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			<p>Over the next 35 years, freight movements are also expected to treble to support state growth. Freight largely uses the same infrastructure used to move people, putting more pressure on, and between, our transport networks.</p> <p>Even with high levels of investment in the network, there could be significant congestion on large parts of the network by 2031. This suggests we need a different approach to meeting transport needs.</p>
3.	Managing disruption	External	<p>Victoria is currently in a transport construction boom with an unprecedented pipeline of major transport projects, valued at over \$30 billion, being built.</p> <p>It's not just about current works, with significant planning also underway for a number of projects that are set to transform the way Victorians travel.</p> <p>These projects, combined with many more local road upgrades and public transport improvements will deliver improvements to the transport system as well as social and economic benefits to Victoria, but there are challenges.</p> <p>Businesses and users will be disrupted during construction. Major projects and upgrades will transform our physical infrastructure and change the way people move around. Coordinating construction activities and managing disruption in a way that provides practical transport choices for users is critical.</p>
4.	Optimising existing infrastructure	External	<p>New infrastructure alone cannot and will not solve the transport challenge. An integrated approach to Victoria's transport system makes the best use of what we have now, plans for the future, and establishes a blueprint to take advantage of the opportunities ahead.</p> <p>We must use our existing transport assets more effectively. In this way, we can manage access and use, and create greater system efficiencies without major, new infrastructure.</p> <p>This approach will also deliver a higher return</p>



	Challenge experienced	Internal/ External	Causes of the challenge
			on our transport assets and innovative service changes based on user demand and feedback.
5.	Building capability and sharing knowledge	Internal	<p>Designing, building and operating an integrated and user-centred transport system means we have to think and work fundamentally differently to how we have in the past.</p> <p>Changing mindsets and work practices to reflect our approach requires deliberate actions to create the conditions of change, including strengthening and leveraging purposeful, informed and connected relationships across the transport portfolio.</p> <p>Strong leadership will be needed to support effective change and ensure staff are confident of their role.</p>
6.	Managing our country roads	External	<p>With 90% of all journeys taken by car, country Victorians rely heavily on roads to access employment, education, services and social connections. Current road safety statistics show that country road-users are over four times more likely to die or be seriously injured from road trauma. A high standard country road network is vital for the safety and the economic wellbeing of regional Victoria.</p>
7.	Emerging and disruptive technologies	External	<p>New technologies and services have the potential to radically change the way people and goods move across our transport system.</p> <p>Vehicles are increasingly connected, with the ability to receive data about the road environment and about other road users in their vicinity.</p> <p>With the rise of advanced driving assistance systems, and the future trending towards self-driving vehicles, there are potentially significant road safety and mobility benefits.</p> <p>Similarly, advancing technology in freight vehicles provides great opportunity to further enhance productivity and support Victoria as it continues to grow.</p>

	Challenge experienced	Internal/ External	Causes of the challenge
8.	Environmental sustainability	External	<p>Construction, management and use of roads can significantly impact air, noise and water quality as well as biodiversity and climate change.</p> <p>Negative environmental and liveability impacts have the potential to increase, given the growing number of vehicles on Victoria's roads and the expansion of the road network.</p> <p>The community has high expectations for sustainable environmental practices in the design, construction and management of the road network. We face increasing scrutiny to ensure we safeguard the needs of future generations.</p>
9.	Natural disasters and other emergencies	External	<p>Victoria has suffered several significant natural disasters over the past ten years. International, state, sector and agency risk assessments detail the risk of increased frequency and intensity of natural disasters, and the increasing economic impacts associated with those disasters.</p> <p>The World Economic Forum (WEF) lists extreme weather events, natural disasters and failure of climate change mitigation and adaptation in the top five risks in terms of likelihood and impact. Additionally, the WEF recognises cyberattacks, man-made environmental disasters and terrorist attacks amongst the top ten risks in terms of likelihood, with cyber-attack ranked number six in terms of impact.</p> <p>It can be difficult to plan for natural disasters and other emergencies due to the unpredictable nature of the threats involved. It is not always possible to anticipate when, where or to what extent (time or geographical footprint) impacts will be incurred. This has implications for delivering against core agency business.</p>

### Question 25 (all departments) Newly created bodies

This question does not apply to this entity.

## Section H: Implementation of previous recommendations

### **Question 26 (relevant departments only)**

This question does not apply to this entity.

## Section I: Department of Treasury and Finance only

### **Question 27 (DTF only) Revenue certification**

This question does not apply to this entity.

### **Question 28 (DTF only) Net cash flows from investments in financial assets for policy purposes – General Government Sector (GGS)**

This question does not apply to this entity.

### **Question 29 (DTF only) Purchases of non-financial assets – General Government Sector (GGS)**

This question does not apply to this entity.

### **Question 30 (DTF only) Revenue initiatives**

This question does not apply to this entity.

### **Question 31 (DTF only) Expenses by departments – General Government Sector (GGS)**

This question does not apply to this entity.

**Question 32 (DTF only) Economic variables**

This question does not apply to this entity.

**Question 33 (DTF only) Resource Management Framework – Funding reviews**

This question does not apply to this entity.

**Section J: Treasury Corporation of Victoria only**

**Question 34 Dividends**

This question does not apply to this entity.

**Question 35 Commodity risk management**

This question does not apply to this entity.

**Question 36 Foreign exchange risk management**

This question does not apply to this entity.

**Question 37 Public Private Partnership (PPP) projects**

This question does not apply to this entity.

**Question 38 Green Bonds**

This question does not apply to this entity.