region, South Metropolitan Region | Monash, Whitehorse, Bayside, Kingston |
| 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. SRLE East Main Works will deliver approximately 28km of twin-bore tunnels with six underground stations at Cheltenham, Clayton, Monash, Glen Waverley, Burwood and Box Hill. Other infrastructure to be delivered includes a stabling facility in Heatherton, Emergency Support Facility in Mount Waverley and Power Supply Substation in Burwood. | Suburban Rail Loop East will connect our growing health, education, retail and employment precincts in Melbourne's south east between Cheltenham and Box Hill. SRLE East Main Works will deliver approximately 28km of twin-bore tunnels with six underground stations at Cheltenham, Clayton, Monash, Glen Waverley, Burwood and Box Hill. Other infrastructure to be delivered includes a stabling facility in Heatherton, Emergency Support Facility in Mount Waverley and Power Supply Substation in Burwood. | Suburban Rail Loop Authority | Transport | Yet to be procured | Managing Contract, Incentivised Target Cost, Alliance, Alliance/Operations & Maintenance | SRLA has developed an Authority Integrated Management System (AIMS) that is based on the Department of Treasury and Finance's Investment Management Lifecycle. | Procurement | Eastern Metropolitan Region, South Metropolitan Region | Monash, Whitehorse, Bayside, Kingston |

| Project information | | Project description. | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|--|--|---|------------------------|---|---------------------------|---|---|----------------------------|--|--|
| What is the project name? | | The Northern Roads Upgrade will fix six priority roads and improve and maintain hundreds of kilometres of arterial roads across Melbourne's north. Craigieburn Road, Sunbury Road, Epping Road, Childs Road and Bridge Inn Road will be duplicated to boost capacity. Intersections will also be upgraded along Fitzsimmons Lane in Epping. 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-Crimbourne Road and Pound Road West, to slash congestion and improve safety. Hilliam North Road and Golf Links Road will also be upgraded. | MTIA | Ace Contractors Group Pty Ltd, BMD Constructors Pty Ltd, Symal Infrastructure Pty Ltd, Winslow Constructors Pty Ltd, Laing O'Rourke Pty Ltd, Diemil Group Ltd, Fulton Hogan Australia Pty Ltd, McConnell Dowell Constructors (AUST) Pty Ltd, Maca Civil Pty Ltd, Seymour Whyte Constructors Pty Ltd | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region, South Metropolitan Region | Manningham, Banyule, Hume, Nillumbik, Whittlesea, Greater Dandenong, Frankston, Mornington Peninsula, Casey, Cardinia |
| Ten new community hospitals to give patients the best care (statewide) | | Build, upgrade and expansion of ten Community Hospitals across regional Victoria and greater Melbourne, with the aim of improving public access to services closer to home for more Victorians | Health | Not yet appointed. Noting there will be multiple contractors appointed for this Program of works. | Health and human services | Managing Contractor, Construct Only and one to be finalised | VHBA PMO PMF | In delivery | Gippsland Region, Barwon-South Western Region, North and West Metropolitan Region, South Metropolitan Region | Monash, Bass Coast Shire, Surf Coast Shire, Wyndham, Whittlesea, Nillumbik, Hume, Casey, Cardinia, Port Phillip |
| Train infrastructure upgrades (metropolitan various) | | DFRS is a communications system which allows train controllers, drivers, guards and signallers working on passenger and freight services to use a single system for voice and data communication. This project intends to keep the current system operating under a maintenance and service arrangement for the next 3 years, plus addition, 3 years. (Total 6 years) | Transport and Planning | Nokia Siemens | Transport | Franchisee, Managing Contract, Program Delivery Approach, Supply only | Waterfall hybrid. | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region | Boroondara, Knox, Manningham, Monash, Whitehorse, Yarra Ranges, Banyule, Brimbank, Darebin, Hobson Bay, Hume, Maribyrnong, Melbourne, Melton, Moreland, Moonee Valley, Nillumbik, Whittlesea, Wyndham, Yarra, Bayside, Cardinia, Casey, Frankston, Greater Dandenong, Glen Eira, Kingston, Mornington Peninsula, Port Phillip, Stonnington |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | | The removal of an additional 25 level crossings, (adding to the previously agreed 85) of Victoria's dangerous and congested level crossings. | MTIA (LXRP) | John Holland Pty Ltd | Transport | Alliance Contracting | MTIA Project Management | In delivery | Eastern Metropolitan Region, North and West Metropolitan Region | Boroondara, Monash, Whitehorse, Banyule, Darebin, Maribyrnong, Melbourne, Moonee Valley, Yarra, Moreland, Stonnington, Port Phillip, Glen Eira, Bayside |
| Victorian Heart Hospital (Clayton) | | This project will build Australia's first dedicated, state-of-the-art cardiac facility, providing innovative, holistic and patient-centred care in heart disease, along with world-leading education and research. | MTIA (LXRP) | South Eastern Program Alliance (SEPA) - Laing O'Rourke; Metropolitan Roads Program Alliance (MRPA) - Fulton Hogan Australia Pty Ltd; Western Program Alliance (WPA) - McConnell Dowell | Transport | Alliance Contracting | MTIA Project Management Framework | Feasibility study/Planning | | Monash |
| Warrambool Base Hospital redevelopment (incl Warrambool Logistics Hub) (Warrambool) | | 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. | Health | John Holland Pty Ltd | Health and human services | Managing contract | Department of Health and Human Services Capital Development Guidelines & Victorian Health Building Authority Project Management Office Project Management Framework | Post-practical completion | Eastern Metropolitan Region | |
| 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. | Health | Not applicable | Health and human services | Managing contractor | Construction management methodology, DHS Capital Development Guidelines & VHBA PMO PMF | Procurement | Barwon-South Western Region | Warrambool City |
| | | | MTIA | Transurban Ltd, CPB Contractors Pty Ltd, John Holland Pty Ltd | Transport | Public Private Partnership | Project Management Body of Knowledge (PMBoK). | In delivery | North and West Metropolitan Region | Brimbank, Hobson Bay, Maribyrnong, Melbourne, Melton, Wyndham |

| What is the project name? | Project description | Responsible entity | Head contractors | Sector | Procurement method | Project management method | Project stage | Region | Local Government areas |
|--|---|------------------------------|--|--------------------------------|---------------------------|---|---------------------------|------------------------------------|---|
| Western Highway duplication - Ballarat to Stawell (regional various) | <p>The Western Highway in Victoria is the principal road link between Melbourne and Adelaide. The Victorian State Government has been upgrading the highway between Burreumbet and Stawell since 2013, with 55 kilometres of highway duplicated between Ballarat and Bungee.</p> <p>The Western Highway Duplication project will:</p> <ul style="list-style-type: none"> - Add an extra lane in each direction between Burreumbet and Stawell - Install safety barriers - Upgrade intersections - Introduce protected turning lanes, and - Build service lanes. <p>The project has been split into three sections for planning and delivery purposes.</p> <p>Section 1 the Ballarat to Bungee has finished construction.</p> <p>Section 2 Bungee to Ararat has a 12.5 km portion remaining the Bungee to Ararat section which involves:</p> <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. <p>More than 6000 vehicles travel the Western Highway west of Ballarat each day, including 1500 trucks. This traffic is expected to double by 2025.</p> <p>In the 10 years to January 2021, there have been 152 crashes on the Western Highway between Ballarat and Stawell, including 18 fatalities, and 94 people seriously injured. It is vital for the safety of the community that this upgrade is completed.</p> | MTIA | BMD Constructions Pty Ltd, John Holland Pty Ltd, Centre State Asphalt Pty Ltd, Lendlease Corporation Ltd, CPB Contractors Pty Ltd, Seymour Whyte Constructions Pty Ltd | Transport | Design and Construct | DTF Investment Lifecycle Framework | In delivery | Grampians Region | Ararat Rural City, City of Ballarat, Northern Grampians Shire, Pyrenees Shire |
| Western Plains Correctional Centre (Lara) | <p>The project supports government's commitment to improve community safety, and ensure the prison system is safe, secure and meets demand. The project was announced in the 2018-19 State Budget with Stage 1 funded as a 700-bed facility and masterplanned for 1248 beds. Stage 2 funding for the additional 548 beds to complete the full facility was received in the 2021-22 State Budget. The project includes a number of administration, accommodation, health and prison industry buildings to enable programs designed to reduce the risk of prisoners reoffending and maximise their chances of successful reintegration back into the community.</p> | Justice and Community Safety | John Holland Pty Ltd | Justice and emergency services | Managing Contract | Department of Justice and Community Safety Project Management Excellence Framework (Community Safety Building Authority adaptation) | Practical Completion | Barwon-South Western Region | Greater Geelong |
| Western Port Highway (Skye) | <p>We're replacing the roundabouts at the intersections of Ballarto Road and Cranbourne-Frankston Road with traffic lights to better manage traffic flow on and off Western Port Highway.</p> <p>As part of the Western Port Highway Upgrade we'll:</p> <ul style="list-style-type: none"> upgrade the Ballarto Road and Cranbourne-Frankston Road intersections from roundabouts to traffic lights add additional capacity to the Ballarto Road and Cranbourne-Frankston Road intersections by building additional through lanes, dedicated right-turn lanes and left-turn slip lanes build a new shared walking and cycling path to connect the existing paths near the Ballarto Road and Cranbourne-Frankston Road intersection. | MTIA | Downer EDI Works Pty Ltd | Transport | Program Delivery Approach | DTF Investment Lifecycle Framework | Post-practical completion | South Metropolitan Region | Casey, Frankston |
| Womens prison system capacity (statewide) | <p>The project will deliver 106 new beds and supporting infrastructure including new reception and multi-purpose buildings, an extension of the perimeter wall and expanded legal and visitation facilities.</p> | Justice and Community Safety | Wipac Construction Pty Ltd | Justice and emergency services | Construct Only | Department of Justice and Community Safety Project Management Excellence Framework (Community Safety Building Authority adaptation) | Practical Completion | North and West Metropolitan Region | Melton |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | <p>This project will expand Wonthaggi Hospital to provide a new emergency department, a new 32-bed ward, three new operating theatres, and a procedure room.</p> | Health | Kane Constructions Pty Ltd | Health and human services | Lump sum, Construct only | Lump sum | Post-practical completion | Gippsland Region | Bass Coast Shire |

| RAG Ratings | | | | | | |
|---|-------------------|--|-----------------|--|------------------------|--|
| Project Name | Scope RAG ratings | Scope RAG rating reason | Cost RAG rating | Cost RAG rating reason | Time RAG rating reason | Time RAG rating reason |
| 85 by 2025 (Level Crossing Removal) (metropolitan various) | Green | | Green | | Green | |
| A Pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria's Mental Health System (statewide) | Green | | Green | | Green | |
| Additional acute mental health beds in regional Victoria (various) | Amber | | Amber | | Amber | The estimated completion date has been revised to Q4 2024-25 in line with a revised project schedule to enable inputs from other Royal Commission recommendations with interdependencies to be incorporated into the project. This includes detailed models of care and design objectives which has been undertaken to inform feasibility studies to deliver additional acute mental health beds in Regional Victoria. |
| Additional Velocity trains (regional various) | Green | The 2022-23 State Budget provided funding to replace and expand the existing facility in Shepparton and to purchase land and undertake further planning to deliver additional acute mental health beds in regional Victoria. This comprises several interconnected projects which have undertaken detailed review of models of care and development of statewide service plans. The scope of projects is being refined through the design phase to ensure that it meets the objectives of the Royal Commission and the approved Business Case. | Green | Project funding is held in central contingency, and will be subject to exchange of letters to release funding. Wangaratta is funded only to progress design phase. Ballarat is funded to progress design and land acquisition. | Green | |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat) | Red | Options to include additional Women's & Children and AOD scope are being considered. | Amber | Design Development Cost Plan completed. Options to include additional Women's & Children and AOD scope are being considered. | Green | |
| Barwon Heads Road Upgrade (Barwon Heads) | Green | | Green | | Green | |
| Barwon Women's and Children's Hospital (Geelong) | Green | | Green | | Green | |
| Bendigo Law Courts Redevelopment (Bendigo) | Green | | Green | | Green | |
| Better aged care services for regional Victorians (regional various) | | | | | | |

| RAG Ratings | | | | | | |
|--|-------|--|--|--|-------|---|
| Big Housing Build (statewide) | Green | | | Options to mitigate cost pressures experienced to date were presented to Government on 1 May 2023 as part of the alternative delivery approach. Further potential mitigations could be implemented should external cost pressures continue, to be agreed via an exchange of letters between the Minister for Housing, Premier and Treasurer as part of the Big Housing Build Report Back to Government in August 2023. | Amber | As a result of the cost pressures experienced by the BHB Program, and the approved alternative delivery approach, the Program has a forecast completion date beyond 30 June 2027. The Minister for Housing will report back to Government in August 2023 on a revised schedule profile. |
| Building a better hospital for Melbourne's inner west (Footscray) | Green | | | | Green | |
| Building a bigger and better Latrobe Regional Hospital (Traralgon) | Green | | | | Green | |
| Building a world class Geelong Performing Arts Centre (Geelong) | Green | | | | Green | |
| Building a world class hospital for Frankston families (Frankston) | Green | | | | Green | |
| Building a world class hospital in Maryborough (Maryborough) | Green | | | | Green | |
| Car Parks for Commuters (statewide) | Green | | | | Green | |
| Carlton redevelopment - 246 units/sites (North-West metropolitan) | Green | | | | Green | |
| Caulfield Rationalisation Works (metropolitan various) | Green | | | | Green | |
| City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne) | Green | | | | Green | |
| Clyde Road upgrade (metropolitan southeast) | Green | | | Impacts of Commonwealths announced 90 day infrastructure review are currently being assessed. Commonwealth approval to progress to contract award now required. | Red | Impacts of Commonwealths announced 90 day infrastructure review are currently being assessed. Commonwealth approval to progress to contract award now required. Delivery Phase Offer submitted and is being assessed |
| E-Class Tram Infrastructure Program (metropolitan various) | Amber | Land acquisition is continuing. There is a generic risk to securing a agreed location for substations. | | Cost Rating has changed from Red to Amber because of a favourable budget outcome in May 2023. | Amber | Factors contributing to Schedule pressure are stakeholder consultation and land acquisition processes and procurement of long lead items. |

| RAG Ratings | | | | | | | | | | |
|--|-------|--|--|--|--|--|--|-------|-------|---|
| Emergency Departments Expansion Program at Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee) | Green | | | | | | | | Green | |
| Expanding mental health treatment facilities for Victoria's youth (statewide) | Green | | | | | | | | Green | |
| Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) | Green | | | | | | | | Green | |
| Geelong City Deal - Geelong Convention and Exhibition Centre Precinct (Geelong) | Green | | | Scope risks are emerging but are being managed and no action or decision is required by the government at this point in time | | | | | Green | Project is likely to be 11-20 per cent over its current approved budget |
| Geelong Fast Rail (regional various) | Green | | | | | | | Amber | Green | |
| Goulburn Valley Health redevelopment - planning and development (Shepparton) | Green | | | | | | | Amber | Green | |
| Great Ocean Road Renewal (Barwon South West) | Green | | | | | | | Green | Green | |
| Hall Road Upgrade (Skye) | Green | | | | | | | Green | Green | |
| High Capacity Metro Trains (metropolitan various) | Green | | | | | | | Green | Green | |
| Homes Victoria Ground Lease Model Project 1 (metropolitan) | Green | | | | | | | Green | Green | |
| Homes Victoria Ground Lease Model Project 2 (metropolitan) | Green | | | | | | | Green | Green | |
| Hursbridge Line Upgrade Stage 2 (metropolitan various) | Green | | | | | | | Green | Green | |
| Improving the Calder Freeway (Calder Park) | Green | | | | | | | Green | Green | |
| Ison Road Rail Overpass (Werribee) | Green | | | | | | | Green | Amber | Potential impacts of Commonwealth announced 90 day infrastructure review are currently being assessed. Awaiting formal confirmation from Commonwealth that project is excluded from review. |
| Kananook Train Maintenance Facility Stage 2 (metropolitan) | Green | | | | | | | Green | Green | |
| Kardinia Park Stadium Stage 5 Redevelopment (Geelong) | Green | | | | | | | Green | Red | The estimated completion date has been revised to quarter 3 2023-24 to reflect delays caused by construction industry supply chain issues (as per commentary in BP4). |
| Keeping Victorians moving (metropolitan) | Green | | | | | | | Green | Green | |
| Level Crossing Removal Program (metropolitan various) | Green | | | | | | | Green | Green | |
| M80 Ring Road upgrade (metropolitan north and west) | Green | | | | | | | Green | Green | |

| RAG Ratings | | | | | | | | | |
|--|-------|--|--|--|--|--|--|--|--|
| Maintaining Victoria's road network (statewide) | Green | | | | | | | | Green |
| Melbourne Arts Precinct Transformation Phase One (Melbourne) | Amber | Value management processes are in place to ensure stakeholder business requirements and project objectives can be delivered. | | | | | | Funding approved and detailed cost plans have been compared against the approved budget. The total forecast considering identified value management strategies is within the current approved TEI. | Green |
| Melton Line Upgrade (statewide) | Green | | | | | | | | Green |
| Men's prison system capacity (statewide) | Green | | | | | | | | Green |
| Metro Tunnel (metropolitan various) | Green | | | | | | | Further cost risk may arise as the project enters the complex testing and commissioning and integration phase. | Green |
| Metro Tunnel readiness (metropolitan) | Green | | | | | | | | Green |
| Metropolitan Network Modernisation Program (metropolitan various) | Green | | | | | | | | Green |
| Mickleham Road Upgrade à Stage 1 (Greenvale) | Green | | | | | | | | Green |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project (Cheltenham) | Amber | The contracted scope that is currently in delivery has been reduced. Funding options that will allow scope to be returned to reflect the business case are being developed for government consideration. | | | | | | | Green |
| Monash Freeway upgrade - Stage 2 (South-East Melbourne) | Green | | | | | | | | Green |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully) | Green | | | | | | | | Green |
| More regional trains - Regional Network Development Plan (regional various) | Green | | | | | | | | Green |
| More V/LOCITY trains (regional) | Green | | | | | | | | Green |
| More V/LOCITY trains 2022-23 (regional) | Green | | | | | | | | Green |
| Murray Basin Rail Project (regional various) | Green | | | | | | | | Amber |
| | | | | | | | | | Commissioning will take place later in 2023. |

| RAG Ratings | | | | | | | |
|---|-------|--|--|-------|--|-------|--|
| New Melton Hospital (Cobblebank) | Green | | | Amber | The project has identified an increase in capital costs since Business Case due solely to the unprecedented escalation in the Australian construction market over the course of 2022 and into 2023. The actual impact will be determined once tender proposals are received from the market. Additional capital escalation costs have been included in the PSC and the Financial Liability Caps. | Green | Existing delays due to slower-than-expected train design phase. |
| New metropolitan trains (statewide) | Green | | | Green | | Amber | |
| New Tarnet railway station (Tarnet) | Green | | | Green | | Green | |
| New trains for Sunbury (metropolitan various) | Green | | | Green | | Green | |
| New VLocity carriages for the regional network (regional various) | Green | | | Green | | Green | |
| New Wyndham Law Court Development (Werribee) | Green | | | Green | | Green | |
| New youth justice facility (metropolitan) | Green | | | Green | | Green | |
| Next Generation Trams (metropolitan various) | Green | | | Green | | Green | |
| North East Link (State and Freeway Packages) (Greensborough) | Green | | | Red | The TEI will be reported as procurement processes and commercial arrangements are finalised. | Green | |
| North East Link 4 Primary Package (Tunnels) and State Toll Co (Greensborough) | Green | | | Green | | Green | |
| Northern Hospital inpatient expansion - Stage 2 (Epping) | Green | | | Green | | Green | |
| Pakenham Roads upgrade (Pakenham) | Green | | | Green | | Red | Impacts of Commonwealth announced 90 day infrastructure review are currently being assessed. Commonwealth approval to progress to contract award now required. |
| Princes Highway East Duplication Stage 3 (regional various) | Green | | | Amber | The forecast cost indicates that the project may potentially exceed the TEI. MRPV is currently considering cost mitigation options. | Green | |
| Public housing renewal program (statewide) | Green | | | Green | | Green | |
| Public Transport Ticketing Asset Renewal (statewide) | Green | | | Green | | Green | |

| RAG Ratings | | | | | | | | | |
|---|-------|---|-------|--|--|--|--|--|---|
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Ardern/Parkville) | | | | | | | | | |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | Red | The proposed Electronic Train Orders signalling system is on hold and the additional train services will be delivered through Manual Train Orders and the requirement for this amendment is being finalised | Red | | | | | | |
| Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various) | Green | GLU is experiencing delivery challenges mainly as a result of rail signalling resourcing shortages, market constraints and latent underperformance. | Green | | | | | | GLU is experiencing delivery challenges mainly as a result of rail signalling resourcing shortages, market constraints and latent underperformance. |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | Green | | Green | | | | | | Amber |
| Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton) | Green | | Green | | | | | | Green |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (regional various) | Green | | Green | | | | | | Red |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | Green | | Green | | | | | | Red |
| Regional Rail Revival - Waurin Ponds Track Duplication - Stage 2 (regional various) | Green | | Green | | | | | | Green |
| Road blitz to get families home sooner and safer (statewide) | Green | | Green | | | | | | Green |
| Road maintenance blitz (statewide) | Green | | Green | | | | | | Green |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne) | Green | | Green | | | | | | Red |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1 2022-23 (regional various) | Green | | Green | | | | | | Green |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | Amber | | Green | | | | | | Green |
| South Dynon Train Maintenance Facility Stage 2 (statewide) | Green | | Green | | | | | | Green |
| State Basketball Centre redevelopment (Knox) | Green | | Green | | | | | | Green |
| Suburban Rail Loop - Airport (metropolitan various) | | | | | | | | | |

| RAG Ratings | | | | | | |
|--|-------|-------|-------|-------|-------|--|
| Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various) | Green | Green | Amber | Amber | Amber | RAG status changed from Green to Amber in Sept 22 for the Q1 FY23 MPPR report to DTF. Change due to the delay in the PSA gazette that will impact the commencement of the land acquisition program. Ongoing negotiations with Monash University in regard to land acquisition and timeframe for site possession may result in delays to the work program. |
| Suburban Rail Loop East - Main Works (metro various) | Amber | Amber | Amber | Amber | Amber | RAG status changed from Green to Amber in Dec 22. DTF recommended that the cost rating should be Amber as the TEI and Budget allocation of \$9.3b is not adequate to deliver the full project which is estimated at \$34.5b. Notwithstanding this, SRLA/DTP is working to secure further funding from the Commonwealth and DTF is developing a funding and financing strategy to support additional project funding. |
| Suburban Roads Upgrade & Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) | Green | Green | Green | Green | Green | |
| Ten new community hospitals to give patients the best care (statewide) | Amber | Amber | Amber | Amber | Amber | Program is at risk while scope is being managed to deliver the program within the existing budget envelope |
| Train radio system upgrade (metropolitan) | Green | Green | Green | Green | Green | |
| Tram infrastructure upgrades (metropolitan various) | Green | Green | Green | Green | Green | |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | Green | Green | Green | Green | Green | |
| Victorian Heart Hospital (Clayton) | Green | Green | Green | Green | Green | |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | Green | Amber | Amber | Amber | Amber | |
| West Gate Tunnel (metropolitan various) | Green | Green | Green | Green | Green | |

| RAG Ratings | | | | | | |
|--|-------|---|-------|---|-------|--|
| Western Highway duplication - Ballarat to Stawell (regional various) | Red | The project continues to incur significant unbudgeted costs as a result of the delays and disruption caused by the ongoing legal proceedings and will require additional funding to meet the current forecast final cost. | Red | The project continues to incur significant unbudgeted costs as a result of the delays and disruption caused by the ongoing legal proceedings and will require additional funding to meet the current forecast final cost. | Red | Works in the area continue to be on hold while a new Cultural Heritage Management Plan (CHMP) is being prepared. |
| Western Plains Correctional Centre (Lara) | Green | | Green | | Green | |
| Western Port Highway (Skye) | Green | | Green | | Green | |
| Women's prison system capacity (statewide) | Green | | Green | | Green | |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | Green | | Green | | Green | |

Investment funding and completion date

| What is the project name? | Last Year TEI | Original TEI | TEI variance | BP4 Appearance | TEI spent | Completion date | Original estimated completion date | Completion date variance (qtr) | Gate 6 review complete? | State funding | Commonwealth funding | Other funding | Private funding | Grand total |
|---|---------------|---------------|--------------|----------------|---------------|-----------------|------------------------------------|--------------------------------|-------------------------|----------------|----------------------|---------------|-----------------|----------------|
| 85 by 2025 (Level Crossing Removal) (metropolitan various) | 894,600,000 | 655,000,000 | 228,169,300 | 2019-20 | 5,992,764,189 | Qtr 2 2025-26 | Qtr 2 2025-26 | | | 8,831,693,300 | | | | 8,831,693,300 |
| A Pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria's Mental Health System (statewide) | 492,200,000 | 492,200,000 | | 2020-21 | 42,783,800 | Qtr 3 2024-25 | Qtr 3 2023-24 | 4 | | 49,200,000 | | | | 49,200,000 |
| Additional acute mental health beds in regional Victoria (various) | 195,834,000 | 195,834,000 | | 2022-23 | 5,002,200 | Qtr 4 2028-29 | Qtr 2 2026-27 | 10 | | 19,583,400 | | | | 19,583,400 |
| Additional Velocity trains (regional various) | 34,000,000 | 34,000,000 | | 2019-20 | 31,587,604 | Qtr 4 2023-24 | Qtr 4 2023-24 | | | 34,000,000 | | | | 34,000,000 |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat) | 541,600,000 | 461,600,000 | 134,188,000 | 2018-19 | 62,212,200 | Qtr 2 2028-29 | Qtr 4 2025-26 | 10 | | 59,578,800 | | | | 59,578,800 |
| Barwon Heads Road Upgrade (Barwon Heads) | 36,500,000 | 318,300,000 | 46,700,000 | 2019-20 | 27,427,864 | Qtr 2 2023-24 | Qtr 4 2023-24 | -2 | | 73,000,000 | 29,200,000 | | | 36,500,000 |
| Barwon Women's and Children's Hospital (Geelong) | 514,102,000 | 514,102,000 | | 2022-23 | 8,960,000 | Qtr 2 2029-30 | tbc | | | 46,410,200 | 50,000,000 | | | 51,410,200 |
| Bendigo Law Courts Redevelopment (Bendigo) | 152,396,000 | 152,396,000 | | 2019-20 | 12,865,000 | Completed | Qtr 1 2022-23 | | No | 15,239,600 | | | | 15,239,600 |
| Better aged care services for regional Victorians (regional various) | 3,066,798,000 | 2,999,000,000 | 67,793,000 | 2020-21 | 1,333,650,000 | Qtr 1 2027-28 | Qtr 4 2026-27 | 1 | | 3,066,793,000 | | | | 3,066,793,000 |
| Big Housing Build (statewide) | 1,998,605,000 | 1,495,000,000 | 503,605,000 | 2019-20 | 1,002,178,000 | Qtr 1 2025-26 | Qtr 4 2024-25 | 1 | | 1,926,605,000 | | 720,000,000 | | 1,998,605,000 |
| Building a better hospital for Melbourne's inner west (Footscray) | 217,000,000 | 217,000,000 | | 2020-21 | 13,706,140 | Qtr 4 2023-24 | Qtr 4 2023-24 | | | 22,350,000 | | | | 22,350,000 |
| Building a bigger and better Latrobe Regional Hospital (Traralgon) | 140,000,000 | 128,000,000 | 12,000,000 | 2020-21 | 14,000,000 | Qtr 1 2023-24 | Qtr 1 2022-23 | 1 | | 14,000,000 | | | | 14,000,000 |
| Building a world class Geelong Performing Arts Centre (Geelong) | 1,118,084,000 | 562,000,000 | 556,084,000 | 2019-20 | 24,894,100 | Qtr 3 2025-26 | Qtr 4 2024-25 | 3 | | 11,080,840,000 | 10,000,000 | | | 11,180,840,000 |
| Building a world class hospital in Maryborough (Maryborough) | 1,000,000,000 | 1,000,000,000 | | 2021-22 | 10,810,000 | Qtr 2 2024-25 | Qtr 2 2024-25 | | | 11,500,000 | | | | 11,500,000 |
| Car Parks for Commuters (statewide) | 618,119,000 | 150,000,000 | 468,119,000 | 2019-20 | 37,531,900 | tbc | Qtr 4 2022-23 | | | 48,261,900 | 135,500,000 | | | 618,119,000 |
| Carlton redevelopment - 246 units/sites (North-West metropolitan) | 145,793,000 | 147,840,000 | -2,047,000 | 2011-12 | 14,579,900 | Qtr 2 2023-24 | Qtr 2 2018-19 | 20 | | 14,579,900 | | | | 14,579,900 |
| Caulfield Rationalisation Works (metropolitan various) | 24,007,600 | 24,007,600 | | 2021-22 | 13,067,357 | Qtr 4 2025-26 | Qtr 4 2025-26 | | | 23,668,259 | | | | 23,668,259 |
| City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne) | 468,942,000 | 132,863,000 | 331,756,735 | 2016-17 | 32,404,877 | Qtr 2 2023-24 | Qtr 4 2019-20 | 14 | | 464,619,735 | | | | 464,619,735 |

Investment funding and completion date

| What is the project name? | Last Year TEI | Original TEI | TEI variance | BP4 Appearance | TEI spent | Completion date | Original estimated completion date | Completion date variance (qtr) | Gate 6 review complete? | State funding | Commonwealth funding | Other funding | Private funding | Grand total |
|---|---------------|--------------|--------------|----------------|------------|-----------------|------------------------------------|--------------------------------|-------------------------|---------------|----------------------|---------------|-----------------|-------------|
| Clyde Road upgrade (metropolitan southeast) | | | | | 15078000 | tbc | | | | | 243679000 | | | 243679000 |
| E-Class Tram Infrastructure Program (metropolitan various) | 741294300 | 741294300 | 47812000 | 2021-22 | 612318300 | Qtr 4 2027-28 | Qtr 4 2025-26 | 8 | | 789106300 | | | | 789106300 |
| Expansion Program - Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee) | 236400000 | 236400000 | | 2022-23 | 2000000 | Qtr 4 2025-27 | Qtr 4 2026-27 | | | 226400000 | 100000000 | | | 236400000 |
| Expanding mental health treatment facilities for Victoria's youth (statewide) | 141000000 | 141000000 | | 2021-22 | 10656100 | Qtr 4 2024-25 | Qtr 4 2024-25 | | | 141000000 | | | | 141000000 |
| Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) | 338560000 | 349560000 | 112897000 | 2021-22 | 70575500 | Qtr 4 2024-25 | Qtr 4 2024-25 | | | 462457000 | | | | 462457000 |
| Geelong City Deal - Geelong Convention and Exhibition Centre Precinct (Geelong) | 295735000 | 141200000 | 139601000 | 2018-19 | 62850000 | Qtr 4 2025-26 | Qtr 2 2022-23 | 14 | | 247801000 | 30000000 | | | 280801000 |
| Geelong Fast Rail (regional various) | | 4000000000 | | tbc | | tbc | tbc | | | 2000000000 | 2000000000 | | | 4000000000 |
| Goulburn Valley Health redevelopment - planning and development (Shepparton) | 229349000 | 168525000 | 60824000 | 2016-17 | 224743600 | Qtr 2 2023-24 | Qtr 4 2020-21 | 10 | | 229349000 | | | | 229349000 |
| Great Ocean Road Renewal (Barwon South West) | 255000000 | 255000000 | | 2020-21 | 107769900 | Qtr 4 2024-25 | Qtr 4 2024-25 | | | 9958264669 | 16211312000 | 191930000 | 623844000 | 1.226E+11 |
| Hall Road Upgrade (Skye) | 282504000 | 169000000 | 113504000 | 2019-20 | 159927337 | tbc | Qtr 1 2024-25 | | | 255000000 | | | | 255000000 |
| High Capacity Metro Trains (metropolitan various) | 2248476000 | 2176000000 | 88775839 | 2015-16 | 2045320440 | Qtr 1 2023-24 | Qtr 1 2023-24 | | | 1412522000 | 141252000 | | | 282504000 |
| Homes Victoria Ground Lease Model Project 1 (metropolitan) | 263667000 | 263667000 | | 2022-23 | 236852310 | Qtr 3 2023-24 | Qtr 3 2023-24 | | | 2264775840 | | | | 2264775840 |
| Homes Victoria Ground Lease Model Project 2 (metropolitan) | 259802000 | 259802000 | | 2022-23 | 12636120 | tbc | tbc | | | | | | | |
| Hurstbridge Line Upgrade Stage 2 (metropolitan various) | 602986244 | 530000000 | 68355000 | 2019-20 | 543756380 | Completed | Qtr 2 2022-23 | | Pending | | | | | |
| Improving the Calder Freeway (Calder Park) | 100000000 | 100000000 | | 2021-22 | 4236920 | tbc | tbc | | | 598355000 | | | | 598355000 |
| Isan Road Rail Overpass (Werribee) | | 103600000 | | 2021-22 | 11192994 | tbc | tbc | | | 50000000 | 50000000 | | | 100000000 |
| Kananook Train Maintenance Facility Stage 2 (metropolitan) | | | | | 27212000 | qtr 4 2025-26 | | | | 46700000 | 56900000 | | | 103600000 |
| Kardinia Park Stadium Stage 5 Redevelopment (Geelong) | 141238000 | 141561000 | 362000 | 2020-21 | 141923000 | Qtr 3 2023-24 | Qtr 4 2022-23 | 3 | | 365500000 | | | | 365500000 |
| Keeping Victorians moving (metropolitan) | 173127000 | 175950000 | -2823000 | 2020-21 | 155135487 | Qtr 4 2023-24 | Qtr 4 2023-24 | | | 141923000 | | | | 141923000 |
| Level Crossing Removal Program (metropolitan various) | 6342669000 | 6000000000 | 333976526 | 2015-16 | 6295060969 | Completed | Qtr 2 2022-23 | | Yes | 173127000 | | | | 173127000 |
| M80 Ring Road upgrade (metropolitan north and west) | 656804000 | 673077000 | -16273000 | 2017-18 | 412944000 | tbc | Qtr 3 2020-21 | 12 | | 6182976527 | 151000000 | | | 6333976527 |
| Maintaining Victoria's road network (statewide) | 119442000 | 119442000 | | 2022-23 | 76310000 | Qtr 4 2023-24 | Qtr 4 2022-23 | 4 | | 307674000 | 349130000 | | | 656804000 |
| Melbourne Arts Precinct Transformation Phase One (Melbourne) | 1571775000 | 1409534000 | 164855000 | 2020-21 | 79472000 | Qtr 2 2028-29 | Qtr 2 2028-29 | | | 119442000 | | | | 119442000 |
| Melton Line Upgrade (statewide) | | | | | | qtr 4 2028-29 | qtr 4 2028-29 | | | 1344389000 | | | 230000000 | 1574389000 |

Investment funding and completion date

| What is the project name? | Last Year TEI | Original TEI | TEI variance | BP4 Appearance | TEI spent | Completion date | Original estimated completion date | Completion date variance (qtr) | Gate 6 review complete? | State funding | Commonwealth funding | Other funding | Private funding | Grand total |
|--|---------------|--------------|--------------|----------------|-------------|-----------------|------------------------------------|--------------------------------|-------------------------|---------------|----------------------|---------------|-----------------|-------------|
| Men's prison system capacity (statewide) | 795678000 | 1255372000 | -497267000 | 2019-20 | 520076000 | Qtr 2 2024-25 | Qtr 4 2022-23 | 6 | | 641000000 | | | | 641000000 |
| Metro Tunnel (metropolitan various) | 12402000000 | 10900000000 | 1742471070 | 2016-17 | 10537451000 | Qtr 2 2025-26 | Qtr 4 2025-26 | -2 | | 758105000 | | | | 758105000 |
| Metro Tunnel readiness (metropolitan) | | | | | 337000000 | Qtr 2 2025-26 | | | | 12642471070 | | | | 12642471070 |
| Metropolitan Network Modernisation Program (metropolitan various) | 1348455600 | 1392221000 | -43765399 | 2017-18 | 1338779914 | Completed | Qtr 2 2022-23 | | Yes | 238079000 | | | | 238079000 |
| Mickleham Road Upgrade - Stage 1 (Greenvale) | 206837000 | 206837000 | | 2021-22 | 47501000 | fbc | Qtr 4 2025-26 | | | 1348455600 | | | | 1348455600 |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy- Stage 3 (Kingston Project (Cheltenham)) | 134630000 | 134630000 | | 2021-22 | 2895000 | Qtr 4 2025-26 | Qtr 4 2025-26 | | | 97297000 | 109540000 | | | 206837000 |
| Monash Freeway upgrade - Stage 2 (South-East Melbourne) | 1019331000 | 684424000 | 334907000 | 2018-19 | 976752000 | Completed | Qtr 4 2022-23 | | No | 134630000 | | | | 134630000 |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully) | 112000000 | 103420000 | 8580000 | 2021-22 | | Qtr 4 2026-27 | Qtr 4 2026-27 | | | 331185000 | 686216000 | 1930000 | | 1019331000 |
| More regional trains - Regional Network Development Plan (regional various) | 224153023 | 228835000 | -4681977 | 2016-17 | 205700463 | Completed | Qtr 3 2018-19 | | No | 112000000 | | | | 112000000 |
| More V/LOCITY trains (regional) | | | | | | Qtr 4 2027-28 | | | | 224153023 | | | | 224153023 |
| More V/LOCITY trains 2022-23 (regional) | 250040000 | 250040000 | | 2022-23 | 115022777 | Qtr 4 2026-27 | Qtr 4 2026-27 | | | 600759000 | | | | 600759000 |
| Murray Basin Rail Project (regional various) | 794414000 | 440000000 | 354414000 | 2014-15 | 641786000 | fbc | Qtr 2 2018-19 | 24 | | 250040000 | | | | 250040000 |
| New Melton Hospital (Cobblebank) | 981059000 | 981059000 | | 2022-23 | 37840000 | Qtr 4 2028-29 | fbc | | | 324014000 | 470400000 | | | 794414000 |
| New metropolitan trains (statewide) | 985849000 | 985849000 | | 2021-22 | 132152287 | Qtr 2 2026-27 | Qtr 2 2026-27 | | | 981059000 | | | | 981059000 |
| New Tarnet railway station (Tarnet) | | | | | | Qtr 4 2025-26 | | | | 985849000 | | | | 985849000 |
| New trains for Sunbury (metropolitan various) | 197300000 | 2050364999 | -261569999 | 2019-20 | 968275000 | Qtr 2 2024-25 | Qtr 2 2024-25 | | | 124000000 | | | | 124000000 |
| New V/LOCITY carriages for the regional network (regional various) | 250602000 | 257077999 | -6475999 | 2015-16 | 235190056 | Completed | Qtr 1 2018-19 | | No | 1788795000 | | | | 1788795000 |
| New Wyndham Law Court Development (Werrisbee) | 271128000 | 271100000 | 28000 | 2020-21 | 62770000 | Qtr 3 2024-25 | Qtr 1 2024-25 | 2 | | 250602000 | | | | 250602000 |
| New youth justice facility (metropolitan) | 419651000 | 288700000 | 130951000 | 2017-18 | 406912000 | Completed | Qtr 4 2020-21 | | No | 271128000 | | | | 271128000 |
| Next Generation Trams (metropolitan various) | 1468292000 | 1483292000 | -76050000 | 2020-21 | 224247069 | Qtr 4 2028-29 | Qtr 4 2028-29 | | | 419651000 | | | | 419651000 |
| North East Link (State and Freeway Packages) (Greensborough) | | | | 2022-23 | fbc | fbc | Qtr 2 2028-29 | | | 1407242000 | | | | 1407242000 |

Investment funding and completion date

| What is the project name? | Last Year TEI | Original TEI | TEI variance | BP4 Appearance | TEI spent | Completion date | Original estimated completion date | Completion date variance (qtr) | Gate 6 review complete? | State funding | Commonwealth funding | Other funding | Private funding | Grand total |
|--|---------------|--------------|--------------|----------------|------------|-----------------|------------------------------------|--------------------------------|---|---------------|----------------------|---------------|-----------------|-------------|
| North East Link Primary Package (Tunnels) and State Toll Co (Greenborough) | 14034000000 | 15640286000 | -1606286000 | 2019-20 | 2419097000 | Qtr 2 2028-29 | Qtr 4 2026-27 | 6 | | | | | | |
| Northern Hospital Inpatient expansion Stage 2 (Epping) | 162672000 | 162672000 | | 2017-18 | 162072000 | Completed | Qtr 4 2020-21 | No | | 12284000000 | 1750000000 | | | 14034000000 |
| Pakenham Roads upgrade (Pakenham) | | | | | 34184000 | tbc | | | | 162672000 | | | | 162672000 |
| Princes Highway East Duplication Stage 3 (regional various) | 245459000 | 236430000 | 9029000 | 2021-22 | 207327000 | tbc | Qtr 4 2023-24 | | | | 391495000 | | | 391495000 |
| Public housing renewal program (statewide) | 185000000 | 185000000 | | 2017-18 | 102492265 | Qtr 2 2024-25 | Qtr 4 2028-29 | -18 | | 42859000 | 20260000 | | | 245459000 |
| Public Transport Ticketing Asset Renewal (statewide) | | 543615000 | | 2022-23 | 4035000 | Qtr 4 2026-27 | tbc | | | | | | | |
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Arden/Parkville) | | | | | 3339000 | Qtr 4 2031-32 | | | | 543615000 | | | | 543615000 |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | 175264000 | 91000000 | 84264000 | 2018-19 | 125679000 | tbc | Qtr 3 2020-21 | | | 2338000000 | | | | 2338000000 |
| Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various) | 531360000 | 435000000 | 96360000 | 2018-19 | 466602000 | tbc | Qtr 4 2021-22 | | Gate 5 and 6 reviews planned | 16584000 | 158680000 | | | 175264000 |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | 314118000 | 312909000 | 157000 | 2018-19 | 282641000 | Completed | Qtr 4 2021-22 | | | 83660000 | 44770000 | | | 531360000 |
| Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton) | 400000000 | 400000000 | | 2020-21 | 93324000 | tbc | Qtr 4 2023-24 | | Gate 5 and 6 reviews planned | 313066000 | | | | 313066000 |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (regional various) | 250189000 | 114000000 | 169089000 | 2018-19 | 269711000 | Completed | Qtr 2 2021-22 | | | 80000000 | 320000000 | | | 400000000 |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | 260000000 | 260000000 | | 2020-21 | 53165000 | tbc | Qtr 1 2024-25 | | | 56749000 | 226340000 | | | 283089000 |
| Regional Rail Revival - Warrnambool Track Duplication - Stage 2 (regional various) | 899200000 | 899200000 | | 2020-21 | 204479000 | tbc | Qtr 2 2024-25 | | | 52000000 | 208000000 | | | 260000000 |
| Road blitz to get families home sooner and safer (statewide) | | | | | 40000000 | Qtr 4 2028-29 | | | | 145200000 | 754000000 | | | 899200000 |
| Road maintenance blitz (statewide) | 108700000 | 108700000 | | 2020-21 | 78473504 | Completed | Qtr 4 2022-23 | No | | 504000000 | 170000000 | | | 674000000 |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne) | 317808000 | 165000000 | 152807000 | 2014-15 | 315293000 | Completed | Qtr 2 2017-18 | | Project not due for Gate 6 Review at this stage | 108699000 | | | | 108699000 |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1 2022-23 (regional various) | | 142845000 | | 2021-22 | 1200000 | Qtr 4 2027-28 | Qtr 4 2027-28 | | | 217807000 | 100000000 | | | 317807000 |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | | 121774000 | | 2020-21 | 65665000 | Qtr 1 2023-24 | Qtr 1 2023-24 | | | 142845000 | | | | 142845000 |

Investment funding and completion date

| What is the project name? | Last Year TEI | Original TEI | TEI variance | BP4 Appearance | TEI spent | Completion date | Original estimated completion date | Completion date variance (qtr) | Gate 6 review complete? | State funding | Commonwealth funding | Other funding | Private funding | Grand total |
|--|---------------|--------------|--------------|----------------|------------|-----------------|------------------------------------|--------------------------------|-------------------------|---------------|----------------------|---------------|-----------------|-------------|
| South Dynon Train Maintenance Facility Stage 2 (statewide) | | | | | 10172000 | qtr 4 2025-26 | | | | 121774000 | | | | 121774000 |
| State Basketball Centre redevelopment (knox) | 128449000 | 128449000 | | 2022-23 | 123049000 | Qtr 1 2024-25 | Qtr 1 2023-24 | 4 | | 296755000 | | | | 296755000 |
| Suburban Rail Loop - Airport (metropolitan various) | | 10000000000 | | 2019-20 | 630106000 | tbc | tbc | | | 101449000 | | 27000000 | | 128449000 |
| Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various) | 2359705000 | 2200000000 | 171618000 | 2021-22 | 672251000 | Qtr 4 2024-25 | Qtr 4 2024-25 | | | 5000000000 | 5000000000 | | | 10000000000 |
| Suburban Rail Loop East - Main Works (metro various) | | | | 2022-23 | | tbc | tbc | | | 2371618000 | | | | 2371618000 |
| Suburban Roads Upgrade Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) | 2512800999 | 2268800000 | 244000998 | 2018-19 | 1660722000 | tbc | Qtr 2 2022-23 | 12 | | | | | | |
| Ten new community hospitals to give patients the best care (statewide) | 675000000 | 675000000 | | 2019-20 | 146398600 | Qtr 4 2024-25 | Qtr 4 2024-25 | | | 1372800998 | 1140000000 | | | 2512800998 |
| Train radio system upgrade (metropolitan) | 173000000 | 173000000 | | 2022-23 | 25740190 | Qtr 4 2027-28 | Qtr 4 2027-28 | | | 675000000 | | | | 675000000 |
| Tram infrastructure upgrades (metropolitan various) | 367555000 | 367555000 | 61050000 | 2021-22 | 37215585 | Qtr 4 2025-26 | Qtr 4 2025-26 | | | 1730000000 | | | | 1730000000 |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | | | | | 83913664 | qtr 4 2029-30 | | | | 428605000 | | | | 428605000 |
| Victorian Heart Hospital (Clayton) | 577000000 | 543000000 | 34000000 | 2018-19 | 572517000 | Completed | Qtr 2 2022-23 | | | 6522100000 | | | | 6522100000 |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | 384200000 | 384200000 | | 2020-21 | 34000000 | Qtr 4 2026-27 | Qtr 4 2025-26 | 4 | | 4890000000 | | 88000000 | | 577000000 |
| West Gate Tunnel (metropolitan various) | 10212303354 | 6344432000 | 3809659682 | 2018-19 | 7990025965 | Qtr 2 2025-26 | Qtr 2 2022-23 | 12 | | 384200000 | | | | 384200000 |
| Western Highway duplication - Ballarat to Stawell (regional various) | 656360000 | 505000000 | 151360000 | 2012-13 | 589412000 | tbc | Qtr 3 2015-16 | 28 | | 4145651682 | | | 6008440000 | 10154091682 |
| Western Plains Correctional Centre (Lara) | 1118530000 | 689450000 | 379678000 | 2019-20 | 1026474000 | Completed | Qtr 4 2021-22 | | No | 156980000 | 499380000 | | | 656360000 |
| Western Port Highway (Skye) | 113649000 | 543000000 | 593490000 | 2019-20 | 106212000 | Completed | Qtr 2 2022-23 | | No | 1069128000 | | | | 1069128000 |
| Women's prison system capacity (statewide) | 188900000 | 188900000 | -36300000 | 2019-20 | 126186000 | Completed | Qtr 4 2021-22 | | No | 56149000 | 57500000 | | | 113649000 |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | 115000000 | 115000000 | | 2018-19 | 1140000400 | Completed | Qtr 4 2022-23 | | No | 152600000 | | | | 152600000 |
| | | | | | | | | | | 115000000 | | | | 115000000 |

Key documents

| What is the project name? | Business case (DTF definition) | If not, why? | Investment Logic Map | Benefits Management Plan | HVHR | Gateway Reviews | PARs | Project steering committee |
|---|--------------------------------|--|----------------------|--------------------------|------|-----------------|-------------------------------|----------------------------|
| 85 by 2025 (Level Crossing Removal) (metropolitan various) | No | Addition of value to the LRRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020) | Yes | Yes | HVHR | Gate 2,3,5,6 | | 2 Yes |
| 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 | HVHR | | 2 - October 2020, August 2021 | Yes |
| Additional acute mental health beds in regional Victoria (various) | Yes | | Yes | Yes | HVHR | | | Yes |
| Additional Velocity trains (regional various) | Yes | | Not intended | Not intended | HVHR | | | Yes |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat) | Yes | | Yes | Not yet but intended | HVHR | Gate 1,2,3 | | Yes |
| Barwon Heads Road Upgrade (Barwon Heads) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | 1 Yes |
| Barwon Women's and Children's Hospital (Geelong) | Yes | | Yes | Not yet but intended | HVHR | Gate 1,2,3 | | Yes |
| Bendigo Law Courts Redevelopment (Bendigo) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | 1 Yes |
| Better aged care services for regional Victorians (regional various) | Yes | | Yes | Yes | HVHR | | | No |
| Big Housing Build (statewide) | Yes | | Yes | Yes | HVHR | Gate 1,2 | | 1 Yes |
| Building a better hospital for Melbourne's inner west (Footscray) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | | Yes |
| Building a bigger and better Latrobe Regional Hospital (Traralgon) | Yes | | Yes | Yes | | | | Yes |
| Building a world class Geelong Performing Arts Centre (Geelong) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | 1 Yes |
| Building a world class hospital for Frankston families (Frankston) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | | Yes |
| Building a world class hospital in Maryborough (Maryborough) | Yes | | Yes | Yes | | | | No |
| Car Parks for Commuters (statewide) | Yes | | Yes | Yes | | | | Yes |
| Carlton redevelopment - 246 units/sites (North-West metropolitan) | Yes | | Yes | Yes | | | | Yes |
| Cauffield Rationalisation Works (metropolitan various) | Yes | Project funded in 2021-22 budget with the Remaining Dandenong Corridor Readiness Works funding submission. | Yes | Yes | | | | Yes |
| City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne) | Yes | | Yes | Yes | HVHR | Gate 4 | | 1 Yes |
| Clyde Road upgrade (metropolitan southeast) | Yes | | Yes | Yes | | Gate 1, 2 | | Yes |
| E-Class Tram Infrastructure Program (metropolitan various) | Yes | | Yes | Not yet but intended | HVHR | | | 2 Yes |
| Emergency Departments Expansion Program - Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee) | Yes | | Yes | Yes | | | | No |
| Expanding mental health treatment facilities for Victoria's youth (statewide) | Yes | | Yes | Yes | | | | Yes |
| Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |

Key documents

| What is the project name? | Business case (DTF definition) | If not, why? | Investment Logic Map | Benefits Management Plan | HVHR | Gateway Reviews | PARs | Project steering committee |
|---|--------------------------------|---|----------------------|--------------------------|------|---|------|----------------------------|
| Geelong City Deal - Geelong Convention and Exhibition Centre Precinct (Geelong) | Yes | | Yes | Yes | HVHR | Gate 3 | | Yes |
| Geelong Fast Rail (regional various) | In development | | Not yet but intended | Not yet but intended | HVHR | | | Yes |
| Goulburn Valley Health redevelopment - planning and development (Shepparton) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | Yes |
| Great Ocean Road Renewal (Barwon South West) | Yes | | Yes | Yes | | | | Yes |
| Hall Road Upgrade (Skye) | Yes | | Yes | Yes | | Gate 1,2,3,4 | | Yes |
| High Capacity Metro Trains (metropolitan various) | Yes | | Yes | Not intended | HVHR | Gate 2,3 | 2 | Yes |
| Homes Victoria Ground Lease Model Project 1 (metropolitan) | Yes | GLM1 project has absorbed the project previously known as Public Housing Renewal Program (PHRP) Package 1. | Yes | Yes | HVHR | Gate 3 | | Yes |
| Homes Victoria Ground Lease Model Project 2 (metropolitan) | Yes | GLM1 change was approved by cabinet in 2019. | Yes | Yes | HVHR | Gate 2,3 | | Yes |
| Hurstbridge Line Upgrade Stage 2 (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 4 | 1 | Yes |
| Improving the Calder Freeway (Calder Park) | No | A draft business case has been completed. A final version has yet to be submitted for consideration by Government. | No | No | | Gate 1, 2 | | Yes |
| Ison Road Rail Overpass (Werribee) | Yes | | Yes | Yes | | | | Yes |
| Kananook Train Maintenance Facility Stage 2 (metropolitan) | No | This project is funded through a Funding Submission 'More Trains for Frankston' which forms a wider enhancement project under the Metro Tunnel Business Case. | Not intended | Not intended | HVHR | Gate 4 | | Yes |
| Kardinia Park Stadium Stage 5 Redevelopment (Geelong) | Yes | | Yes | Yes | HVHR | Gate 2,3,4 | | Yes |
| Keeping Victorians moving (metropolitan) | Yes | | Yes | Yes | | Gate 1,2 | | Yes |
| Level Crossing Removal Program (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 2,3,5,6 | 2 | Yes |
| M80 Ring Road upgrade (metropolitan north and west) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | No |
| Maintaining Victoria's road network (statewide) | Yes | | Yes | Yes | | | | Yes |
| Melbourne Arts Precinct Transformation Phase One (Melbourne) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Melton Line Upgrade (statewide) | No | Business Case being developed. | Not yet but intended | Not yet but intended | HVHR | | | Yes |
| Men's prison system capacity (statewide) | Yes | | Yes | Yes | HVHR | Gate 2,3,4 | 1 | Yes |
| Metro Tunnel (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | 1 | Yes |
| Metro Tunnel readiness (metropolitan) | Yes | This project is an addition to the MTP business case and has been developed to ensure a successful day 1 network transition | Yes | Yes | | Project is an extension to Metro Tunnel Delivery to ensure Day 1 network readiness is achieved. This project to be included in MTP gateway reviews from now on. | | Yes |
| Metropolitan Network Modernisation Program (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 2,3,5,6 | 2 | Yes |
| Mickleham Road Upgrade - Stage 1 (Greenvale) | Yes | | Yes | Yes | | | | Yes |

Key documents

| What is the project name? | Business case (DTF definition) | If not, why? | Investment Logic Map | Benefits Management Plan | HVHR | Gateway Reviews | PARs | Project steering committee |
|--|--------------------------------|--|----------------------|--------------------------|------|-----------------|--|----------------------------|
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3 Kingston Project (Cheltenham) | Yes | | Yes | Yes | | | | Yes |
| Monash Freeway upgrade - Stage 2 (South-East Melbourne) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | 1 | Yes |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully) | Yes | | Yes | Yes | | | | Yes |
| More regional trains - Regional Network Development Plan (regional various) | Yes | | Not intended | Not intended | | | | Yes |
| More Vlocity trains (regional) | Yes | | Yes | Yes | HVHR | | Note that DTF has exempted this specific tranche of Vlocity procurement from HVHR requirements as reviews have already been conducted under earlier tranches of Vlocity train delivery | Yes |
| More Vlocity trains 2022-23 (regional) | Yes | | Not intended | Not intended | | | | Yes |
| Murray Basin Rail Project (regional various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| New Melton Hospital (Cobblebank) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | | Yes |
| New metropolitan trains (statewide) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| New Tarnait railway station (Tarnait) | No | Funding Submission Stage | Not yet but intended | Not yet but intended | | | | Yes |
| New trains for Sunbury (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 2,3,4 | | Yes |
| New Vlocity carriages for the regional network (regional various) | No | Cabinet decision to procure the Vlocity Rolling Stock. | Not intended | Not intended | | | | No |
| New Wyndham Law Court Development (Werribee) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Next Generation Trams (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 2,3,4,5 | 1 | Yes |
| North East Link (State and Freeway Packages) (Greensborough) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | 4 | Yes |
| North East Link Primary Package (Tunnels and State Toll Co. (Greensborough)) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | 2 | Yes |
| | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | 2 | Yes |

Key documents

| What is the project name? | Business case (DTF definition) | If not, why? | Investment Logic Map | Benefits Management Plan | HVHR | Gateway Reviews | PARs | Project steering committee |
|---|--|---|----------------------|--------------------------|------|-----------------|------|----------------------------|
| Northern Hospital inpatient expansion - Stage 2 (Epping) | Yes | | Yes | Yes | | | | Yes |
| Pakenham Roads upgrade (Pakenham) | Yes | | Yes | Yes | | Gate 1, 2 | | Yes |
| Princes Highway East Duplication Stage 3 (regional various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Public housing renewal program (statewide) | Yes | | Yes | Yes | HVHR | Gate 2,3,4 | 1 | Yes |
| Public Transport Ticketing Asset Renewal (statewide) | Yes - Strategic Procurement Plan endorsed by Cabinet Committee in October 2021, and scope update endorsed by Cabinet. These were endorsed by Central agencies and Government as the equivalent of a business case. | | Not intended | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Ardern/Parkville) | Yes | 1. HAG Exec Summary Catalysing Melbourne's Priority Precincts | Yes | Yes | HVHR | Gate 1, 2 | | Yes |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | No | It did not have a high enough value to trigger the requirement for a business case | Not intended | Not intended | | | | Yes |
| Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | 1 | Yes |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | No |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (regional various) | No | Part of the Regional Network Development Plan approved in May 2016 and Regional Rollingstock Procurement Business Case (WPSY) | Not intended | Not intended | HVHR | Gate 1,2,3,4 | 1 | Yes |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | Yes | | Yes | Yes | | | | Yes |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | No |
| Road blitz to get families home sooner and safer (statewide) | No | Business cases are currently under development for projects included in this program of work. | Not yet but intended | Not yet but intended | HVHR | Gate 1,2,3,4 | | Yes |

Key documents

| What is the project name? | Business case (DTF definition) | If not, why? | Investment Logic Map | Benefits Management Plan | HVHR | Gateway Reviews | PARs | Project steering committee |
|--|--------------------------------|---|----------------------|--------------------------|------|-----------------|------|----------------------------|
| Road maintenance blitz (statewide) | Yes | | Not intended | Not intended | | | | Yes |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | 2 Yes |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1, 2022-23 (regional various) | Yes | Rural and Regional Aged Care Business Plan | Yes | Yes | | | | Yes |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | Yes | | Yes | Yes | HVHR | Gate 4 | | Yes |
| South Dynon Train Maintenance Facility Stage 2 (statewide) | Yes | | Yes | Yes | HVHR | | | Yes |
| State Basketball Centre redevelopment (Knox) | Yes | | Yes | Yes | | | | Yes |
| Suburban Rail Loop - Airport (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Suburban Rail Loop East - Main Works (metro various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | Yes |
| Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | 1 Yes |
| Ten new community hospitals to give patients the best care (statewide) | Yes | | Yes | Yes | HVHR | | | 3 Yes |
| Train radio system upgrade (metropolitan) | Yes | | Not intended | Not intended | | | | Yes |
| Tram infrastructure upgrades (metropolitan various) | Yes | | Yes | Yes | HVHR | Gateway 4 | | 1 Yes |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | Yes | Addition of value to the LXRP Program Business Case consistent with the approach covered in the VAGO follow up audit on Managing the Level Crossing Program (2020) and with the 85 by 2025 Project included in the 2022 Survey. | | | | | | |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | Yes | | Yes | Yes | HVHR | Gates 5-6 | | 2 Yes |
| Victorian Heart Hospital (Clayton) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4,5 | | 1 Yes |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | | Yes |
| West Gate Tunnel (metropolitan various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3 | | Yes |
| Western Highway duplication - Ballarat to Stawell (regional various) | Yes | | Yes | Yes | HVHR | Gate 1,2,3,4 | | 1 No |
| Western Plains Correctional Centre (Lara) | Yes | | Yes | Yes | HVHR | Gate 2,3,4 | | 1 Yes |
| Western Port Highway (Skye) | Yes | | Yes | Yes | | | | Yes |
| Womens prison system capacity (statewide) | Yes | | Yes | Yes | | | | Yes |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | Yes | | Not intended | Not intended | | Gate 3,4 | | Yes |

| Scope changes | | No. of scope changes | TEI change reason | Timeline change reason |
|---|---|---|-------------------|---|
| What is the project name? | | | | |
| M80 Ring Road upgrade (metropolitan north and west) | | | | |
| Maintaining Victoria's road network (statewide) | | | | |
| Melbourne Arts Precinct Transformation Phase One (Melbourne) | 1 | | | |
| Melton Line Upgrade (statewide) | | | | |
| Men's prison system capacity (statewide) | 2 | | | |
| Metro Tunnel (metropolitan various) | 2 | | | |
| Metro Tunnel readiness (metropolitan) | | | | |
| Metropolitan Network Modernisation Program (Metropolitan various) | | | | |
| Mickleham Road Upgrade - Stage 1 (Greenvale) | 1 | | | |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy Stage 3 Kingston Project (Cheltenham) | | | | |
| Monash Freeway upgrade - Stage 2 (South-East Melbourne) | | | | |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully) | | | | |
| More regional trains - Regional Network Development Plan (regional various) | | | | |
| More Velocity trains (regional) | | | | |
| More Velocity trains 2022-23 (regional) | | | | |
| Murray Basin Rail Project (regional various) | 1 | After significant industry consultation and a comprehensive business case review, an optimised scope was developed which will deliver additional key benefits for primary producers and freight operators. | | |
| New Melton Hospital (Cobblebank) | | | | |
| New metropolitan trains (statewide) | | | | |
| New Tarnet railway station (Tarnet) | | | | |
| New trains for Sunbury (metropolitan various) | | | | |
| New Velocity carriages for the regional network (regional various) | | | | |
| New Wyndham Law Court Development (Werribee) | | | | The revised estimated completion date has been adjusted to align with the WLC operational commencement date in March 2025 (Q3 FY2024-25) and to account for the post tender award program market response being over budget and value management to be undertaken by CSV. |
| New youth justice facility (metropolitan) | 1 | | | |
| Next Generation Trams (metropolitan various) | 1 | | | |
| North East Link (State and Freeway Packages) (Greensborough) | 1 | | | |
| North East Link Primary Package (Tunnels and State Toll Co (Greensborough)) | 2 | | | |
| Northern Hospital inpatient expansion - Stage 2 (Epping) | 1 | | | |
| Pakenham Roads upgrade (Pakenham) | | | | |
| Princes Highway East Duplication Stage 3 (regional various) | | | | |
| Public housing renewal program (statewide) | | | | |
| Public Transport Ticketing Asset Renewal (statewide) | | | | |
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Arden/Parkville) | 1 | The original scope included a separate Asset Renewal package to overcome 3G obsolescence issues (2022-23 BP4). Following receipt of Asset Renewal RFQ responses, a decision was made to discontinue that package and the scope was folded into the core 1 ticketing package as part of total capex in 2023-24 BP4 (\$543.615M). | | |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | 1 | The TEI increased due to the inclusion of the Bendigo Metro 3 which has now delivered three new stations at Goornong, Huntly and Raywood, as well as a pilot program for signalling technology for the regional rail network. | | |
| Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various) | | | | |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | | | | |

| Scope changes | | No. of scope changes | TEI change reason | Timeline change reason |
|--|---|----------------------|---|--|
| What is the project name? | | | | |
| Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton) | | | | |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (regional various) | | | The project is now complete and delivering benefits including a fifth weekday return service to Warrnambool, a major upgrade to Waurn Ponds Station, and a new stabling facility at Waurn Ponds. | |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | | | | |
| Regional Rail Revival - Waurn Ponds Track Duplication - Stage 2 (regional various) | | | | |
| Road blitz to get families home sooner and safer (statewide) | | | | |
| Road maintenance blitz (statewide) | | | | |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne) | | | | |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1 2022-23 (regional various) | | | | |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | | | | |
| South Dynon Train Maintenance Facility Stage 2 (statewide) | | 2 | | Not due to scope changes, however program impacted by implement weather as well as supply chain delays, and legacy COVID issues. |
| State Basketball Centre redevelopment (Knox) | | | | |
| Suburban Rail Loop - Airport (metropolitan various) | | | | |
| Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various) | | | | |
| Suburban Rail Loop East - Main Works (metro various) | | | | |
| Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) | | | | |
| Ten new community hospitals to give patients the best care (statewide) | | | | |
| Train radio system upgrade (metropolitan) | | | | |
| Tram infrastructure upgrades (metropolitan various) | | | | |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | | | | |
| Victorian Heart Hospital (Clayton) | | 2 | | |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | | | | |
| West Gate Tunnel (metropolitan various) | | | In March 2022, the State, Transurban, and the D&C Subcontractor entered into a settlement deed to formally document the resolution of various commercial issues. The increase in TEI includes a substantial funding contribution from the private sector. | |
| Western Highway duplication - Ballarat to Stawell (regional various) | 1 | | | |
| Western Plains Correctional Centre (Lara) | | | There was no change in project scope. | |
| Western Port Highway (Skye) | | | The TEI increased due to further development work. | |
| Womens prison system capacity (statewide) | | | There was no change in project scope. | |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | | | | |

| Attestation | | | Attesting agency |
|---|--|--|--|
| What is the project name? | Attesting position | | LXRP MTTA |
| 85 by 2025 (Level Crossing Removal) (metropolitan various) | CEO, LXRP | | |
| A pathway to more acute mental health beds: Responding to the interim report of the Royal Commission into Victoria's Mental Health System (statewide) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Additional acute mental health beds in regional Victoria (various) | CEO - Health Infrastructure | | Department of Transport and Planning |
| Additional Vlocity trains (regional various) | Department Secretary | | |
| Ballarat Health Services expansion and redevelopment and the new Central Energy Plant (Ballarat) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Barwon Heads Road Upgrade (Barwon Heads) | Acting CEO, MRPV | | MRPV MTTA |
| Barwon Women's and Children's Hospital (Geelong) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Bendigo Law Courts Redevelopment (Bendigo) | Chief Executive Officer | | Court Services Victoria |
| Better aged care services for regional Victorians (regional various) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Big Housing Build (statewide) | Interim CEO | | Homes Victoria |
| Building a better hospital for Melbourne's inner west (Footscray) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Building a bigger and better Latrobe Regional Hospital (Traralgon) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Building a world class Geelong Performing Arts Centre (Geelong) | Acting Chief Executive | | Creative Victoria |
| Building a world class hospital for Frankston families (Frankston) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Building a world class hospital in Maryborough (Maryborough) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Car Parks for Commuters (statewide) | Department Secretary | | Department of Transport and Planning |
| Carlton redevelopment - 246 units/sites (North-West metropolitan) | Interim CEO | | Homes Victoria |
| Caulfield Rationalisation Works (metropolitan various) | CEO, RPV | | RPV MTTA |
| City Loop fire and safety upgrade (stage 2) and intruder alarm (Melbourne) | CEO, LXRP | | LXRP MTTA |
| Clyde Road upgrade (metropolitan southeast) | Acting CEO, MRPV | | MRPV MTTA |
| E-Class Tram Infrastructure Program (metropolitan various) | Department Secretary | | Department of Transport and Planning |
| Emergency Departments Expansion Program - Casey Hospital and Werribee Mercy Hospital (Casey) (Werribee) | | | |
| Expanding mental health treatment facilities for Victoria's youth (statewide) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Forensic Mental Health Expansion Project Stage 1 and 2 (Fairfield) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Geelong City Deal - Geelong Convention and Exhibition Centre Precinct (Geelong) | A/Deputy Secretary Regional and Suburban Development | | Victorian Health Building Authority |
| Geelong Fast Rail (regional various) | CEO, LXRP | | LXRP MTTA |
| Goulburn Valley Health redevelopment - planning and development (Shepparton) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Great Ocean Road Renewal (Barwon South West) | Department Secretary | | Department of Transport and Planning |
| Hall Road Upgrade (Skej) | Acting CEO, MRPV | | MRPV MTTA |
| High Capacity Metro Trains (metropolitan various) | Department Secretary | | Department of Transport and Planning |
| Homes Victoria Ground Lease Model Project 1 (metropolitan) | Interim CEO | | Homes Victoria |
| Homes Victoria Ground Lease Model Project 2 (metropolitan) | Interim CEO | | Homes Victoria |
| Hurstbridge Line Upgrade Stage 2 (metropolitan various) | CEO, LXRP | | LXRP MTTA |
| Improving the Calder Freeway (Calder Park) | Department Secretary | | Department of Transport and Planning |
| Isan Road Rail Overpass (Werribee) | Acting CEO, MTPV | | MRPV MTTA |
| Kananook Train Maintenance Facility Stage 2 (metropolitan) | CEO, LXRP | | LXRP MTTA |
| Kardinia Park Stadium Stage 5 Redevelopment (Geelong) | Acting CEO | | Kardinia Park Stadium Trust |
| Keeping Victorians moving (metropolitan) | Department Secretary | | Department of Transport and Planning |
| Level Crossing Removal Program (metropolitan various) | CEO, LXRP | | LXRP MTTA |
| M80 Ring Road upgrade (metropolitan north and west) | Acting CEO, MTPV | | MRPV MTTA |
| Maintaining Victoria's road network (statewide) | Department Secretary | | Department of Transport and Planning |
| Melbourne Arts Precinct Transformation Phase One (Melbourne) | Acting Chief Executive | | Creative Victoria |
| Melton Line Upgrade (statewide) | CEO, LXRP | | LXRP MTTA |
| Men's prison system capacity (statewide) | Acting Deputy Secretary, Corporate Services and Infrastructure (CSI) | | Department of Justice and Community Safety |
| Metro Tunnel (metropolitan various) | CEO, RPV | | RPV MTTA |
| Metro Tunnel readiness (metropolitan) | Department Secretary | | Department of Transport and Planning |
| Metropolitan Network Modernisation Program (metropolitan various) | CEO, LXRP | | LXRP MTTA |
| Mickleham Road Upgrade - Stage 1 (Greenvale) | Acting CEO, MTPV | | MRPV MTTA |
| Modernisation of metropolitan Melbourne Public Sector Residential Aged Care Services Strategy: Stage 3, Kingston Project (Cheltenham) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| Momash Freeway upgrade - Stage 2 (South-East Melbourne) | Acting CEO, MRPV | | MRPV MTTA |
| More hospital and aged care beds for Melbourne's East (Angliss Hospital Expansion Stage 2) (Upper Ferntree Gully) | CEO - Health Infrastructure | | Victorian Health Building Authority |
| More regional trains - Regional Network Development Plan (regional various) | Department Secretary | | Department of Transport and Planning |
| More Vlocity trains (regional) | Department Secretary | | Department of Transport and Planning |

| Attestation | | Attesting agency |
|--|--|--|
| What is the project name? | Attesting position | Department of Transport and Planning |
| More Vlocity trains 2022-23 (regional) | Department Secretary | RPV, MTIA |
| Murray Basin Rail Project (regional various) | CEO, RPV | Victorian Health Building Authority |
| New Melton Hospital (Cobblebank) | CEO - Health Infrastructure | Department of Transport and Planning |
| New metropolitan trains (statewide) | Department Secretary | LXRP, MTIA |
| New Tarnet railway station (Tarnet) | CEO, LXRP | RPV, MTIA |
| New Trains for Sunbury (metropolitan various) | CEO, RPV | Department of Transport and Planning |
| New Vlocity carriages for the regional network (regional various) | Department Secretary | Court Services Victoria |
| New Wyndham Law Court Development (Werribee) | Chief Operating Officer | Department of Justice and Community Safety |
| New youth justice facility (metropolitan) | Deputy Secretary, Corporate Services and Infrastructure (CSI) | Department of Transport and Planning |
| Next Generation Trams (metropolitan various) | Department Secretary | Major Transport Infrastructure Authority |
| North East Link (State and Freeway Packages) (Greensborough) | CEO, NELP | Major Transport Infrastructure Authority |
| North East Link Primary Package (Tunnels and State Toll Co) (Greensborough) | CEO, NELP | Victorian Health Building Authority |
| Northern Hospital inpatient expansion - Stage 2 (Epping) | CEO - Health Infrastructure | MRPV, MTIA |
| Pakenham Roads upgrade (Pakenham) | Acting CEO, MRPV | MRPV, MTIA |
| Princes Highway East Duplication Stage 3 (regional various) | Acting CEO, MRPV | Homes Victoria |
| Public housing renewal program (statewide) | Interim CEO | Department of Transport and Planning |
| Public Transport Ticketing Asset Renewal (statewide) | Department Secretary | Victorian Health Building Authority |
| Redevelopment of Royal Melbourne Hospital and Royal Women's Hospital (Arden/Parkville) | CEO - Health Infrastructure | RPV, MTIA |
| Regional Rail Revival - Bendigo/Echuca Line Upgrade (regional various) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Gippsland Line Upgrade Stage 1 (regional various) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Shepparton Corridor Upgrade - Stage 2 (Shepparton) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Shepparton Line Upgrade - Stage 3 (Shepparton) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Warrnambool and Geelong Line Upgrade (regional various) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Warrnambool Line Upgrade - Stage 2 (regional various) | CEO, RPV | RPV, MTIA |
| Regional Rail Revival - Warrnambool Track Duplication - Stage 2 (regional various) | CEO, RPV | MRPV, MTIA |
| Road blitz to get families home sooner and safer (statewide) | Acting CEO, MRPV | Department of Transport and Planning |
| Road maintenance blitz (statewide) | Department Secretary | Victorian Health Building Authority |
| Royal Victorian Eye and Ear Hospital redevelopment (Melbourne) | CEO - Health Infrastructure | Victorian Health Building Authority |
| Rural and Regional PSRACS Revitalisation Strategy Stage 1, 2022-23 (regional various) | CEO - Health Infrastructure | LXRP, MTIA |
| South Dynon Train Maintenance Facility Stage 1 (statewide) | CEO, LXRP | LXRP, MTIA |
| South Dynon Train Maintenance Facility Stage 2 (statewide) | CEO, LXRP | Sport and Recreation Victoria |
| State Basketball Centre redevelopment (Knox) | Secretary, Department of Jobs, Skills, Industry and Regions | RPV, MTIA |
| Suburban Rail Loop - Airport (metropolitan various) | CEO, RPV | Suburban Rail Loop Authority |
| Suburban Rail Loop East - Development, Initial and Early Works (metropolitan various) | Executive General Manager, Corporate Services | Suburban Rail Loop Authority |
| Suburban Rail Loop East - Main Works (metro various) | Executive General Manager, Corporate Services | MRPV, MTIA |
| Suburban Roads Upgrade - Northern Roads Upgrade and South Eastern Roads Upgrade (statewide) | Acting CEO, MRPV | Victorian Health Building Authority |
| Ten new community hospitals to give patients the best care (statewide) | CEO - Health Infrastructure | Department of Transport and Planning |
| Train radio system upgrade (metropolitan) | Department Secretary | LXRP, MTIA |
| Train infrastructure upgrades (metropolitan various) | CEO, LXRP | LXRP, MTIA |
| Twenty-five more level crossing removals by 2030 (Level Crossing Removal) (metropolitan various) | CEO, LXRP | Victorian Health Building Authority |
| Victorian Heart Hospital (Clayton) | CEO - Health Infrastructure | Victorian Health Building Authority |
| Warrnambool Base Hospital redevelopment (incl Warrnambool Logistics Hub) (Warrnambool) | CEO - Health Infrastructure | Victorian Health Building Authority |
| West Gate Tunnel (metropolitan various) | Executive Project Director | MTIA |
| Western Highway duplication - Ballarat to Stawell (regional various) | Acting CEO, MRPV | MRPV, MTIA |
| Western Plains Correctional Centre (Lara) | Deputy Secretary, Corporate Services and Infrastructure (CSI) | Department of Justice and Community Safety |
| Western Port Highway (Skye) | Acting CEO, MRPV | MRPV, MTIA |
| Womens prison system capacity (statewide) | Acting Deputy Secretary, Corporate Services and Infrastructure (CSI) | Department of Justice and Community Safety |
| Wonthaggi Hospital emergency department expansion (Wonthaggi) | CEO - Health Infrastructure | Victorian Health Building Authority |

Auditor-General's reports tabled during 2023–24

| Report title | Tabled |
|---|---------------|
| <i>Cybersecurity: Cloud Computing Products</i> (2023–24: 1) | August 2023 |
| <i>Responses to Performance Engagement Recommendations: Annual Status Update 2023</i> (2023–24: 2) | August 2023 |
| <i>Eloque: the Joint Venture Between DoT and Xerox</i> (2023–24: 3) | October 2023 |
| <i>Domestic Building Oversight Part 1: Regulation</i> (2023–24: 4) | November 2023 |
| <i>Employee Health and Wellbeing in Victorian Public Hospitals</i> (2023–24: 5) | November 2023 |
| <i>Reducing the Illegal Disposal of Asbestos</i> (2023–24: 6) | November 2023 |
| <i>Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2022–23</i> (2023–24: 7) | November 2023 |
| <i>Contractors and Consultants in the Victorian Public Service: Spending</i> (2023–24: 8) | November 2023 |
| <i>Major Projects Performance Reporting 2023</i> (2023–24: 9) | November 2023 |
| <i>Fair Presentation of Service Delivery Performance 2023</i> (2023–24: 10) | November 2023 |

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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