



Department of Families, Fairness and Housing Annual Report

2024–25

The department proudly acknowledges Victoria’s Aboriginal communities and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia’s First Peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

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Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

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ISSN 2653-1976 – Online (pdf/word) (2507388)

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Responsible body's declaration

Hon Lizzie Blandthorn MP

Coordinating Minister for the Department of Families, Fairness and Housing
Minister for Children
Minister for Disability

Ingrid Stitt MP

Minister for Ageing

The Hon Harriet Shing MP

Minister for Housing and Building

The Hon Natalie Hutchins MP

Minister for Prevention of Family Violence
Minister for Women

The Hon Natalie Suleyman MP

Minister for Veterans
Minister for Youth

The Hon Ros Spence MP

Minister for Carers and Volunteers

The Hon Vicki Ward MP

Minister for Equality

Dear Ministers

In accordance with the *Financial Management Act 1994*, I am pleased to present the Department of Families, Fairness and Housing Annual Report for the year ending 30 June 2025.



Peta McCammon

Secretary
Department of Families, Fairness and Housing

26 October 2025

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Section 1: About the department



Secretary's foreword

I acknowledge the Traditional Owners of the lands across Victoria. I pay my respects to all First Peoples, including their Elders past and present.

On behalf of the Department of Families, Fairness and Housing, I am proud to present the 2024–25 annual report.

Our department works to make Victoria a safer, fairer and more inclusive place. We work with some of the most at-risk people in our community. This includes children and young people, families, people with disability, multicultural communities and veterans.

We listen to and engage with the people who use our services.

The support we provide improves people's daily lives.

Our work also changes the laws, systems and policies that lead to inequality.

In particular, we recognise the impact these systems and structures have had on our First Nations communities. We will work to embed Aboriginal self-determination in everything we do.

To support this process, our Aboriginal Self-Determination and Outcomes Division is improving outcomes for Aboriginal Victorians. We know that First Peoples are best placed to make decisions about the things that affect their lives.

Our people are our greatest strength. They are committed to making our state a better place to live, work and raise a family for every Victorian.

This dedicated workforce continues to improve the lives of at-risk people across the state. Our annual report provides examples of our progress and includes many Australian-first initiatives.

Highlights for 2024–25

Supporting Aboriginal self-determination

- > We added 4 teams across Victoria to the Aboriginal Children in Aboriginal Care (ACAC) program. This enables an additional 144 Aboriginal children to be supported by child safety services through authorised Aboriginal community-controlled organisations (ACCOs) rather than the department.
- > We engaged deeply and transparently with the Yoorrook Justice Commission. This truth-telling enquiry examines the historical and ongoing trauma of colonisation.
- > We established Priority Reform Working Groups. We did this in conjunction with the Koorie Caucus and the Aboriginal Strategic Governance Forum (ASGF). This will drive our work under the Closing the Gap Priority Reforms.
- > We provided grants for projects that support Aboriginal communities. This includes supporting Aboriginal leadership, promoting Aboriginal culture and community, and reforming systems.

Delivered for the community

- > We commenced the Australian-first Free Pads and Tampons in Public Places program. As of 30 June 2025 there were 313 pad and tampon vending machines installed in venues in Victoria. This includes libraries, hospitals, TAFEs, staffed train stations and cultural institutions.
- > We opened applications for Redress for Historical Institutional Abuse. This is for people who were physically, psychologically or emotionally abused in institutional settings before 1990.

- > We met our target to ensure all young people in residential care have access to therapeutic supports, starting from 1 July 2025.
- > We launched *Making it equal: Victoria's women in manufacturing strategy*. The strategy aims to boost women's participation and equality in the energy and manufacturing sectors.
- > We commenced the Investing Early Where it Matters package. This delivers prevention and early intervention initiatives to priority populations. Populations include South Sudanese, Somali, Afghan and Pasifika young people and their families.
- > We extended the Living Learning program to keep at-risk students engaged with education. The program provides wrap-around mental health and specialist support.
- > We continued to roll out *Inclusive Victoria: state disability plan 2022–2026*. This includes grants for autism assessment. It also includes placing disability liaison officers in health services.
- > We funded 21 disability advocacy agencies, including 2 resource units. This will continue to support 800 Victorians with disability.
- > We continued to invest in the Neighbourhood House Coordination Program. This supports around 400 Neighbourhood Houses.
- > We strengthened Victoria's food relief sector. Our funding supported Victoria's 6 regional foodshares and the Regional Food Security Alliance.
- > We partnered with local governments to upgrade youth hubs in Nillumbik and Geelong. This was an action under *Our promise, your future: Victoria's youth strategy 2022–2027*.
- > We launched the Safe at Home program pilot. This enables victim survivors of family violence to stay in their homes.
- > We delivered 2,392 new social homes and 286 new affordable homes across Victoria that are safe, modern and comfortable. This brings the total homes commenced under the Big Housing Build and Regional Housing Fund to more than 10,800, including more than 600 homes for Aboriginal Victorians.
- > We moved a total of more than 6,200 households into modern, accessible and energy-efficient homes, including 948 victim survivors of family violence.
- > We completed construction of a total of 16 'core and cluster' refuges for family violence victim survivors. This work was part of the Refuge Redevelopment Program.

- > We supported a total of 366 households from Flemington and North Melbourne and 98 households in Richmond and South Yarra to move to a new home.
- > We completed 146 homes through the Social Housing Accelerator investment, with a total of 651 dwellings commenced or in planning.
- > We created a total of more than 47,000 jobs, through the big housing build, boosting the economy and improving the livelihoods of Victorian communities.

Invested in the community services sector

- > We delivered the Go Where You're Needed recruitment campaign. The campaign promoted child protection careers in regional areas to boost workforce numbers.
- > We worked with peak bodies and community service organisations to develop a new and strengthened Service Agreement for the community services sector.
- > We continued the Community and Social Services Graduate Program. This program supports newly graduated community services practitioners.
- > We delivered 30 scholarships to attract and upskill disability workers in rural and regional areas. This was part of the Regional Disability Worker Scholarships initiative.

Strengthened links between government and community

- > We established the new Senior Victorian Advisory Committee. The committee advises government on the lived experience of older Victorians.
- > We delivered the Working Together: Strengthening Family and Sexual Violence Support with Multicultural Communities program. This will help more communities prevent and respond to family violence.

Improved systems and processes

- > We worked to implement the *Children and Health Legislation Amendment (Statement of Recognition, Aboriginal Self-Determination and Other Matters) Act 2023*. This included revising existing initiatives. It also included developing new policy and guidance tools.
- > We refreshed the Child Protection Operating Model to strengthen the child protection workforce. The model is now in use across all operational areas.
- > We continued to strengthen Victoria's system-wide response through the Multi-Agency Risk Assessment and Management (MARAM) Framework.
- > We completed more than 137,000 risk assessments and safety plans using MARAM tools.
- > We established a dedicated centralised Child Sexual Exploitation response team to work alongside existing Sexual Exploitation Practice Leaders on complex and high-profile cases. This centralised team provides professional development, updated practice guidance and tactical intelligence support.

We are proud of the work we have done to improve the lives of so many Victorians. We also know there is still more to do. We will continue our work to make Victoria a positive, fair and inclusive place for all.

We will stay focused on the work ahead. We will continue to engage closely with the communities we serve. We will also be honest about where we can do better.

We commit to continuing to grow and strengthen partnerships in every sector and across government. We will work together to create a fairer and safer Victoria for everyone.



Peta McCammon

Secretary

Department of Families, Fairness and Housing

Acknowledgement of First People

We acknowledge the Traditional Owners and Custodians of the lands and waters on which we live, work and play. We acknowledge all Aboriginal and Torres Strait Islander peoples across the state. We pay respect to and recognise the contributions of their Elders past and present, and other First Peoples, who have fought tirelessly for the rights of their communities.

The sovereignty of First Peoples has never been ceded. Their strength and resilience as the world's oldest living culture is enduring.

Commitment to self-determination

Our department is committed to achieving First Peoples self-determination because we know it works, it's what community wants and it is a human right. We endeavour to enable self-determination consistent with the Victorian Aboriginal Affairs Framework and welcome accountability against our progression. We deliver our commitments through our contributions to Closing the Gap, Truth and Treaty and leading First Peoples strategies established across our portfolios to achieve real and tangible First Peoples outcomes.

The right for First Peoples to freely determine their political status, and to pursue social, cultural and economic development based on their values and ways of life, is enshrined in the United Nations Declaration on the Rights of Indigenous Peoples. Self-determination exists because First Peoples have lost those rights, and to achieve meaningful and lasting change we must listen to First Peoples across the state when they tell us what they need for themselves, their families and their communities to thrive.

We acknowledge the strong and ongoing advocacy of First Peoples and the significant impact this has on our work, acknowledging that best outcomes for First peoples are achieved when informed by their knowledge and expertise.

We endeavour to embed cultural safety and self-determination principles in all we do, consistent with the Victorian Government's Victorian Aboriginal Affairs Framework. This provides an architecture for government departments to report annually on progress towards transforming government systems and structures to enable self-determination.

We will hold ourselves accountable to First Peoples' decisions on matters that affect their lives and communities. This includes through Victoria's commitment to the National Agreement on Closing the Gap. We acknowledge that Victoria's Treaty process will have wide-ranging impacts for our work with First Peoples. Treaty will provide a framework for transferring decision-making power and resources to Traditional Owners. It will recognise the sovereignty of the First Peoples who have been practising their own law, lore and cultural authority since before the State of Victoria was formed. We commit to working proactively to support the aspirations of the First Peoples' Assembly of Victoria.

In this document, the term 'Aboriginal' is used to refer to both Aboriginal and Torres Strait Islander people.

Our vision

Safe and supported children and families, in stable homes and strong communities.

How we will achieve it

Standing up for inclusion and equality, preventing harm and discrimination, and delivering social and housing support to Victorians who need it.

Our outcomes

Our outcomes describe what we aim to achieve.

- > Aboriginal voice, knowledge and cultural leadership drive Aboriginal policy, legislation and system reform.
- > Children, young people and families are safe, strong and supported.
- > Victorian communities are safe, fair, inclusive and resilient.
- > All Victorians have stable, affordable and appropriate housing.
- > Our social services system is integrated, effective, person-centred and sustainable.

Our values

Our values describe what we stand for as a department, how we want to make decisions and how we expect each other to behave.



We are responsive

- > We provide frank, impartial and timely advice to the Victorian Government
- > We provide high-quality services to the Victorian community.
- > We identify and promote best practice.



We have integrity

- > We are honest, open and transparent in our dealings.
- > We use powers responsibly.
- > We report improper conduct.
- > We avoid any real or apparent conflicts of interest.
- > We strive to earn and sustain public trust.



We are impartial

- > We make decisions and provide advice on merit and without bias, caprice, favouritism or self-interest.
- > We act fairly by objectively considering all relevant facts and fair criteria.
- > We implement Victorian Government policies and programs equitably.



We show respect

- > We show respect for colleagues, other public officials and members of the Victorian community.
- > We treat our colleagues, other public officials and members of the Victorian community fairly and objectively.
- > We ensure freedom from discrimination, harassment and bullying.
- > We use the views of colleagues, other public officials and members of the Victorian community to improve outcomes on an ongoing basis.



We are accountable

- > We work towards clear objectives in a transparent manner.
- > We accept responsibility for our decisions and actions.
- > We seek to achieve the best use of resources.
- > We submit ourselves to appropriate scrutiny.



We lead

- > We actively implement, promote and support these values.



We respect human rights

- > We respect and promote the human rights set out in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.
- > We make decisions and provide advice consistent with human rights.
- > We actively implement, promote and support human rights.

Purpose and functions

Our purpose

The department looks after child protection and family services, prevention of family violence, housing and homelessness, disability, seniors, carers and volunteers, LGBTIQ+ equality, veterans, women and youth.

Ageing

The department supports older Victorians to live happy, healthy lives. We provide advice and funding for seniors programs and participation. We deliver the Victorian Seniors Card, Companion Card, and Carer Card programs.

Each year, we deliver the Victorian Seniors Festival. We do this in partnership with Victoria's 79 local councils. In October 2024, the Seniors Festival held more than 3,750 events across the state.

As part of the Seniors Festival, the department delivers the Victorian Senior of the Year Awards. These awards celebrate the contributions and achievements of older Victorians.

The department works across government to implement Victoria's *Ageing well action plan 2022–2026*. The plan encourages an 'ageing well' lens for policies and programs that affect older people. We also fund several non-government organisations. These organisations help us to deliver work aligned with the action plan.

The department also prevents and responds to elder abuse. This helps us to understand, identify and address elder abuse. It also supports local place-based action. This aims to raise awareness of elder abuse and stop it from happening.

Carers and volunteers

The department helps Victorians feel included in their communities. We do this by encouraging people to get involved in volunteering. This includes being part of community places like neighbourhood houses and men's sheds.

Our programs provide support for people experiencing economic exclusion and hardship. They also build financial capability.

We help to strengthen food security so more people can put food on the table. We do this in partnership with organisations across the state. This includes working with Foodbank Victoria, the state's 6 regional foodshares and local community organisations.

Under the *Victorian carer strategy*, the department supports people who have unpaid care roles. This includes making sure they are valued, recognised, and have better physical, social and mental health and wellbeing. We do this through the Victorian Support for Carers Program, Additional Respite for Carers initiative, Connecting Carers in their Communities grants, and benefits provided to Victorian Carer Card holders.

Children

The department delivers and oversees child protection and family services. These services help children, young people and families have better lives. This includes delivering statutory child protection services, family support and parenting services. It also includes care services and specialist support services for young people leaving care. We also focus on supporting Aboriginal children and families.

We design and implement legislation, policies and programs, and provide stewardship and oversight of the delivery of child and family services.

The department advances self-determined, Aboriginal-led child and family services. This includes enabling authorised Aboriginal community-controlled organisations (ACCOs) to undertake specific functions. ACCOs assume responsibility for Aboriginal children.

These services form part of the Children portfolio, which includes early years services supported by the Department of Education and the Department of Health.

We work with communities, the child and family services sector, people with lived experience and across government to achieve real change.

We have 5 main goals:

- > advancing Aboriginal self-determination and self-management. This includes reducing the over-representation of Aboriginal children and families in child protection and care services
- > improving outcomes for children and young people in care
- > shifting the focus to earlier intervention to address family needs and risks sooner
- > developing deeper partnerships across government, systems and community to intervene earlier
- > building a skilled and sustainable workforce and transforming digital capability.

We continually build evidence and data to support these priorities.

We continue to actively embed the Statement of Recognition and binding Recognition Principles into policy, practice and governance frameworks to ensure all decisions makers meet their statutory obligations to recognise, respect and support the right of Aboriginal children and families to self-determination. Embedding these principles affirms our responsibility to uphold Aboriginal cultural rights, strengthen Aboriginal-led decision making, and enable responsive and equitable service delivery.

We work with Aboriginal communities and ACCOs to implement *Wungurilwil Gapgapduir: Aboriginal Children and Families Agreement*. This includes a refreshed 4-year strategic action plan.

The strategic action plan focuses on early intervention and prevention. It also includes ACCO-led responses to child safety. Actions emphasise Aboriginal-led knowledge, evidence and investment.

We also continue to implement the recommendations of the *Yoorrook for justice* report. These aim to progress a more self-determined Aboriginal child and family service system. This will allow Aboriginal children to thrive in strong and culturally rich Aboriginal families and communities.

Concessions

The department delivers the Household Concessions Program. This provides support to Victorians on low incomes or who are experiencing financial hardship. It helps these people meet the rising cost of living. The program also provides concessions for eligible households for energy, water and municipal rates concessions.

Disability

The department works closely with people with disability, their families and carers. We aim to make sure everyone is included and can do the things they want to. We collaborate with the Victorian Disability Advisory Council and other groups. Together, we ensure government policies, programs and services include everyone.

We are responsible for implementing *Inclusive Victoria: state disability plan 2022–2026*. We developed this plan together with people with disability. This included the Victorian Disability Advisory Council.

The plan sets out 6 systemic reforms and 175 actions. The reform areas and actions aim to improve life for people with disability. This includes focusing on health, mental health and wellbeing, housing, community and online participation, education, employment and safety.

The *State disability plan midway report* was released in December 2024. It outlines progress during the first 2 years of the plan.

We also lead the whole-of-government work on the actions in the *Victorian autism plan*. A refreshed plan was released in October 2023. A report on progress up to December 2024 will be released in early September 2025.

We deliver the Victorian Disability Advocacy Program. This program helps people with disabilities advocate for themselves. It also provides individual advocacy and advocates for systemic change. In addition, we contribute to the National Disability Insurance Scheme (NDIS). This helps people with disabilities get the support they need.

We provide services to people with complex needs, which can include those with cognitive impairment or those who are involved in the criminal justice system.

We fund and deliver programs for this cohort. This includes forensic disability services, as well as other programs often referred to as complex needs services.

We operate Victoria's largest portfolio of specialist disability accommodation. We provide homes for more than 2,500 Victorians with disability.

The Senior Practitioner works under the *Disability Act 2006*. They are responsible for protecting the rights of people with disability who are subject to restrictive practices and compulsory treatment. They also aim to reduce and eliminate restrictive practices. The Senior Practitioner safeguards the rights of people with disability. They provide training, advice and resources for the disability sector. This work improves knowledge and skills about the best way to people with disability.

Emergency management

The department helps Victorians affected by major emergencies. This includes helping them with immediate needs as well as recovery. We also focus on Victorians who face greater risk during emergencies.

Under the *State emergency management plan*, we coordinate emergency and temporary accommodation and psychosocial supports. We also provide emergency relief payments and emergency re-establishment assistance payments. We deliver the Emergency Recovery Support Program.

Housing

The department supports Victorians to access safe and affordable housing. We work with people with lived experience, the community, industry and the housing and homelessness sectors.

This work includes:

- > stewarding and funding the social housing, and homelessness systems
- > delivering and funding more than 13,300 homes as part of the \$6.3 billion Big Housing Build and Regional Housing Fund
- > managing the government's social housing assets. This includes around 64,000 public homes
- > funding and overseeing the homelessness service system. This includes reducing rough sleeping and stopping people becoming homeless in the first place
- > delivering dedicated housing and services for Aboriginal people. This work is in line with the self-determined *Mana-na woorn-tyeen maar-takoort*³, the Victorian Aboriginal Housing and Homelessness Framework

- > upgrading public housing and redeveloping 44 public housing towers across Melbourne. This will ensure homes meet the needs of residents into the future
- > supporting the relocation of residents in older public housing in line with their needs, preferences and departmental policies
- > managing the Victorian Housing Register. This includes helping people apply for long-term social housing
- > undertaking meaningful engagement on housing. This includes working with residents, people with lived experience of homelessness and the community.

In 2024–25, we focused on 4 objectives:

- > reducing homelessness through housing and support
- > enabling Aboriginal self-determination
- > delivering more social and affordable housing
- > delivering better and more comfortable public housing.

LGBTIQA+ equality

Through the government's 10-year LGBTIQA+ strategy, *Pride in our future 2022–2032*, the department drives Victoria's nation-leading work to create a more inclusive and cohesive state for all LGBTIQA+ Victorians to live as their authentic selves.

We do this by listening to and elevating the voices of LGBTIQA+ Victorians across all government departments. We ensure policies and programs support and celebrate the diversity of Victoria's LGBTIQA+ communities.

We boost the capacity of LGBTIQA+ organisations, services and events to increase visibility, resilience and capability, ensuring LGBTIQA+ communities are safe and strong.

Preventing family violence

The department is leading efforts to create a Victoria free from family and sexual violence. This goal is set out in *Ending family violence: Victoria's 10-year plan for change*.

We put victim survivors' voices and lived experience at the centre of this vision. Their views shape policies, programs and system reforms. We continue to engage with victim survivors.

3 <https://vahhf.org.au/resources/ahhf-publications/>

This includes through the Victim Survivors Advisory Council.

Self-determination remains a guiding principle. Through the *Dhelk Dja: safe our way* agreement, we partner with Aboriginal Victorians and ACCOs. This work delivers culturally safe family and sexual violence initiatives.

We also collaborate with Respect Victoria on primary prevention efforts. This includes statewide campaigns and community-level programs. These aim to shift attitudes, challenge harmful behaviours, and build safer, more respectful communities.

The department delivers core family violence response services. This includes crisis accommodation, case management and therapeutic interventions. Our work ensures victim survivors can access immediate safety, ongoing support and pathways to recovery.

The department is also strengthening its response to sexual violence. This is a pervasive and underreported crime.

Specialist sexual assault support services provide critical assistance to victim survivors. This includes adult survivors of child sexual abuse. The department is also co-designing initiatives in this space. For example, the Justice Navigator pilot strengthens victim survivors' access to justice and recovery.

The Orange Door is a visible and accessible point for individuals and families. It provides support for family violence and child wellbeing concerns.

The Orange Door delivers risk assessment, safety planning, crisis intervention, case management, and referrals to specialist and community-based supports. It brings together workers from specialist family violence services, child and family services and Aboriginal services. This ensures an integrated and timely response to family violence.

We continue to strengthen the Multi-Agency Risk Assessment and Management (MARAM) Framework. This helps professionals in the health, education, justice and community sectors to identify family violence, assess risk and take appropriate action. The framework promotes consistent and collaborative practices. It enables services to share information safely and act together to keep victim survivors safe.

Our work also holds people who use family violence accountable. We do this through close collaboration with the justice system. We also provide behaviour change interventions to reduce reoffending.

The Central Information Point further strengthens victim survivor safety. It enables agencies to share timely and coordinated information.

Veterans

Victoria proudly honours the sacrifice and enduring legacy of our veterans. The department ensures those who have served our nation are recognised, supported and celebrated.

We partner with the Shrine of Remembrance and ex-service organisations to deliver major events. We also run grant programs that empower local organisations. Grants are used for capital works, restoring war memorials and delivering meaningful initiatives that support veterans and their families.

Our commitment extends across portfolios and jurisdictions. We collaborate with the Commonwealth and other states and territories to coordinate Victoria's engagement with the Royal Commission into Defence and Veteran Suicide. We ensure policies and programs respond to veterans' needs. This includes initiatives such as the Veterans Card – Victoria.

We also support the Victorian Veterans Council. The council shapes and guides Victoria's efforts to honour and assist veterans.

Women

The department works to improve outcomes for women and advance gender equality. Gender equality gives everyone more choices and opportunities. It helps Victorians to reach their potential and live safe, prosperous, equal and fulfilled lives.

Through the Office for Women, the department leads the Victorian Government's gender equality strategy, *Our equal state: Victoria's gender equality strategy and action plan*. This strategy is the roadmap for action on gender equality from 2023 to 2027.

We engage collaboratively across government and with external stakeholders. This includes establishing a reference group of experts to provide advice on the implementation of *Our equal state*.

We work closely with the Public Sector Gender Equality Commissioner. The Commissioner oversees the implementation of *the Gender Equality Act 2020 (Act)*. This includes promoting gender equality in the Victorian community and the 300 or so public sector organisations that obligations under the Act. Together, we take a coordinated, whole-of-government approach to advancing gender equality.

The department:

- > leads women's policy. This includes coordinating gender equality efforts across government. It also includes monitoring implementation of 110 whole-of-government actions under *Our equal state*. As part of this work, we monitor the 4 public sector workforce targets. These are to halve the gender pay gap, reach parity in public sector senior leadership and CEO roles, and increase men's uptake of paid parental leave
- > delivers initiatives to improve access and outcomes for women. This includes the Free Pads and Tampons in Public Places program, the Safe Workplaces for Women Initiative and launching the *Making it equal: Victoria's women in manufacturing strategy*. It also includes leadership programs for Aboriginal women, women of colour and emerging leaders
- > elevates and celebrates the significant contributions of Victorian women. This includes the Honour Roll of Women and Women's Public Art Program.

The Commissioner and their office also provide education and support through helping organisations meet their obligations under the Act.

Youth

The department shapes policies, programs and services for young Victorians aged 12–25. We aim to give them a say about the things that matter for their futures.

We work closely with other portfolios to:

- > improve young people's health and wellbeing, education, training, skills development and career pathways
- > boost young people's participation in community and civic life
- > address youth disengagement from family, education and training, employment and community.

Our work with young people is designed with and led by young people, including the Victorian Youth Congress. This includes universal programs to empower and protect young people. It also includes targeted programs for young people experiencing disengagement or disadvantage.

Guided by *Our promise, your future: Victoria's youth strategy 2022–2027*, we influence policy, program and service delivery and investment in the things that are important for young people.

The department's ministers



Hon Lizzie Blandthorn MP

Coordinating Minister for the Department of Families, Fairness and Housing
Minister for Children
Minister for Disability

Minister Blandthorn has held the positions of Minister for Children and Minister for Disability since October 2023. Minister Blandthorn is also the Deputy Leader of the Government in the Legislative Council.



The Hon Ros Spence MP

Minister for Carers and Volunteers

Minister Spence has held the position of Minister for Carers and Volunteers since October 2023.

Minister Spence is also the Minister for Community Sport and the Minister for Agriculture.



Ingrid Stitt MP

Minister for Ageing

Minister Stitt has held the position of Minister for Ageing since 2 October 2023. Minister Stitt is also the Minister for Mental Health and Minister for Multicultural Affairs.

She is passionate about ensuring that older Victorians are supported to age with dignity, stay connected with their community and get the most out of their senior years.



The Hon Harriet Shing MP

Minister for Housing and Building

Minister Shing has held the position of Minister for Housing and Building since October 2023. Minister Shing is also the Minister for the Suburban Rail Loop and Minister for Development Victoria and Precincts.

Minister Shing previously held the positions of Minister for Equality and Minister for Water from June 2022 to December 2024.

**The Hon Vicki Ward MP****Minister for Equality**

Minister Ward has held the position of Minister for Equality since December 2024. Minister Ward is also the Minister for Emergency Services and Minister for Natural Disaster Recovery.

Minister Ward previously held the position of Minister for Prevention of Family Violence and Minister for Employment from October 2023 to December 2024.

**The Hon Natalie Suleyman MP****Minister for Veterans****Minister for Youth**

Minister Suleyman has held the positions of Minister for Veterans and Minister for Youth since December 2022. Minister Suleyman is also the Minister for Small Business and Employment.

**The Hon Natalie Hutchins MP****Minister for Prevention of Family Violence****Minister for Women**

Minister Hutchins has held the position of Minister for Women since July 2022.

Minister Hutchins has held the position of Minister for Prevention of Family Violence since December 2024. Minister Hutchins also serves as the Minister for Government Services and Minister for Treaty and First Peoples.

The department's senior executives

Peta McCammon PSM

Secretary

Peta has built a successful career over the past 20 years in the Victorian Public Service. Before taking the role of Secretary at the Department of Families, Fairness and Housing, Peta was Associate Secretary at the Department of Justice and Community Safety. This included policy areas such as Youth Justice and service delivery reform, as well as other key internal functions.

Previous to this, Peta was Deputy Secretary of Service Delivery Reform, Coordination and Workplace Safety Division. Her Victorian Public Service career has also included senior roles at the Department of Premier and Cabinet, the Department of Treasury and Finance and the then Department of Human Services.

Peta is committed to social policy reform and has led reforms in family violence and the implementation of the 227 Royal Commission recommendations, mental health, and the National Disability Insurance Scheme.

Raylene Harradine

Deputy Secretary – Aboriginal Self-determination and Outcomes

Raylene is the Deputy Secretary of the Aboriginal Self-determination and Outcomes Division (ASDO). Raylene is a proud Wotjabulluk, Latje Latje and Djaara woman who has worked in senior leadership positions within Aboriginal communities for over 20 years.

Prior to joining ASDO in late 2022, Raylene came from the Bendigo & District Aboriginal Cooperative, as the Chief Executive Officer. Her previous roles include positions in the Department of Justice and Regulation, as well as the health and education sectors.

Raylene played a key role in the first rural Victorian authorisation of children in out-of-home care under s. 18 of the *Children, Youth and Families Act 2005*.

In 2006, she received the Public Service Medal for her outstanding work with Aboriginal communities.

Raylene was an active member of the First Peoples' Assembly Victoria and working towards culturally inclusive practices and equity for all.

Annette Lancy

Deputy Secretary – Children and Families

Annette oversees the design and implementation of legislation, policies, programs and reforms across the department's services relevant to the Children portfolio.

The Children and Families Division, under Annette's leadership, supports the Children portfolio. The portfolio provides policy and strategic advice, program design and management, and reform delivery. This includes the policy design and funding of statutory child protection services, family support and parenting services and care services. It also includes specialist support services for young people leaving care and initiatives supporting Aboriginal children and families. The role also focuses on Redress and restorative programs for people who experienced abuse or neglect in institutional care settings.

Annette was appointed Deputy Secretary in August 2023. Annette has previously led design and implementation of family violence system reform at Family Safety Victoria before leading the department's COVID-19 preparedness and response work for the community services sector.

Danny O'Kelly

Deputy Secretary – Community Operations and Practice Leadership

Danny was appointed Deputy Secretary, Community Operations and Practice Leadership in July 2022. Danny has extensive senior leadership experience spanning 30 years in the public sector. Danny oversees the delivery of critical services for the Victorian community including child protection, public housing and forensic disability services; and stewards the funded services sector.

Danny also provides leadership and oversight for complex change management processes. This includes large systems reform programs and redevelopment initiatives for statewide operational programs.

Anne Congleton

Deputy Secretary – North Division

Anne was appointed Deputy Secretary North Division in late 2018. Anne has held senior executive roles across operational service delivery, central office policy and program areas and corporate resource management.

Anne oversees 4 diverse areas in the North Division (North East Melbourne, Hume–Merribek, Loddon and Mallee) that deliver child protection, housing and other services. The division also provides stewardship for the broader funded community services sector.

Anne retired from the Department of Families Fairness and Housing on 27 June 2025. On 1 September 2025, Jenny Litsas moved from East Division to commence as Deputy Secretary, North Division.

Kathleen Alonso

Deputy Secretary – South Division

Kathleen was appointed Deputy Secretary South Division in November 2022. Previously, Kathleen spent 7 years as an executive director of an operational area. Kathleen has held senior executive roles in operational service delivery and policy across government and the community services sector.

Kathleen oversees the service delivery across 4 diverse areas in the South Division (Bayside Peninsula, Southern Melbourne, Inner Gippsland and Outer Gippsland), providing services including child protection, housing and care services, and stewardship for the broader funded community services sector.

Jenny Litsas

Deputy Secretary – East Division

Jenny was appointed Deputy Secretary East Division in November 2022. This followed 10 years as an executive director overseeing operational areas. Jenny has held a number of senior executive roles across the department. This includes roles in housing and homelessness programs and leading significant reform.

Jenny oversees 4 areas in the East Division (Inner Eastern Melbourne, Outer Eastern Melbourne, Goulburn and Ovens Murray). These provide services including child protection, housing and care services. The division also provides stewardship for the broader funded community services sector across the areas.

Penelope Steuart was appointed to the role of Deputy Secretary, East Division, commencing on 1 September 2025. Jenny moved to the North Division.

Kelly Stanton

Deputy Secretary – West Division

Kelly was appointed Deputy Secretary, West Division, in January 2024. Prior to this, Kelly had held senior executive roles in operational service delivery and policy and program development.

Kelly is responsible for service delivery and system stewardship across 5 areas in the West Division (Barwon, Brimbank, Central Highlands, Western Melbourne and Wimmera South West). This includes child protection and housing services. Kelly's role also stewards the broader funded community services sector.

Nicola Quin

Deputy Secretary – Corporate and Delivery Services

Nicola was appointed Deputy Secretary Corporate and Delivery Services in December 2022. Nicola oversees the delivery of key enabling services across the department and ministerial offices. This includes finance, people and culture, legal services, information technology, shared services, accommodation as well as Cabinet and executive services.

Nicola is an experienced executive in both government and not-for-profit sectors. She has overseen complex service delivery, project management and significant policy reform.

Nicola's last day with the department was on 1 August 2025.

Argiri Alisandratos

Deputy Secretary – Disability, Fairness and Emergency Management

Argiri is the Deputy Secretary Disability, Fairness and Emergency Management (DFEM) Division. Argiri has held numerous senior leadership roles over his long career with the department and the Victorian Public Service. This includes significant social service delivery operations, policy and system reform across many portfolio areas.

In leading DFEM, Argiri and the divisional leadership team support 6 Ministers across 7 ministerial portfolios. These focus on policy, programs and resourcing many community-based service and support infrastructures. This work focuses on inclusion, equity and resilience.

The division spans disability policy, reform and accommodation, complex needs support, women's and gender equality policy, carers and volunteers, senior Victorians and LGBTIQ+ communities, as well as youth and veterans policy and programs.

Dr Melanie Heenan

Deputy Secretary – Family Safety Victoria

Melanie is an established leader with extensive experience in family violence and sexual assault research, policy, practice and system reform. This includes leadership roles with the Australian Institute of Family Studies and the Victorian Law Reform Commission. She commenced as Deputy Secretary in September 2023.

Melanie is deeply committed to and motivated by preventing all forms of family violence and sexual assault. Her work ensures that victim survivors, including children and young people, receive the services and support they need.

Melanie is also currently a Director on the Board of Australia's National Research Organisation for Women's Safety (ANROWS), as the Victorian jurisdictional representative. Melanie has previously held executive roles with the Department of Justice and Community Safety and Court Network.

She has also played a lead role in pioneering primary prevention initiatives in collaboration with local councils, sporting clubs, workplaces, and schools to address the underlying causes of gender-based violence.

Simon Newport

Chief Executive Officer, Homes Victoria

Simon has served as CEO of Homes Victoria since 2023. He leads Homes Victoria to deliver on its vision of 'more and better homes for Victorians'.

In this statutory role, Simon is responsible for the stewardship and funding of Victoria's social housing and homelessness system. He oversees the delivery, management and maintenance of the government's social and affordable housing assets across the state.

Simon has had an extensive executive career across government and private sectors in housing, construction, and manufacturing, including leading Australia's largest social housing portfolio in NSW.

Dannii de Kretser

Deputy Chief Executive Officer, Homes Victoria

Dannii has served as Deputy Chief Executive Officer of Homes Victoria since 2023. This role supports the CEO to deliver Homes Victoria's priorities.

Dannii supports policy and program settings for public housing, the growth and stewardship of community housing, and the policy and program settings for homelessness and housing support services.

Drew Warne-Smith

Deputy Secretary – System Reform, Workforce and Engagement

Drew oversees the System Reform, Workforce and Engagement division. The division brings together cross-cutting functions that drive system improvements.

Under Drew's leadership, the division leads work on cross-portfolio reform and program design. It also undertakes performance monitoring, analytic services and evaluations.

The division strengthens the supply, retention and development of community sector workforces.

It is also the custodian of the department's story, brand and reputation. It progresses regulatory reform.

Drew has extensive expertise in government and public policy, strategic communications, public relations and journalism.

Leadership charter

Our department's [leadership charter](#)⁴ shapes our culture.

It outlines the leadership behaviours our staff and stakeholders can expect of our leaders. It sets out the way our leaders will relate to each other and to our stakeholders. This positions the department as a great place to work.

The charter commits the executive leadership group to lead by example.

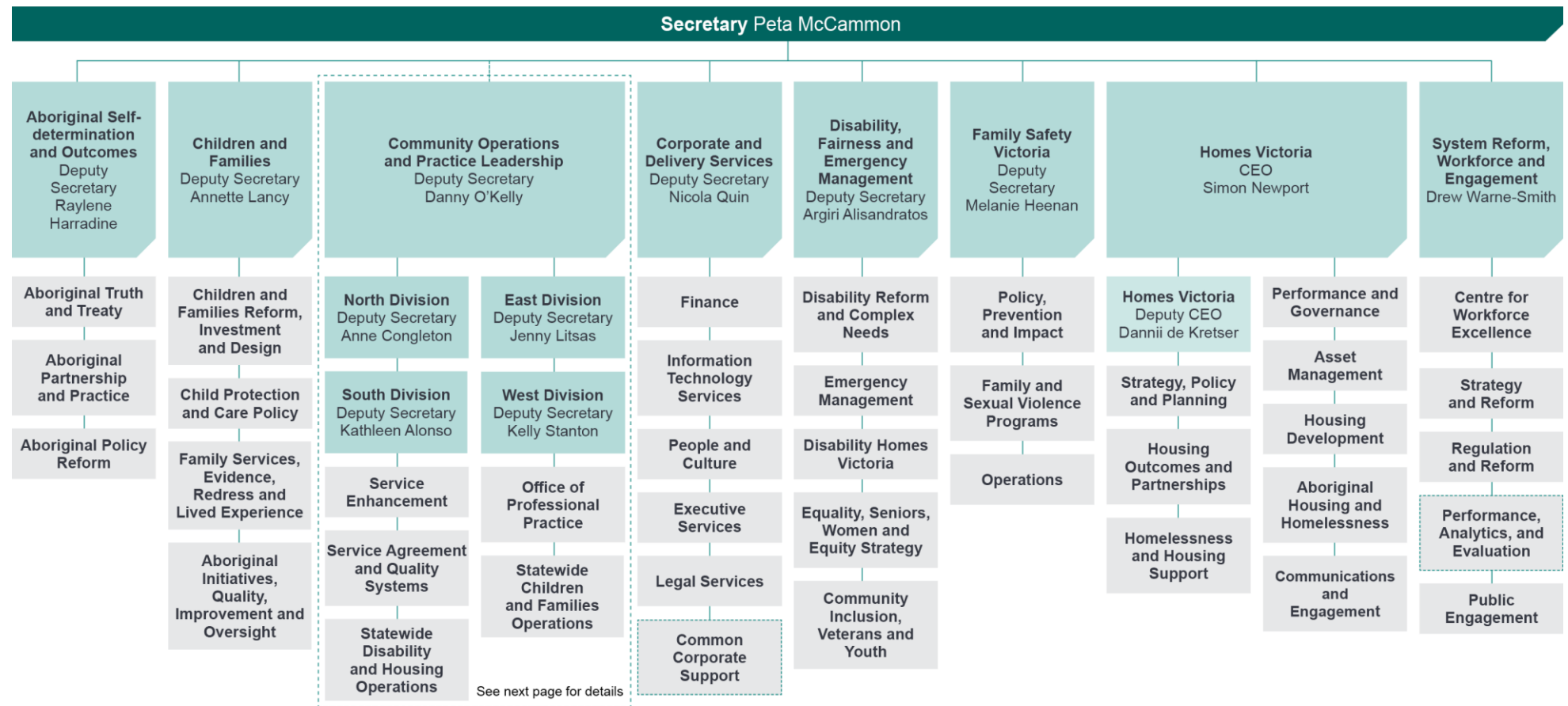
It ensures they embody the department's values.

For example, executives are committed to:

- > being accountable for their actions and outcomes
- > sharing information with staff when it should be shared
- > seeking out and valuing other perspectives.

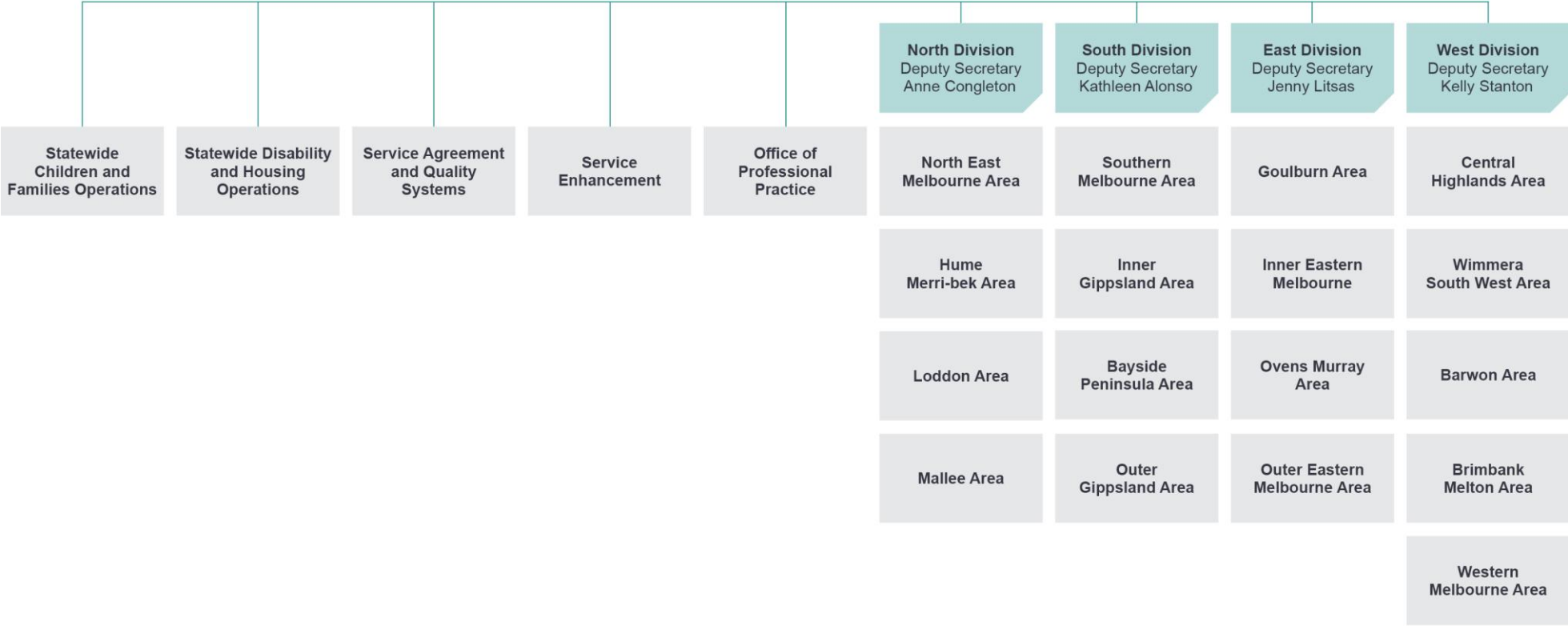
4 www.dffh.vic.gov.au/our-leadership-charter

Organisational structure as at 30 June 2025



Community Operations and Practice Leadership

Deputy Secretary Danny O'Kelly



This chart reflects the functions that report to a deputy secretary only and excludes commissions.

Committee structure

Executive Directions Board

The Executive Directions Board supports the Secretary in providing whole-of-department oversight and direction on the department’s strategy. This includes forward planning and priority-setting for policy, program and service delivery, culture and workforce management, budget strategy and prioritisation, integration of Aboriginal agency, control and self-governance, and stewardship of the department’s brand and integrity.

The Executive Board comprises the Secretary, Deputy Secretaries, Chief Executive Officer and Deputy Chief Executive Officer Homes Victoria and the Chief Practitioner.

Board of Management

The Board of Management supports the Secretary in providing whole-of-department oversight and direction on the department’s governance, people and culture, budget and financial management, performance monitoring, critical risk management and compliance, including relating to financial, legislative and regulatory obligations.

The Board of Management comprises the Secretary, Deputy Secretaries and Chief Executive Officer Homes Victoria. The Board is supported by a range of committees to drive the organisation’s governance and strategic direction.

Subcommittees

Aboriginal Truth and Treaty

This committee provides oversight, strategic direction, and advice on the department’s responses to the Yoorrook Justice Commission and work to support the Treaty process.

Budget and Financial Management

This committee provides oversight, direction and advice on the department’s budget and financial management and reporting, strategic allocation of financial resources, and strategies to improve financial sustainability, to ensure the department complies with financial accountability requirements.

Information and Communications Technology (ICT)

Provides oversight, direction and advice on the department’s technology strategy, investment, performance and risks.

Operational Strategy and Performance

This committee provides oversight, direction and advice on the department’s operational strategy, workforce and operating models, and performance and delivery against critical objectives and targets. This includes meeting service delivery requirements and regulations, improving service and system integration, and addressing recommendations from oversight bodies.

Statutory committees

Audit and Risk Management Committee membership and role

The Audit and Risk Management Committee consists of the following members:

L. Gardiner	Independent member
K. Peach	Independent member
J. Holt	Independent member (term commenced September 2024)
M. Tieppo	Independent member (term commenced September 2024)

The Audit and Risk Management Committee is an independent advisory committee established in accordance with the *Financial Management Act 1994* and the Standing Directions 2018 issued by the Minister for Finance.

Accountable to the Secretary, the main responsibilities of the Audit and Risk Management Committee are to provide independent oversight, direction and advice on the department’s governance, risk, control and compliance frameworks, including on internal and external audit activities, financial and performance reporting, risk management, integrity, fraud and corruption controls, legislative and policy compliance.

Executive Remuneration

This committee provides oversight, direction and advice to ensure a consistent and rigorous approach to creating and advertising executive roles, appointing to roles, and setting remuneration levels for executive staff.

People and Culture

This committee provides oversight, direction and advice on the department's health, safety and wellbeing risks, compliance and prevention strategies, industrial relations, integrity, culture, diversity and inclusion.

Section 2: Year in review

Departmental objectives, outputs and indicators

The department's objectives (or outcomes) and indicators are set out in the *2024–25 Budget Paper No. 3 – Service Delivery*, along with outputs relating to each objective.⁵

Departmental objectives	Indicators	Outputs
Aboriginal voice, knowledge and cultural leadership drive Aboriginal policy, legislation and system reform	Not applicable	All departmental outputs
Children, young people and families are safe, strong and supported	Reduce abuse and neglect of children and young people Increase safe, respectful family relationships Improve development and wellbeing for children and young people Increase stability of care services placements Increase connections to culture, family and kinship systems for Aboriginal families including for Aboriginal children in care Reduce over-representation of Aboriginal children and young people in care services Reduce the incidence and impact of family violence affecting Aboriginal families Increase safety for victim survivors of family violence Reduce family violence	Child protection and family services Family violence service delivery Primary prevention of family violence
Victorian communities are safe, fair, inclusive and resilient	Increase economic inclusion and participation Increase community participation, inclusion and connectedness Decrease experiences of discrimination Increase safety where people live, work, learn and play Increase wellbeing for Aboriginal Victorians, including safety to connect with and express culture Increase capacity for senior Victorians to age well Improve supports for people with complex needs Increase community resilience Improve social recovery following emergencies Reduce sexual violence	Community participation Disability services Office for Disability Seniors programs and participation Support to veterans in Victoria LGBTIQA+ equality policy and programs Women's policy Youth

⁵ Department of Treasury and Finance (2025) *2024–25 Budget Paper No. 3 – Service Delivery*, State of Victoria, Melbourne.

Departmental objectives	Indicators	Outputs
All Victorians have stable, affordable and appropriate housing	Increase the supply and availability of affordable, appropriate and accessible housing	Concessions to pensioners and beneficiaries
	Increase access to housing that is suitable for the household's needs	Housing assistance
	Improve the environmental sustainability of social housing	
	Increase housing stability for people experiencing or at risk of rough sleeping, homelessness, and other insecure housing arrangements	
	Increase financial ability to access and maintain housing and utility services	
	Increase the proportion of Aboriginal people living in appropriately sized (not overcrowded) housing	
	Improve transitions to independent living	
Our social services system is integrated, effective, person-centred and sustainable	Not applicable	All departmental outputs

Changes to the department during 2024–25

The department has not made any changes to its output structure for 2024–25.

Subsequent events

No subsequent events occurred for the 2024–25 financial year.

Direct costs attributable to machinery of government changes

The Department of Families, Fairness and Housing did not participate in any machinery of government changes during the 2024–25 financial year.

Progress towards achieving departmental objectives

The department works to create a more inclusive society. We aim to create a Victoria where people feel safe. We want everyone to take part equally.

This section sets out the results of our progress based on our objectives and indicators. It outlines just some of the key initiatives and projects for the year.

Departmental objectives, indicators and outputs

Objective: Children, young people and families are safe, strong and supported

This objective aims to ensure that Victorians are safe from harm, fear and neglect. It also aims to create respectful relationships. This includes:

- > addressing the compounding effects of abuse and violence
- > improving support and recovery for victim survivors and perpetrators
- > ensuring the wellbeing of children and young people in care.

Indicator results

	2022–23	2023–24	2024–25
Reports to child protection services about the wellbeing and safety of children	128,705	139,612	151,587
Daily average number of children in care placements	9,366	9,316	9,288
Children and young people in care who have had 2 or fewer placements in the past 12 months (not including placements at home)	93.1%	94%	94%
Children and young people who were the subject of a substantiated report within 12 months of the closure of a previous substantiated report	16.1%	19.3%	19.7%
Total assessments undertaken at the Support and Safety Hubs	122,229	176,012	186,524
Total assessments undertaken for children in the Support and Safety Hubs / The Orange Door	91,067	99,722	106,116
Number of men participating in the Men's Behaviour Change program	2,906	3110	5,337
Number of case management responses provided to perpetrators of family violence including those that require individualised support	1,748	2,849	3,328
Prevention of family violence projects and programs delivered on time	100%	100%	95.8%

Key initiatives and projects

Embedding self-determination for Aboriginal children, young people and families

In the Children portfolio we are advancing self-determination by implementing the *Children and Health Legislation Amendment (Statement of Recognition, Aboriginal Self-determination and Other Matters) Act 2023*.

The Act came into effect on 1 July 2024. As part of our work to implement the act, we revised existing initiatives that support Aboriginal self-determination. We developed new policy and guidance tools. This includes:

- > revising the *Child protection manual*
- > developing practice tools to support the Aboriginal Child Placement Principal
- > developing guidance for applications in the Children's Court
- > developing practice advice for the *SAFER risk assessment framework*.

Wungurilwil Gapgapduir and Aboriginal Children's Forum

The *Wungurilwil Gapgapduir: Aboriginal Children and Families Agreement* offers a systemic approach to improving outcomes for Aboriginal children, young people and families. It sets out our collective responsibility to develop a strong service system.

The Aboriginal Children's Forum (ACF) has developed a refreshed 4-year *Wungurilwil Gapgapduir strategic action plan*. Actions will advance an Aboriginal-led child and family services system.

As part of the refresh, ACCOs have led the process to set the ACF agenda. The Victorian Aboriginal Children and Young People's Alliance (VACYPA), alongside the Victorian Aboriginal Child and Community Agency (VACCA), co-chair the ACF. They play a pivotal role in the oversight and delivery of Aboriginal child and family services.

In collaboration with the ACF, the department has continued significant reform to expand Aboriginal-led child and family services.

Aboriginal Children in Aboriginal Care and Community Protecting Boorais

Aboriginal Children in Aboriginal Care (ACAC) is a program for Aboriginal children and families involved with the child protection system. Under the program, authorised ACCOs provide child safety services. They do this instead of the department.

Under s. 18 of the *Children, Youth and Families Act 2005*, authorised ACCOs have legal responsibility for Aboriginal children or young people who have been placed on a Children's Court protection order or relevant order.

In 2024–25, the ACAC program has:

- > allocated an additional 4 teams across the state. This allowed us to provide services to an additional 144 children
- > seen Rumbalara Aboriginal Cooperative become the fourth ACCO to be fully authorised to deliver the ACAC program
- > commenced the ACAC pre-authorisation phase at Gippsland and East Gippsland Aboriginal Cooperative and Goolum Goolum Aboriginal Cooperative.

The Australian-first Community Protecting Boorais (CPB) program continued during 2024–25. The program expands the scope of the ACAC program. This includes allowing ACCOs to respond to child protection reports. This diverts Aboriginal families from the child protection system.

Continuing to support children, young people and families through ongoing system reform

In 2023, Victoria established the Children portfolio. The portfolio improves equity, access and outcomes for Victorian children and families. It brings together Maternal and Child Health, Early Childhood Education and statutory and non-statutory Child and Family Services.

The portfolio supports children, young people and families. It works with communities, the child protection and family services sector, and people with lived experience.

Victorian Redress for Historical Institutional Abuse and National Redress

Applications for Redress for Historical Institutional Abuse opened on 10 December 2024. The program is for people who were physically, psychologically or emotionally abused or neglected as children in institutional settings before 1990.

The *2024–25 State Budget* committed \$165 million to deliver Redress.

The department provides the statewide Counselling and Psychological Care Service Victoria and the Victorian Government Direct Personal Response Program. These are for people who experienced institutional child sexual abuse. This is part of National Redress.

Preventing child sexual exploitation

The *2023–24 State Budget* allocated \$13.4 million over 4 years to target child sexual exploitation.

The investment has established a dedicated centralised Child Sexual Exploitation Response Team. This team works alongside sexual exploitation practice leaders to identify and respond to child sexual exploitation. The centralised team provides professional development, updated practice guidance and tactical intelligence support.

In 2024–25, the department and Victoria Police continued work on a joint statewide operating model for responding to child sexual exploitation. As part of this work, we scoped joint intelligence-sharing and response practices. We also activated the first phase of information technology upgrades to the department's client data system.

Improving outcomes for children and young people in care

Education support for children in care

In 2023–24, the government invested \$10.7 million to support 500 children and young people in care with their education. Education Supports for Children in Care provides one-on-one tutoring from a qualified teacher. It is for children and young people in care who are disengaged or at risk of disengaging from education.

The program started in late 2024. In June 2025, it was supporting 418 young people across the 4 pilot locations. These are Central Highlands, North Eastern Melbourne, Outer Eastern Melbourne and Inner Gippsland.

An ACCO works in 3 of the 4 pilot areas.

Funding for the pilots in all 4 areas has been extended to December 2027.

This initiative is being delivered in collaboration with the Department of Education.

Pathways to Good Health

The *2023–24 State Budget* invested \$37.8 million over 4 years in the Pathway to Good Health program. The Department of Health leads this work.

The program gives children who enter or re-enter statutory care an automatic referral for health screening. This supports practitioners to provide health and disability supports.

The program will be implemented in all 17 department areas by 2026. We are phasing the implementation. The final 5 providers will commence in 2025–26.

This initiative is being delivered in collaboration with the Department of Health.

Building strong families through the Family Preservation and Reunification Response

The Family Preservation and Reunification Response (the response) is for children and families with multiple, complex needs. It provides an intensive, evidence-informed service model.

Evaluation shows the response is effective. It has supported families to stay together. It has also enabled children in care to return home safely.

Putting Families First to help vulnerable families

Putting Families First is for families engaged with the justice system. It helps them access supports across the health, social and justice sectors. It is a trial of an intensive, whole-of-family service response.

A family practitioner leads interdisciplinary teams (including Aboriginal and ethno-specific responses). This approach provides coordinated assessments and integrated supports for families. It diverts them from long-term, acute and statutory services.

The *2025–26 State Budget* allocated funding to embed this response across the state. The program will support 180 justice-engaged families each year.

Early Help Family Services

Early Help Family Services supports families with emerging needs. The program builds parents' competence and community connection. Practitioners are embedded in universal settings. They provide evidence-based parenting supports to families earlier. This diverts them from more intensive services. It also improves outcomes for children.

The program supports more than 3,500 families each year. Evaluations show it is effective at improving parenting skills and confidence. This leads to better outcomes for children. The program was extended for a further 2 years in the *2025–26 State Budget*.

Therapeutic supports for all young people in residential care

The *2023–24 State Budget* provided \$548 million to improve outcomes for young people in residential care. This is the biggest single investment in care services for more than a decade.

It includes providing all young people in residential care with access to therapeutic supports by 2025–26.

As of 1 January 2024, 75% of non-therapeutic residential care homes in Victoria have received increased funding for therapeutic supports. This supports young people to heal from abuse and trauma.

Remaining homes will receive additional funding from 1 July 2025. This will give therapeutic support to all children and young people in residential care.

The *2023–24 State Budget* also included ongoing funding to continue to expand 2- and 3-bed therapeutic residential care for 25 homes. These homes are all operational. They include specialised education, vocational and therapeutic supports.

Expansion of therapeutic supports for children and young people in foster care

We met our target to ensure all young people in residential care have access to therapeutic supports, starting from 1 July 2025. There will be 200 new therapeutic foster care placements commencing in 2025–26. This will provide more carers, children and young people in foster care with access to therapeutic supports.

This is strengthening and modernising foster care in Victoria. It will ensure the needs of children and young people are met, and support carers to provide the best possible care.

Supports for young people leaving care

The *2023–24 State Budget* invested \$40.4 million in the Housing First for Young People Leaving Residential Care Initiative (Housing First). This initiative will support 225 young people leaving residential care and other care settings. It provides at least 2 years of housing and 3 years of wrap-around support. Housing First builds on existing leaving care supports like Better Futures and Home Stretch. It provides young people with a gradual and supported transition from care.

Understanding what works for children and families – Menu of Evidence for Children and Families

In March 2023, the department launched the Menu of Evidence for Children and Families.⁶ This searchable online database showcases the best available evidence of what works for children and families.

Since its release, the Menu has attracted more than 19,000 users. The menu supports safe and effective family services. It sits alongside other sources, such as Aboriginal knowledge and client voice.

6 <https://menu.dffh.vic.gov.au/>

Growing evidence through collaboration – the Outcomes, Practice and Evidence Network

The Centre for Excellence in Child and Family Welfare coordinates the Outcomes, Practice and Evidence Network (OPEN). OPEN fosters a collaborative approach to evidence-informed services for children and families.

OPEN has more than 5,400 practitioners, policy makers and researchers. It champions practice-based research and contributes to building a robust Victorian evidence base. OPEN uses a calendar of annual learning events, training and communities of practice. This enables professional development, knowledge sharing, best practice and innovation.

Mobilising evidence for better outcomes

The family services platform uses an evidence approach. This embeds evidence at all stages of design, implementation and scaling.

It includes integrating the best available evidence with Aboriginal cultural practice. This ensures families receive support that provides the best chance of improved outcomes for children.

The evidence approach is flexible and inclusive. It accommodates different workforce skills and qualifications. It can be adapted to different contexts. It can also be tailored to families' needs.

The department provides coordinated implementation support. This helps practitioners apply proven methods in their work. It strengthens family services, making them consistent and effective.

Client Incident Management System review

The Client Incident Management System (CIMS) is an incident management policy and IT system. CIMS helps keep clients safe. It supports the department to respond to incidents. CIMS also helps service providers learn from incidents. This improves services.

In December 2024, the department completed its review of CIMS. The updated CIMS policy applies to services the department delivers and funds. The review strengthened CIMS and streamlined reporting.

Strengthening the child protection workforce

In 2024–25, the department strengthened the child protection workforce. We implemented a refreshed child protection operating model in all operational areas. This supports improved staff supervision, case allocation and staff retention. The refreshed model improved role clarity. It also strengthened oversight and streamlined decision making. It supports robust case planning and risk assessment. This responds to the increasing complexity of children and families.

The department continued targeted recruitment and retention efforts in 2024–25. This included

- > recommending 84 participants in the Child Protection Employment Program for further employment
- > 198 tertiary students commencing a student placement as part of the Child Protection Student Placement Program
- > employing 39 child protection practitioners recruited through the International Recruitment Strategy. This supports qualified and experienced practitioners to relocate to Victoria
- > delivering the targeted Go Where You're Needed recruitment campaign. This focused on attracting child protection practitioners to regional Victoria
- > providing a retention allowance of up to \$15,000 over 3 years to eligible child protection employees in nominated regional locations. This was part of the Victorian Public Sector Enterprise Agreement 2024.

Providing an enriched early career experience for community services graduates

The Community and Social Services Graduate Program is for new community services practitioners. It provides 12 months of professional development. The program improves graduate job-readiness and retention. Graduates participate in cross-sector development activities and professional networking. This builds their skills and confidence as they transition from study to work.

The program is being delivered over 5 rounds from 2024 to 2027. There were 128 graduates from 25 employers who commenced in the first 2 rounds of the program. The third round commences in August 2025.

In 2025, the Graduate Program introduced more support for regional participants. Regional graduates can receive up to \$5,000 to help with relocation, establishment and access to learning and development opportunities.

Reducing barriers to course completion

The Regional Disability Worker Scholarships initiative aims to attract and upskill disability workers in rural and regional areas. The scholarship is for \$3,500. Thirty scholarships were awarded in the first round. The second round opens in July 2025. The third and final round is planned for 2026.

Supporting the Aboriginal sector workforce to deliver for Aboriginal communities

The department is developing a 10-year Aboriginal Sector Workforce Strategy. We are working under the guidance of the Aboriginal Strategic Governance Forum and a dedicated working group to do this.

The strategy will cover Aboriginal and non-Aboriginal workforces in Aboriginal organisations. This includes those working in children and families, family violence and sexual assault, and housing and homelessness.

A consultation process led by Aboriginal firm ABSTARR will inform the strategy. The strategy supports Closing the Gap's priority reform 2: strengthening the community-controlled sector.

Strengthening pathways to family violence practice

The Mandatory Minimum Qualifications (MMQ) policy outlines the minimum qualifications for specialist family violence practitioners in Victoria.

The department is reviewing the MMQ policy. To inform the review, we held 11 consultations with more than 50 organisations. We will release a revised policy in the coming months.

Recent evaluation of the policy highlighted several issues. These include the need for more flexible, culturally appropriate training pathways. This is especially the case for Aboriginal workers and people living outside metropolitan Melbourne.

We are adapting the Graduate Certificate of Social and Community Services. This will meet the needs of the Aboriginal family violence sector as well as the broader sector in rural areas. We will partner with Federation University, ACCOs and the family violence sector to design and deliver the course.

Implementing the second rolling action plan under the Family Violence Industry Plan

We continue to deliver actions under the second rolling action plan of the Family Violence Industry Plan. This plan strengthens workforce capability around Multi-Agency Risk Assessment and Management (MARAM) Framework responsibilities. It also recognises the value of lived experience and future workforce needs.

In partnership with the sector, we also redeveloped Responding to Family Violence and Preventing Family Violence and Gender-Based Violence Capability Frameworks. This work supports embedding family violence capability across Victoria.

These frameworks are due for release by the end of 2025. We will also release a new Responding to Sexual Violence and Harmful Behaviours Capability Framework.

The Workforce Vacancies Demonstration Program addresses workforce vacancies in the family and sexual violence sectors. Four local partnerships, comprising 25 organisations, are testing approaches to addressing workforce vacancies.

In addition, we published the *Best practice supervision guidelines* in July 2024. The guidelines were developed in collaboration with the family violence, sexual assault and child wellbeing sectors. They set out a consistent approach to supervision. This will improve supervision practice across Victoria. The guidelines include videos and discussion guides.

The Workers with Lived and Living Experience Project promotes positive work environments for workers with lived and living experience of family violence and/or sexual violence. It includes resources and guidance for employers. This supports, values and leverages the expertise of workers with lived experience.

Strengthening women's safety package

On 30 May 2024, the Victorian Government announced the \$92.8 million Strengthening Women's Safety Package. This investment accelerates prevention and response to family, sexual and gender-based violence.

The package provides a long-term focus on women's safety and gender equality. It comprises 16 initiatives designed to change laws, shift community attitudes and expand supports for victim survivors.

This includes nation-leading primary prevention measures, improved services for victim survivors and legislative reforms to increase perpetrator accountability.

The department is delivering key initiatives through the package. These include:

- > Safe at Home (refer to the following section) and the Justice Navigator pilot to support victims of sexual assault
- > working with Respect Victoria to implement Respect Ballarat – a coordinated approach to preventing family violence
- > working with the Department of Justice and Community Safety on a landmark perpetrator study.

Safe at Home pilot

The Safe at Home pilot removes the person using violence from the home. This allows victim survivors, including children and young people, to stay safely at home. It is a 3-year trial.

McAuley Community Services for Women developed the pilot in partnership with Meli. The program was informed by research, consultation with victim survivors and collaboration with frontline services.

It will support 54 victim survivors using wrap-around services. This includes case management, trauma counselling, legal and financial advice, housing support and flexible funding for specialist needs.

The model prioritises ongoing risk assessment and immediate crisis accommodation. It shifts responsibility to the person using violence by moving them away from victim survivors. It supports them to find alternative accommodation and to change their behaviour. The pilot works with Victoria Police, the courts and service providers. It aims to strengthen community connections, reduce homelessness risks and create a more sustainable, victim-centred family violence response.

Aboriginal Community Initiatives Fund

The Aboriginal Community Initiatives Fund strengthens Aboriginal-led approaches to preventing and responding to family violence. It is delivered in partnership with Dhelk Dja Koori Regional Action Groups. In 2024–25, the fund supported 27 place-based projects. This included trauma-informed women's groups, community sports initiatives and Elders gatherings promoting cultural healing and prevention. The project has delivered more than 400 projects over the past decade.

Supporting multicultural and faith communities to prevent and respond to family violence

Guided by the *Everybody matters: inclusion and equity statement*, the department is building a culturally responsive family violence system.

Since 2021, more than 35,000 people from culturally diverse communities participated in initiatives that improve access to support services.

Specialist organisations such as InTouch Multicultural Centre Against Family Violence and Wellsprings for Women provide tailored case management. Interpreters work across all services to ensure accessibility.

The Working Together: Strengthening Family and Sexual Violence Support with Multicultural Communities program is fostering 17 partnerships. These partnerships are between multicultural organisations and family violence services. Peak bodies, including Safe and Equal and Sexual Assault Services Victoria, are also supporting workforces to embed culturally safe practices.

Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework

The Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework continues to strengthen Victoria's system-wide response to family violence. MARAM covers more than 6,500 organisations across health, education, justice and community services. It equips practitioners to identify, assess and manage risk effectively.

Statewide, more than 87,000 professionals across health, education, justice and community services participated in MARAM and Information Sharing training in 2024–25. Of these, more than 6,000 modules of training on responding to people using violence have been delivered to practitioners statewide. This follows the roll-out of victim survivor-focused MARAM training.

In 2024–25, 137,000 risk assessments and safety plans were completed using MARAM tools on online platforms. This included 13,287 comprehensive Adult Using Family Violence tools.

Departmental staff received training that was co-facilitated by No to Violence and Child Protection or Specialist Family Violence Advisors. Housing, child protection and forensic disability workforces completed Identification and Intermediate levels training. Workforces were also supported with new SharePoint content, communities of practice and practice forums.

Recommendations from 2 major 5-year reviews are now being implemented. These include updated guidance on emerging risks and strengthened responses for children and young people. This work further improves coordination and perpetrator accountability across the system.

Family violence therapeutic interventions for children and young people

Children are significantly affected by family violence. A child is present in 35% of police-reported incidents.⁷

Evidence shows that young people exposed to violence are 9.2 times more likely to use violence themselves. This means that timely and tailored support for recovery is vital.

Therapeutic interventions for children and young people recognise the unique experiences of children and young people as victim survivors. Interventions provide tailored, trauma-informed, healing-focused approaches. These approaches foster healing from trauma. They restore stability and mitigate the long-term impacts of violence on health, wellbeing, education and development.

Therapeutic services for children and young people include interventions such as play therapy, art and music therapy and parent–child attachment support.

⁷ Data for the year ending in March 2025.

Objective: Safe, fair, inclusive and resilient Victorian communities

This objective aims to ensure Victorians are socially connected. Strong communities enhance safety and wellbeing. They are critical to social inclusion and participation. They also keep Victorians from intersectional communities safe. They allow people to safely identify with their culture, express their identity and build support networks.

Indicator results

	2022–23	2023–24	2024–25
Hours of coordination funding provided to Neighbourhood Houses	561,320	561,106	560,351
Number of Disability Advocacy clients	2,782	2,821	2,812
Forensic disability residents participating in community reintegration activities	86%	97%	97%
Senior satisfaction with Victorian Seniors Festival events	96%	90%	90%
Community engagement – Shrine ceremonial activities, public and student education programs, tours and general visitation	1,201,664	1,777,590	1,711,320
Proportion of LGBTIQ+ grant program recipients located in regional and rural areas	52%	39.7%	25.4%
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	305,608	389,619	260,780
Participation by young people in programs that support young people to be involved in decision making in their community	3,631	4,449	3,732
Percentage of women on Victorian Government boards	53%	53%	53%

Key initiatives and projects

Building capability in the disability workforce

The *Inclusive Victoria: state disability plan 2022–2026* aims to build the capability of our disability workforce. It does this by supporting training authorities to deliver educational programs for disability workers. These programs promote best practice outcomes for people with disability.

In 2024–25, in partnership with the University of Melbourne, the department:

- > delivered targeted training to 240 authorised program officers. Authorised program officers work with disability organisations to help them reduce restrictive practices
- > delivered a series of 4 micro-credentialed short courses for 300 positive behaviour support practitioners. Positive behaviour support practitioners undertake behaviour support assessments. They also develop behaviour support plans that may include the use of restrictive practices
- > developed 2 new micro-credentials aimed at specialist-level positive behaviour support practitioners. One micro-credential focused on forensic disability. The other focused on autism spectrum disorder.

Supporting young people with a cognitive disability

The Youth Forensic Disability Clinical Service delivers both family therapy and cognitive behavioural interventions. The service works with a wide range of behaviours. These include family violence, harmful sexual behaviour and arson. The service works closely with child protection, youth justice and community service organisations.

In 2024–25, the service employed 3 additional staff to join the 4 existing clinicians and psychoeducational trainers. This work supports young people with a cognitive disability involved in, or at risk of involvement with, the criminal justice system. This growth in staff enabled the service to support 74 young people with cognitive disability in 2024–25.

Supporting wellbeing and engagement for culturally diverse young people

The department continued to support young people from multicultural communities. People from these communities face additional challenges to achieve positive social, education and economic outcomes.

The 2023–24 *State Budget* provided \$23.4 million over 4 years for the Investing Early Where It Matters package. This included prevention and early intervention initiatives. These supported South Sudanese, Somali, Afghan and Pasifika young people and their families. Highlights for 2024–25 included:

- > providing 6 Community Support Groups that support more than 2,500 young people and their families. This includes support and referrals for education and training, mental health and employment. It also includes cultural and community activities that foster engagement and participation
- > the Le Mana Pasifika Project. The project provides targeted supports for at-risk Pasifika young people. This includes connecting them with education, employment, their families, community and support services. The project supported more than 1,000 Pasifika young people in 2024–25. It provided in-school programs, cultural capacity building, employment support and programs fostering family and community connection.

Supporting engagement in education for young people with mental health challenges

The department continued to support youth engagement through the Living Learning program. The program supports young people who experience mental health conditions. It helps them re-engage with education, employment or training. In 2024–25, the program was extended for a further 12 months with an investment of \$3.6 million.

The program is delivered at the Hester Hornbrook Academy, an independent school run by Melbourne City Mission. The program provides wrap-around mental health and specialist supports. It assists students with their education.

Evaluations show the program improves young people's mental and physical health, confidence, self-efficacy and engagement in education, employment and training.

Delivering the state disability plan to improve access and inclusion for Victorians with disability

The department is implementing *Inclusive Victoria: state disability plan 2022–2026*, released in March 2022. This will allow the next plan to respond to ongoing national reforms. This whole-of-government plan outlines our commitment to building a more inclusive and accessible community. The plan sets out an ambitious reform agenda. It aims to transform the way government works.

It sets out 6 systemic reforms:

- > co-design with people with disability
- > Aboriginal self-determination
- > intersectional approaches
- > universal design and accessible communications
- > disability-confident and inclusive workforces
- > effective data and outcomes reporting.

In 2024–25, investments in initiatives under the state disability plan included funding for:

- > publicly funded autism assessment grants for people who would otherwise be unable to afford an assessment
- > disability liaison officers in health services to improve access to essential health services for people with disability
- > 21 disability advocacy agencies including 2 resource units to assist Victorians with disability through individual and systemic advocacy.

In December 2024, the Victorian Government released *Inclusive Victoria: state disability plan midway report 2022–2024*. The report summarises the progress on implementation of the state disability plan. It identifies additional actions for the final 2 years of the plan.

Review of the *Disability Act 2006*

The department completed implementing the *Disability and Social Services Regulation Amendment Act 2023*. The Act was established as part of the review of the *Disability Act 2006*. It was informed by close engagement with disability communities and sector stakeholders.

It introduces changes to the *Disability Act 2006*, *Residential Tenancies Act 1997*, *Disability Service Safeguards Act 2018*, and the *Social Services Regulation Act 2021*.

The Act strengthens rights, protections and safeguards for people with disability in Victoria. This includes residents of specialist disability accommodation. The Act clarifies information-sharing requirements under the Disability Act. It improves oversight of regulated restrictive practices and compulsory treatment. It also reduces duplicative obligations for disability and NDIS service providers.

Supporting organisations through the Victorian Disability Advocacy Program

Victoria's disability advocacy organisations help create a safer and fairer Victoria through individual, self and systemic advocacy.

The Victorian Disability Advocacy Program provides funding for systemic and individual advocacy. It funds 21 disability advocacy agencies, including 2 resource units. In 2024–25, additional funding enabled organisations to continue to assist an additional 800 Victorians with disability. This was on top of the base target of 1,700 clients a year. Organisations exceeded the annual target of assisting 2,500 people by June 2024. The program assisted a total of 2,812 people during the year.

Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

The Victorian Government published its response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission) on 31 July 2024. The Commonwealth also published a joint response to the 85 joint Commonwealth, state and territory recommendations on the same date. Victoria's response builds on the joint response.

The department coordinates the Victorian Government response. We continue to work collaboratively with Victorian Government departments and other jurisdictions to implement the recommendations.

The Victorian Government reports on the 130 recommendations within its remit. This includes providing reporting to the Disability Reform Ministerial Council. This council oversees the implementation of the recommendations.

NDIS review and foundational supports

The department is working on a response to the Independent Review of the NDIS Review (NDIS review). We are doing this work together with the Commonwealth and other states and territories as co-governors of the NDIS.

In December 2023, National Cabinet agreed to an initial response to the NDIS review. This included joint design of foundational supports. We have been working with the Commonwealth Government and other states and territories to undertake early design of foundational supports.

Delivering contemporary and innovative specialist disability accommodation

The department continued its \$14.9 million pilot program to build new and innovative specialist disability accommodation. These new homes are an alternative to the group home model. They are delivered in partnership with residents, their supports and supported independent living providers.

In 2024–25, we completed new homes for 5 residents. We are constructing places for a further 19 residents.

Providing relief and social recovery programs after emergencies

The department mitigates the impact of emergencies on communities and individuals. We focus on Victorians who face greater risk in emergencies.

Following the Western Victoria Bushfires in December 2024 and January 2025, the department:

- > worked with councils to identify relevant psychosocial supports for affected communities. Specialists from the Psychosocial Services Panel delivered customised support for people affected by the fires
- > worked with the Department of Health and Agriculture Victoria to develop and distribute communications packs to councils. These packs focused on mental health and wellbeing supports
- > provided 1,286 emergency relief payments totalling \$1,419,620 for eligible residents.

Delivering a Complex Needs and Forensic Disability Aboriginal Self-determination Strategy

The *2023–24 State Budget* provided \$1 million over 2 years to develop and implement an Aboriginal self-determination strategy for people with complex needs. This includes people with cognitive disability.

In 2024–25, we supported the development of the strategy to support Aboriginal Victorians with cognitive impairment and complex needs. It ensures that Aboriginal people receive culturally appropriate services. The strategy strengthens self-determination. It aims to empower Aboriginal communities and improve outcomes for people. The work was undertaken by an Aboriginal owned consultancy group.

Delivering the Neighbourhood House Coordination Program and Men's Shed Funding Program

In 2024–25, the department continued to deliver the Neighbourhood House Coordination Program. The program receives more than \$43 million annually. This includes funding for around 400 neighbourhood houses, 16 networks and the peak body, Neighbourhood Houses Victoria.

Neighbourhood houses support social inclusion and community connection. They are led by communities and respond to local needs. They provide childcare, employment, education, social and volunteering opportunities.

In 2024, neighbourhood houses across Victoria reported almost 9.3 million visits and 417,000 activity sessions.

The department also continued to deliver the Men's Shed Funding Program in 2024–25. This supported the Victorian Men's Shed Association and provided 29 grants of up to \$100,000 for men's sheds across the state. Grants can be used to upgrade or build new facilities or purchase new equipment.

These social infrastructure programs support better health, wellbeing and social connection for Victorians.

Delivering food relief to Victorians

The *2024–25 State Budget* committed \$6 million to deliver more food relief to where it is needed most. This work strengthens Victoria's food relief sector. It included \$1.5 million for the state's 6 regional foodshares and shared services delivered through the Regional Food Security Alliance. This promotes an efficient regional food relief system.

The *2024–25 State Budget* also committed \$4.5 million for the first round of the Community Food Relief Program. This program provides grants to strengthen local, regional and statewide food relief models.

The Local Grants stream of the program provided 112 grants across 58 local government areas. This work bolstered local food relief supply and capacity.

For example, Cranbourne Community House purchased storage equipment and food staples to expand their food pantry operations to support more people in their community. They also developed sustainable strategies to offer the service in the longer term.

The Coordination Grants stream of the program delivered 4 grants to regional and statewide food relief providers. This will improve food relief supply and distribution across Victoria.

For example, Geelong Foodshare has a new distribution process for western Victoria. This includes Warrnambool, Colac and Golden Plains Shire. It helps these areas with more reliable food supply.

These programs are just some of the initiatives to address food insecurity. In addition, the department provides \$3.3 million a year of recurrent funding for Foodbank Victoria.

Delivering the Good Money Program and No-Interest Loans Scheme

The department continued to support the Good Money Program in 2024–25. The program provides Victorians facing financial stress with access to no-interest loans, budgeting advice and referrals to other supports.

Good Money is delivered by Good Shepherd Australia New Zealand. It has 4 shop fronts in Dandenong, Collingwood, Morwell and Geelong. It also has phone and digital services. In 2024–25, Good Money received 17,510 enquiries and approved 2,671 no-interest loans.

Clients can use loans to purchase essential goods and services and other health and education-related expenses. The *2021–22 State Budget* allocated \$14.55 million over 4 years, including \$3.11 million to deliver phone and digital services.

In 2024–25, the department also provided \$500,000 to Good Shepherd to increase accessibility of no-interest loans across Victoria. It does this via a network of community providers. During this period, the community providers' network received 6,948 enquiries and approved 4,742 no-interest loans.

Seniors Card First Nations eligibility changes

In 2024–25, the Victorian Seniors Card program expanded access to more First Nations Victorians.

Aboriginal people who live in Victoria can now apply for a Victorian Seniors Card from 50 years or over. This is effective from 23 June 2025. The card provides access to free or concession public transport and other discounts.

The change in age eligibility reflects the lower life expectancy of First Nations people. Expanding eligibility is as a key action in *Ageing well in Victoria*. This whole-of-government action plan aims to strengthen the wellbeing of senior Victorians.

Celebrating older Victorians through the 42nd Victorian Seniors Festival

In 2024–25, the department hosted the 42nd Victorian Seniors Festival. During October 2024, 154,271 people attended more than 3,750 free or low-cost events across the state. The festival included events hosted by the department, community organisations and local councils.

Local councils offered or supported 2,892 events, representing 77% of all events offered. These were attended by 91,740 people. The festival opened on Celebration Day at Federation Square. More than 16,000 people attended. Seniors Card holders received 8 days of free public transport during the festival.

As part of the festival, 6,372 people attended 23 concerts across the state. The Victorian Seniors Festival Aged Care Tour also delivered magic, music and entertainment to more than 1,300 senior Victorians living in 32 aged care facilities.

On 24 October 2024, the Victorian Senior of the Year Awards recognised 15 senior Victorians at Government House. The event was hosted by Lieutenant Governor Professor James Angus AO on behalf of Her Excellency Professor the Honourable Margaret Gardner AC, Governor of Victoria.

On 5 May 2025, the department opened nominations for the 2025 Victorian Senior of the Year Awards. These awards recognise and celebrate Victorian seniors who contribute to their community through volunteering.

Supporting carers through the Victorian carer strategy

In 2024–25, the department continued delivering against the priorities of the whole-of-government *Victorian carer strategy*. We undertook consultation to refresh the strategy. This was informed by carers' lived experience. The refreshed strategy will be released in 2025.

The department continued to provide Carers Victoria with \$2.5 million annually. This peak body supports carers across the state. It provides access information, advocacy and help with navigating services. Carers Victoria also provides advice to government on matters of importance for Victoria's carers.

The department also funded Carers Victoria to deliver a second round of the Connecting Carers in their Community grants program. This 12-month program delivered \$900,000 in grants. These projects supported carers in their local communities. Forty-one organisations received grants of up to \$25,000. Projects supported carers from diverse backgrounds, First Nations communities and those living in rural and regional areas.

Delivering support and respite for carers

The department continued to administer the Victorian Support for Carers Program, with more than \$22.4 million invested annually.

The program operates through 60 providers across the state. It offers one-to-one support, counselling, support groups, information and respite options. These are tailored to the needs of Victoria's unpaid carers. Some 8,250 carers are supported annually. The program provided around 161,250 hours of support.

The 2022–23 *State Budget* invested \$38 million over 4 years to provide additional respite for carers. This enables 5,000 more Victorian carers to access an additional 100,000 hours of respite each year to 2026–27. It includes carers in regional and rural Victoria and carers from diverse communities.

In 2024–25, the combined Support for Carers Program and additional respite funding exceeded targets. The program supported more than 30,000 carers through more than 500,000 hours of carer respite and support. This includes through flexible online engagement.

The department also continued to deliver the Victorian Carer Card. The card provides unpaid carers with free and concessional public transport and discounts at thousands of participating businesses.

Continuing elder abuse initiatives to address family violence for older Victorians

The department continued to deliver initiatives that address elder abuse. This included awareness raising, primary prevention, early intervention and response.

These initiatives included:

- > supporting a statewide elder abuse helpline. This provides information, referrals, legal casework, education and advocacy
- > Elder Abuse Prevention Networks. These deliver local action to raise awareness and stop abuse from occurring. They use a primary prevention approach. This includes addressing ageism and gender inequality for older women
- > a counselling and mediation service interfacing with select The Orange Door networks. The service provides therapeutic options for older people seeking assistance
- > a targeted project with ethnic communities. The project raises awareness of elder abuse and how to access support services
- > an Elder Abuse Learning Hub for professionals working with older people. This helps professionals to understand, identify and respond to elder abuse.

In 2024–25, funding was announced for a new capability development program. This will help specialist family violence practitioners identify and respond to elder abuse.

Senior Victorians Advisory Committee

The new Senior Victorians Advisory Committee was established in December 2024. The committee provides a voice to the government on the lived experiences of older Victorians. The committee will inform related government policy and programs. This includes implementing the *Ageing well action plan 2022–2026*.

The committee comprises 8 community members, including the chairperson, and 4 sector members. Committee members reflect the diversity and lived experience of older Victorians. They have a wide range of professional skills, volunteering and leadership experience and community connections.

The committee is appointed for a 3-year term, which will expire at the end of 2027.

Delivering Victoria's gender equality strategy and action plan

The department continues to coordinate implementation of *Our equal state: Victoria's gender equality strategy and action plan 2023–2027*. The strategy includes 110 whole-of-government and portfolio-specific actions. These actions embed a shared responsibility for gender equality across government.

A reference group provides strategic advice on the implementation of *Our equal state*. The group comprises members with gender equality expertise and a deep understanding of intersectionality. The group's experience supports progress gender equality in Victoria.

In the second year of the strategy, we continued to drive significant progress on actions. We launched *Making it equal: Victoria's women in manufacturing strategy*. We also began the roll-out of the Free Pads and Tampons in Public Places program.

Our equal state ensures government elevates and prioritises gender equality across all portfolios. It is part of real and meaningful change set out in the *Gender Equality Act 2020*. It includes tabling a progress report in Parliament after the first 2 years.

Advancing gender equality by implementing the Gender Equality Act 2020

The *Gender Equality Act 2020* requires Victorian public sector organisations, universities and councils to measure and improve gender equality. In 2024–25, the Public Sector Gender Equality Commissioner launched their regulatory approach. The Commissioner focuses on guidance, education and proportionate compliance actions.

In 2024–25, the Commissioner delivered:

- > detailed guides, templates and video resources. These help duty holders prepare upcoming audits, progress reports and gender equality action plans
- > tailored resources for gender impact assessments in different sectors
- > insights reports on sexual harassment, gender pay gaps and sector-wide trends.

The *2022–23 State Budget* provided \$5.1 million to fund the development of gender impact assessment education tools. This supports and improves duty-holders' capacity to comply with their obligations.

Advancing women's leadership and representation

The department continued to fund programs to increase leadership opportunities for Victorian women. This work also reduces the barriers women often encounter in leadership roles in workplaces and the community.

The department hosted the annual Victorian Honour Roll of Women in October 2024. This saw the outstanding contributions of 21 Victorian women elevated and celebrated.

The department supported delivery of co-designed leadership programs. This included the Women of Colour Executive Leadership Program and Elevating Connections Healing Ourselves (ECHO) First Nations Women's Leadership Program.

We also completed public engagement for the second round of the Victorian Women's Public Art Program. The program aims to address the underrepresentation of women and their achievements through enduring public artworks. We invited Victorians to have their say on 13 shortlisted projects.

This feedback will inform 6 new permanent public artworks to recognise Victorian women who have shaped our state. The \$1.2 million grant program builds on the success of the 6 artworks unveiled in 2023. It continues to pay tribute to the women who made a lasting impact on Victoria's culture, history and development – with selected sites across metro and regional areas.

Providing a dedicated space for women at the Queen Victoria Women's Centre

The Queen Victoria Women's Centre is an iconic venue that promotes gender equality, inclusion and diversity. It delivers cultural and arts activities that bring women together. It welcomes approximately 7,000 people annually.

The Centre also operates a retail space selling products by local women and non-binary artists and designers. It provides venue hire and office space to women's organisations, including CASA House, Council of Single Mothers and their Children and Ovarian Cancer Australia.

Supporting employment pathways for migrant, refugee and asylum-seeking women

Social enterprise SisterWorks received \$100,000 in the 2023–24 *State Budget* to deliver the Crafted Culture Hospitality Employment Pathways Project. An additional \$100,000 enabled the project to be extended for a year in 2024–25. This project supported 100 women to graduate from the Hospitality Training at the SisterWorks Abbotsford Hub.

The Crafted Culture Hospitality Pathways Program provides migrant, refugee and asylum-seeking women with meaningful job opportunities and hands-on hospitality training. This helps them build brighter futures for themselves and their families.

Responding to the Inquiry into Economic Equity for Victorian Women

The department invested \$3 million to respond to the recommendations of the Inquiry into Economic Equity for Victorian Women.

This included targeted industry strategies for the manufacturing and energy sectors. These fast-growing sectors are historically male dominated. We launched *Making it equal: Victoria's women in manufacturing strategy* in October 2024. Following the launch, we handed over responsibility of the strategy to the Department of Jobs, Skills, Industries and Regions to lead its implementation. We handed over the *Women in energy strategy* to the Department of Energy, Environment and Climate Action in early 2024. They will release the strategy as part of the Victorian Energy Jobs Plan.

The Women in Energy and Manufacturing Funding Program supported the strategies. The program provided more than \$2 million in grant funding to deliver industry-led initiatives. These initiatives aimed to boost women's participation and equity in the Victorian energy and manufacturing industries. Grants focused on trade-based and leadership roles predominantly occupied by men.

The department also invested \$400,000 over 2 years to support the Sharing Our Expertise project. This was run by Women with Disabilities Victoria. The project worked with employers in the health, social and disability sectors. It aimed to remove barriers for women with disabilities. This allows them to pursue safe, secure and meaningful jobs in their field.

Our equal state: Victoria's gender equality strategy and action plan 2023–2027 also includes actions that progress recommendations from the inquiry.

Supporting women's health and wellbeing through access to free period products

The department is rolling out the Free Pads and Tampons in Public Places program. This \$23 million program normalises menstruation and eases cost-of-living pressures for people who menstruate.

The program includes 1,500 smart and battery-operated machines in up to 700 venues. This includes libraries, hospitals, TAFEs, staffed train stations and cultural institutions.

The roll-out started in November 2024. By 30 June 2025, it had installed 313 machines across Victoria, and provided more than 60,000 free period products. This number will continue to grow as the roll-out progresses.

Safer workplaces for women

The department's Safe Workplaces for Women Initiative is changing workplace culture and attitudes to women. It also increases support available for gendered workplace issues including wage theft, sexual harassment and unfair dismissal.

The initiative is a partnership between organisations representing employees and employers through Victorian Trades Hall Council and the Victorian Chamber of Commerce and Industry. It will also enable more women to access in-depth employment law support and advice through Working Women's Centre Victoria (WWCV).

Funding through the initiative will support WWCV, which is predominantly funded by the Commonwealth. This will allow the centre to expand its presence in rural and regional areas. This will ensure access to legal and support services for every woman in Victoria who needs them.

Championing equality by delivering Victoria's LGBTIQ+ strategy

The department delivers *Pride in our future: Victoria's LGBTIQ+ strategy 2022–32*. This is the Victorian Government's long-term reform vision for LGBTIQ+ communities.

We work with LGBTIQ+ communities through the Ministerial LGBTIQ+ Taskforce, Justice and Health and Wellbeing Working Groups and the LGBTIQ+ Disability Inclusion Expert Advisory Group. The strategy is overseen by the Interdepartmental Steering Group.

In the strategy's third year of implementation, we championed equitable, inclusive and accessible policy and programs across the government. We also worked closely with other departments to address community safety concerns. This comes amid rising incidents of vilification targeting LGBTIQ+ Victorians.

Driving LGBTIQ+ inclusion in community and health organisations

The department funds Rainbow Health Australia to support health and community organisations to become safer and more inclusive for LGBTIQ+ people through the Rainbow Tick election commitment.

Rainbow Tick is widely recognised as one of the most meaningful ways to measure and demonstrate LGBTIQ+ inclusion in organisational practices and service delivery.

In 2024-25, organisations engaged the Rainbow Tick accreditation program across metropolitan, regional and rural Victoria, including in the regional areas of Brimbank, Glenelg, Moira, Hindmarsh and Colac-Otway.

Supporting older LGBTIQ+ Victorians

The department invested \$4.5 million for Switchboard to deliver the Pride in Ageing program. This program helps older LGBTIQ+ Victorians feel connected, safe and proud to live as their authentic selves. The 4-year initiative is a pilot that will help address the social connection needs of older LGBTIQ+ Victorians. It runs in key regional locations across Victoria.

We are also working with older LGBTIQ+ Victorians to co-design tailored supports. The program includes peer-led elements to foster increased social connection. It also includes improving inclusion in residential and aged care settings.

Supporting LGBTIQ+ Victorians through grants

The department funds 3 competitive grant programs to help organisations celebrate and empower LGBTIQ+ communities:

- > the Pride Events and Festivals Fund
- > the LGBTIQ+ Organisational Development program
- > the LGBTIQ+ Sector Strengthening program.

In 2024–25, these programs provided \$1.6 million to 57 projects.

Funded projects include:

- > events that celebrate and strengthen LGBTIQ+ communities
- > projects that support LGBTIQ+ groups and organisations to develop their capacity and sustainability
- > projects that enable critical support and service delivery for LGBTIQ+ communities.

Progressing LGBTIQ+ inclusion in regional and rural communities

LGBTIQ+ people in regional and rural areas face unique and compounding barriers to accessing services.

The department's Equality grant programs prioritise projects and organisations that cater to rural and regional communities.

In 2024–25, 25% of projects and organisations funded through the Equality portfolio's 3 competitive grant programs were based in or directly supported rural and regional communities. This meets the department's performance measure target of 25%.

Funded projects included events for regional and rural communities that combat social isolation like festivals, sporting events and social gatherings. It also includes events supporting professionals who work with regional and rural LGBTIQ+ Victorians.

Other funded projects supported regional and rural outreach, organisational development and improvements to service delivery.

QHubs: Creating Safe Spaces for Western Victoria's LGBTIQ+ young people

In 2023, the department established a trial of Safe Spaces in Western Victoria. This place-based program increases access to mental health support for LGBTIQ+ young people and their families. It also fosters social connection.

Two sites are in full operation in Ballarat and Geelong. They provide outreach to the Surf Coast area and online.

A consortium of 3 community organisations delivers the hub. They allow LGBTIQ+ young people up to the age of 25 to access affirming and inclusive support. They also promote connection with peers and older members of the rainbow community.

Victoria's Pride: a road to pride

The Victoria's Pride Street Party and Regional Activation Program continued to drive equality for LGBTIQ+ communities. Queer arts and cultural organisation Midsumma delivered the Victoria's Pride programs for the fourth time in 2024–25.

The department provided \$1.57 million for events across the state. This included 15 regional and rural events funded by the Regional Activation Program.

Victoria's Pride concluded with the Victoria's Pride Street Party in Fitzroy on Sunday, 9 February 2025.

An estimated 59,770 people attended the free Street Party. This was a 14% increase in attendance from 2024. Just over 25,000 people attended regional activities held across the state. In total, approximately 85,000 people participated in Victoria's Pride in 2024–25.

The Unsaid Says A Lot: Trans and Gender Diverse Awareness Campaign

The Unsaid Says A Lot campaign took place throughout 2024–25. The campaign was developed by trans and gender diverse community leaders and organisations, and the department. It aimed to raise awareness of non-verbal forms of discrimination that trans and gender diverse people face.

In June 2025, the campaign began a paid advertising component. This included placements in cinemas, on video-on-demand and catch-up TV, on social media and throughout public transport hubs and shopping centres across Victoria. The campaign also expanded into the Australian Capital Territory in mid-June 2025 and is expanding into Tasmania in September 2025.

The campaign is a priority action in Victoria's whole-of-government LGBTIQ+ strategy, *Pride in our future: Victoria's LGBTIQ+ strategy 2022–32*, which promotes inclusion and equality for all LGBTIQ+ Victorians.

Delivering youth infrastructure projects

The department continued its longstanding partnership with Scouts Victoria, which has been working with young people across the state for more than 100 years. This collaboration has delivered 26 new and upgraded Scout halls since 2018. A further 6 will be completed in the coming years. These facilities provide welcoming spaces for young people to connect, support their mental and physical wellbeing, build friendships and strengthen their ties to community.

The department also partnered with local governments to roll out new or upgraded youth hubs. This was an action under *Our promise, your future: Victoria's youth strategy 2022–2027*. These hubs were co-designed with local young people. They will make tailored local services more accessible. In 2024–25, hubs were opened in Nillumbik and Geelong.

Strengthening statewide youth participation and connection

The department continued to provide meaningful opportunities for youth participation. This included supporting young people to be part of their community, develop skills and build strong connections. It also included statewide programs that boost young people's voices and leadership.

In 2024, the Engage! program supported 100 organisations to co-design and deliver activities with young people. This included mentoring, life skills and leadership development, and showcasing creative expression.

More than 90,000 young people took part in the program. They gained new skills through vocational training workshops, mentoring initiatives, community projects and participation in youth advisory groups.

The FReeZA program (named Amplify from 2025) supported 680 youth-led music, creative and cultural events. Young people planned and delivered these drug, alcohol and smoke-free events in their region. The events provided safe and inclusive spaces to connect, perform and lead.

New funding rounds for Engage! and Amplify commenced in January 2025. Funding until 2027 will continue to support youth-led engagement, leadership and participation opportunities.

Future Ready was launched in October 2024 as a new 2-year program. It supports priority student cohorts. The program funds government secondary schools, community organisations and social enterprises.

They deliver activities that directly connect students to future career pathways. They also help students expand their networks to support their goals. Activities include mentoring, accredited training, work placements, community volunteering and leadership opportunities.

The Victorian Youth Congress continued to provide advice on issues that matter to young people across the state. This included informing the implementation of initiatives under *Our promise, your future: Victoria's youth strategy 2022–2027*.

Acknowledging veterans' service through the Veterans Card – Victoria

In 2024–25, the department continued to deliver the digital Veterans Card – Victoria. We did this in partnership with Service Victoria.

The Veterans Card is a groundbreaking Australian first. It acknowledges and thanks our veterans for their service and sacrifice. It also provides a convenient pathway to access veteran-specific savings and services. This includes targeted employment programs and supports.

As of 30 June 2025, more than 20,500 Victorian veterans had signed up for the Veterans Card.

Supporting veterans transition to civilian life through employment and recognition of prior learning

Through the Public Sector Veteran Employment Strategy, the Victorian public sector employed than 1,860 veterans between July 2017 and June 2025. This exceeds the target of employing 1,800 veterans by June 2025. This work is part of Victoria's commitment to supporting veterans as they transition out of service. The strategy has been extended to June 2027.

The strategy assists veterans with employment. It provides workshops. It also includes the Veteran Employment Network and mentor program. This pairs current and former Australian Defence Force members with mentors to help with job applications and career advancement.

The department also funds a pilot program to recognise prior learning for veterans. This is delivered by Wodonga TAFE. The program helps veterans leverage the skills and knowledge they gained during military service. It ensures these skills are reflected in nationally recognised civilian qualifications.

Delivering grant programs to support veterans' infrastructure and welfare

The department continued to provide grants to community organisations. This included grants for capital works, commemoration and education projects, war memorial restoration and programs that deliver welfare and wellbeing support for veterans and their families. The department delivers funding to the veteran and ex-service community through 4 annual grant programs. In 2024–25, the department allocated \$2.6 million across 88 projects: These included

- > the Veterans Capital Works program. This supported 26 organisations to deliver building and facility improvements. It included grants totalling \$781,966
- > the Anzac Day Proceeds Fund. This contributed \$1,019,620 to 18 veteran welfare and wellbeing initiatives
- > Victoria Remembers funded 28 commemorative and educational projects. These totalled more than \$487,599
- > the Restoring Community War Memorials and Avenues of Honour grant program. This allocated \$323,403 across 16 projects.

Encouraging students to learn and appreciate our nation's Anzac spirit

The department delivers the annual Premier's Spirit of Anzac Prize competition. This is open to Victorian students enrolled in years 9 to 12.

The prize gives young Victorians a unique opportunity to experience and learn about Australia's wartime and peacekeeping history. Recipients receive a fully funded study tour to Türkiye. The tour includes visiting historical sites, such as Gallipoli.

The 12 student recipients of the 2024 prize travelled to Türkiye in September 2024. The 2025 recipients will travel to Türkiye in September 2025.

Royal Commission into Defence and Veteran Suicide

The Royal Commission into Defence and Veteran Suicide was established in July 2021. Victoria's Letters Patent were gazetted in December 2021. The Victorian Government responded to more than 30 compulsory notices during the Royal Commission.

The department also coordinated a whole-of-government submission. We supported the Premier of Victoria and a senior departmental executive to provide evidence. We also supplied feedback on propositions that informed the Royal Commission's final recommendations.

The Royal Commission delivered its final report on 9 September 2024. The Commonwealth released its response on 2 December 2024. The department is working with the Commonwealth and other states and territories on how to improve outcomes for Victoria's veterans.

Objective: All Victorians have stable, affordable and appropriate housing

This objective aims to ensure Victorians have safe homes that provide emotional and physical sanctuary. We want Victorians have security of tenure in suitable housing. This includes housing that is accessible, high quality, affordable and tailored to them. This outcome includes supports to address and reduce housing insecurity and homelessness, to enable suitable housing for all.

Indicator results

	2022–23	2023–24	2024–25
Number of clients assisted to address and prevent homelessness	98,333	101,804	102,449
Number of clients provided with accommodation	29,050	27,882	27,981
Number of family violence victim survivors who receive a refuge response	943	969	889
Number of clients assisted to address and prevent homelessness due to family violence	40,998	43,778	44,319
Number of bonds issued to low-income Victorians to assist access to the private rental market	7,011	6,932	8,841
Average waiting time for long-term social housing for those clients who have received priority access housing allocation or a priority transfer	18.1 months	19.8 months	17.2 months
Average waiting time for long-term social housing for those clients who have received a priority access housing allocation or priority transfer due to family violence	23.6 months	19.5 months	17.3 months
Number of Utility Relief Grants granted to households	94,382	108,487	231,390

Key initiatives and projects

More social and affordable housing

The Victorian Government continues to invest record amounts to increase housing supply. This work ensures more Victorians have stable, affordable and appropriate housing. In 2024–25, the department delivered 2,392 new social homes and 286 new affordable homes.

These homes are safe, modern and comfortable. They include 1,720 social homes in metropolitan Victoria and 672 social homes in regional Victoria. The rest of this section sets out highlights from our key housing programs.

Building homes across Victoria through the \$6.3 billion Big Housing Build and Regional Housing Fund

Through the Big Housing Build and Regional Housing Fund, by June 2025 the department had:

- > commenced delivery of more than 10,800 homes. This includes 3,700 homes in regional Victoria

- > moved more than 6,200 households into modern, accessible and energy efficient homes. This includes 948 victim survivors of family violence
- > started delivering more than 600 homes for Aboriginal Victorians.

In addition, the project created more than 47,000 jobs. This boosted the economy and improved the livelihoods of Victorian communities.

We completed several major construction projects during the year:

- > 169 homes at Harvest Square, Brunswick West
- > 144 homes at Elizabeth Street, North Richmond
- > 118 homes at Tyner Road, Wantirna South
- > 140 homes at Wardens Walk, Coburg
- > 96 homes at High Street, Mount Waverley
- > 35 homes at Mackenzie Street West, Bendigo.

Growing social housing through the Social Housing Growth Fund

The department is creating a pipeline of new social housing. This work is funded by the Social Housing Growth Fund (SHGF). We are doing this in partnership with the Department of Treasury and Finance and the community housing sector. This approach means the projects can leverage debt and equity from community housing organisations. It also means the community housing sector can use its experience and expertise to support renters once they move in.

The SHGF has delivered more than 3,000 social homes. This enables community housing providers to provide more housing for low- and very low-income Victorians. This includes:

- > 44 homes at Templeton Street, Wangaratta
- > 116 homes at Centre Road, Brighton East
- > 41 homes at Unity Drive, Mount Duneed.

Progressing the Housing Statement's High-Rise Redevelopment Program

As part of Victoria's Housing Statement, all 44 older-style public housing high-rise towers will be redeveloped. These are no longer fit for modern living. Once complete, the redevelopment will increase the number of social homes across these sites by at least 10%. The total number of people living on the estates will increase from 10,000 to around 30,000.

At June 2025, the department's dedicated relocations team had supported 366 households from Flemington and North Melbourne to move to a new home. The team also met with 99% of all households. For the Richmond and South Yarra sites, we met with 93% of all households. We supported 98 households to move to a new home.

Continuing innovative delivery options through the Ground Lease Model

The department will deliver 2,740 homes with a mix of social, affordable, market rental and specialist disability accommodation dwellings. We will do this under the innovative Ground Lease Model (GLM). This model allows Homes Victoria to retain ownership of land. Homes Victoria partners with not-for-profit groups that finance, plan, design, build and manage the homes. After 40 years, the dwellings are handed back to Homes Victoria.

The first GLM delivered 1,084 homes in Brighton, Flemington and Prahran. The second GLM has so far seen delivered 1,370 homes. These are in Prahran, South Yarra, Hampton East and Port Melbourne.

Homes Victoria will continue to pursue innovative delivery programs, such as the GLM, acquisition initiatives and modern methods of construction. This supports better outcomes for renters, while fostering stability of construction industries.

Partnering with the Commonwealth Government to get our share of housing funds

The department is working with the Commonwealth Government to deliver 797 social housing homes. We are doing this through the Social Housing Accelerator investment. This includes 80 homes for First Peoples. By June 2025, we had completed 146 homes. In addition, we had started or planned 651 dwellings. This includes the Elgin Towers in Carlton, where 248 new homes will replace 196 old dwellings that are no longer fit for purpose.

The department is also working with the Commonwealth to progress:

- > Housing Australia Future Fund Facility and National Housing Accord Facility. These support the delivery of 2,551 social and 2,867 affordable dwellings
- > Housing Support Program Priority Works stream. This supports the delivery of around 868 social and affordable homes.

Transforming housing through the Public Housing Renewal Program

The Public Housing Renewal Program continues to transform some of the oldest public housing estates in metropolitan Melbourne. It will deliver vibrant, well-connected communities.

The program will provide approximately 1,300 social and market homes. These dwellings are modern, accessible and energy efficient. They are located at sites in North Melbourne, Northcote, Preston and Brunswick West. This will increase the number of social homes at these locations by more than 50%.

At June 2025, 700 homes have been completed across sites in Preston, Brunswick West, Northcote and North Melbourne.

Addressing affordability through new affordable housing supply

The Affordable Housing Rental Scheme and Ground Lease Model programs provide affordable housing for low to moderate income households. Eligible people include casual and essential workers experiencing rental stress.

These modern, affordable homes are close to shops, transport and workplaces. This creates opportunities for people to connect and participate in their local communities. The department provides discounts to the local rental market for eligible applicants. The programs ensure security of tenure and affordable housing.

In 2024–25, the department delivered 286 new affordable homes. This brought the total portfolio to 693 homes.

Delivering safe and secure housing for victim survivors of family violence

The department's Refuge Redevelopment Program is replacing 17 communal refuges with 'core and cluster' designs. It is also building 3 new refuges for Aboriginal victim survivors. At June 2025, 16 refuges were completed. A further 4 are in redevelopment.

The core and cluster refuges provide separate units for victim survivors. They provide privacy as well as stable, safe and secure accommodation. The units are accessible. They are appropriate for diverse cohorts, including LGBTIQ+ communities and people with disabilities. The refuges are staffed 24 hours a day, 7 days a week.

Better and more comfortable public housing

The department continues to work hard to ensure renters have a safe and comfortable home. We strive to keep public housing properties in good repair.

Delivering high-quality, safe and sustainable upgrades to housing

The department undertakes over 350,000 maintenance activities each year. These include essential safety, planned, vacant and responsive maintenance. This work covers more than 67,000 public housing and transitional homes.

More than 1,700 public housing properties were upgraded and improved in 2024–25. This means more renters have a modern, safe, secure and energy-efficient home. These homes meet, at a minimum, condition standards set out in the *Residential Tenancies Act 1997*.

In addition, the High-Rise Cooling Program is delivering air-conditioning to older-style public housing towers. This program requires significant upgrades to the electrical infrastructure in many of the towers. At June 2025, air conditioners had been installed in 477 homes across 7 towers.

Modernising the delivery of public housing maintenance and increasing renter satisfaction

The department is improving maintenance for renters as part of the Maintenance Modernisation program. This includes process and system improvements. These support renters and contractors at key points in the maintenance process.

Improvements enable renters to raise electronic maintenance requests, attach photographs and track the progress of their requests. The system also gives contractors better information about the job before they arrive. This allows them to complete more jobs on the first visit. It also gives renters certainty about the timing of the work.

Progressing the Energy Efficiency in Social Housing Program

The Energy Efficiency in Social Housing Program continues to provide energy efficiency upgrades across Victoria. This program reduces energy bills for low-income households. The program will deliver more than 45,000 individual upgrades. At least 5,000 homes will be fully electrified.

Works include installing high-efficiency reverse-cycle air conditioners, hot water heat pumps, electric and induction cooktops, draught sealing, ceiling insulation and solar photovoltaic systems.

A further \$120 million in federal funding was announced in May 2025. This will take the total investment in the program to over \$329 million.

At June 2025, the department has delivered 21,000 energy-efficient upgrades. We have fully electrified more than 500 properties. We have also assessed a further 1,100 homes for full electrification.

Reducing homelessness through housing and support

The department continued to invest in the specialist homelessness system. We aim to make homelessness rare, brief and non-recurring.

These investments have assisted an estimated 100,000 Victorians. Of these, around 29,000 clients were provided with accommodation.

The department administers more than \$300 million each year to deliver a range of programs across the state. This includes initial assessment and planning at homelessness entry points and case management support. It also includes emergency, transitional and supportive housing. We are also funding the Aboriginal Private Rental and mainstream Private Rental programs. These programs help people to maintain their housing.

Delivering Housing First programs, including Journey to Social Inclusion and Homes First

The department has expanded the innovative Journey to Social Inclusion program. This program provides 3 years of housing and intensive support to people experiencing chronic homelessness with complex needs. At June 2025, more than 110 people experiencing chronic homelessness have been allocated support packages. This includes 10% of program funding allocated for Aboriginal-specific Housing First responses.

The newly rolled-out Homes First program has also supported more than 340 clients to receive an offer of social housing.

Delivering the Social Housing Community Support program

The department has allocated more than \$1 million in funding for food relief providers. The Social Housing Community Support program supports services delivering food relief for renters in social housing. This includes people living in public housing towers. The funding provided additional equipment in some locations including refrigeration and transport.

Preventing youth homelessness

The department continued to fund targeted housing and support for young people. It included additional funding for 4 programs:

- > Village 21 Preston. This program delivers homelessness and life skills support. It is for young people exiting out-of-home care. They are supported for up to 3 years

- > Kids Under Cover Studios. This program keeps young people at risk of homelessness connected with their families
- > Holmesglen Education First Youth Foyer site. This program provides accommodation and support for young people. It connects them to education and employment for up to 2 years
- > Homelessness Youth Dual Diagnosis Initiative. This program co-locates health clinicians in youth crisis accommodation settings. It supports young people experiencing or at risk of homelessness who have substance abuse and mental health conditions.

Delivering reform and improvements for the homelessness services system

The department worked to reform the homelessness service system. Through Homes Victoria, we worked with the Ministerial Homelessness Reform Advisory Group and Homelessness Lived Experience Expert Advisory Panel. The groups considered priority actions to better structure and deliver homelessness services.

We focused on improvements that maximise impact on incidences of homelessness. The groups recommended continuing critical programs that were due to lapse. These were extended in 2024–25. This provides an important foundation for future reforms.

Supported Residential Services Outreach and Assistance Program

Supported residential services (SRS) provide accommodation for people with daily living support needs. This includes people exiting health, justice and homelessness settings. The Victorian Government provides more than \$15 million each year to funded agencies to support residents in SRSs. This is part of the SRS Outreach and Assistance Program. Under this program, health and community services professionals deliver the support to all 71 pension-level SRSs in Victoria. These provide more than 2,300 beds statewide.

All pension-level SRSs also now receive a viability funding supplement, amenity and safety improvements, fresh food funding, and capacity building and resident outreach services. This supports more than 1,000 residents.

Enabling Aboriginal self-determination

The department is working with Aboriginal housing providers. This ensures housing is designed and delivered by Aboriginal people to meet community needs. It enables self-determination.

Delivering more social homes for Aboriginal Victorians

The Big Housing Build, Regional Housing Fund and Social Housing Accelerator Fund ensure 10% of net new social housing will be delivered for Aboriginal Victorians. We have completed more than 670 new safe, modern and comfortable homes for Aboriginal Victorians.

Implementing the Victorian Aboriginal housing and homelessness framework and the *Blueprint for an Aboriginal-specific homelessness system*

The Victorian Aboriginal community has provided the Victorian Government with *Mana-na woorn-tyeen maar-takoort: Every Aboriginal person has a home* – the Victorian Aboriginal housing and homelessness framework (VAHHF) and the *Blueprint for an Aboriginal-specific homelessness system*. The VAHHF supports the government to deliver on Aboriginal self-determination by transitioning power and responsibility over to Aboriginal community.

In addition, the department participates in the Partnership forum for the National Agreement on Closing the Gap. This commits from all Australian governments and Aboriginal Torres Strait Islander representatives to a fundamentally new way of developing and implementing policies and programs that affect Aboriginal and Torres Strait Islander people.

Growing a thriving Aboriginal housing sector with capacity initiatives

Through Homes Victoria, the department supports the growth of the Aboriginal housing sector. There are now 6 registered Aboriginal housing agencies under the *Housing Act 1983*. This is a significant step towards Aboriginal self-determination. It enables localised Aboriginal housing and homelessness service responses for communities.

The department continues to deliver Community Housing Sector Development Fund projects. This builds the capacity of the Aboriginal housing and homelessness sector. The fund assists not-for-profit community housing providers. This helps grow social and affordable housing under the Big Housing Build.

Building an Aboriginal-specific homelessness system

The Aboriginal-specific Homelessness Entry Points program is delivered by Ngwala Willumbong Aboriginal Corporation (Bayside Peninsula and Melbourne CBD) and Wathaurong Aboriginal Co-operative (Barwon Area). It provides access to Aboriginal-led and culturally appropriate Aboriginal homelessness services. Service delivery includes providing culturally appropriate initial assessment and planning responses and varied levels and duration of wrap-around multidisciplinary support.

Homes Victoria procured the services of Yamagigu consulting to undertake an evaluation of Entry Points. The report identified positive outcomes, including support for the continuation of the program. It demonstrates this cost-effective program is delivering a culturally safe homelessness response.

Delivering the Aboriginal Private Rental Assistance Program

The Aboriginal Private Rental Assistance Program (APRAP) operates across 10 sites determined through the VAHHF. It is delivered by 8 ACCOs across Barwon, Bayside Peninsula, Brimbank–Melton, Northeast Melbourne, Western Melbourne, Goulburn, Loddon, Mallee and Inner and Outer Gippsland. The APRAP has assisted more than 2,400 households. Nearly 70% of these successfully found or kept their housing.

Supporting low-income households to pay for energy, water and rates

The Household Concessions Program assists eligible low-income households. It helps them pay for energy, water and municipal rates bills. It also provides grants for Victorians experiencing financial hardship through the Utility Relief Grant Scheme.

In 2024–25, an estimated 909,690 households in Victoria received a 17.5% discount on their mains electricity bill. Approximately 667,515 households received a 17.5% discount on their mains gas bill.

We delivered around 231,369 utility relief grants in 2024–25. These support Victorian households experiencing financial hardship to pay their water, electricity or gas bills.

Objective: Aboriginal voice, knowledge and cultural leadership drive Aboriginal policy, legislation and system reform

Self-determination enables the wellbeing of Aboriginal Victorians. We actively address systems and structures that inhibit self-determination. We work in partnership with and under the leadership of the Victorian Aboriginal community.

Key initiatives and projects

Aboriginal Self-determination and Outcomes Division

The Aboriginal Self-Determination and Outcomes (ASDO) Division is a critical pillar of the department. It has leadership, oversight and coordination functions relating to self-determination, Truth, Treaty and Closing the Gap.

ASDO prioritises First Peoples' expertise, knowledge and experience. The division works in accordance with policy and legislative settings. These include the Victorian Aboriginal Affairs Framework, the National Closing the Gap Agreement, and the Treaty Negotiation Framework.

The division drives Aboriginal self-determination by embedding First Peoples' voice and ways of knowing, being and doing in decision-making processes.

Response to Yoorrook Justice Commission

In June 2025, the Yoorrook Justice Commission concluded its truth-telling inquiry. The inquiry examined historical and ongoing injustices experienced by First Peoples in Victoria since colonisation.

The Commission delivered its final reports to the Governor of Victoria, Margaret Gardner AC, and the Co-Chairs of the First Peoples' Assembly of Victoria, Ngarra Murray and Rueben Berg. The Victorian Government will now consider them.

Before the delivery of the reports, Deputy Commissioner and Kerrupmara Gunditjmarra man, Travis Lovett, undertook the 500-kilometre Walk for Truth. The walk took him from Portland to the steps of Parliament House.

Over the course of the Commission's 4-year term, the department engaged honestly and transparently to assist the Commission in its important truth-telling mandate. This included producing documentary and witness evidence relating to the Commission's key focus areas. These were child protection, housing and prevention of family violence.

In October 2024, the Victorian Government released a progress report on its implementation of the Commission's recommendations. These recommendations were set out in the *Yoorrook for justice* interim report on the child protection and criminal justice system. This was released in August 2023. The progress report showed what the department has done to implement the recommendations in *Yoorrook for justice*.

The department remains committed to the truth-telling process. We will progress the important work of implementing the Commission's recommendations.

Treaty

Victoria has been on the Truth and Treaty path for nearly 10 years. We have passed legislation twice, developed policies and made commitments across every level of government.

Treaty is a pathway to acknowledging the past and making real, practical progress to achieve better outcomes for First Peoples in Victoria and close the gap.

The department is working towards Treaty. We are ensuring all staff are prepared and familiar with the Treaty process.

We continue to educate staff at all levels about Treaty and the Treaty process. This includes leadership groups, operational staff and staff who contribute to reform and policy initiatives.

The department works closely with the Department of Premier and Cabinet. This ensures all Treaty-related work aligns with whole-of-government best practice guidance.

Closing the Gap

The department is working with sector partners and stakeholders to contribute to the development of the state's Closing the Gap Implementation Plan. This is a partnership between the Victorian Government and Ngaweeyan Maar-oo, the Aboriginal members of the Victorian Closing the Gap Partnership Forum.

ASDO coordinates work to ensure progress against the priority reform and socioeconomic targets and actions. The division also provides quarterly reports to the Victorian Closing the Gap Partnership Forum.

The division supported 2 consultations with key stakeholders. These focused on identifying strategic actions and testing draft actions. This was done through joint engagement with Aboriginal governance members.

Aboriginal Strategic Governance Forum

The Aboriginal Strategic Governance Forum (ASGF) is the department's Aboriginal-led governance structure. The ASGF sets and oversees strategic direction for system transformation. This work aligns with *Korin Korin Balit-Djak*, the department's overarching Aboriginal strategy. It also aligns with other state and national frameworks including:

- > the Closing the Gap Agreement
- > Victorian Self-Determination Reform Framework
- > Victorian Aboriginal Affairs Framework
- > *Wungurilwil Gapgapduir*
- > *Mana-na-worn-tyeen maar-takoort*
- > *Dhelk Dja: Safe our way.*

This division works in partnership with the Koorie Caucus of the Aboriginal Strategic Governance Forum. This work embeds self-determination and shared decision making.

Recent highlights include:

- > agreeing on the establishment of priority reform working groups. These will drive the department's work under Closing the Gap priority reforms. A Koorie Caucus Chair will lead each working group. A Deputy Secretary will act as an executive sponsor to support the Chair and the work of each working group
- > establishing working groups to oversee the Aboriginal sector workforce strategy and funding transformation. These working groups are developing workplans against the Closing the Gap priority reforms relating to child protection, family violence and housing
- > working closely with the ASGF Leadership Group to refresh *Korin Korin Balit-Djak*. This work will align with the current reform environment.

Korin Korin Balit-Djak funding

The department administered funding through *Korin Korin Balit-Djak* to support self-determined projects. These projects promoted Aboriginal community leadership and prioritised Aboriginal culture and community. They also supported system reform across the health and human services sector, built safe, secure, strong families and individuals, and promoted physically, socially and emotionally healthy Aboriginal communities.

Examples include:

- > supporting Aboriginal women to recover from the trauma and impact of family violence
- > providing youth leadership and mentoring initiatives
- > improving access to early childhood, maternal and child health, and family support services
- > resourcing Elders to mentor young Aboriginal people. This focuses on Aboriginal LGBTIQ+ people, Aboriginal Victorians with disability and Aboriginal children and young people in out-of-home care.

Regional partnerships

The division works with Aboriginal communities and the department. We amplify the lived experience of Aboriginal people. This supports the department's policy advice and program delivery. The division's regional teams in the north, south, east and west have strong relationships with Aboriginal communities and organisations.

These teams work in partnership with Aboriginal organisations. They support and strengthen ACCOs' capacity to provide critical services in Aboriginal communities. The teams collaborate and provide advice to the department's portfolios areas and divisions. This includes Community Operations & Practice Leadership, Family Safety Victoria, Children and Families, Homes Victoria, and Disability, Fairness and Emergency Management.

The division also helped re-establish metropolitan and regional Aboriginal governance bodies across Victoria. These are:

- > Gippsland Governance Group
- > Southern Metropolitan Governance
- > East Metropolitan Governance Group
- > East Regional Governance Group
- > Loddon Mallee Aboriginal Reference Group
- > Northern Metropolitan Aboriginal Strategic Governance Group
- > West Metropolitan Aboriginal Governance Group
- > Western District ACCO Collective.

Regional Aboriginal governance groups are self-governing. They are led by ACCOs funded to administer these governance groups. The groups provide advice on implementing the department's Aboriginal strategies and frameworks.

Chairs of these regional governance bodies are also members of ASGF Koorie Caucus and the Aboriginal Strategic Governance Forum. They bring place-based knowledge and insights on the specific needs, priorities and lived experiences of Aboriginal Victorians to statewide decision-making forums.

The division also leads the department's emergency management work with Aboriginal communities. The regional teams support to ACCOs to identify relief priorities and make preparedness plans. The division also works with Emergency Recovery Victoria. This includes contributing to statewide planning and quality assurance frameworks.

Supporting representation and participation of First Nations young people

The department supports First Nations young people to pursue their goals and stay connected to culture and community.

The *2024–25 State Budget* funded a 4-year extension to the government's partnership with the Koorie Youth Council. The council is the peak body representing Aboriginal young people in Victoria.

This important partnership embeds a broad, strengths-based, prevention approach. It ensures that the government and organisations engage meaningfully with Aboriginal young people.

This helps the government deliver tailored support and services that meet the needs and aspirations of Aboriginal young people.

In addition, the department supported the Marram Nganyin Aboriginal Youth Mentoring Program. This is delivered in partnership with the Koorie Youth Council and 5 local Aboriginal community organisations. The program builds protective factors and strengthens connections to culture and community. It supports wellbeing and life skills, enhancing education outcomes. It also creates pathways to training and employment.

Objective: Our social services system is integrated, effective, person-centred and sustainable

Key initiatives and projects

Supporting delivery of the social services regulatory scheme

The department supported the social services regulatory scheme in its first year.

In consultation with the Social Services Regulator (the Regulator), we developed a new information-sharing protocol. The protocol outlines the way information is shared between the Regulator and the department. It sets out agreed principles for efficient, effective and consistent information sharing.

We also developed a statement of roles and responsibilities between the department and the Regulator. The statement sets out where the Regulator's responsibilities will overlap with the department's service agreement management functions. It includes how these overlaps will be addressed.

Entities reform

The department is working to improve regulatory oversight. This will make the system easier to navigate for people with disability. The Victorian Government announced these reforms in February 2024.

This year, we undertook targeted consultations with key stakeholders. This included providers and peak bodies in out-of-home care and disability, disability advocates, unions and affected entities.

Consultation will inform our work to consolidate worker prohibition schemes. These schemes will affect the disability and out-of-home care sector within the Regulator's remit. This will ensure service users remain protected. The consultation will also inform the design of a complaints function. This will create a one-stop shop for service users to have complaints heard and responded to.

New service agreement for department-funded community service organisations

The service agreement provides the terms and conditions for community services organisations to use departmental funding.

The department led the review and development of a new 4-year service agreement on behalf of the department, the Department of Health, the Department of Jobs, Skills, Industry and Regions and the Department of Education.

Peak bodies and funded organisations also provided input to the service agreement. This included extensive consultation by the Victorian Council of Social Services.

The new service agreement commenced on 1 July 2024. It includes new terms and conditions that strengthen protection against fraud and corruption. The agreement also reflects the introduction of the Regulator in July 2024.

Legislated information-sharing reforms

The department is supporting legislated information-sharing reforms across its programs.

This work included workshops, information sessions and tailored resources. Staff in child protection, housing and the Refugee Minor Program participated in the project in 2024–25. The Orange Door will engage in the project in 2025–26.

Evaluation showed the project improved staff knowledge of legislated information-sharing pathways. External stakeholders reported high levels of satisfaction with the information received from the department.

Investment to support our skilled community services workforce

The department continues to support the community and social services sector's recruitment and retention strategies and activities. It does this through large-scale recruitment campaigns such as Jobs that Matter, Go Where You're Needed, and the inaugural Community and Social Services Graduate Program.

Jobs that Matter

Jobs that Matter is the department's whole-of-sector recruitment campaign. The campaign aims to recruit more people into community and social services roles across the state. This includes roles in child protection, children and families, housing and homelessness, family violence and sexual assault, and disability support sectors.

The Victorian Government partnered with community services organisations to help recruit the right people for the sector.

The campaign ran with the tagline 'Make a difference. Do a job that matters'. It was featured in ads on television, radio, regional newspapers, billboards and digital outdoor advertising, Spotify, cinemas, YouTube, Weibo, Facebook, Instagram and Google search.

The campaign roll-out included strategic communications activities and recruitment events.

Go Where You're Needed

Go Where You're Needed is an offshoot of the Jobs that Matter campaign. It focused only on recruitment for child protection roles.

The campaign raised awareness of the positive difference Victoria's child protection workers make. It ran with the tagline 'Go where you're needed: Do a job that matters'. It was featured in ads on radio, regional newspapers, billboards and digital outdoor advertising, digital audio including Spotify, online job boards such as Seek, Weibo, Facebook, Instagram, LinkedIn, YouTube and Google search.

The campaign focused on regional locations with the highest vacancy rates.

The Community and Social Services Graduate Program

This program provides a pathway for new graduates to begin work in the Victorian community and social services sector. The program aims to increase the number of graduates entering and staying employed in the sector.

The program is a learning and development opportunity. It is open to graduates with diploma, bachelor and masters qualifications in community and social services.

The department consulted with social and community services sector peak bodies and employers to develop the program. It also consulted with the university and TAFE sector.

The program matches graduates with paid roles in community and social services organisations. It supports participants with 12 months of learning and professional development.

The first round of the graduate program commenced in September 2024 and a second in March 2025. Applications for the third round, commencing August 2025, opened in June 2025.

Performance against output performance measures

This section provides information about the department’s performance against output performance measures.

Results in the tables below are coded according to:

- ✓ Performance target achieved or exceeded
- Performance target not achieved – within 5% variance
- Performance target not achieved – exceeds 5% variance

Note: There may be slight discrepancies in the variation percentage figures due to decimal point rounding.

Child protection and family services

This output ensures the safety and wellbeing of children and young people at risk of harm, abuse and neglect. It does this by funding statutory child protection services, family support and parenting services, care services and specialist support services. This includes services for Aboriginal children and families. The output aims to make a positive difference to Victorians experiencing disadvantage by providing excellent community services to meet clients’ needs.

This output provides:

- > child protection services that keep children and young people safe
- > specialist support and placement services for children and young people who need support to remain with their family or are placed in out of-home care
- > earlier intervention services for children, young people and families
- > a focus on Aboriginal children, young people, their families and carers.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Daily average number of children in care placements	number	10,641	9,288	–12.7%	✓
The 2024–25 result is lower than the 2024–25 target, reflecting demand for services. A lower result signifies that fewer care placements are being required (potentially reflecting impacts of early intervention initiatives).					
Daily average number of children in foster care placements	number	1,773	1,304	–26.5%	✓
The 2024–25 result is lower than the 2024–25 target, potentially reflecting overall care placements trend, as well the availability of foster carers.					
Daily average number of children in kinship care placements	number	8,338	7,505	–10.0%	✓
The 2024–25 result is lower than the 2024–25 target, potentially reflecting overall care placements trend.					
Daily average number of children in residential care placements	number	529	465	–12.0%	✓
The 2024–25 result is lower than the 2024–25 target, potentially reflecting overall care placements trend.					
Daily average number of children subject to permanent care orders	number	3,891	3,907	0.4%	○

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Number of children authorised to an Aboriginal agency under the Aboriginal Children in Aboriginal Care program	number	341	449	31.7%	✓
The 2024–25 result is higher than the 2024–25 target. This is a reflection of increased funded capacity in mostly established authorised Aboriginal agencies during 2024–25 through the 2023–24 <i>State Budget</i> . As a result, these new ACAC teams have been able to significantly increase the number of authorised Aboriginal children supported by an ACCO. The target will be reviewed in 2025–26.					
Number of intensive family services cases commencing	number	3,310	3,260	–1.5%	○
This data is lagged 3 months to ensure accuracy, due to delays in agency data submission.					
Number of intensive support services commencing for Aboriginal families	number	985	984	–0.1%	○
This data is lagged three months to ensure accuracy, due to delays in agency data submission.					
Number of investigations from reports to Child Protection Services about the wellbeing and safety of children	number	41,003	47,361	15.5%	✓
The increased 2024–25 result reflects increased demand, not performance and is consistent with an increase in reports to Child Protection.					
Number of parents/carers enrolled in Supported Playgroups	number	13,120	13,623	3.8%	✓
Reports to Child Protection Services about the wellbeing and safety of children	number	136,677	151,587	10.9%	✓
The increased 2024–25 result reflects increased demand, not performance.					
Total family services cases commencing	number	16,165	19,854	22.8%	✓
The 2024–25 outcome is higher than the 2024–25 target due to increased numbers of families receiving Early Help Family Services. This data is lagged three months to ensure accuracy, due to delays in agency data submission.					
Total family services cases commencing for Aboriginal families	number	2,395	2,886	20.5%	✓
The 2024–25 outcome is higher than the 2024–25 target due to increased numbers of Aboriginal families receiving family services, including Early Help Family Services. This data is lagged three months to ensure accuracy, due to delays in agency data submission.					
Quality					
Children and young people in care who have had two or less placements in the past 12 months (not including time at home in parental care)	per cent	90.0	94.0	4.4%	✓
Children and young people who were the subject of a substantiated report within 12 months of the closure of a previous substantiated report	per cent	17.5	19.7	12.6%	■
The 2024–25 outcome is higher than the 2024–25 target potentially reflecting changes in a child's circumstances, capacity for families to sustain voluntary engagement, and/or availability of support services. Substantiation decisions are made on the best available evidence at the time.					
Children and young people who were the subject of an investigation which led to a decision not to substantiate, who were subsequently the subject of a substantiation within 3 months of case closure	per cent	3.0	4.8	60.0%	■
The 2024–25 outcome is higher than the 2024–25 target potentially reflecting changes in a child's circumstances, capacity for families to sustain voluntary engagement, and/or availability of support services. Substantiation decisions are made on the best available evidence at the time.					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Proportion of Aboriginal children placed with relatives/kin, other Aboriginal carers or in Aboriginal residential care	per cent	77.0	73.0	–5.2%	■
The 2024–25 outcome is lower than the 2024–25 target, potentially reflecting overall care placement trends and availability of suitable Aboriginal care placements.					
Proportion of family services cases closing who met an identified goal in their child and family action plans	per cent	70.0	73.0	4.3%	✓
Proportion of parents who participate in a Supported Playgroup who improved parenting self-efficacy	per cent	60.0	61.8	3.0%	✓
Social Service Providers satisfaction with education and guidance provided by the Social Services Regulator.	per cent	75.0	88.0	17.3%	✓
Social Service Providers reported satisfaction with the education and guidance provided by the Social Services Regulator (SSR), as reflected in responses to the SSR Annual survey. Not all categories of providers were registered at the time of the annual survey and were therefore not included in the 2024–25 sample. The number of registered providers is expected to significantly increase in the 2025–26, which will offer a more comprehensive picture.					
Timeliness					
Percentage of child protection investigations assessed as urgent, that were visited, or where attempts were made to visit, within 2 days of receipt of the report	per cent	97.0	97.0	0.0%	✓
Registration applications processed within statutory timelines.	per cent	70.0	98.0	40.0%	✓
Extensive engagement with providers prior to an application assessment commencing has enabled a significant number of registration applications to be processed within statutory timelines in 2024–25. Fixed-term resourcing ending in 2025–26 will impact the SSR's capacity to maintain high levels of engagement with providers, which may impact capacity to sustain these outcomes.					
Cost					
Total output cost	\$ million	2,124.9	2,560.0	20.5%	✓
The higher expenditure reflects insurance claims and premiums as well as expenditure drawdown for Victorian Redress.					

Family violence service delivery

This output leads and coordinates whole-of-government family violence policy. It also implements and delivers the government's family violence reform agenda. This includes operating The Orange Door Network, delivering victim survivor support services, sexual assault support services and perpetrator interventions. It also includes implementing information-sharing legislation, early intervention programs and delivering risk assessment and management programs.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of calls responded to by the statewide crisis helpline for victim survivors of family violence	number	60,000	62,798	4.7%	✓
Number of calls responded to by the statewide telephone helpline for men regarding family violence	number	6,500	7,933	22.0%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the service provider implementing new systems and practices for data capture and reporting and increasing its promotion of the service which has resulted in more calls being responded to during the reporting period.					
Number of case management responses provided to perpetrators of family violence including those that require individualised support	number	2,500	3,328	33.1%	✓
The 2024–25 outcome is higher than the 2024–25 target, due to the target not reflecting all in-scope funding. During the reporting period, the database used to report on this measure has changed to better capture the cases being delivered in the sector. The counting rule for this measure remains unchanged.					
Number of cases of support provided to adolescents using violence in the home	number	1,040	1,150	10.6%	✓
The 2024–25 outcome is higher than the 2024–25 target due to increased demand across the state.					
Number of cases referred to Risk Assessment and Management Panels and managed by the coordinators	number	200	232	16.0%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the improved specialist family violence system that has enabled a proactive engagement of the Risk Assessment and Management Panel (RAMP) Coordinators with the sector to manage risk.					
Number of cases referred to and assisted by a Risk Assessment and Management Panel	number	450	352	–21.8%	■
The 2024–25 outcome is lower than the 2024–25 target due to an increased number of cases being managed by the RAMP Coordinators and therefore not progressing to a RAMP.					
Number of children who receive a Sexually Abusive Behaviours Treatment Service response	number	1,220	918	–24.8%	■
The 2024–25 outcome is lower than the 2024–25 target due to the complexities of working with children and young people who display harmful sexual behaviours and their families. This means that a longer period of engagement may be needed, and agencies can work with young people and their families for up to two years. Where a high proportion of young people require lengthy engagement there is reduced capacity for new cases to be opened. Demand for the program remains strong and the longer-term nature of intervention impacts on the ability of agencies to accept new referrals as evidenced by higher wait lists for services.					
Number of family violence victim survivors who received a refuge response	number	1,061	889	–16.2%	■
The 2024–25 outcome is lower than the 2024–25 target due to a combination of factors, including maintenance and upgrades works being undertaken on a number of refuge properties which reduced capacity, as well as under-reporting by agencies. A complex interplay of factors also contributes to longer stays in refuge including housing affordability, a lack of available rental properties, or other suitable exit options for victim survivors.					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Number of men participating in the Men's Behaviour Change program	number	4,400	5,337	21.3%	✓
The 2024–25 outcome is higher than the 2024–25 target, due to the target not reflecting all in-scope funding. During the reporting period, the database used to report on this measure has changed to better capture the cases being delivered in the sector. The counting rule for this measure remains unchanged.					
Number of new episodes of family violence therapeutic interventions	number	2,618	4,280	63.5%	✓
The 2024–25 outcome is higher than the 2024–25 target due to increased demand across the state. High performance also reflects the basis of the current target being set to align with ongoing funding and not yet adjusted for additional fixed-term funding.					
Number of new periods of family violence case management support provided to victim survivors	number	28,297	33,985	20.1%	✓
The 2024–25 outcome is higher than the 2024–25 target due to higher demand across the state. High performance also reflects the target being set ahead of additional ongoing funding from the Commonwealth being allocated to agencies to deliver more targets in 2024–25.					
Number of nights of refuge accommodation provided to victim survivors of family violence	number	54,109	50,306	–7.0%	■
The 2024–25 outcome is lower than the 2024–25 target due to a combination of factors, including maintenance and upgrades works being undertaken on a number of refuge properties which reduced capacity, as well as under-reporting by agencies.					
Number of sexual assault services provided to adults, children and young people	number	19,000	20,868	9.8%	✓
The 2024–25 outcome is higher than the 2024–25 target due to an increase in demand for a sexual assault service response. Increasing community awareness of this program from recent inquiries, commissions, victim survivor advocacy, legal cases, and consent law reform, continues to drive strong demand across the system.					
The proportion of clients accessing The Orange Door services by self-referral compared to the total number of referrals	per cent	23	30	30.4%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the target being calculated using data from the first year The Orange Door network was fully operational. Since then, The Orange Door has matured and demand has grown, including through greater public awareness of The Orange Door, which has increased self-referrals.					
The proportion of victim survivors seeking a refuge response that receive this support	per cent	60	60	0.0%	✓
Total assessments undertaken at the Support and Safety Hubs	number	160,000	186,524	16.6%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the target being calculated using data from the first year The Orange Door network was fully implemented. Since then, The Orange Door has matured and demand has grown, including through greater public awareness of The Orange Door, which has increased self-referrals and L17 referrals.					
Total assessments undertaken for children in the Support and Safety Hubs / The Orange Door	number	84,000	106,116	26.3%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the target being calculated using data from the first year The Orange Door network was fully implemented. Since then, The Orange Door has matured and demand has grown, including through greater public awareness of The Orange Door, which has increased self-referrals and L17 referrals.					
Total number of Central Information Point reports delivered to CIP requesters	number	5,329	9,847	84.8%	✓
The 2024–25 outcome is higher than the 2024–25 target due to an increase in staffing capacity and improved reports.					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Total number of cases opened at The Orange Door	number	260,000	301,863	16.1%	✓
The 2024–25 outcome is higher than the 2024–25 target due to the target being calculated using data from the first year The Orange Door network was fully implemented. Since then, The Orange Door has matured and demand has grown, including through greater public awareness of The Orange Door, which has increased self-referrals and L17 referrals.					
Workers trained in the Multi-Agency Risk Management Framework, the Family Violence Information Sharing Scheme and the Child Information Sharing Scheme.	number	12,000	19,425	61.9%	✓
The 2024–25 outcome is higher than the 2024–25 target due to ongoing interest in available training programs and steady participation across different learning formats.					
Quality					
Satisfaction of clients with Support and Safety Hubs services	per cent	80	88.0	10.0%	✓
The 2024–25 outcome is higher than the 2024–25 target due to higher-than-expected level of satisfaction among clients of The Orange Door that were surveyed through the Client Voice survey.					
Satisfaction of workers with the information sharing and family violence risk assessment and risk management training	per cent	92	98.9	7.5%	✓
The 2024–25 outcome is higher than the 2024–25 target due to higher satisfaction levels, supported by favourable participant experiences and alignment of training with learner expectations and needs.					
Timeliness					
Assessments undertaken within 7 days	per cent	80.0	77.4	–3.3%	○
Sexual assault support services clients receiving an initial response within 5 working days of referral	per cent	98.0	93.0	–5.1%	■
The 2024–25 outcome is lower than the 2024–25 target as the increase in adults, children and young people accessing sexual assault support services has impacted on the ability of agencies to provide an initial response within five working days. This data is lagged 3 months to ensure accuracy, due to delays in agency data submission.					
Cost					
Total output cost	\$ million	748.1	787.0	5.2%	✓
The higher actual primarily reflects expenditure on Commonwealth funded programs under the National Partnership on Family, Domestic and Sexual Violence responses and the revised delivery timelines for government initiatives.					

Primary prevention of family violence

This output provides initiatives that support primary prevention of family violence and all forms of violence against women.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of people participating in funded primary prevention programs	number	20,000	64,929	224.6%	✓
The 2024–25 expected outcome is higher than the 2024–25 target due to the commencement of new programs with significant reach, and continued improvement in accuracy of reporting and data recording.					
Quality					
Prevention of family violence grant recipients who met or exceeded contractually agreed outcomes	per cent	95	98.0	3.1%	✓
Timeliness					
Prevention of family violence projects and programs delivered on time	per cent	100	95.8	–4.2%	○
Cost					
Total output cost	\$ million	30.1	27.5	–8.7%	■
The lower actual primarily reflects revised delivery timelines for government initiatives, where carryover will be sought to deliver programs in future years.					

Community participation

Community participation programs include the Neighbourhood House Coordination Program, Men's Sheds, Community Support and Community Finance initiatives. These programs support the social and economic participation of Victorian communities, particularly vulnerable populations.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Hours of coordination funding provided to Neighbourhood Houses	number	561,896	560,351	–0.3%	○
Timeliness					
Grants acquitted within the timeframe specified in the terms and conditions of the funding agreement	per cent	92	90	–2.2%	○
Cost					
Total output cost	\$ million	64.7	66.4	2.6%	✓

Disability services

This output provides services not covered by the National Disability Insurance Scheme for people with disabilities, their carers and their families. It aims to make a positive difference for Victorians experiencing barriers to accessing services and to provide high-quality support to meet clients' needs. This includes therapeutic services and supports for people with cognitive disability involved, or at risk of involvement, in Victoria's criminal justice system.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Clients receiving forensic disability service	number	780	960	23.1%	✓
The higher result can be attributed to more clients being serviced due to the Youth Forensic Disability Clinical Service program which commenced in early 2024.					
Quality					
Forensic disability residents participating in community reintegration activities	per cent	90.0	97.0	7.8%	✓
The higher result can be attributed to the number of residents now having funding through NDIS to enable access to reintegration opportunities.					
Timeliness					
Registration applications processed within statutory timelines.	per cent	70	98	40.0%	✓
Extensive engagement with providers prior to an application assessment commencing has enabled a significant number of registration applications to be processed within statutory timelines in 2024–25. Fixed-term resourcing ending in 2025–26 will impact the SSR's capacity to maintain high levels of engagement with providers, which may impact capacity to sustain these outcomes.					
Social Service Providers satisfaction with education and guidance provided by the Social Services Regulator.	per cent	75	88	17.3%	✓
Social Service Providers reported satisfaction with the education and guidance provided by the SSR, as reflected in responses to the SSR Annual survey. Not all categories of providers were registered at the time of the annual survey and were therefore not included in the 2024–25 sample. The number of registered providers is expected to significantly increase in the 2025–26, which will offer a more comprehensive picture.					
Forensic disability Target Group Assessments completed within six weeks	per cent	85	89	4.7%	✓
Cost					
Total output cost	\$ million	440.7	459.5	4.3%	✓

Office for Disability

The Office for Disability leads and coordinates whole-of-government policy, disability action planning and funding. It also supports disability advocacy and self-advocacy organisations so that people with disability experience reduced disadvantage, can fully participate in the community and have their rights upheld.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of Disability Advocacy clients	number	2,500	2,812	12.5%	✓
The program continues to experience high demand. One agency will shortly phase out a time-limited Information, Linkages and Capacity-building program that has led to a real but temporary increase in advocacy performance.					
Victorian Disability Advisory Council meetings	number	10	17	70.0%	✓
There were six ordinary meetings and 11 additional meetings on focused topics.					
Cost					
Total output cost	\$ million	11.7	14.7	25.5%	✓
The higher actual primarily reflects government carryover outcomes and funding transfer from another department.					

Seniors programs and participation

Support broader community planning processes to facilitate an integrated community planning and response approach aimed at enabling older Victorians to fully participate and engage in the community.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Eligible seniors in the Seniors Card program	per cent	90	92.1	2.3%	✓
Individuals provided with respite and support services	number	13,250	30,870	133.0%	✓
The 2024–25 actual figure is significantly higher than the 2024–25 target as it reflects a higher number of carers reached through online group events delivered through both Additional Respite for Carers and Support for Carers programs. This move to online service delivery has persisted beyond the immediate post-pandemic period. To address this, a review of data and reporting systems and frameworks associated with these programs, including counting rules, has been completed and changes to the reporting systems have been implemented for the 2025–26 financial year. Measures and targets are also under review for the 2026–27 financial year.					
Number of hours of respite and support services	number	261,250	553,633	111.9%	✓
The 2024–25 actual figure is significantly higher than the 2024–25 target as it reflects a higher number of carers reached through online group events delivered through both Additional Respite for Carers and Support for Carers Program. This move to online service delivery has persisted beyond the immediate post-pandemic period. To address this, a review of data and reporting systems and frameworks associated with these programs, including counting rules, has been completed and changes to the reporting systems have been implemented for the 2025–26 financial year. Measures and targets are also under review for the 2026–27 financial year.					
Open rates for Seniors Card e-Newsletters	per cent	48	60.2	25.4%	✓
The 2024–25 outcome exceeds the 2024–25 target due to effective strategies to increase open rates. These strategies include ticket giveaways in the Seniors Card e-Newsletters, which incentivise recipients to open the emails and engage with the content.					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Pension-level Supported Residential Services residents provided with service coordination and support/brokerage services	number	1,040	1,144	10.0%	✓
The 2024–25 result exceeded the target due to implementation of program reforms, including data reporting mechanisms, which improved data recording of actual clients assisted.					
Pension-level beds available in assisted Supported Residential Services facilities	number	1,393	2,335	67.6%	✓
The 2024–25 result exceeded target due to program reform, within existing budget, that enabled more Supported Residential Services (SRS) to receive recurrent assistance for the first time.					
University of the Third Age membership	number	34,000	40,205	18.3%	✓
The 2024–25 outcome is higher than the 2024–25 target and reflects older people continuing to engage in social participation and life long learning activities. Each year U3A Network focuses on increasing members across 103 U3A clubs in Victoria. Membership numbers can fluctuate year to year and depend on club offerings and public engagement.					
Quality					
Senior satisfaction with Victorian Seniors Festival events	per cent	90.0	90.0	0.0%	✓
Cost					
Total output cost	\$ million	60.8	65.0	7.0%	✓
The higher actual primarily reflects additional funding for government initiatives.					

Support to veterans in Victoria

This output provides coordination of veteran-related issues at a state level, especially in relation to commemoration, education programs, grant programs, employment initiatives, research and veteran welfare. This output supports the Shrine of Remembrance and the Victorian Veterans Council.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Community engagement – Shrine ceremonial activities, public and student education programs, tours and general visitation	number	750,000	1,711,320	128.2%	✓
The Shrine's digital channels attracted strong viewership in 2024–25 resulting in over 1 million people engaging in its website, livestream commemorative services and/or social media content.					
Entries received – Premier's Spirit of Anzac Prize	number	100	215	115.0%	✓
The 2024–25 outcome is higher than the 2024–25 target due to program and communications enhancements implemented for the 2025 Premier's Spirit of Anzac Prize competition. This streamlined application requirements and boosted promotional opportunities.					
Number of veterans employed annually in the Victorian Public Sector	number	263	255	–3.0%	○
Quality					
Commemorative and educative projects meet agreed project objectives	per cent	100.0	100.0	0%	✓
Timeliness					
Deliver an annual program of grants within agreed, published timelines	per cent	100	100	0%	✓

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Cost					
Total output cost	\$ million	14.4	10.2	–29.1%	■
The lower actual was due to funding re-cashflow from 2024–25 into 2025–26 to support the delivery of government priorities funded in the <i>2025–26 State Budget</i> , including the Shrine of Remembrance and extending employment supports for veterans.					

LGBTIQA+ equality policy and programs

This output provides programs and services to promote equality for LGBTIQA+ Victorians and to support the economic, social and civic participation of these communities.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of people engaged through a Trans and Gender Diverse Peer Support Program	number	250	474	89.6%	✓
The higher-than-expected performance is due to increased engagement with the program as a result of ongoing discrimination and vilification against trans and gender diverse communities.					
Number of services engaged for Rainbow Tick accreditation	number	40	31	–22.5%	■
This lower-than-expected measure reflects organisations that have formally executed a contract for Rainbow Tick accreditation. It does not include the total pipeline of organisations engaged in the program and working toward their full accreditation.					
Proportion of LGBTIQA+ grant program recipients who are located in regional and rural areas	per cent	25	25.4	1.6%	✓
Cost					
Total output cost	\$ million	11.1	11.6	4.5%	✓

Women's policy

This output provides initiatives that support gender equality and better outcomes for women across all areas of their lives including economic security, safety, leadership, health and wellbeing.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of people participating in funded gender equality programs	number	6,759	2,070	–69.4%	■
The lower 2024–25 outcome reflects a change in programming for the Queen Victoria Women's Centre (QVWC). QVWC focused on venue leasing and capital works in 2024–25, reducing capacity for program delivery. The 2025–26 target has been reduced to 2,000 to reflect this updated programming approach.					
Percentage of women on Victorian Government boards	per cent	50.0	53.0	6%	✓
The 2024–25 outcome reflects the Victorian Government's commitment to a minimum of 50% of board members being women.					
Gender equality grant recipients who met or exceeded contractually agreed outcomes	per cent	95.0	100	5.3%	✓
The 2024–25 outcome is higher than the 2024–25 target due to all gender equality grant recipients meeting or exceeding their contractually agreed outcomes.					
Timeliness					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Tools, resources and guidelines to support the Gender Equality Act 2020 implementation are completed within agreed timeframes	per cent	100	100	0%	✓
Women's portfolio projects and programs delivered on time	per cent	100	100	0%	✓
Cost					
Total output cost	\$ million	18.4	24.5	32.9%	✓
The higher actual primarily reflects government carryover and additional funding for government initiatives.					

Youth

This output leads and coordinates whole-of-government policy advice and delivers a range of initiatives for young people aged between 12 and 25 years to gain a range of skills and experiences and to actively participate in their local communities.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of Scout Hall capital projects completed	number	3	3	0%	✓
Participation by young people in programs that provide opportunities to be involved in social and economic life in their communities	number	255,000	260,780	2.3%	✓
The 2024–25 result is an estimate.					
Participation by young people in programs that support young people to be involved in decision making in their community	number	2,800	3,732	33.3%	✓
The 2024–25 expected outcome is higher than the 2024–25 target due to higher-than-expected involvement in planning committees for high volume grant programs such as Victorian Youth Fest, as well as high participation in key programs led by funded organisations.					
Quality					
Percentage of grant recipients who met or exceeded contractually agreed project outcomes	per cent	93	97.0	4.3%	✓
Timeliness					
Percentage of programs delivered within agreed timeframes	Timeliness %	90.0	96.0	6.7%	✓
The 2024–25 result is higher than the 2024–25 target due to consistent monitoring and communication with funded organisations leading to a higher-than-expected percentage of programs delivered within agreed timeframe.					
Cost					
Total output cost	\$ million	30.5	31.7	4.0%	✓

Concessions to pensioners and beneficiaries

This output focuses on the development and coordination of concessions and relief grants to eligible consumers and concession card holders. It aims to make a positive difference for Victorians experiencing disadvantage by providing excellent community services to meet clients' needs.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Households receiving mains electricity concessions	number	917,237	911,109	–0.7%	○
Households receiving mains gas concessions	number	683,538	664,126	–2.8%	○
Households receiving non-mains energy concessions	number	22,241	21,009	–5.5%	■
The variance is due to the change in measures for non-mains concessions from households to number of claims. The change is due to limitations of our available data.					
Households receiving pensioner concessions for municipal rates and charges	number	436,257	434,703	–0.4%	○
Households receiving water and sewerage concessions	number	683,573	693,040	1.4%	✓
Number of Utility Relief Grants granted to households	number	116,055	231,390	99.4%	✓
The variance is due to the change in measures for Utility Relief Grants from households to number of claims. The change is due to limitations of our available data.					
Number of State Trustees clients receiving financial administration services	number	9,000	9,766	8.5%	✓
The 2024–25 actual figure is higher than the 2024–25 target as the total number of Financial Administration client supported throughout the year increased and includes clients on hand, new clients entering the service, and clients who have left the service during the 2024–25 financial year.					
Quality					
State Trustees client experience index (client satisfaction measure)	per cent	80	81	1.3%	✓
Timeliness					
Percentage of State Trustees clients onboarded within 45 days	per cent	90.0	95.0	5.6%	✓
New client visits enable State Trustees Limited to ensure client's budgets, financial and legal circumstances are well understood and presents the first opportunity to enable conversations on clients will and preferences. Ongoing system improvements continue to uplift State Trustees performance.					
Cost					
Total output cost	\$ million	784.4	1,536.9	95.9%	✓
The higher actual is due to the Commonwealth National Partnership Energy Bill Relief Fund expenditure, which is not included in the target.					

Housing assistance

This output ensures more Victorians have a place to call home. It provides services and support across the housing continuum. This includes homelessness services, transitional accommodation and wrap-around services and social and affordable housing.

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Quantity					
Number of bonds issued to low-income Victorians to assist access to the private rental market	number	7,000	8,841	26.3%	✓
The 2024–25 result exceeded the target due to a higher number of bond loans provided to people on low income to support access to private rental and community housing.					
Number of clients assisted to address and prevent homelessness	number	103,000	102,449	–0.5%	○
Number of clients assisted to address and prevent homelessness due to family violence	number	45,000	44,319	–1.5%	○
Number of clients provided with accommodation	number	30,000	27,981	–6.7%	■
The 2024–25 result is below target due to rising costs of securing accommodation. The ability to meet this target was also limited by the lack of availability of, and access to, affordable short-term accommodation.					
Number of households assisted with long-term social housing (public, Aboriginal and community long-term tenancies at end of year)	number	77,900	83,162	6.8%	✓
The 2024–25 result is based on an improved and more accurate data collection method than previously relied upon.					
Number of public housing dwellings upgraded during year	number	1,500	1,716	14.4%	✓
The 2024–25 result exceeded the target due to increased government funding which enabled a higher number of vacant homes in poorer condition to be upgraded and to be made available for public housing renters.					
Total number of Victorian Affordable Housing Program (VAHP) affordable housing dwellings	number	546	693	26.9%	✓
The 2024–25 result exceeded the target due to more affordable homes being completed.					
Total number of social housing dwellings	number	91,148	91,068	–0.1%	○
Total social housing dwellings added during the year	number	2,379	2,392	0.5%	✓
Quality					
Proportion of homelessness services clients that engage with support services and access or maintain housing	per cent	77.0	76.4	–0.8%	○
Social housing tenants satisfied with completed non-urgent maintenance works	per cent	80.0	74.0	–7.5%	■
The 2024–25 result is lower than the target as a result of shifting the methodology for obtaining feedback from outbound phone calls to an SMS survey.					
Social housing tenants satisfied with completed urgent maintenance works	per cent	85.0	75.0	–11.8%	■
The 2024–25 result is lower than the target as a result of shifting the methodology for obtaining feedback from outbound phone calls to an SMS survey. An increase in the number of jobs raised as urgent has also impacted this outcome.					

Performance measures	Unit of measure	2024–25 target	2024–25 actual	Variation	Result
Timeliness					
Average waiting time for long-term social housing for clients who have received a priority access housing or priority transfer allocation due to family violence	Timeliness months	10.5	17.3	64.8%	■
This measure was introduced in 2024–25 to more accurately reflect waiting times for social housing. Although the 2024–25 result is lower than the target, the waiting time improved over the past year, reflecting new social housing stock coming online.					
Average waiting time for long-term social housing for those clients who have received priority access housing allocation or a priority transfer	Timeliness months	10.5	17.2	63.8%	■
This measure was introduced in 2024–25 to more accurately reflect waiting times for social housing. Although the 2024–25 result is lower than the target, the waiting time improved over the past year, reflecting new social housing stock coming online.					
Proportion of clients where support to sustain housing tenure was provided or referred	Timeliness %	85.0	88.0	3.5%	✓
Cost					
Total output cost	\$ million	634.3	788.2	24.3%	✓
The higher actual is due to delivery of government initiatives such as the Big Housing Build, Regional Housing Fund and High-Rise Redevelopment Program initiatives.					

Discontinued output performance measures

The department identified 10 performance measures for discontinuation in the 2024–25 *State Budget*.

Four measures were proposed to be discontinued and replaced with more appropriate measures following the establishment of the Social Services Regulator:

- > organisations that have successfully completed a certification review (family and community services)
- > organisations that have successfully completed a certification review (specialist support and placement services)
- > organisations that have successfully completed a certification review (accommodation supports)
- > organisations that have successfully completed a certification review (client services and capacity).

Six measures were discontinued and replaced with new measures:

- > number of family services cases provided to Aboriginal families
- > total number of family services cases provided
- > number of clients self-referring to The Orange Door
- > participants reporting development of transferable skills supporting positive outcomes for young people
- > average waiting time for public rental housing for clients who have received a priority access housing or priority transfer allocation due to family violence
- > average waiting time for public rental housing for those clients who have received priority access housing allocation or a priority transfer.

The Public Accounts and Estimates Committee supported the department's rationale for the discontinuation in all cases.

Departmental financial summary

Five-year financial summary (\$ millions)	2025	2024	2023	2022
Income from government	6,407.7	5,381.7	5,047.5	6,583.4
Total revenue and income from transactions	7,341.8	6,398.0	6,038.0	8,021.4
Total expenses from transactions	(7,811.5)	(6,999.7)	(6,282.1)	(7,669.5)
Net result from transactions	(469.7)	(601.7)	(244.1)	351.8
Net result for the period	(522.2)	(638.4)	(264.7)	335.9
Net cash flow from operating activities	333.7	(103.2)	182.5	548.2
Total assets	41,495.7	40,495.4	38,565.6	38,113.8
Total liabilities	2,401.9	1,933.1	1,383.6	1,337.6

Departmental financial arrangements

The department's audited financial statements presented in this annual report include entities within the department's portfolio that are not controlled by the department.

Pursuant to s. 53(1) (b) of the *Financial Management Act 1994*, the Assistant Treasurer has granted approval for the department to prepare financial statements incorporating the following entities that form part of the Department of Families, Fairness and Housing. This enables efficient production of financial statements for smaller entities within the department's portfolio. It also recognise the Homes Victoria entity that operates within the department's business structure.

The entities are:

- > Homes Victoria
- > Commission for Children and Young People
- > Respect Victoria
- > Victorian Veterans Council
- > Victoria Disabilities Workers Commission
- > Disability Worker Registration Board
- > Social Services Regulator.

As a public non-financial corporation, the majority of income for the Homes Victoria entity is derived from business operations. This is primarily in the form of public housing rental. It also includes revenue provided by government through annual appropriation processes.

Detailed financial results for Homes Victoria are included in the appendices of the annual report, following the department's audited financial statements.

Current year financial summary

The details below relate to the department's consolidated financial statements including the entities outlined above.

The department's net result from transactions for the financial year ended 30 June 2025 is a deficit of \$469.7 million, compared with a deficit of \$601.7 million for 30 June 2024.

With the inclusion of other economic flows of \$52.5 million deficit, the net result for the financial year is a deficit of \$522.2 million. This compares with a deficit of \$638.4 million in 2024.

The deficit from transactions primarily relates to a \$344.4 million deficit in Homes Victoria. This reflects the unfunded depreciation expense, offset by government investment funding recognised as revenue in 2024–25 to be as part of the Big Housing Build to grow social and affordable housing in Victoria. Another main contributor to the net deficit from transactions is a higher insurance expense in 2024–25, resulting in an increased provision for civil claims.

Financial position – balance sheet

The department's net asset base as at 30 June 2025 was \$39,093.8 million, comprising total assets of \$41,495.7 million and total liabilities \$2,401.9 million.

Total assets have increased by \$1,000.3 million in 2024–25. This reflects the funding received in 2024–25 that was invested and capitalised in the Big Housing Build.

Liabilities totalling \$2,401.9 million mainly consist of payables, borrowings, employee benefit and other provisions. Total liabilities have increased by \$468.8 million compared with 2023–24. This is mainly due to increased borrowings (service concession liabilities associated with Big Housing Build Program) and other provisions. These include increases in civil claims associated with historical institutional child abuse and the establishment of Victorian redress.

Cash flows

Cash and deposit as at end of the 2024–25 financial year was \$1,312.2 million, an increase of \$590.5 million from the beginning of the financial year. This is mainly due to the funding received in 2024–25 that was invested for the Big Housing Build to grow social and affordable housing in Victoria.

Budget portfolio outcomes

The portfolio budget outcomes provide a comparison between the actual financial statements of all general government sector entities within the portfolio and the forecast financial information published in *Budget Paper No. 5 – Statement of Finances 2025–26* (BP5).

The portfolio budget outcomes comprise the comprehensive operating statement, balance sheet, statement of cash flows, statement of changes in equity, and administered items statement for the financial year 2024–25.

The portfolio budget outcomes have been prepared on a consolidated basis for the period 1 July 2024 to 30 June 2025. They include all general government sector entities within the portfolio. Financial transactions and balances are classified into either controlled or administered categories as agreed with the Treasurer in the context of the published statements in BP5.

The portfolio budget outcomes statements are not subject to audit by the Victorian Auditor-General's Office. They are not prepared on the same basis as the financial statements as they include financial information of the following entities:

- > Department of Families, Fairness and Housing
- > Victorian Disability Workers Commission
- > Disability Worker Registration Board
- > Commission for Children and Young People
- > Social Services Regulator
- > Respect Victoria
- > Victorian Veterans Council
- > Director of Housing (General Government).

The portfolio budget outcomes statements include funding from the Commonwealth and revenue from the sale of services attributed to the department from the state government. They also include income and expenses associated with National Disability Insurance Scheme funding, which are reported in the department's administered accounts.

Machinery of government changes

There were no machinery of government changes during the reporting period.

Financial performance – operating statement

In 2024–25, the portfolio recorded an actual net result from transactions of a \$150 million deficit compared with a 2024–25 published budgeted deficit of \$4 million.

The variance between the budgeted and actual deficit is mainly related to higher insurance claims expenses recognised in 2024–25. This was a result of increased in provisions for civil claims associated with historical institutional child abuse.

Financial position – balance sheet

The portfolio's net assets position is \$180 million lower than the published budget in 2024–25. This is largely attributable to increases in provisions for civil claims associated with historical institutional child abuse and Victorian redress.

Cash flows

The overall cash position at the end of the 2024–25 financial year is \$3 million higher than the published budget.

Detailed financial results for the 2024–25 portfolio budget and actual results are included in following statements.

Capital projects/asset investment programs

During the financial year ending 30 June 2025, the department **completed** a number of capital projects with a total estimated investment (TEI) of \$10 million or greater. The details related to these projects are reported below.

Project name	Original completion date	Latest approved completion date	Practical completion date	Reason for variance in completion dates	Original approved TEI budget (\$m)	Latest approved TEI budget (\$m)	Actual TEI cost (\$m)	Variation between actual cost and latest approved TEI budget (\$m)	Reason for variance from latest approved TEI budget
Building works stimulus (statewide)	qtr 4 2021–22	qtr 2 2024–25	December 2024	–	155.0	177.2	175.5	1.7	Variance is less than 1% of TEI with final expenditure expected for projects in 2025–26.
Housing Renewals 2024–25 (statewide)	qtr 4 2024–25	qtr 4 2024–25	June 2025	–	70.6	18.9	14.0	4.9	Program scope delivered within TEI. Surplus funds were reprioritised.
Housing Upgrades 2024–25 (statewide)	qtr 4 2024–25	qtr 4 2024–25	June 2025	–	24.5	28.1	28.1	–	N/A
Investing to make homelessness rare, brief and non-recurring (statewide)	qtr 4 2022–23	qtr 4 2027–28	June 2028	–	24.0	0.0	0.0	–	

Section 3: Our workforce

Public sector values and employment principles

The *Public Administration Act 2004* sets out the values and employment principles that apply to the Victorian public sector.

This includes the values of responsiveness, integrity, impartiality, accountability, respect, leadership and human rights. These values underpin our work with colleagues, clients and in the community.

The values define what is important to our organisation and how we do things. They also flow through our governance arrangements. Our values ensure we make decisions based on sound judgements.

We embed the values throughout the department.

They inform:

- > our response to the annual People Matter Survey results
- > performance and development planning
- > learning and development programs
- > how we resolve workplace issues.

We also advise our employees on matters of ethics and integrity. This includes how to avoid conflicts of interest and how to respond to offers of gifts.

The department's policies and practices are consistent with Victorian public sector employment principles and standards. We apply merit and equity principles to all employment policies, programs and resources. We provide fair treatment and career opportunities for all our staff.

Our people

The department's people work in diverse fields. These include child protection, housing, disability, preventing family violence, LGBTIQ+ equality, seniors, carers, veterans, women and youth.

Our *People strategy 2024–2026* sets out our priorities for addressing our challenges. These priorities help us maintain a strong organisation. This means our people are safe, roles are filled and employees stay because of our culture.

The strategy aims to create a workforce where our people have positive experiences. It is a diverse workforce with the capacity and capability to deliver vital services for all Victorians.

Highlights for the year include:

- > implementing the department's *Aboriginal workforce strategy 2021–2026* and Aboriginal and Torres Strait Islander Cultural Safety Framework
- > implementing the *Gender equality action plan 2022–2025*. This supports our obligations under the *Gender Equality Act 2020*
- > delivering programs under the *Diversity and inclusion framework 2022–2027*
- > responding to the People Matter Survey 2024, including providing customised support for teams to build workplace culture and improve safety and workforce civility
- > ensuring our people can access learning and career development opportunities through the learning management system and corporate training calendar
- > supporting employees' mental health and wellbeing through wellbeing webinars and health, safety and wellbeing programs
- > introducing mandatory goals in performance and development plans (PDPs) to better align employee performance and development goals with departmental priorities
- > linking required Compliance Essentials eLearning modules to PDP outcomes. This supports staff to complete essential training
- > delivering regular orientation programs and integrity sessions for new starters
- > updating and improving the Change Hub and Careers Support Hub.

Capability development

During 2024–25, we delivered 261 corporate learning and development programs and 41 webinar sessions to support staff working remotely.

Learning and development offerings aim to build the department's capability and performance. This includes in client service delivery, policy implementation, program management and compliance. These are underpinned by the department's capability framework.

Workforce capability activities focused on:

- > service delivery
- > practice development
- > positive workplace culture
- > health, safety and wellbeing
- > equality, diversity and inclusion
- > Aboriginal cultural safety
- > leadership and management
- > writing and communication
- > project management
- > software and systems
- > finance and procurement.

The department continued to strengthen its leadership capability by:

- > embedding 2 mandatory goals in all leaders' PDPs. These focus on positive workplace culture and supporting performance and delivery
- > delivering 183 Leading with Impact sessions. This 5-workshop series had an average of 20 attendees per session. The program focused on building leadership capabilities in coaching, feedback, performance and delivery, equality, diversity and inclusion, ethics and integrity, and psychological safety
- > providing leadership development opportunities. This includes advanced communication skills, performance management, parental leave and working parents, and supporting employees experiencing menopause
- > delivering the child protection director leadership development program. This strengthens peer learning and development around complex leadership challenges

- > supporting executives to participate in cross-department leadership and new-to-role programs provided by the Victorian Public Sector Commission, including the Executive Essentials Program
- > supporting employees to attend high-quality public leadership programs aimed at broadening and deepening leadership capabilities and giving participants exposure to peers from other organisations
- > providing peer and experiential learning through structured mentoring and coaching opportunities for leaders across the department.

In 2024–25, the department continued to support and expand the learning and development of our frontline workforce by:

- > engaging a First Peoples organisation to review child protection learning programs. This responds to recommendation 5 of the *Yoorrook for justice* report. This resulted in a cultural safety framework tool for child protection training programs. The review also made recommendations for things to consider when developing new training programs
- > delivering induction training to commencing staff:
 - 513 child protection practitioners
 - 90 housing services officers
 - 27 forensic residential services staff
 - 13 disability justice coordination staff
- > developing future frontline leaders, with:
 - 100 Child Protection Career Advancement Program graduates (CPP3s and CPP4s)
 - 102 CPP5s enrolled in the new selective entry Child Protection Leadership Program for CPP5
 - 392 CPP5s completing modules in the open access Child Protection Leadership and Management Program
 - 20 Child Protection Leading Risk Assessment Practice workshops and 29 Applying Risk Assessment Practice workshops

- 10 group coaching sessions for new child protection graduates and their managers/mentors as part of the Community and Social Services Graduate Program. This led to 34 graduates being matched with mentors
- 18 Housing Career Advancement Program graduates
- 10 Housing Practice Leadership Program graduates.

The department also celebrates the work of frontline staff and excellence in practice through events including:

- > Child Protection Week events including the Child Protection Awards and Victorian Protecting Children Awards
- > the Public Housing Forum and Workforce Awards
- > the Forensic Disability Services Workforce Forum and Awards.

Workforce inclusion policy

The department continues to build a diverse, inclusive and culturally safe workplace. This workplace reflects the communities we serve.

We recognise and value the diverse skills and perspectives people bring to the workplace. These characteristics include their age, caring responsibilities, cultural background, disability, ethnicity, gender, religion, sexual orientation, socioeconomic background and other backgrounds and experiences.

Our strategies elevate and recognise Aboriginal peoples as original custodians of Victoria. We embed Aboriginal cultural safety and self-determination in all that we do. We give Aboriginal Victorians decision-making power and control to determine what is best for them. Aboriginal self-determination is a human right. This is enshrined in the United Nations Declaration on the Rights of Indigenous Peoples.

Diversity and inclusion benefits everyone. It promotes a positive and safe workplace culture. It builds our reputation as an employer of choice. It helps us to attract and retain talented staff. It supports innovation by harnessing the rich and varied perspectives of our people. It also helps us understand and meet the needs of the Victorian community.

Aboriginal workforce strategy

The department's *Aboriginal workforce strategy 2021–26* has 5 strategic objectives:

- > exceed a minimum 3% Aboriginal employment by 2026, with a stretch target of 4%
- > exceed 4% Aboriginal employment at manager and executive level positions by 2026
- > embed Aboriginal self-determination and cultural safety in all that we do. This includes empowering and respecting the voice of Traditional Owners, Aboriginal employees, organisations and communities throughout Victoria
- > ensure the workforce develops a deep understanding of Aboriginal ways of listening, knowing and doing. The workforce applies this to the workplace, policy, programs and services to improve outcomes for Aboriginal communities
- > celebrate Aboriginal culture and the achievements of Aboriginal employees, children, families and communities.

Increasing our Aboriginal workforce improves health and wellbeing. It also improves quality and culturally appropriate services for Victoria's Aboriginal community.

Implementation of the strategy is tracking well. Progress against targets at the end of June 2025 shows that Aboriginal employees comprise more than 2.5% of the department's workforce. This is across all classifications, including in senior and executive roles.

The Aboriginal leadership target has been exceeded, with more than 8% of the executive workforce identifying as Aboriginal.

The department continues to support more Aboriginal women in leadership roles. The Aboriginal Women in Leadership FastTrack program commenced for 2024–25. In June 2024, the Secretary announced 5 new participants in the Aboriginal Women in Leadership FastTrack Program Manager Stream. Participants completed customised development coaching. Two have undertaken acting opportunities. Aboriginal women comprise 50% of the Aboriginal executive workforce.

We work to ensure the department is a culturally safe employer of choice for Aboriginal people. This includes CareerTrackers 12-week internships for Aboriginal university students in generalist and child protection program streams. It also includes the Aboriginal Graduate Program, leadership programs, mentoring for employees and strengthening the Aboriginal Staff Network.

We continue to boost the recruitment and retention of Aboriginal child protection practitioners. We do this through regular check-ins with new child protection practitioners. We also established the Child Protection Aboriginal Staff Network, which comprises 70 Aboriginal child protection staff. This represents the highest number of Aboriginal and Torres Strait Islander child protection practitioners ever achieved in the department. Dedicated Child Protection Aboriginal Staff Network sessions provide culturally appropriate and safe employee supports for our Aboriginal child protection workforce.

The department's Wirrigirri reconciliation program continues to increase the number of allies for Aboriginal inclusion, awareness of Aboriginal significant dates and events, and cultural safety of workplaces. An Executive Champion has been appointed to boost the allyship and support within the department.

Aboriginal and Torres Strait Islander cultural safety

The department continues to implement the *Aboriginal and Torres Strait Islander cultural safety framework*. The framework's vision is to ensure the Victorian community service and housing sectors provide culturally safe practice and service provision that enables optimal health, wellbeing and safety outcomes for Aboriginal people.

To achieve this vision the framework has 3 domains:

- > culturally safe workplaces and organisations
- > Aboriginal self-determination
- > leadership and accountability.

The department is developing executive leaders and the workforce to take ownership of cultural safety as part of their responsibility to ensure a culturally safe environment for Aboriginal people and to embed self-determination in policy, programs and service provision. We have implemented dedicated learning and development and online resources for staff, managers and executive leaders. This ensures all employees are responsible for how they work with Aboriginal staff, clients and communities.

A cultural safety working group supports the implementation of the framework throughout the organisation. A dedicated Aboriginal peer-support network uses the principles of self-determination to support the health, wellbeing and safety of our Aboriginal workforce. The Victorian Aboriginal Health Service Employee Assistance program also provides dedicated Aboriginal social and emotional wellbeing supports.

The department has implemented Aboriginal Cultural Safety training aligned with the *Yoorrook for justice* report recommendations. The new training, led by a First Nations provider commenced in August 2024. As of 30 June 2025, 11% of People Leaders, and 2% of the workforce have completed the training.

The compliance Cultural Safety eLearn was also updated to align with *Yoorrook for justice* report recommendations. As of 30 June 2025, 84% of the workforce have completed the eLearn.

In September 2024, the department launched the Anti-Racism Action Plan. The plan sets out clear action to address all forms of racism in the workplace. In October 2023, the department commenced anti-racism training. This provides an understanding of the effects of systemic racism in the workplace and accountability to address all forms of racism. As of 30 June 2025, 52% of People Leaders have completed the training.

The department also partners with the University of Melbourne to deliver the Self-determination and Community Services micro-certificate series.

The program supports learners to develop advanced knowledge of critical Aboriginal Cultural Safety including understanding concepts of Treaty and Self-determination, Sovereignty and Stolen Generations.

In November 2023, the department undertook the first Aboriginal Cultural Safety Survey, which was open to all staff. The results of the survey have been used to form part of the annual Aboriginal Cultural Workplace Monitoring Tool which provides index ratings on how we are tracking against cultural safety priority areas. The tool enables us to understand where we are doing well and areas for improvement.

Aboriginal Staff Network

The Aboriginal Staff Network offers access to a supportive culturally safe community of practice. It is a place to share good practice and creative ideas, support each other through issues of concern, access opportunities for personal and professional development, and provide input into the department's work, policies and processes to ensure they are inclusive of Aboriginal people.

The department remains committed to self-determination, and the Aboriginal Staff Network is an important channel for amplifying Aboriginal voices. The Aboriginal Staff Network is supported by an Executive Champion to bring to the attention of the Board issues impacting the members of the network.

The Aboriginal Staff Network held its annual conference in May 2025, focused on cultural safety, truth-telling and connection. The conference was well attended with 88 Aboriginal employees from the department.

A dedicated Child Protection Aboriginal Staff Network was established to ensure the support and wellbeing of the frontline workforce. It includes wellbeing check-ins, and a dedicated one day in-person development and connection day.

Diversity and inclusion framework

The department's *Diversity and inclusion framework 2022–2027* supports us to become a leading employer in diversity and inclusion. The framework commits the department to:

- > employing a workforce that reflects Victoria's communities to better meet community needs
- > building workplaces that are culturally safe and inclusive for diverse staff.

The framework takes an intersectional approach. It incorporates strategies to remove workplace barriers for staff affected by systemic, attitudinal, and behavioural barriers and discrimination.

This includes:

- > people with disability
- > people from multicultural and multifaith backgrounds
- > people who are LGBTIQ+
- > people with caring responsibilities.

The framework will:

- > ensure our leadership profile, governance structures and workforce reflect the community's diversity, and all employees are accountable for creating inclusive workplaces
- > empower the voices of our diverse workforce, value diversity of thought and create a workplace where all employees are supported to develop and progress their careers
- > improve business outcomes by putting diverse people's lived experience at the core of policy, programs and services
- > embed culturally safe actions, systems and practices as the norm
- > create work environments that are accessible and safe, with prevention, early intervention and suitable response to all forms of discrimination and inappropriate behaviours
- > foster transparency, accountability and measurable targets to achieve outcomes.

Since the launch of the framework, progressed implementation actions include:

- > establishing the diverse staff community of practice to provide a safe space for diverse employees
- > delivering the annual diversity workforce survey
- > establishing accessible communications guidelines
- > building inclusive leadership development into our leadership training
- > investing in anti-racism training for people leaders
- > commencing roll-out of our multifaith prayer space guidelines
- > delivering disability confidence and autism support training
- > launching special measures guidelines.

Staff-led lived experience networks

The department is investing in diverse staff with lived experience and their allies. Staff lived experienced networks are inclusive places for staff to connect and share experiences. As part of the networks, staff are provided opportunities to input into the department's projects, strategies and training.

Each network has co-chairs and an appointed Executive Champion accountable for addressing barriers to inclusion. All network members meet regularly to progress priorities. In addition to the Enablers, Pride, Aboriginal Staff and Wirrigirri networks, two new networks were established in 2025, the Women of Colour and Multicultural Staff Networks which are collectives for staff with lived experience and their allies.

Network co-chairs completed employee reference group development to support them to effectively navigate their roles.

People with disability

In addition to the department's framework, the department continued to deliver actions under *Getting to work: Victorian public sector disability employment action plan 2018–2025*.

The action plan supports increased opportunities for people with disability to work in the department, with targets of 6% employment by 2020 and 12% employment by 2025. In 2025, the People Matter Survey data showed that of the people who completed the survey, 12% of respondents shared they had a disability.

Our department's 2025 diversity workforce survey was developed with employees with lived experience and showed that 21% of the survey respondents shared they are a person with disability.

The department has a dedicated workplace adjustment policy and resources to support the inclusion and participation of employees with disability and build organisational capability. The department has also implemented independent neurodiverse confident services that offer a range of services and support for neurodivergent employees, as well as managers and their teams.

The Enablers Network for people with disability continued supporting employees with disability to ensure a voice and fair and equitable outcomes. An Executive Champion supports the network and drives organisational inclusion.

The department also worked with the Australian Disability Network for roundtable opportunities and to provide confidence training for employees with disability.

The department continued the Australian Disability Network Internship Program (previously known as Stepping Into) for people with disability.

This program provides university students with valuable work experience, confidence and a chance to bridge the gap between university and graduate opportunities.

The department also works with Belonging Matters, which is an employment partner that supports people who have an intellectual disability to gain meaningful employment across Victoria.

Lastly, the department is committed to the disability pathway within the Youth Employment Scheme career pathway for young people.

People from multicultural and multifaith backgrounds

The department has a priority focus on ensuring representation and inclusion of staff from multicultural backgrounds. We have delivered a guide for ensuring prayer spaces in our offices and roll-out has continued across offices. We have launched a language allowance policy that ensures we valued the language and cultural expertise our workforce brings.

The department has priority targets to improve the representation of the workforce from non-main-English-speaking multicultural backgrounds. The department's 2025 diversity workforce survey was developed with employees with lived experience and showed that 20% of the survey respondents identified from a non-main-English-speaking background.

The department has established a Multicultural and Women of Colour Network. Key members of employee-led networks are employed at the department and are supported by a senior Executive Champion to drive organisational inclusion.

LGBTIQA+ people

The department continued initiatives and actions under 6 key result areas measured in the Australian Workplace Equality Index:

- > inclusive policy and practice
- > strategy and accountability
- > LGBTIQA+ training and education
- > LGBTIQA+ employee network
- > visibility and inclusion
- > community engagement.

The department has supportive processes for trans and gender diverse employees to affirm their gender identity in the workplace and to ensure their safety and inclusion. The department continued to work with Pride in Diversity to provide employees with training and awareness. We are also submitted for bronze status in the Australian Workplace Equality Index (AWEI).

In February 2025, we launched the LGBTIQA+ confidential contacts and grievance officer programs to ensure trained allies and people and culture staff can support the workforce. The department has procured a provider to co-design a Trans and Gender Diverse eLearn to build the capability of workforce.

The department's Pride Network provides a forum for all staff interested in, and supportive of, creating safe and inclusive workplaces for LGBTIQA+ employees. An Executive Champion is appointed to the network to drive organisational inclusion. Part of a broader whole-of-Victorian Government Pride Network, it offers a space for staff to promote positive LGBTIQA+ cultural awareness and sector-wide events, participate in professional development opportunities and contribute to the department's LGBTIQA+ diversity work.

People with caring responsibilities

The department is committed to supporting staff to balance work and caring responsibilities and has included a range of actions to support carers in its diversity and inclusion framework and gender equality action plan.

Key activities include the provision of a parental transition support program, promoting equitable access to flexible work arrangements through the development of resources for managers and staff and monitoring uptake of leave for diverse caring, parental and kinship responsibilities through an annual audit to identify and address barriers and trends.

Gender equality

The department continued to promote workplace gender equality and to meet its requirements under the *Gender Equality Act 2020* (the Act) including through:

- > implementation of the department's *Gender equality action plan 2022–2025* (GEAP)
- > conducting Gender Impact Assessments (GIAs) for new policies, programs and services that have a significant impact on the public
- > preparing for the June 2025 workplace gender audit.

The department has progressed activities under the GEAP. This includes updating our sexual harassment policy, developing and delivering Everyday Sexism and Sexual Harassment workshops, providing training and coaching to support parental leave and menopause transition, progressing a job share pilot, establishing a family violence contact officer network and expanding supports for staff experiencing family violence, and including model gender equality goals for leaders in the professional development cycle.

The department has delivered activities to support GIA capability and compliance. This includes expanding the number of GIAs in our central GIA depository, quality assurance of gender responsive budgeting submissions, and providing in-house training to department staff on GIA processes.

Youth Employment Scheme

The department continued to engage with the Youth Employment Scheme (YES). This initiative of the Department of Jobs, Skills, Industry and Regions (DJSIR) supports young people aged 15 to 29 years to find employment.

The traineeships provide paid employment opportunities while attaining a qualification, with the prospect of further and potentially ongoing employment in the department.

During 2024–25, the department onboarded 27 YES trainees from the general pathway, and this included 5 YES trainees from the disability pathway. 93% of departmental trainees are from a 'priority group'.

Priority groups include:

- > people unemployed for 6 months or at risk of being long-term unemployed
- > people with disability
- > Aboriginal and Torres Strait Islander people
- > culturally and linguistically diverse communities including humanitarian migrants (asylum seekers and refugees)
- > public and social housing residents
- > people with experience of homelessness or at risk of homelessness
- > people with experience of family violence
- > Youth Justice clients
- > young people from out-of-home care
- > single parents
- > people with experience of mental illness.

Western Chances internship

The Western Chances Internship Program matches tertiary scholarship recipients with 12-week paid internships. This internship provides young people facing social or financial barriers with meaningful work experience and an opportunity to develop job-ready skills and builds their professional network.

The department hosted 15 internships for young people through this employment program within this financial year.

Graduate recruitment

The department has 8 graduates participating in the 2025 Victorian Government Graduate Program, which is run by the Victorian Public Sector Commission (VPSC).

In the 2025 intake, the department recruited 8 graduates from diverse academic backgrounds, with 3 graduate employees reaching us through the disability pathway in this program.

Graduates participating in the 12-month graduate programs complete 3 rotations to develop core skills and gain broad experience working within various business units.

In addition to the VPSC graduate program, the department hosted 2 positions within the internal Aboriginal Graduate Program. The 2 employees commenced at different dates within the 2024–25 financial year. The department also administers the Community and Social Services Graduate Program, which saw the department host 14 graduates during the 2024–25 financial year.

Refugee Youth Employment Program

The Refugee Minor Program (RMP) delivered by the department supports unaccompanied refugee children and young people in Victoria. In September 2024 the department launched the Refugee Youth Employment Program (RYEP), a tailored employment program designed to support young people aged 16 and over from refugee backgrounds to begin their careers in the Victorian Public Service, reflecting the government's commitment to fostering diversity and inclusion in its workforce.

The RYEP provides hands-on experience through 12-month traineeships with structured career pathways. Participants are equipped with valuable workplace skills and provided with mentoring and professional development opportunities within the public service.

This financial year, 5 young people from the RYEP successfully secured positions across the department and Department of Health, marking a significant milestone for the pilot program. A further 4 young people were progressed to YES traineeships at the department through referrals from the RMP.

This program not only supports the employment aspirations of young refugees but also enriches the public service with diverse perspectives and experiences.

Student placement program

The department offers students undertaking a tertiary qualification the opportunity to complete their fieldwork placement in community services as part of their course.

In 2024–25, 255 tertiary students commenced a placement across the department, including placements in child protection, housing, forensic disability services, corporate services and statewide services.

Child Protection Employment Program

The Child Protection Employment Program (CPEP) offers 12 weeks full-time or 16 weeks part-time, fixed-term paid employment to recent graduates and eligible students studying a social work, welfare, community or behavioural qualification.

The rotation-based program enables participants to work in a structured and supportive learning environment alongside experienced practitioners to experience the Child Protection Practitioner (CPP) role.

Participants who demonstrate the essential skills and attributes necessary for entry into a CPP role, have completed a recognised qualification and who successfully complete the program may receive an offer of employment for a CPP3 position. Participants that have successfully completed the program and are still completing a recognised qualification may receive a conditional offer of employment at the CPP3 level, subject to the successful completion of their recognised qualification. These participants may commence in the department as a CPP2, enabling them to remain working in child protection while completing their qualification.

At the end of the program in June 2025, 84 participants in the program were recommended for further employment.

Up to 100 CPEP employees are expected to commence from January 2026.

Additional employment programs in 2024–25

The department has additional employment programs that are smaller in scale that contribute to the *Diversity and inclusion framework 2022–2027*:

- > CareerTrackers – the department hosted 2 internships this financial year. CareerTrackers is designed to provide Aboriginal university students paid internship during their studies. This provides participants industry experience and additional preparation for future work upon graduation.
- > Belonging Matters – the department had 2 program participants from this employment program that supports participants with an intellectual disability.
- > Adult Migrant English Program (AMEP) – the department provided learning opportunities to 4 students within this program, which assists participants in developing their English language skills within the workplace.
- > CareerSeekers – the department hosted 2 internships for participants of this program. CareerSeekers supports university students and midcareer professionals from a refugee background to secure employment opportunities.
- > PACE – Positive Action towards Career Engagement is a mentorship program through the Australian Disability Network. We had 4 mentors from the department volunteer time over 8 weeks to support people with disability navigate employment challenges in Victoria.
- > Digital Jobs – in its final year working with Victorian Public Sector agencies, the internship program closed in June 2025. Our department hosted 2 interns within this year.

The department also administers the Community and Social Services Graduate Program, which commenced 128 graduates this financial year. The program provides graduates with opportunities in cross-sector development activities and professional networking to improve graduate job-readiness and retention.

Comparative workforce data

The following table discloses the head count and full-time staff equivalent (FTE) of all active public service employees of the department, employed in the last full pay period in June of the current reporting period (2025), and in the last full pay period of June in the previous reporting period (2024)⁸.

Table 1: Details of employment levels in June 2025 and June 2024

	June 2025					June 2024								
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE
Part 1: Demographic data														
Gender														
Women	5488	5107.65	3793	802	4309.07	893	798.58	5,494	5,079.10	3,630	766	4,113.80	1,098	965.3
Men	1,620	1,564.36	1,164	80	1,217.98	376	346.38	1,576	1,512.90	1,096	75	1,142.40	405	370.5
Self-described	105	100.26	65	6	69.19	34	31.07	99	92.2	54	8	59.65	37	32.51
Age														
15–24	280	250.23	157	23	171.54	100	78.69	397	355.1	204	24	218.2	169	136.9
25–34	1,875	1,782.60	1,329	148	1,419.66	398	362.94	1,974	1,858.50	1,301	171	1,407.60	502	451
35–44	2,061	1,903.26	1,379	325	1,581.72	357	321.54	2,002	1,837.60	1,293	299	1,472.80	410	364.7
45–54	1,659	1,573.36	1,169	202	1,308.02	288	265.34	1,596	1,508.30	1,133	186	1,253.50	277	254.8
55–64	1,104	1050.35	824	138	917.62	142	132.73	1,028	967.8	725	135	816.6	168	151.2
65+	234	212.47	164	52	197.68	18	14.79	172	156.8	124	34	147.1	14	9.7

⁸ Part 2: Classification data includes all classified Child Protection Practitioners (CPP) within DFFH. The CPP headcount and full-time equivalent numbers fluctuate throughout the year based on recruitment and attrition. Collectively, the full-time equivalent number of CPPs in statutory intervention positions (CPP3-6) has increased.

	June 2025						June 2024							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE
Part 2: Classification data														
VPS 1–6 grades														
VPS 1	19	19	1	0	1	18	18	4	4	0	0	0	4	4
VPS 2	264	224.37	147	52	180.06	65	44.31	260	224.2	143	55	178.1	62	46.1
VPS 3	387	363.34	262	51	296.64	74	66.7	368	344.5	247	50	279.4	71	65.1
VPS 4	643	619.43	418	62	461.67	163	157.76	566	547	369	54	407.2	143	139.8
VPS 5	1,152	1,109.27	814	118	896.07	220	213.2	1,112	1,069.30	753	111	828.3	248	241
VPS 6	710	694.04	545	55	586.47	110	107.57	699	679.9	532	58	575	109	104.9
Total	3,175	3,029.45	2,187	338	2,421.91	650	607.54	3,009	2,868.90	2,044	328	2,267.90	637	600.9
Child Protection Practitioner														
CPP 2	299	253.23	138	55	172.39	106	80.84	437	362.5	144	52	177.7	241	184.8
CPP 3	575	553.62	450	64	493.38	61	60.24	671	639.1	475	62	513.1	134	126
CPP 4	754	678.42	587	133	658.63	34	19.79	695	621.5	547	108	600.6	40	20.9
CPP 5	868	814.47	718	128	796.11	22	18.36	858	797.2	703	123	771.8	32	25.5
CPP 6	128	125.18	118	7	122.18	3	3	108	104.9	98	8	102.9	2	2
Total	2,624	2,424.92	2,011	387	2,242.69	226	182.23	2,769	2,525.20	1,967	353	2,166.10	449	359.1

	June 2025						June 2024							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE
Children, Youth and Families														
CYF 1	1	0.58	0	0	0	1	0.58	32	27.6	16	0	16	16	11.6
CYF 2	91	74.32	46	10	52.33	35	21.99	43	36.1	11	9	17	23	19.1
CYF 3	35	32.52	24	8	29.52	3	3	71	66.2	42	15	52.2	14	14
CYF 4	100	94.91	71	12	78.61	17	16.3	58	55.2	40	9	46.3	9	8.9
CYF 5	102	97.08	62	12	70.82	28	26.26	82	78.9	56	6	59.9	20	19
CYF 6	12	12	12	0	12	0	0	9	9	7	0	7	2	2
Total	341	311.41	215	42	243.28	84	68.13	295	273.1	172	39	198.5	84	74.6
Allied Health														
AH 2	8	7.6	5	1	5.6	2	2	8	7.2	7	1	7.2	0	0
AH 3	37	25.83	10	16	18.28	11	7.55	32	23.8	10	13	16.6	9	7.3
AH 4	4	4	3	0	3	1	1	4	4	3	0	3	1	1
Total	49	37.43	18	17	26.88	14	10.55	44	35	20	14	26.8	10	8.3
Disability Services														
DDSO-1	8	6	3	2	4.63	3	1.37	86	68.4	35	7	40.2	44	28.2
DDSO-2	93	78.42	40	6	43.27	47	35.15	15	14.4	9	0	8.5	6	5.9
DDSO-3	35	31.9	21	7	26.3	7	5.6	47	44.1	29	8	34.5	10	9.6
DDSO-4	20	19.1	14	4	17.1	2	2	12	11.6	7	4	10.6	1	1
DDSO-5	4	4	4	0	4	0	0	2	2	2	0	2	0	0
DDSO-6	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	160	139.42	82	19	95.3	59	44.12	162	140.4	82	19	95.8	61	44.7

	June 2025						June 2024							
	All employees		Ongoing			Fixed-term and casual		All employees		Ongoing			Fixed-term and casual	
	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE	Number (head count)	FTE	Full-time (head count)	Part-time (head count)	FTE	Number (head count)	FTE
Housing Services														
HCSOQ1	0	0	0	0	0	0	0	29	24.6	10	15	20.8	4	3.8
HCSOQ2	0	0	0	0	0	0	0	17	16	9	1	9	7	7
HCSOQU	0	0	0	0	0	0	0	66	48.8	20	13	29.8	33	18.9
HCSO	105	97.02	54	25	71.8	26	25.22	0	0	0	0	0	0	0
HSO-1	5	5	2	0	2	3	3	9	8	1	2	2	6	6
HSO-2	365	349.04	295	42	322.04	28	27	396	379.3	299	47	331	50	48.3
HSO-3	66	64.33	59	7	64.33	0	0	66	64.6	60	6	64.6	0	0
Total	541	515.39	410	74	460.17	57	55.22	583	541.3	399	84	457.2	100	84
Other	114	108.11	86	9	91.31	19	16.8	106	101.75	83	10	89.25	13	12.5
Senior employees														
Executives	186	183.64	1	0	1	185	182.64	179	177.2	1	0	1	178	176.2
STS	23	22.5	12	2	13.7	9	8.8	22	21.36	12	2	13.36	8	8
SMA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total employees	7,213	6,772.3	5,022	888	5,596.2	1,303	1,176.0	7,169	6,684.10	4,780	849	5,315.90	1,540	1,368.30

The data source for the table above is Common Corporate Support Branch. A similar data cut is used for the Victorian Public Sector Commission submission.

In the previous financial year, classifications HCSOQ1, HCSOQ2 and HCSOQU were reported separately. These are now grouped under the HCSO classification.

Executive figures include Accountable Officers, namely the Secretary and CEO of Homes Victoria.

The following table discloses the annualised total salary for senior employees of the department, categorised by classification. The salary amount is reported as the full-time annualised salary.

Table 2: Annualised total salary, by \$20,000 bands, for executives and other senior non-executive staff

Income band (salary)	Executives	STS	SMA
\$160,000–\$179,999	0	0	0
\$180,000–\$199,999	0	4	0
\$200,000–\$219,999	0	13	0
\$220,000–\$239,999	76	4	0
\$240,000–\$259,999	24	2	0
\$260,000–\$279,999	9	0	0
\$280,000–\$299,999	33	0	0
\$300,000–\$319,999	17	0	0
\$320,000–\$339,999	4	0	0
\$340,000–\$359,999	5	0	0
\$360,000–\$399,999	7	0	0
\$400,000–\$419,999	3	0	0
\$420,000–\$439,999	1	0	0
\$440,000–\$459,999	4	0	0
\$460,000–\$499,999	0	0	0
\$500,000–\$559,999	1	0	0
\$560,000–\$579,999	1	0	0
\$600,000–\$620,000	1	0	0
Total	186	23	0

Workforce data for the department's portfolio entities

The department includes the following entities that employ public service employees independently of the department's Secretary:

- > Commission for Children and Young People
- > Queen Victoria Women's Centre Trust
- > Respect Victoria
- > Shrine of Remembrance Trustees
- > Victorian Disability Worker Commission.

These portfolio entities produce their own annual reports. Therefore, comparative workforce data for these entities are included in their annual reports. The department does, however, disclose the number of executives for these portfolio entities in the 'Executive data' section of this report.

Executive data

The following tables disclose the Senior Executive Service (SES) numbers for the department and its portfolio entities for 30 June 2025.

- > For the department, a member of the SES is defined as a person employed as an executive under part 3 of the *Public Administration Act 2004 (PAA)*.
- > For a public body, an executive is defined under part 3 of the PAA or a person to whom the Victorian Government's *Public Entity Executive Remuneration Policy* applies.
- > All figures reflect employment levels at the last full pay period in June of the current and corresponding previous reporting year.
- > The definition of an SES does not include a statutory office holder or an Accountable Officer.

The following table discloses the variations between the current reporting period (2025) and previous reporting period (2024).

Table 3: Number of SES for the department broken down by gender

Class	Total		Women		Men		Self-described	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
SES-3	9	-1	6	-1	3	0	0	0
SES-2	61	0	46	2	15	-2	0	0
SES-1	114	6	74	3	37	3	3	0
Total	184	5	126	4	55	1	3	0

The number of executives in Table 4 below is based on the number of executive positions that are occupied at the end of the financial year. Note 9.7 in the financial statements lists the actual number of SES and the total remuneration paid to SES over the course of the reporting period. The financial statements note does not include the Accountable Officer, nor does it distinguish between executive levels or disclose separations. Separations are executives who have left the department during the relevant reporting period. To assist readers, these 2 disclosures are reconciled below.

Table 4: Reconciliation of executive numbers for the department

	2025	2024	Var.
Executives	184	179	5
Accountable Officer (Secretary)	1	1	0
Accountable Officer (Director of Housing)	1	1	0
Less separations	14	44	-30
Leave without pay	5	0	5
Less executives paid by other departments	0	0	0
Total executive numbers at 30 June	184	179	5

Table 5: Number of executives for the department's portfolio entities broken down by gender

Portfolio entities	Total		Women		Men		Self-described	
	No.	Var.	No.	Var.	No.	Var.	No.	Var.
Commission for Children and Young People	3	0	3	0	0	0	0	0
Disability Services Commissioner	1	0	1	0	0	0	0	0
Queen Victoria Women's Centre Trust	1	0	1	0	0	0	0	0
Respect Victoria	3	0	3	0	0	0	0	0
Shrine of Remembrance Trustees	4	0	1	0	3	0	0	0
Social Services Regulator	2	N/A	0	N/A	2	N/A	0	N/A
Victorian Disability Worker Commission	1	0	1	0	0	0	0	0
Total	13	0	10	0	3	0	0	0

Notes:

All figures reflect employment levels as at the final pay period in June 2025, and variance is compared with June 2024.

Excluded are those on leave without pay or absent on secondment, external contractors / consultants and temporary staff employed by employment agencies.

Variation figures are not applicable to the Social Services Regulator as it was established on 1 July 2024.

Employee health, safety and wellbeing

The department is committed to safeguarding the health, safety and wellbeing (HSW) of all employees and others when conducting work on behalf of the department or in a department workplace. The department has expressed this commitment in its *Health, safety and wellbeing policy*.

Employee health and safety

During 2024–25, the department implemented its *Health, safety and wellbeing strategy 2024 to 2027* (HSW strategy). The strategy aims to create a safe and psychologically healthy workplace. This includes preventing injury and illness in the workplace.

Supporting the HSW strategy is a program of work that focuses the department's resources on key priority areas to achieve the strategic objectives to:

- > promote employee health, safety and wellbeing
- > prevent work-related injury and illness
- > support employees with an injury or illness to recover at work or to return to work early, safely and sustainably.

The department's Health and Safety Management System provides information to support employee health and safety at work. It also helps prevent injury and illness from workplace operations.

HSW representation gives employees a voice on health and safety. The department has a network of HSW representatives and designated management representatives. Representatives participate in health and safety committees and work collaboratively to improve HSW outcomes.

Improvement measures in 2024–25 included:

- > developing an upgraded health and safety incident and hazard reporting system (OurSafety) (for deployment from 1 July 2025) to improve the end user experience and provide more informed data, particularly in relation to psychosocial hazards
- > improving the HSW risk management framework to better reflect and enable capture of psychosocial risks
- > conducting enterprise-level risk assessments for key psychosocial risks. This helps us understand risks and undertake local risk assessments
- > piloting a de-escalation training program to support frontline staff facing violence and aggression at work
- > mapping work-related violence (WRV) controls and identifying further potential treatments to manage WRV risks
- > continuing to implement HSW accountabilities through performance development plans for VPS and executive employees

- > improving the HSW SharePoint site to give staff better access to current HSW information
- > providing specialist ergonomic assessments to 184 employees who needed additional support to set up their workstation to prevent injury
- > providing influenza vaccines to 2,693 employees through the annual department vaccine program.

Employee wellbeing and support

The department continues to focus on providing a psychologically healthy workplace. We recognise that everyone benefits from a workplace where the wellbeing of employees is a priority.

The department provides employee supports including:

- > Employee Wellbeing and Support Program
- > Aboriginal Social and Emotional Wellbeing Program
- > Child Protection Wellbeing Program
- > Peer-Support Network
- > Critical Incident Support
- > Fitness Passport.

The department continues to have high workforce engagement with its Employee Wellbeing and Support Program. This saw an annual utilisation rate of 26.4%. This shows positive employee engagement in wellbeing.

The department launched the *Child protection mental health and wellbeing plan 2024–26*. This promotes wellbeing services to child protection employees. It also supports workplace safety activities using the 4 pillars of leadership, learning, systems and supports.

The department procured a new support provider for its Peer Support Network (PSN) during 2024–25. The PSN provides recruitment and selection advice. It also provides training and supervision to improve the competency and confidence of peer supporters.

The PSN increased by 13 peer supporters this year. It now has 56 peer supporters.

Critical Incident Support assists employees who have witnessed or have been involved in a critical incident in the course of their work. The model of support is based on psychological first aid. This provides support and care to meet an employee's immediate needs and minimise negative reactions following exposure to a critical incident.

Improvement measures in 2024–25 included:

- > improving the wellbeing service from the Employee Wellbeing and Support Program
- > publishing suicide prevention and awareness resources to:
 - equip managers and employees with information to support employees who might be experiencing thoughts of suicide and self-harm
 - reduce associated stigma with suicide and self-harm
- > establishing the new Peer Support Network
- > providing training on the impact of traumatic events and content (including vicarious trauma). This included how to manage this hazard proactively in the workplace
- > provided Fitness Passport, which gives employees and their family discounted membership and access to fitness and lifestyle facilities across Victoria.

Incident and injury management

In 2024–25, the department experienced an 11.6% increase in incidents reported by employees compared with 2023–24. The rate of incident reporting increased by 11%.

There was also an increase in the number of hazards reported in 2024–25 compared with the prior year of 4.9%, and an increase in the rate of hazard reporting of 4.4%.

The department strongly encourages employees to report hazards and incidents so we can respond either at the local level or across the department. This assists us to identify employees at risk of injury and to intervene early to prevent injury or illness or to prevent further exacerbation of injury or illness.

The department has a defined procedure for incident reporting and investigation. This requires assessing the risk and developing corrective actions for all incidents reported. Some incidents require further investigation. During 2024–25, 211 reported incidents or hazards (6.2%) required further investigation. The department notified WorkSafe Victoria of 11 notifiable incidents⁹.

The department has experienced a 1.5% decrease in the rate of standard claims per 100 FTE, with:

- > a 13.1% increase in stress-related standard claims per 100 FTE
- > 44.1% decrease in musculoskeletal disorder-related standard claims per 100 FTE
- > 25.6% decrease in lost time standard claims per 100 FTE
- > 10.9% decrease in 13-week standard claims per 100 FTE.

Improvement measures in 2024–25 included:

- > working with managers and employees to remain and recover at work or return to work early, safely and sustainably
- > continuing to improve analysis of workers compensation, return to work and employee support data. We did this in collaboration with our insurer, WorkSafe and employee support provider. This helps us identify trends, provide insights and inform decision making
- > offers of support through MAXHealth to provide early support for employees who are injured at work. This helps people recover and return to work
- > tailored advice and support for managers managing staff with complex injuries and claims
- > early intervention services in the pending phase of a compensation claim through the department's WorkCover insurer
- > development and launch of an alternative duties register to support short-term placement opportunities for injured employees with a capacity to work.

⁹ Data provided by WorkSafe Victoria.

Table 6: The department's performance against health and safety management measures

Measure	Key performance indicator	2022–23	2023–24	2024–25
Hazards	Number of hazards	734	774	812
	Rate per 100 FTE	10.86	11.59	12.10
Incidents	Number of incidents	2,007	2,302	2,569
	Rate per 100 FTE	29.69	34.49	38.29
	Number of incidents requiring first aid and/or further medical treatment	275	234	394
Claims	Number of standard claims ¹⁰	82	92	91
	Rate per 100 FTE	1.20	1.38	1.36
	Number of lost time claims	51	52	39
	Rate per 100 FTE	0.75	0.78	0.58
	Number of claims exceeding 13 weeks ¹¹	36	43	38
	Rate per 100 FTE	0.53	0.64	0.57
Absenteeism ¹²	Total number of days absence due to injury or illness	47,790.29	59,524.87	69,778
	Rate per 100 FTE	706.93	892.03	1,039.91
Fatalities	Number of fatalities	0	0	0
Prosecutions	Total number of prosecutions ¹³	0	0	0
Claims costs	Average cost per standard claim ¹⁴	\$227,465	\$270,363	\$200,887
Consultation and participation	Number of People and Culture Committee meetings ¹⁵		11	9
	Number of quarterly divisional and area HSW committee meetings ¹⁶		111	114

A time-lost claim is one with one or more days compensation paid by the Victorian WorkCover Authority (that is, once the employer has paid the 10-day excess) at the time of extraction.

Thirteen-week claims are claims that involve 13 weeks or more of weekly benefits paid. The 13-week measure begins at day one (that is, employer excess and Victorian WorkCover Authority payments).

¹⁰ Claims that have exceeded the employer excess (days or dollars), or are open claims that have been received but have no payments to date and may be rejected.

¹¹ Claims that involve more than 13 weeks of weekly benefits paid.

¹² Data based on total number of sick leave hours recorded by employees.

¹³ Refers to health and safety-related prosecutions.

¹⁴ Estimated average cost per standardised claim, incorporating payments to date and estimated future payments for period 1 April to 30 March. As at extraction date 1 July 2005, the average cost per standard claim for 2022–23 is \$219,925 and for 2023–2024 is \$194,738.

¹⁵ 2023–24 was the first year this measure was reported.

¹⁶ 2023–24 was the first year this measure was reported.

Table 7: The department's performance against health and safety management measures

Measure	Key performance indicator	Performance
Management commitment	OHS policy statement and OHS criteria	The department's <i>Health, safety and wellbeing policy</i> details its commitment to providing employees with a work environment and experience that is safe and supports and promotes optimum health, safety and wellbeing. Responsibility for health, safety and wellbeing is an inherent part of every employee's role. Specific accountabilities for all employees and additional accountabilities for managers and leaders are defined and documented to provide and maintain a healthy and safe workplace. Specific HSW performance goals are included in all department employee performance plans. The department monitors its HSW performance against a defined Outcomes Framework and reports performance results to a range of governance and consultative committees. The department actively participates in Victorian Public Service HSW governance bodies including the OHS Leadership Group, the OHS Executive Group and the OHS Project Review Board.
Consultation and participation	Designated work group structures and issue resolution procedures	The department's extensive network of 137 designated work groups, 197 health and safety representatives (HSRs) (including deputy health and safety representatives) and 103 designated management representatives (DMRs) provide an avenue for employees to be heard on health and safety matters in the workplace. The department has a comprehensive health and safety consultation structure in place comprising committees at the area and divisional level. The People and Culture Committee is a subcommittee of the board. It monitors the HSW performance of the department. This committee met 9 times during 2024–25. Divisional and area HSW committees play a key consultative role in improving health and safety by providing a forum for HSRs and DMRs to meet regularly and work collaboratively to plan and develop solutions to improve HSW outcomes. There were 114 divisional and area HSW committee meetings during 2024–25. The issue resolution guide outlines the department's process for managers and employees to follow to resolve health and safety issues identified in department workplaces.
Risk management	Regular risk assessments and internal audits conducted. Issues identified and actioned	eDINMAR (electronic disease, injury, near miss, accident report) is the department's online health and safety hazard and incident reporting system (replaced with OurSafety from 1 July 2025). All employees are encouraged to report work-related incidents and hazards. This helps us understand risks and respond quickly and effectively (including incident investigation and implementation of controls). The department has comprehensive procedures and tools for assessing and managing key HSW hazards and risk and for undertaking workplace inspections. WorkSafe made 35 visits to department workplaces. It issued one improvement notice between 1 July 2024 and 30 June 2025.¹⁷ There were 3 provisional improvement notices issued by HSRs.

¹⁷ Data provided by WorkSafe Victoria.

Measure	Key performance indicator	Performance
Training	Managers, health and safety representatives and other staff trained	A range of HSW-related training was available to managers and employees. This covered topics including mental health and wellbeing, psychological first aid, eDINMAR, vicarious trauma, suicide awareness and work-related violence. Training occurred face-to-face, virtually and via eLearns. Some programs were available to all employees. Others were tailored to frontline employee groups. Approximately 2,500 employees participated in HSW-related training specific to frontline roles. More than 6,100 employees completed mandatory HSW-related eLearns. More than 300 employees participated in department-wide HSW-related training during the year.¹⁸ All HSRs elected were encouraged and supported by the department to undertake the 5-day health and safety representative training program. The department delivered a range of HSW sessions and initiatives during HSW Month held during October. There were 21 events offered in 2024. There were varying levels of participation at each event. The opening event had more than 490 attendees and the HSR forum had approximately 90 attendees. All online events were recorded for employees who could not attend the live event.

¹⁸ This training does not include locally arranged and bespoke HSW-related training that also occurs throughout the year.

Section 4: Other disclosures

Local Jobs First

The *Local Jobs First Act 2003* was strengthened in August 2018. It brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy. These were previously administered separately.

Departments and public sector bodies must apply the Local Jobs First policy to projects valued at:

- > \$3 million or more in metropolitan Melbourne or for statewide projects
- > \$1 million or more in regional Victoria.

MPSG applies to all construction projects valued at \$20 million or more.

Every Victorian Government department and agency must report on compliance with Local Jobs First in their annual report.

Under the *Local Jobs First Act 2003*, projects and activities valued at less than \$50 million are considered standard projects. Projects or activities valued at more than \$50 million are considered strategic projects.

These are reported on separately below.

The MPSG guidelines and VIPP guidelines apply to MPSG-applicable and VIPP-applicable projects respectively where contracts have been entered prior to 15 August 2018.

Projects commenced – Local Jobs First Standard

During 2024–25, the department commenced 22 Local Jobs First Standard projects totalling \$53.22 million. Of these projects:

- > 7 were in regional Victoria. These had an average commitment of 95% of local content
- > 6 were in metropolitan Melbourne. These had an average commitment of 63% local content
- > 9 were statewide projects. These had an average commitment of 94% local content. The MPSG applied to 3 of these projects.

The outcomes expected from these projects in relation to Local Jobs First are:

- > an average of 91% of local content
- > 261.74 annualised employee equivalent jobs (AEE). This includes 134.88 new jobs and retention of 126.87 existing jobs (AEE)
- > 44.06 positions for apprentices, trainees and cadets. This includes 34.11 new apprenticeships, traineeships and cadets. It also includes retaining the remaining 9.95 existing apprenticeships, traineeships and cadets
- > MPSG-applicable projects will engage 2.75 apprentices, trainees and cadets
- > 1,509 small- to medium-sized businesses were engaged through the supply chain on Local Jobs First projects.

Projects completed – Local Jobs First Standard

During 2024–25, the department completed one Local Jobs First Standard project, totalling \$1.20 million. This project was in regional Victoria. The MPSG did not apply to this project.

The outcomes expected from this project in relation to Local Jobs First include:

- > 82.62% local content
- > 129 small to medium-sized businesses were engaged through the supply chain.

Projects commenced – Local Jobs First Strategic

During 2024–25, the department commenced 8 Local Jobs First Strategic projects. These were valued at \$327.62 million.

Of these projects, 3 were in metropolitan Melbourne and 5 were statewide. Together, they had an average commitment of 93% local content. The MPSG applied to 5 of these projects.

The outcomes expected from these projects in relation to Local Jobs First include:

- > 452.61 AEE. This includes 99.65 new jobs and retention of 352.95 existing jobs (AEE)
- > 56.51 positions for apprentices, trainees and cadets. This includes 22.59 new apprenticeships, traineeships and cadets. It also includes retention of 33.92 existing apprenticeships, traineeships and cadets
- > MPSG-applicable projects will engage 56.05 apprentices, trainees and cadets
- > 1,765 small to medium-sized businesses were engaged through the supply chain on Local Jobs First projects.

Projects completed – Local Jobs First Strategic

No Local Jobs First Strategic projects were completed during 2024–25.

Reporting requirements – grants

For grants provided during 2024–25, no interaction reference numbers were required.

Competitive neutrality policy

Competitive neutrality is making sure government businesses do not have an unfair advantage over private businesses. It means that if a government service competes with the private sector, any advantage arising solely from government ownership must be removed if it is not in the public interest. Government businesses must cost and price these services as if they were privately owned.

The competitive neutrality policy supports fair competition between public and private businesses. It provides government businesses with a tool to make decisions about resource allocation. This policy does not override other policy objectives of government. It focuses on efficiency in the provision of service.

The department ensures Victoria fulfils its requirements on competitive neutrality reporting. This is required under the Competition Principles Agreement and Competition and Infrastructure Reform Agreement.

Government advertising expenditure

For the 2024–25 reporting period, there were 4 government advertising campaigns with total media spend of \$100,000 or greater (exclusive of GST). Table 8 sets out details of the campaigns.

Table 8: Details of government advertising expenditure

Name of campaign	Campaign summary	Start/end date	Advertising (media) expenditure (\$ excl. GST)	Creative and campaign development expenditure (\$ excl. GST)	Research and evaluation expenditure (\$ excl. GST)	Print and collateral expenditure (\$ excl. GST)	Other campaign expenditure (\$ excl. GST)	Total (\$ excl. GST)
Go Where You're Needed	Child protection workforce recruitment campaign	16/03/2025 – 13/04/2025	\$175,000	\$0	\$0	\$0	\$0	\$175,000
The Unsaid Says a Lot	Trans and gender diverse awareness campaign	01/06/2025 – 29/06/2025	\$124,961	\$109,922.50	\$0	\$0	\$0	\$234,883.50
Big Housing Build	Program awareness raising campaign	16/06/2025 – 30/06/2025	\$127,432	\$133,429.40	\$0	\$0	\$0	\$260,861.40
Fostering Connections	Foster care recruitment	07/07/2024 – 30/06/2025	\$681,818	\$0	\$0	\$0	\$0	\$681,818

Consultancy expenditure

Consultancies (valued at \$10,000 or greater)

In 2024–25, the department engaged 66 consultancies valued at \$10,000 or more. The department spent \$10.87 million (excluding GST) on these consultancies. Table 9 sets out the details of these consultancies.

Table 9: Details of consultancies (value of \$10,000 or greater)

Consultant	Purpose of consultancy	Total approved project fee (\$ excl. GST)	Expenditure (\$ excl. GST)	Future expenditure (\$ excl. GST)
Ontoit	Transaction services for Towers Revitalisation Program	\$6,982,932	\$3,257,794	\$1,989,723
KPMG	Towers Redevelopment Program investment case advisory services	\$1,946,778	\$1,191,914	–
Abstarr Consulting Pty Ltd	Strategy to support Aboriginal Victorians with cognitive disability and/or complex needs	\$444,200	\$444,200	–
Senate SHJ	Roundtable engagement series	\$406,460	\$398,646	–
Price Waterhouse Coopers Indigenous Consulting	Evaluation of the Aboriginal-specific entry point and multidisciplinary team pilot sites	\$389,719	\$389,719	–
Right Lane Consulting Pty Ltd	Specialist disability accommodation vacancy management policy and process reform	\$299,035	\$299,035	–
Charter X Pty Ltd	ICT road map and options analysis for business case re ageing infrastructure	\$264,723	\$264,723	–
Ernst & Young Services Pty Ltd	Adolescent Family Violence in the Home – lapsing program evaluation	\$509,659	\$270,522	–
Nous Group Pty Ltd	The Orange Door Governance and Accountability review	\$263,600	\$263,600	–
Lionheart Consulting Australia	Drafting the third family violence Rolling Action Plan and project support for The Orange Door governance project	\$386,650	\$260,644	\$126,006
Abstarr Consulting Pty Ltd	DFFH Aboriginal sector workforce strategy	\$338,920	\$238,920	\$100,000
Deloitte Touche Tohmatsu	Evaluations of Community Support Groups and Le Mana Pasifika Project evaluation 2024	\$222,007	\$222,007	–
The University of Melbourne	Beginning Practice Program training and development	\$834,088	\$210,892	–
Deloitte Touche Tohmatsu	Minimum energy efficiency standards cost–benefit analysis	\$164,133	\$164,133	–
Urbis	Child and family services employment-based Master of Social Work monitoring and evaluation	\$473,965	\$130,670	\$94,716
Nous Group Pty Ltd	Evaluation of QHub (LGBTIQA+ youth safe spaces for western Victoria)	\$206,909	\$127,750	–

Consultant	Purpose of consultancy	Total approved project fee (\$ excl. GST)	Expenditure (\$ excl. GST)	Future expenditure (\$ excl. GST)
Karabena Consulting	Review of child protection learning programs to support competency in Aboriginal cultural rights	\$124,987	\$124,987	–
Social Research Centre	Supporting young people to understand affirmative consent program evaluation	\$531,009	\$118,294	\$56,587
The University of Melbourne	Children bereaved by family violence homicide	\$115,000	\$114,120	\$880
ARTD Pty Ltd	Evaluation of targeted early intervention with boys and young men to address violence against women	\$509,927	\$111,245	\$9,091
Right Lane Consulting Pty Ltd	Evaluation and strategic planning for the Commission for Gender Equality in the Public Sector	\$109,000	\$109,000	–
Nous Group Pty Ltd	Evaluation of the Multiple and Complex Needs Initiative and the Support for High-Risk Tenancies program	\$288,000	\$102,186	\$185,814
Cube Group	Statutory review of the <i>Gender Equality Act 2020</i>	\$148,087	\$100,000	\$48,087
Urbis	Evaluation of Renter Voice Mechanisms Established (Paving the Way Forward Program)	\$94,336	\$94,336	–
Accenture	Identity and access management current state assessment evaluation	\$180,900	\$91,687	\$89,213
Urbis	Evaluation for the Free from Violence Local Government Grant Program	\$566,276	\$90,909	\$248,000
Right Lane Consulting Pty Ltd	Public service gender impact assessments resources	\$90,500	\$90,500	–
Publicis Sapient	Relocations data management tool (high-rise redevelopment)	\$90,000	\$90,000	–
RMIT University	Serious-risk Adults Using Family Violence Program evaluation	\$456,700	\$89,638	\$367,062
The University of Melbourne	Community Protecting Boorais Pilot evaluation	\$712,405	\$73,120	\$639,285
Allen and Clarke Consulting Pty Ltd	Evaluation of the Crisis Response Model, including core and cluster refuges	\$623,333	\$71,742	\$319,553
Nous Group Pty Ltd	Home-based care review	\$264,006	\$71,571	–
ARTD Pty Ltd	Family Violence Disability Practice Leaders Initiative evaluation	\$219,413	\$69,413	–
Fromhereon Pty Ltd	Advisory services for Information Management Roadmap	\$134,500	\$68,510	\$65,990
Institute for Healthy Communities Australia	Pre-audit review of compliance with the NDIS practice standards and quality indicators	\$61,720	\$61,720	–

Consultant	Purpose of consultancy	Total approved project fee (\$ excl. GST)	Expenditure (\$ excl. GST)	Future expenditure (\$ excl. GST)
Matryx Consulting	Security review engagement of consultant	\$118,740	\$58,710	\$60,030
Scyne Advisory Pty Ltd	Health, safety and wellbeing risk management (psychosocial hazards)	\$50,611	\$50,611	–
Cube Group	Operating model review – Social Services Regulator	\$300,000	\$50,132	\$249,868
With Purpose Solutions	Regulatory approach and strategy support	\$45,455	\$45,455	–
Urbis	Evaluation of the Supporting Multicultural and Faith Communities to Prevent Family Violence: 2021 Grant Program	\$399,695	\$45,454	–
Fujitsu Australia Ltd	Options assessment to resolve Homes Victoria Ageing Infrastructure	\$290,440	\$45,000	–
Social Research Centre	Exit pathways from refuge and crisis accommodation for victim survivors of family violence	\$271,744	\$41,524	–
Publicis Sapient	Child protection planning future state experience design	\$287,350	\$40,250	–
Dandolo Partners	Strategic plan 2024–27, first-year business plan 2024–25 and review of theory of change	\$75,896	\$38,639	–
Independent Review Panel member	Alternative service model – Independent Review Panel engagement	\$90,909	\$38,000	–
University of Canberra	Commission for Gender Equality in the Public Sector progress measures identification	\$38,000	\$38,000	–
Urbis	Indigenous Family Violence Primary Prevention Framework refresh	\$90,842	\$36,980	–
Deakin University	Community and Social Services Graduate Program – professional learning design	\$139,746	\$34,937	–
Hentys Lawyers	Critical Issues Audit and Training Program	\$32,889	\$32,889	–
RMIT University	Review of the implementation of supervised treatment orders	\$315,427	\$32,234	\$30,753
Zing & Co Pty Ltd	Family Safety Victoria governance review executive workshops	\$46,573	\$31,997	\$14,576
Karabena Consulting	SAFER Children Framework – First Peoples evaluation	\$178,013	\$31,818	\$146,195
Independent Review Panel member	Alternative service model – Independent Review Panel engagement	\$90,909	\$31,000	–
Ernst & Young Services Pty Ltd	Ground Lease Model 1 – Flemington 2A/2B modification – commercial and financial advisory services	\$184,742	\$29,566	–

Consultant	Purpose of consultancy	Total approved project fee (\$ excl. GST)	Expenditure (\$ excl. GST)	Future expenditure (\$ excl. GST)
Blue Bike Solutions Aust Pty Ltd	Child data analysis requirement	\$27,000	\$27,000	–
Anne Dalton & Associates	Probity consultant, towers redevelopment project tranche 1 and 2	\$254,545	\$25,373	\$215,517
Inner Circle Consulting Pty Ltd	Strategic advisory services for information technology services executive	\$24,000	\$24,000	–
FTI Consulting Pty Ltd	Service performance benchmarking	\$22,937	\$22,937	–
Cube Group	Review of CIMS investigation and review requirements	\$117,764	\$21,982	–
Ernst & Young Services Pty Ltd	Advisor for Homes Victoria facilitated placements modification for Ground Lease Model 1 towers redevelopment	\$231,073	\$19,846	\$211,227
Right Lane Consulting Pty Ltd	Gender impact assessment research in hospitals and local councils in rural and regional Victoria	\$96,591	\$19,318	–
Allen And Clarke Consulting Pty Ltd	Evaluation of the Workforce Vacancies Demonstration Program and other past workforce development programs	\$201,191	\$18,182	\$183,009
Genderworks Australia	Gender impact assessment education and engagement tools	\$78,000	\$15,600	–
Lighthouse Advisory Pty Ltd	Board of management risk workshop	\$15,399	\$15,399	–
Independent Review Panel member	Alternative service model – Independent Review Panel engagement	\$90,909	\$14,000	–
Independent Review Panel member	Alternative service model – Independent Review Panel engagement	\$90,909	\$14,000	–

Details of consultancies (value under \$10,000)

In 2024–25, the department engaged 8 consultancies valued at less than \$10,000. The department spent \$47,296 (excluding GST) on these consultancies.

Review and study expenditure

During 2024–25, there were 48 reviews and studies undertaken with a total cost of \$5,062,000. Table 10 sets out details of reviews and studies.

Table 10: Review and study expenditure

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
CIMS review	To improve quality and safety of services for service users	Review of CIMS policy, implementation, oversight and learning, and the IT platform	Streamlined processes that make the best use of department and sector resources	359	1,200	Y CIMS policy ¹⁹
Process evaluation of progress reporting obligations under the Gender Equality Act	To support the implementation of the <i>Gender Equality Act 2020</i>	Process evaluation of the first progress reporting cycle under the <i>Gender Equality Act 2020</i>	Improved and more efficient reporting processes and systems, and more effective support and education for defined entities	0	47	Y Gender Equality Commission Independent review of the 2023 reporting process webpage ²⁰
CGEPS Targets Pilot Research Funding 2024 (Commission for Gender Equality in the Public Sector)	To improve gender equality outcomes in public sector organisations	Research to determine effective strategies and methods to drive progress towards meeting the 3 gender equality targets from <i>Our equal state</i> (action 94, action 96 and action 97) within public sector organisations	Evidence to support public sector organisations to improve gender equality outcomes in their workplaces, to meet the goals of <i>Our equal state</i> and legislative obligations under the <i>Gender Equality Act 2020</i>	0	398	N

¹⁹ <https://providers.dffh.vic.gov.au/cims>

²⁰ <https://www.genderequalitycommission.vic.gov.au/independent-review-2023-reporting-process>

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Better Futures and Home Stretch stage 2 evaluation – First Nations experience	To engage community and providers to document the experience First Nations people are having of the Better Futures and Home Stretch programs	An evaluation of the Better Futures Our Way Aboriginal-led program to support Aboriginal young people leaving care. This supplements the department's (Centre for Evaluation and Research Evidence) evaluation of the overall Better Futures and Home Stretch programs	Evidence of implementation, maturation and experience to inform future service model improvements	136	173	N
Evaluation of Switch to Social Work	To understand the impact of the Switch to Social Work program in building a new community services sector workforce pipeline	A comprehensive outcomes evaluation of the Switch to Social Work program against its objectives	Identify opportunities for scalability of elements to support a new community services sector workforce pipeline	103	416	N
Evaluation of Switch to Child Protection	To understand the impact of the Switch to Child Protection program in supporting a new mid-level entry workforce pipeline for child protection	A comprehensive outcomes evaluation of the Switch to Child Protection program against its objectives	Identify opportunities for scalability and embedding as business-as-usual recruitment practices to support a new mid-level entry workforce pipeline for child protection	28	57	N
Evaluations of the Community Support Groups and Le Mana Pasifika Project	To meet lapsing program evaluation requirements and inform future funding consideration	Evaluate the programs' appropriateness, effectiveness, efficiency and impacts, and identify continuous improvement opportunities	Two evaluation reports for each program, consisting of a full report and an executive summary, detailing key findings, cost–benefit analysis of investment and recommendations for improvements	250	222	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Complex Needs Project evaluation	To test the design and assumptions made within the Complex Needs Project pilot	Evaluating the Complex Needs Project pilot models to determine the most cost-effective models and identify potential improvements	A final report to provide an evidence-based approach to develop future options and inform and improve policy related to the provision of supports to individuals with complex needs	363	479	N
Evaluation of the Multiple and Complex Needs Initiative (MACNI) and Support for High-Risk Tenancies (SfHRT) programs	Evaluating the MACNI and SfHRT programs is required due to considerable changes since these program's inception. The complexity and demand for services have increased amid tighter fiscal conditions	A holistic assessment of the effectiveness of MACNI and SfHRT, determining if the programs are delivering on their intended outcomes and how they could be improved, an assessment of program efficiency, including through a cost-benefit assessment that can support future business cases	Two progress reports and one final report on the appropriateness and effectiveness of MACNI and SfHRT, with recommendations on how the programs could be improved to align with the current/future operating environment	112	317	N
Evaluation of Forensic Disability Services	To review the appropriateness, effectiveness and efficiency of Forensic Disability Services	Forensic Disability Services delivered in Victoria	A final report outlining what is working well within Forensic Disability Services and identifying future opportunities for improvement	100	200	N
Disability Terminology Research Project	To provide advice to the department on the appropriate language to describe the forensic disability client cohort	Explore how the Forensic Disability Services client population is identified, the role of language in shaping attitudes towards disability and how language used to describe this cohort may affect rehabilitation and community inclusion of people with disability in the criminal justice system	A final report providing recommendations to the department about how to adopt more contemporary, respectful and affirming language regarding disability, as well as to inform legislative and policy and program development	22	22	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
The Orange Door Governance and Accountability Review	The review was in response to operational and risk management challenges	Assess the strengths and gaps of existing The Orange Door governance and accountability arrangements	Identify and prioritise areas for improvement as identified by the review to address gaps and harness strengths identified	190	264	Y – Report has been made available to key stakeholders including peak bodies and The Orange Door partner agencies
Evaluation of the Supporting Multicultural and Faith Communities to Prevent Family Violence Grants Program	Seeking insights to inform program delivery and decision making about the future of the program	Evaluate whether the program was working as intended and achieving its intended outcomes Build the evidence base on what works to intervene early and prevent family violence and all forms of violence against women in multicultural and faith communities Make recommendations to government on the future of this work Strengthen the monitoring and evaluation capabilities of funded organisations	Improved prevention project delivery and more informed decision making on future delivery Improve capability of organisations to plan, collect data, monitor progress and report on outcomes	45	400	N
Evaluation of the Family Violence Disability Practice Leader Initiative	Seeking insights to inform program delivery and decision making about the future of the program.	Evaluate whether the program was working as intended, achieving its intended outcomes, and on-track to deliver longer-term, sustainable change. Make recommendations to government on the future of this work.	Improved delivery and more informed decision making on future delivery.	69	219	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Child and young person-focused MARAM tool development	Research approach taken to develop new family violence risk and wellbeing identification and assessment tools	Undertake a literature review of current evidence base. Undertake a Delphi study to reach consensus on wellbeing and family violence risk factors to include across the range of tools developed, as well as design of tools. Provide Family Safety Victoria with a final report documenting the research and findings	Final family violence risk and wellbeing tools for working with children and young people published under the MARAM Framework	32	225	N
Evaluation of the Supporting Young People to Understand Affirmative Consent Program	Seeking insights to understand the impact of the program and support decision making about future programs to engage young people and their key influencers in affirmative consent education	To evaluate the appropriateness, efficiency, effectiveness and value for money of the program. Make recommendations to government on the future of this work Strengthen the monitoring and evaluation capabilities of funded organisations	Strengthened evidence base about what works. Findings used to inform future strategic and programmatic directions	118	531	N
Family Violence Multi Agency Risk Assessment and Management (MARAM) 5-year evidence review – date review	Part 2 of 5-year evidence review of MARAM required under the <i>Family Violence Protection Act 2008</i>	Using identified data sources, review MARAM evidence-based risk factors for their alignment to seriousness of family violence risk	Findings seek to validate the data and evidence underpinning the MARAM family violence risk factors and contribute to updating legislated MARAM Framework	18	58	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Evaluation of the Free from Violence Local Government Program 2022–25 and 2024–27	Seeking insights to understand the impact of the program and decision making about the future of the program	Assess the appropriateness, effectiveness, impact, and value for money of the program Assess the effectiveness and uptake of identified resources across councils, to inform improvements Provide directions on whether and how the program should be replicated and scaled up in the future	Strengthened evidence base about what works to prevent gender-based violence at the local government level Findings will inform future strategic and programmatic directions Building Victorian councils' capability to plan, collect data, monitor progress and report outcomes	91	566	N
Market research on sexual violence, masculinity and pornography	To assist in the development of program and policy responses	Qualitative and quantitative market research to identify and refine the target audiences, identify and test messaging and identify insights and opportunities to inform and guide campaigns, policies and program	Research to inform effective approaches to engage with key identified audiences	51	515	N
Evaluation of the Change Makers early intervention project	The evaluation seeks to understand what aspects of the program are working, for whom and why	Evaluation to examine how the program is delivered across different settings Verify the link between program activities and outcomes Identify and measure and the program's economic costs and benefits and its sustainability	Build the evidence base to understand what types of interventions are effective to guide future investment Determine value for money and how the program can be improved to maximise impact and ongoing sustainability	111	510	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Serious-risk adults using family violence (Changing Ways) program evaluation	Seeking insights to inform program delivery and decision making about the future of the program	Assess and articulate the effectiveness of the program Strengthen the design and delivery of the program Contribute to the wider evidence base	Improved understanding of the effectiveness, impact and outcomes achieved through the implementation of the program	90	456	N
Evaluation of the Crisis Response Model, including core and cluster refuges	To evaluate the extent to which the model is effectively achieving its stated objectives by assessing progress against short to medium-term outcomes	System-level evaluation of the crisis response model as well as lapsing program evaluations (initial plus updated) of core and cluster refuges, family violence crisis brokerage and case management	Evidence of each program component's efficacy and efficiency, including cost–benefit analysis Inform an overall understanding of the operation of the crisis response model for family violence victim survivors	72	624	N
Evaluation of Exit Pathways from Refuges and Crisis Accommodation for Victim Survivors of Family Violence	Seeking insights to understand the impact of the program and support decision making about future programs for victim survivors exiting crisis accommodation	Assess the extent to which the program provides an appropriate effective service response that meets the needs of adult and child victims of family violence	Understanding the effectiveness and impact of the program Build the evidence base to understand what types of models are effective, and potential improvements to guide future policy and investment decisions	42	262	N
Lapsing program evaluation of the Adolescent Family Violence in the Home (AFVITH) program	An independent evaluation delivered by Ernst & Young for the purpose of evaluating the effectiveness and outcomes of the statewide expansion of the AFVITH program and new AFVITH model of care	A lapsing program evaluation of the statewide expansion of the AFVITH program and new AFVITH model of care All AFVITH service providers who receive fixed-term funding to deliver AFVITH programs were in scope of this evaluation	Understanding the effectiveness, impact and outcomes of the AFVITH program and the implementation of new AFVITH model of care, including the voices of young people who use violence, and their families	270	473	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
SAFER Children Framework – literature review	Literature review on contemporary risk, strength and protection factors that keep Victorian children and their families safe	A literature review service with associated planning, consultation, research, and publication	Findings to inform the SAFER Framework	77	77	N
DICE project	The Disrupting Child Sexual Exploitation (DICE) project is a 3-year multiagency and interjurisdictional project to explore an enhanced child sexual exploitation response	Develop an implementation plan to strengthen a child sexual exploitation multiagency system response Including trauma-informed disruptive policing, multiagency working, and attention to children and young people going missing from residential and home-based statutory care due to child sexual exploitation	Improve multiagency response to children living in residential care experiencing sexual exploitation	60	60	N
Intervention for young offenders with a cognitive disability	Identify evidence-based interventions to inform approach to service delivery in the youth forensic disability clinical service	Literature review of peer-reviewed and grey literature of cognitive behaviour therapy interventions for offending behaviour targeted at young people with a cognitive disability	Identification of effective interventions the service can apply	50	50	N
National Connect for Safety evaluation	Assess systems performance to address Royal Commission into Institutional Responses to Child Sexual Abuse (recommendations 8.6–8.8)	Qualitative and quantitative data analysis to evaluate the performance of the Connect for Safety system	Identification of strategies to enhance the systems current performance and to make improvement recommendations	38 (Victorian contribution)	38 (Victorian contribution)	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Review of child protection learning to support competency in Aboriginal cultural rights	Response to recommendation 5 <i>Yoorrook for Justice</i> report	Comprehensive review of training programs to examine the extent to which they support staff meet their legal, ethical and cultural obligations when working with Aboriginal children and families	Recommendations for enhancement of current programs and development of cultural safety tool for future reviews and development of training programs	124	124	N
Review of the implementation of supervised treatment orders	Examine the implementation of supervised treatment orders to understand impediments to transition, with a view to reducing their long-term use	Literature review, qualitative and quantitative data analysis	Identification of strategies to enhance and improve processes underpinning implementation of supervised treatment orders	124	124	N
Barriers to integrating people with intellectual disability at risk of offending into the community	Review the implementation of legislation, policies and practices in Australian jurisdictions that are aimed at preventing offending or integrating people at risk of reoffending with intellectual disability back into their communities	Literature review, qualitative and quantitative data analysis	Identify systemic issues that lead to ongoing supervision, restriction, and environmental restraint of people with intellectual disabilities which impact on their autonomy and freedom across Australia	124	124	N
Client voice	Develop a safe, sustainable, and implementable client voice framework for the Victorian Senior Practitioner	Literature review, qualitative and quantitative data analysis	Identify strategies to ensure lived experience informs design and delivery of its Victorian Senior Practitioner's services, programs and practices	56	N/A	N
Review of the physical restraint direction paper	A comprehensive 10-year review of the physical restraint direction paper	Literature review, qualitative and quantitative data analysis	A stronger framework for the oversight and use of physical restraint in the disability sector	122	N/A	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Building foundations for rights-based behaviour support in the disability sector	Build the capacity of service provider to create environments that respect a person's rights and dignity and ultimately improve the quality of life for people with disability	Literature review, qualitative and quantitative data analysis	Develop evidence-based service guidelines (minimum expectations) for rights-based behaviour support for disabled people in supported independent living (SIL)	20	N/A	N
Monitoring of psychotropic medications in children and adolescents with developmental disorders	Examine whether adolescents with intellectual disabilities who are treated with psychotropic medications at the Royal Children's Hospital Melbourne receive appropriate monitoring for effectiveness and adverse effects	Literature review, quantitative data analysis	Improved understanding of quality of monitoring relative to best practice standards and identification of effective interventions that can be applied	76	N/A	N
Consultation with people with disability about the utility of the Assessment of Sexual Knowledge tool	Stakeholder consultation with end users and the beneficiaries of the Assessment of Sexual Knowledge tool	Qualitative data analysis	Revise and redevelop the Assessment of Sexual Knowledge to align tool with the changed social mores	24	60	N
Evaluation of North Richmond Precinct Initiative 2022–23 to 2024–25	Identify evidence on the appropriateness of a collaborative place-based approach Acquit Department of Treasury and Finance evaluation requirements on a lapsing funding program	Activities delivered under the <i>Investing in a Thriving North Richmond</i> package Lapsing funding evaluation focuses on components delivered under the Community Governance Program only	Findings to inform and improve future place-based program delivery in North Richmond	176	176	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Ovens Murray Youth and Vulnerability Research Project (led by the department's Ovens Murray Area on behalf of the Ovens Murray Local Site Executive Committee)	Analysis of local data, policy and literature, to understand the drivers of young people using violence, and how best to disrupt trajectories of young people at risk of future statutory interventions	Focused on young people in Wodonga aged 10–16 years at risk, La Trobe University compiled an evidence base for local consideration of best practice in early intervention strategies	The data and frameworks provided in this research report provide a basis for engagement with regional government and community service organisation partners to strengthen collaboration and target interventions to youth and families most at risk	39	39	Y (redacted version) Youth violence report ²¹
Secure Care Service – Preventing Occupational Violence Framework and training review	A review of the existing Preventing Occupational Violence framework and training program to ensure it is contemporary, aligns with best practices and is designed to support a reduction in incidents	Literature review, review of current framework, and how this is operationalised and works in practice, and development of recommendations	Improve current practice and framework Identify any client/staff/organisational risks	72	80	N
After Hours Service Improvement Review	A requirement of the <i>Victorian Public Service Enterprise Bargaining Agreement 2024</i> is that as described under Appendix 4, clause 17.4, an external reviewer is engaged to provide advice regarding new rosters (as part of a new Child Protection operating model) for rural based staff and teams.	Review the Child Protection After Hours Service rural rosters, considering specific items raised by the Community and Public Sector Union, including distance driving, length of shifts and night shifts.	The review will provide recommendations on what action, if any, the department should take to strengthen rosters and associated process/procedures.	49	50	N

21 <https://www.latrobe.edu.au/research/cefi/research>

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
Review of the Homes Victoria ICT portfolio and delivery model	To provide clarity of roles and responsibilities, governance, identify any potential duplication of roles, funding transparency and ways of working between the Information Technology Services (ITS) branch, Homes Victoria (HV) Business Systems and the eHealth project delivery unit	Ensure application of the ITS Ways of Working Perform the department's ICT Strategy refresh	To examine and develop a preferred HV ICT operating model in detail, including processes, roles and responsibilities Refreshed and endorsed ICT Strategy	304	304	N
Evaluation of the Aboriginal-specific entry points and multidisciplinary team pilot sites	To assess whether the pilot is providing value for money and any recommendations for continuation/ expansion of the pilot in line with the Department of Treasury and Finance requirements for lapsing program evaluations	Build evidence for determining what works and what is different in the delivery of an Aboriginal-specific homelessness entry point and Housing First Teams Pilot, and provide evidence for replication or expansion	More informed decision making on future program funding	390	390	N
Cooling our public housing towers program renter survey	Assess renter satisfaction with installed air conditioners Determine the need for additional core hole installations to offer flexible use Identify areas for service improvement in future installations	A 5-question survey of renters with installed units across 4 older-person towers (stage 1 of the installation program)	Renter satisfaction regarding the installed portable air conditioner and feedback to improve the installation process	15	15	N
Sewer stack study in high-rise	Sewer stacks leak in high-rise buildings due to the age of the assets leading to safety concerns and buildings becoming inhabitable	Assess ageing sewer stacks and develop a plan for upgrade	Develop a capital plan for delivery of upgrade of the asset	95	95	N

Name of the review (portfolio(s) and output(s)/agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST) \$ thousand	Final cost if completed (excl. GST) \$ thousand	Publicly available (Y/N) and URL
CCTV enhancement study in North Richmond	Rise in anti-social behaviour on the estate has led to requests for enhanced surveillance by local housing office and police	Assess existing network and expand surveillance to minimise blind spots and increase visibility to evidence gathering for reporting	Develop a plan to improve surveillance	25	25	N
Public housing fire sprinkler feasibility study	Response to Coroner's Court request	Feasibility study to assess the cost-benefit installing fire sprinklers in public housing	Assess the feasibility of installing sprinklers in public housing	135	146	N
High-rise fire engineering brief update	5-yearly audit of fire strategy for high-rise public housing	Requirement of the <i>Capital development guidelines</i>	Review fire safety strategy for high-rise towers	53	53	N
Probity advice for Homes First and Aboriginal Homes First procurement	To provide advice to finalise Homes First Procurement and to advise Blueprint Steering Committee on probity considerations in determining a direct allocation approach for the self-determined Homes First program	Independent probity advice and overview	Ensure probity is upheld in high-profile and complex procurement processes	11	27	N
High-rise redevelopment resident and community understanding (market research)	Ensure communications and engagement increases program awareness and understanding with a focus on supporting high-rise residents and surrounding communities through different stages of program delivery	Measure a baseline level of awareness and understanding of the high-rise redevelopment program across high-rise residents and surrounding communities	Assessment of current levels of awareness and understanding, as well as feedback and insights from high-rise residents and surrounding communities	200	249	N

Information and communication technology expenditure

For the 2024–25 reporting period, the department's total ICT expenditure was \$62,222,294.

Table 11: ICT expenditure 2024–25

Expenditure	(\$'000)
Non-BAU ICT expenditure	
Operational expenditure	24,403
Capital expenditure	17,773
Non-BAU ICT expenditure total (A)	42,176
BAU ICT expenditure (B)	20,047
TOTAL (A + B)	62,222

Notes:

ICT expenditure refers to the department's costs in providing business-enabling ICT services within the current reporting period.

It comprises business-as-usual (BAU) ICT expenditure and non-business-as-usual (non-BAU) ICT expenditure.

Non-BAU ICT expenditure relates to projects to create or enhance the department's current ICT capabilities.

BAU ICT expenditure is all remaining ICT expenditure, which primarily relates to ongoing activities to operate and maintain the current ICT capability.

The total BAU and non-BAU ICT expenditure incurred within the reporting period is \$162.9 million. For reporting purposes, all ICT expenditure relating to shared services for the Department of Families, Fairness and Housing (the department) and Department of Health is only reported in the Department of Health's 2024–25 annual report disclosure. The department's component related to shared services is \$100.7 million.

Note: there was an error in the notes published in the 2023–24 annual report that understated the departments contribution to shared services related to ICT expenditure, reported as \$96.8 million, by \$11.4 million. The correct amount for the department's contribution for shared services in 2023–24 is \$108.2 million

Disclosure of major contracts

In accordance with the requirements of government policy and accompanying guidelines, the department disclosed all contracts greater than \$10 million in value entered into during the year ending 30 June 2025.

Details of contracts disclosed in the Victorian Government contracts publishing system can be viewed at the government's [tenders website](https://www.tenders.vic.gov.au).²²

Contractual details are not disclosed for contracts where disclosure is exempt under the *Freedom of Information Act 1982* or government guidelines.

Disclosure of grants and transfer payments

The department supported many not-for-profit community organisations, local governments and schools to deliver services, supports and projects across Victoria.

The department uses the following definition of a grant: money given to organisations for a specified purpose directed at achieving goals and objectives consistent with government policy. The department delivered grants using the standard Victorian Common Funding Agreement. This is the required contract for Victorian Government grant delivery.

Grants paid in 2024–25 are listed in 'Appendix 3: Grants and transfer payments'.

²² <https://www.tenders.vic.gov.au>

Social procurement framework

The department leverages its buying power to deliver social, economic and environmental outcomes. These benefit the Victorian community, the economy and the environment – above and beyond the goods, services and construction works procured.

It is guided by the Victorian Government's *Social procurement framework*, released in April 2018. This framework applies to the procurement of all goods, services and construction undertaken by, or on behalf of, the department.

It is defined by 10 objectives, with the following 4 priority objectives chosen for both goods and services and public construction:

- > opportunities for Victorian Aboriginal people
- > opportunities for Victorians with disability
- > women's equality and safety
- > opportunities for Victorian priority jobseekers.

Social procurement initiatives

During 2024–25, social value requirements were applied to a variety of procurement activities, including the procurement of goods, services and construction works.

The department undertook several initiatives to support its *Social procurement strategy* including:

- > embedding partnerships with key social procurement delivery partners
- > continued membership with Social Traders
- > continued membership and regular meetings with Kinaway, in partnership with Homes Victoria

- > providing education and training to staff on social procurement. This includes specialist advisor evaluation support on large procurement contracts
- > building awareness and understanding of the impact of social procurement through all staff communication and engagement activities
- > delivery of the Homes Victoria Excellence in Social Procurement Award 2024 in partnership with Master Builders Victoria.

Social procurement achievements 2024–25

During 2024–25, the department:

- > engaged 98 social benefit suppliers
- > spent a total of \$8.24 million with certified social enterprises, Aboriginal businesses and traditional owner corporations and disability enterprises.

Aboriginal business engagement

During 2024–25 the department:

- > engaged 42 Aboriginal businesses and Traditional owner corporations
- > spent a total of \$2.25 million with Aboriginal businesses and traditional owner corporations.

Compliance with the Building Act

The *Building Act 1993* (the Act) regulates building and plumbing work, practitioners, and standards in Victoria. This includes building construction, building standards and the maintenance of specific building safety features. The Act also provides for an accreditation and permit scheme across the building and plumbing industries.

The department complies with its obligations under the Act. We ensure those who build on our behalf also follow the Act. This ensures the health and safety of the thousands of Victorians who live and work in the department's buildings.

The department requires that all new projects and maintenance work on its land engage appropriately qualified consultants and contractors. Consultants and contractors must comply with the current state and Commonwealth building regulations, codes, and standards. All engaged consultants and contractors are expected to have appropriate mechanisms in place to ensure compliance with the building and maintenance provisions of the Act.

For new projects, the department assesses consultants' and contractors' adherence to compliance obligations. This includes the Act. The department engages them using whole-of-Victorian-Government approved tendering processes.

The department manages these projects in line with a program management framework. This provides a defined approach to managing projects. It ensures adherence to whole-of-government policies and procedures.

In relation to existing buildings, the department is responsible for the mandatory testing of all essential safety measures to comply with the requirements of *Australian Standard AS1851*. This includes testing of emergency and exit lights, sprinklers, fire detection and other essential safety measures. The department actions responsive works through existing maintenance contracts.

The department continues to liaise with and contribute to the progress and outcomes of Cladding Safety Victoria for department-owned buildings. Relevant buildings owned by the department have been audited against the risk framework developed by the Victorian Cladding Taskforce. The final 2 buildings that require cladding remediation, both of which are classified as low risk, are expected to be completed in 2025–26.

The department undertook 361 major works projects in 2024–25. This included securing 244 building permits and 131 certificates of final inspection. Local councils issued 14 emergency orders related to building structure.

Compliance with the Public Interest Disclosures Act

The *Public Interest Disclosures Act 2012* encourages and assists people to make disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the Act. It establishes a system to investigate and rectify matters disclosed.

The department has a strong ethical culture and expects the highest levels of integrity from its staff. We support disclosures of improper conduct. This includes corrupt conduct and conduct involving substantial mismanagement of public resources and detrimental action.

The department takes all reasonable steps to protect people who make such disclosures from reprisals. We also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

Reporting procedures

Disclosures of improper conduct or detrimental action by the department or any of our employees may be made to any of the following department personnel:

- > the Secretary
- > public interest disclosure coordinators (as listed on the intranet)
- > manager or supervisor of the discloser
- > manager or supervisor of the person who is the subject of the disclosure
- > a person acting in any of the above roles.

Alternatively, disclosures can be made directly to the Independent Broad-based Anti-Corruption Commission (IBAC):

Level 1, North Tower, 459 Collins Street
Melbourne VIC 3000

Phone: 1300 735 135
[IBAC website](#)²³

Further information

The department’s public interest disclosures procedures outline the system for reporting disclosures. Access the procedures:

- > on the department’s [public interest disclosures webpage](#)²⁴
- > by emailing <mailto:public.interest.disclosures@dffh.vic.gov.au>
- > by telephoning our integrity phoneline on 1300 131 431 (option 1).

Disclosures under the Public Interest Disclosures Act

The number of disclosures made by an individual to the department and notified to IBAC are:

2022–23	2023–24	2024–25
2	2	0

The department did not receive any public interest disclosures during the 2024–25 reporting period. However, the department received reports of wrongdoing from individuals including department staff members. For various reasons, these individuals did not elect to make a formal public interest disclosure. The department took action to address the concerns raised. This included referral to IBAC where appropriate.

23 <https://www.ibac.vic.gov.au>
24 <https://www.dffh.vic.gov.au/public-interest-disclosure>

Compliance with the Carers Recognition Act

The department has taken all practical measures to comply with our obligations under the *Carers Recognition Act 2012* (the Act). These include promoting the principles of the Act to people in care relationships who receive the department's services and to the wider community. We do this by:

- > providing access to information and resource materials on the department's website
- > supporting departmental staff to have an awareness and understanding of the care relationship principles set out in the Act
- > ensuring departmental employment policies on personal/carer leave and flexible working arrangements comply with the Act
- > considering the care relationships principles set out in the Act when setting policies, delivering grants programs and providing services
- > supporting carers' awareness and understanding of the care relationship principles set out in the Act
- > providing opportunities for carers from all identities, ages and circumstances to provide lived and living experience feedback
- > providing opportunities for input on improving policies, processes, systems and services to better support them, including the Victorian Carer Card and *Victorian carer strategy*.

The department implemented, supported and delivered priority actions under the *Victorian carer strategy*. Consultation to inform a refresh of the strategy was completed in 2024–25. The updated strategy will be released in 2025. It focuses on key priority areas. It also re-emphasises government's commitment to supporting carers in Victoria, including First Nations carers. The refreshed strategy will ensure:

- > carers are recognised, valued and respected
- > carers better health and wellbeing
- > carers can access support and services that meets their needs
- > carers are supported in school, study and employment, and to increase their financial stability.

The department's actions in 2024–25 to deliver and support these priorities include:

- > delivering flexible tailored supports through the Victorian Support for Carers Program and Additional Respite for Carers initiative. These will meet the needs of thousands of Victorian carers from diverse identities, ages and circumstances, including regional and rural carers
- > funding a second round of the Connecting Carers in their Community grants program, administered by Carers Victoria. The program provided 41 grants to increase local support for carers in 2024–25
- > continuing benefits available through the Victorian Carer Card, including public transport concessions in partnership with the Department of Transport and Planning
- > involving carers in decision making about services and programs for the people they are caring for, through informal and formal advisory groups
- > funding peak body Carers Victoria to provide carers with support. This includes through system navigation and linkage to services. Carers Victoria also provides government with advice, research and insights to better understand and meet carers' needs
- > working in partnership across the Victorian Government, local and federal government, with sector partners, carers and the community to respond to the needs of Victorian carers. This includes collaborating with the Commonwealth in developing the National Carer Strategy, which was released in 2024.

Compliance with the Disability Act and the Children, Youth and Families Act

The *Disability Act 2006* requires Victorian agencies to develop a disability action plan. Disability action plans aim to:

- > reduce barriers to people with disability accessing goods, services and facilities
- > reduce barriers to people with disability obtaining and maintain employment
- > promote inclusion and participation in the community of people with disability
- > achieve tangible changes in attitudes and practices which discriminate against people with disability.

The department's *Disability action plan 2024–25* (the plan) aims to advance the inclusion of individuals with disability. It outlines strategic priorities and actions for improving accessibility, ensuring fair service delivery and promoting the full participation of people with disability in community life. It targets key areas such as enhancing service accessibility, fostering inclusive practices and engaging with communities to tackle barriers. The plan's goal is to build a more inclusive society where people with disabilities have equal opportunities and the support needed to thrive.

The plan is intended to serve as the department's implementation plan for *Inclusive Victoria: state disability plan 2022–2026*. *Inclusive Victoria* mandates all Victorian government departments to implement 6 systemic reforms, which are integrated into the plan. These reforms include:

- > co-design with people with disabilities
- > Aboriginal self-determination
- > intersectional approaches
- > disability-confident and inclusive workforces
- > accessible communication and universal design
- > effective data and outcomes reporting.

The plan also incorporates Inclusive Victoria actions related to priority areas such as:

- > housing
- > access to the NDIS
- > children and families
- > disability advocacy
- > preventing abuse and neglect
- > voice and leadership
- > pride and recognition.

The disability action plan also draws on the *Diversity and Inclusion Framework 2022–2027*, where relevant, in relation to the department's priorities to achieve inclusion of its employees with disability.

The disability action plan focuses on what the department will do to advance disability inclusion over the next 2 years. This includes reducing barriers to accessibility, reducing barriers to employment, changing community attitudes and co-design with people with disability.

Disclosure of emergency procurement

In 2024–25, the department did not undertake any emergency procurements.

Disclosure of procurement complaints

Under the Victorian Government Purchasing Board’s governance policy, the department must disclose any formal complaints relating to the procurement of goods and services received through its procurement complaints management system.

The department received one procurement complaint through its procurement complaints management system in 2024–25. This related to an invited procurement in which the supplier queried the department’s adherence to its advertised evaluation process. A departmental review found that all procurement policies and processes had been adhered to. The complaint was resolved.

Compliance with DataVic access policy

Consistent with the *DataVic access policy* issued by the Victorian Government in 2012, the information included in this annual report will be available in machine-readable format from the [DataVic website](#).²⁵

The department maintains information to support better understanding of Victoria’s human services. The [department’s website](#)²⁶ provides machine-readable annual report data, additional service delivery data about the department’s human services operations (including social housing and homelessness and child protection and family services).

Social housing dwelling stock

Table 12: Summary of changes to social housing dwellings for 2024–25

Description	Units
Stock at 30 June 2024	89,501
Additions total	2,392
New handovers	1,616
Acquisition	655
New short-term leases	107
Stock online	0
Transferred	14
Subtractions total	825
Sales	52
Demolitions	491
Short-term lease hand backs	146
Stock offline	5
Transferred	10
Other community housing disposals	121
Stock at 30 June 2025	91,068

- Notes:
- Data includes Homes Victoria owned units (including leases and other Homes Victoria managed units) and community-owned units.
 - Transferred (additions) relates to homes previously used for other government or social enterprise programs transferred to social housing.
 - Transferred (subtractions) relates to homes previously used for social housing transferred to other government programs, including out-of-home care for children and mental health youth residential programs.

25 <https://www.data.vic.gov.au>
26 <https://www.dffh.vic.gov.au/publications/annual-report>

Freedom of information

The *Freedom of Information Act 1982* aims to extend as far as possible the right of the community to access information held by the Victorian Government and other bodies subject to the Act.

The Act allows the department to refuse access, either fully or partially, to certain documents or information.

Examples of documents that may not be accessed include Cabinet documents, some internal working documents, law enforcement documents, documents covered by legal professional privilege, such as legal advice, personal information about other people and documents relating to trade secrets. The Act provides a 30-day period for processing requests. This time may be extended where consultation is required and by agreement with the applicant.

If an applicant is not satisfied with a decision made by the department, including a decision about whether the application fee is to be waived, the applicant has the right to seek a review by the Office of the Victorian Information Commissioner within 28 days of receiving a decision letter.

Making a request

Access to documents may be obtained through written request to the department's Freedom of Information Unit, pursuant to s. 17 of the Act.

In summary, the requirements for making a request are:

- > it must be in writing
- > it should provide such information concerning the document as is reasonably necessary to enable identification of the document
- > it should be accompanied by the application fee of \$33.60 (the fee may be waived in certain circumstances).

Requests for documents in the department's possession should be addressed to:

Freedom of Information Unit
Department of Families, Fairness and Housing
GPO Box 1774
Melbourne VIC 3001

Requests and payment of the application fee can also be lodged online with the [Office of the Victorian Information Commissioner](#).²⁷

Telephone enquiries can be made by calling 1300 151 883.

Access charges for photocopying and search retrieval may also apply once the request has been finalised.

FOI statistics/timeliness

During 2024–2025, 2,628 applications were received. Of these, 23 were from Members of Parliament, 13 were from the media, and the remainder were from the public.

The department made 1,262 FOI decisions and processed 67% of requests within the statutory period. Of the requests finalised, 35% were granted in full or in part.

Forty-two decisions were subject to review by the Office of the Victorian Information Commissioner, and 7 appeals were made to the Victorian Civil and Administrative Tribunal.

²⁷ <https://www.ovic.vic.gov.au>

Environmental performance and impacts

The department aims for environmentally sustainable operations. Our corporate strategy includes sustainability and climate risk mitigation. We support the Victorian public sector in adopting new technology that reduces emissions and delivers environmental sustainability.

Highlights

Highlights for the period included:

- > continuing to deliver the Energy Efficiency in Social Housing Program. This program upgrades homes to improve thermal comfort and reduce greenhouse gas emissions. Expansions to the program were announced in 2023–24 and 2024–25. This includes an additional \$25.7 million in state funding and \$71.7 million in matched federal funding. This funding will support the installation of thermal shell upgrades, efficient electric appliances and solar photovoltaic systems to a further 11,000 households. More than 5,000 of these will be fully electrified
- > commencing the roll-out of the Cooling our Public Housing Towers program. This includes installing 477 relocatable air conditioners across 6 high-rise towers completed during the year
- > partnering with a local energy network operator. This will deliver public, community and affordable housing renters at new sites the best energy deal on the market. They will be supplied with 100% renewable energy. This arrangement now covers 5 newly developed sites, with additional sites to come
- > progressing the *Health and human services climate change adaptation action plan 2022–26* actions. These occurred across health and social housing infrastructure, public health programs and services. Activities included:
 - improving the department's climate risk maturity via participation in a climate risk communities of practice
 - further refining a Monitoring, Evaluation, Reporting and Improvement framework. This sets the foundation for periodic monitoring and reporting, and provides a high-level evaluation framework as required by the *Climate Action Act 2017*

- > undertaking a climate risk assessment to identify and evaluate the potential impacts of future climate hazards. This includes their likelihood and consequences for assets within the portfolio. This work will inform decisions and actions to increase climate resilience.

Environmental management system

The department's environmental management system (EMS) was developed by the Department of Health and Human Services. The EMS is a detailed approach to managing environmental impacts and improving environmental performance. It is based on the national standard *AS/NZS ISO 14001:2016: Environmental Management Systems*. It provides a framework for the department to improve its environmental sustainability.

The EMS was last audited in 2020. The audit reported no significant findings. The department has procedures to conform with *AS/NZS ISO 14001:2016*.

The EMS objectives include:

- > reducing greenhouse gas emissions resulting from the department's operational activities
- > reducing the amount of waste and maximising the amount of reused and recycled resources in procurement
- > ensuring new capital works incorporate environmentally sustainable principles in design, construction and operation
- > encouraging staff to reduce environmental impacts through behaviour change
- > communicating environmental performance through regular internal and public reporting.

Reporting boundary for environmental data

All the operations and activities of the department are included within the organisational boundary for this reporting period. Select data are included for portfolio entities which are consolidated into the department's financial statements.

Table 13: Staff and building reference data

Description	Government-owned buildings ⁽ⁱⁱ⁾	Leased buildings	Total
Office-based FTE ^{(i)(iv)} – DFFH	800	5,971	6,771
Statutory-based FTE ⁽ⁱ⁾		251	251
Total FTE⁽ⁱ⁾			7,023
Number of office-based sites ⁽ⁱⁱⁱ⁾	15	49	64
Number of high-rise public housing towers ^(v)	42		42
Office-based area (m ²)	23,039	95,691	118,730

Notes:

- (i) FTE (full-time equivalent staff member as of August 2025).
- (ii) Government-owned sites include those owned by the Department of Transport and Planning and sites owned by Homes Victoria.
- (iii) Department offices are all managed by the Department of Government Services and their service delivery partner, Jones Lang Lasalle.
- (iv) Homes Victoria is included as a tier 2 entity.
- (v) Homes Victoria's housing services portfolio includes high-rise public housing, other public housing, disability accommodation and youth and family welfare services.

Climate-related risk disclosure statement

Climate change has the potential to directly and indirectly affect the services and programs that the department delivers on behalf of the Victorian Government. This requires ongoing effort to understand and respond to risks, develop opportunities, and build resilience to climate impacts.

The department seeks to lead the Victorian public sector in adopting new technology that supports Victoria's transition to net zero emissions. The department aims to:

- > communicate its actions to understand the impact of climate change on its assets, operations and services
- > demonstrate it responsibly manages and mitigates its environmental impacts
- > support the efficient allocation of resources to transition operations to net zero emissions and improve environmental performance over time
- > deliver infrastructure that is resilient and adapted to climate risks by ensuring that new developments are all-electric, energy efficient, thermally comfortable and include the capability for on-site renewable energy generation.

Climate-related risk governance

The department's Executive Board oversees its risk management framework. The board is the collective owner of the department's strategic and enterprise risks. The board monitors risk mitigation activities through quarterly risk management reporting.

The department's Audit and Risk Management Committee provides independent assurance to the Secretary regarding risk and control. The committee actively monitors the department's risk profile, including climate-related risks. It assesses the risk management strategies adopted.

Additionally, the department carries out climate risk maturity assessments. These are reviewed by the Victorian Secretaries Board to identify internal capability and capacity (processes, people, systems) related to climate-related risk management.

Climate-related risk strategy

The department considers the potential impacts of climate-related risks as part of environmental scanning activities. This includes in relation to housing needs and supply, population health and wellbeing, frequency and severity of disaster events, and impacts on existing zero emissions commitments in strategic and corporate plans.

The *Health and human services climate change adaptation action plan 2022–2026* was prepared in line with the requirements of the *Climate Action Act 2017*. It sets out how the Department of Families, Fairness and Housing and the Department of Health will manage climate risk, in collaboration with their sectors. During 2024–25, the department progressed actions under the plan. It is participating in whole-of-Victorian-Government processes to integrate and progress climate change more broadly.

The department is currently monitoring and managing several climate-related physical risks and opportunities. These include:

- > the impact of increased temperatures and extreme heat on department operations
- > the impact of bushfires and extreme weather events on departmental assets
- > reducing greenhouse gas emissions resulting from the department's operations in line with Victorian Government commitments
- > aligning procurement to circular economy principles
- > improving environmental performance monitoring, evaluation and reporting
- > supporting the continuing uptake of renewable energy and other low emissions technologies across Victoria.

Climate-related risk management

The department's risk management framework requires it to identify, assess and manage climate risks and opportunities. The framework is aligned with the *Victorian Government risk management framework*. It provides guidance for designing, implementing, monitoring, reviewing and continually improving risk management throughout the department.

Controls and treatments are progressively being refined to address climate change as a risk for the department.

Climate-related metrics and targets

The department reports climate-related metrics in line with requirements under Financial Reporting Direction 24 (FRD 24) *Reporting of environmental data by government entities*. We captured the environmental data in this report from suppliers, equipment metering, reports and surveys.

The department aims to reduce portfolio emissions. This will contribute to the Victorian Government's long-term emissions target of net zero emissions by 2045. The department has completed its second portfolio emissions reduction plan. We will continue working with relevant stakeholders to achieve this objective.

Greenhouse gas emissions

The department reports its greenhouse gas emissions broken down into emissions 'scopes' consistent with national and international reporting standards.

Scope 1 emissions are from sources that the department owns or controls, such as burning fossil fuels in its vehicles or machinery.

Scope 2 emissions are indirect emissions from the department's use of electricity from the grid, which still uses coal and gas-fired power generation.

Scope 3 emissions are indirect emissions from sources the department does not control but does influence. The department reports only scope 3 emissions from corporate air travel and waste disposal.

The department's scope 1 greenhouse gas emissions increased by 22% from 2023–24 to 2024–25. This is driven by the addition of 18 new vehicles to the department's fleet as well as major increases to statewide travel, particularly in Child Protection and Homes Victoria where large, diesel vehicles are required to carry families, tools and equipment.

Scope 1 emissions from Housing Services reduced by 13%. This was largely driven by a reduction in Housing Services gas consumption from the redevelopment of older gas-intensive public housing estates and their replacement with either new all-electric public housing apartment buildings, or community and affordable housing buildings which are outside of the department's emissions reporting boundary.

The department's scope 2 greenhouse gas emissions increased by 4% from 2023–24 to 2024–25 due to the accommodation strategy being finalised and implemented, resulting in the construction of new sites and staff relocation. Emissions arising from natural gas use are less this year due to a milder winter/spring period in 2024 and a warmer summer and autumn in 2025.

The department's scope 3 greenhouse gas emissions from corporate air travel and waste decreased by 21% due to the finalisation of projects which were created to digitise hard copy records.

The department is working with the Shared Services Provider to reduce greenhouse gas emissions through several energy efficiency projects. These include:

- > replacing inefficient heating and cooling systems and LED lights
- > reviewing waste reduction programs across sites
- > purchasing electric fleet vehicles.

The department continues to evaluate its office footprint and consider co-location and consolidation opportunities.

The department does not currently capture data on scope 3 waste and recycling greenhouse gas emissions in Housing Services.

Department offices

Greenhouse gas emissions

Indicator	2024–25 estimate Tonnes CO ₂ -e	2023–24 estimate Tonnes CO ₂ -e	2022–23 estimate Tonnes CO ₂ -e
G1 Total Scope 1 greenhouse gas emissions (Direct)	5,829	4,763	4,138
G2 Total Scope 2 greenhouse gas emissions (Indirect electricity)	7,538	7,216	7,807
G3 Total Scope 3 greenhouse gas emissions (Other indirect) ²⁸	517	657	644

Housing Services

Greenhouse gas emissions

Indicator	2024–25 estimate Tonnes CO ₂ -e	2023–24 estimate Tonnes CO ₂ -e	2022–23 estimate Tonnes CO ₂ -e
G1 Total Scope 1 greenhouse gas emissions (Direct)	17,415	20,119	19,071
G2 Total Scope 2 greenhouse gas emissions (Indirect electricity)	13,172	17,914	19,506
G3 Total Scope 3 greenhouse gas emissions (Other indirect)	4,686	–	–

Electricity production and consumption

The department continues to implement energy efficiency policies across its sites to reduce electricity use. These measures include:

- > installing LED lighting
- > switching to efficient electric appliances, for example, minimum 7-star energy-efficient refrigerators when they are replaced
- > no gas in newly acquired buildings
- > adjustments to heating and cooling systems to optimise electricity savings.

Housing services electricity consumption has decreased marginally. Indirect emissions from electricity consumption reduced significantly (27%). This is attributable to decreases in the emission factor for electricity consumption in Victoria. It also relates to an improved reporting methodology which accounts for the renewable power percentage in the electricity grid.

Department office electricity use from 2023–24 to 2024–25 has decreased by 3.9%.

The total amount of GreenPower purchased by Homes Victoria during 2024–25 has increased as new-build housing sites are supplied with 100% renewable energy.

Department offices

EL1 Total electricity consumption

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Purchased electricity – consolidated	11,415.7	11,874.9	8,581.6
Self-generated	–	–	–
EL1 Total electricity consumption	11,415.7	11,874.9	8,581.6

²⁸ Air travel calculated using total passenger kilometres (T4) and the average emissions factor of 1.43198×10^{-4} tonnes/passenger km for domestic aviation.

EL2 On-site electricity generated

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Solar PV			
Consumption behind-the-meter	–	–	–
Exports	–	–	–
Total solar PV	–	–	–
Other non-renewable (diesel backup generator)	–	–	–
EL2 Total on-site electricity generated	–	–	–

EL3 On-site installed generation capacity

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Solar PV	–	–	–
Diesel backup generator	–	–	–
EL3 Total on-site installed generation capacity	–	–	–

EL4 Total electricity offsets

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
LGC's voluntarily retired by the entity	–	–	–

GreenPower ²⁹	933	714.8	601.7
Renewable power percentage in the grid			
Certified climate active carbon neutral electricity purchased	–	–	
EL4 Total electricity offsets	–	714.8	601.7

Housing Services**EL1 Total electricity consumption**

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Purchased electricity – consolidated ³⁰	19,909.7	22,676.2	22,948.4
Self-generated ³¹	344.2	220.0	115.0
EL1 Total electricity consumption	20,253.9	22,896.2	23,063.4

EL2 On-site electricity generated

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Solar PV			
Consumption behind-the-meter ³²	344.2	220.0	115.0
Exports	66.8	0.1	0.4
Total solar PV	411.0	220.1	115.4

29 100% GreenPower is used in Ballarat and Geelong.

30 Electricity consumption includes a 5% estimate in 2024–25 due to some data being unavailable from energy retailers at the time of reporting.

31 Self-generated electricity and exports have been under-represented due to limited data availability at the time of reporting.

32 Solar PV consumption behind-the-meter and GreenPower electricity offsets include a proportion of electricity consumed in residential tenancies outside the department's organisational boundary. This is attributable to new apartment building developments with shared on-site solar generation. These will be properly accounted for in subsequent periods.

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Other non-renewable (diesel backup generator)	–	–	–
EL2 Total on-site electricity generated	411.0	220.1	115.4

EL3 On-site installed generation capacity

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
Solar PV	0.4	0.4	0.4
Diesel backup generator	–	–	–
EL3 Total on-site installed generation capacity	0.4	0.4	0.4

EL4 Total electricity offsets

Indicator	2024–25 MWh	2023–24 MWh	2022–23 MWh
LGC's voluntarily retired by the entity	–	–	–
GreenPower	1,744.3	1,552.9	20.2
Renewable power percentage in the grid ³³	3,648.3		
Certified climate active carbon neutral electricity purchased	–	–	–
EL4 Total electricity offsets	5,392.6	–	–

Stationary fuel use

Sources of emissions from stationary fuel include natural gas used in some buildings' heating systems. There has been a 5.2% decrease in fuel use from 2023–24 to 2024–25. Consumption and emissions data is from the 15 department offices that use natural gas.

Department offices

F1 Total Fuels used in buildings and machinery

Indicator	2024–25 MJ	2023–24 MJ	2022–23 MJ
Buildings			
Natural gas	15,871,876	16,744,636	13,750,673
F1 Total fuels used in buildings and machinery	15,871,876	16,744,636	13,750,673

F2 Greenhouse gas emissions stationary fuel consumption

	2024–25 Tonnes CO ₂ -e	2023–24 Tonnes CO ₂ -e	2022–23 Tonnes CO ₂ -e
F2 Greenhouse gas emissions stationary fuel consumption	818	863	708.6

³³ Electricity offsets from the renewable power percentage are reported for Housing Services for in 2024–25 for the first time. This is due to improvements in reporting methodology.

Housing Services

F1 Total Fuels used in buildings and machinery

Indicator	2024–25 MJ	2023–24 MJ	2022–23 MJ
Buildings			
Natural gas ³⁴	337,965,783	390,431,401	370,113,078
F1 Total fuels used in buildings and machinery	337,965,783	390,431,401	370,113,078

F2 Greenhouse gas emissions stationary fuel consumption

	2024–25 Tonnes CO ₂ -e	2023–24 Tonnes CO ₂ -e	2022–23 Tonnes CO ₂ -e
F2 Greenhouse gas emissions stationary fuel consumption	17,415	20,119	19,072

Transportation

The department's fleet comprises 1,259 vehicles. Of the 1,213 internal combustion engine vehicles, 38% were hybrid unleaded or hybrid electric vehicles. The department's electric vehicle fleet increased between 2023–24 and 2024–25. Reductions in emissions are expected to occur as further internal combustion engine vehicles are replaced with electric vehicles.

The data has been exported from the department's vehicle management system (FleetWave). This includes fuel transactions and kilometres travelled for the period 1 April 2024 to 31 March 2025 (FBT annual reporting).

The department is committed to the Victorian Government transport sector pledge and a Zero Emissions Vehicle Roadmap as part of our *Climate change strategy*.

The increase in air travel from 2023–24 to 2024–25 is explained by increased in-person interdepartmental collaborations.

Number and proportion of vehicles – department fleet

Indicator	2024–25 No.	2024–25 %	2023–24 No.	2023–24 %	2022–23 No.	2022–23 %
Passenger vehicles						
Internal combustion engines						
Petrol	340	27	390	31	475	–
Diesel/biodiesel	393	31	354	29	281	–
Hybrid/unleaded	470	37	468	38	460	–
Plug-in hybrid electric vehicle (PHEV)	10	1	4	–	–	–
Range-extended electric vehicle	42	3	18	1	6	1
Total passenger vehicles	1,255	99	1,234	99	1,222	99
Goods vehicles						
Internal combustion engines						
Petrol	–	–	–	–	–	–
Diesel/biodiesel	4	1	7	1	6	0.5
Hybrid/unleaded	–	–	–	–	–	–
Plug-in hybrid electric vehicle (PHEV)	–	–	–	–	–	–
Range-extended electric vehicle	–	–	–	–	–	–
Total goods vehicles	4	1	7	1	6	0.5

³⁴ Natural gas consumption includes a 36% estimate in 2024–25 due to some data being unavailable from energy retailers at the time of reporting.

Indicator	2024–25 No.	2024–25 %	2023–24 No.	2023–24 %	2022–23 No.	2022–23 %
T2 Number and proportion of vehicles – department fleet	1,259	100	1,241	100	1,228	100

Total energy used in transportation – department fleet

Indicator	2024–25 MJ	2023–24 MJ	2022–23 MJ
Passenger vehicles			
Petrol	21,189,739	22,926,315	24,319,620
Diesel	22,217,967	19,135,277	14,410,537
Hybrid/unleaded	14,247,617	14,828,101	10,091,155
Electricity (MWh)	87	–	–
Total passenger vehicles	57,655,410	57,008,622	49,245,699
Goods vehicles			
Petrol	–	–	–
Diesel	115,656	143,164	247,466
Electricity (MWh)	–	–	–
Total goods vehicles	115,656	143,164	247,466
State government vehicle pool	577,262	649,315	424,388
T1 Total energy used in transportation	58,348,328	57,801,100	49,917,553

Greenhouse gas emissions from vehicle fleet

Indicator	2024–25 Tonnes CO ₂ -e	2023–24 Tonnes CO ₂ -e	2022–23 Tonnes CO ₂ -e
Petrol	1,797	1,319	1,606
Diesel	1,949	1,294	1,022
Hybrid/unleaded	1,208	853	702
Electricity	–	57	–
Total passenger vehicles	4,954	3,472	3,330
Petrol	–	–	–
Diesel	8	10	17
Electricity	–	–	–
Total goods vehicles	8	10	17
State government vehicle pool	49	37	28
T3 Greenhouse gas emissions from vehicle fleet	5,011	3,520	3,375

Total distance travelled commercial air travel

	2024–25 Passenger km	2023–24 Passenger km	2022–23 Passenger km
T4 Total distance travelled commercial air travel	2,479,894	3,780,623	2,987,750

Total energy use

Department offices

Total energy use

Indicator	2024–25 MJ	2023–24 MJ	2022–23 MJ
E1 Total energy usage from fuels (stationary and transportation)	66,530,129	74,402,573	63,243,838
E2 Total energy used from electricity	41,096,520	42,749,568	37,841,141
E3 Total energy used segmented into renewable and non-renewable sources			
Renewable	–	–	–
Non-renewable	–	–	–
E4 Units of energy used normalised by FTE (MJ/FTE)	15,325	17,125	14,807

Housing Services

Total energy use

Indicator	2024–25 MJ	2023–24 MJ	2022–23 MJ
E1 Total energy usage from fuels (stationary and transportation)	337,965,783	390,431,401	370,113,078
E2 Total energy used from electricity	72,914,053	82,426,464	83,028,333
E3 Total energy used segmented into renewable and non-renewable sources			
Renewable	14,373,045	6,382,276	486,747
Non-renewable	396,506,791	466,475,599	452,654,664
E4 Units of energy used normalised by FTE (MJ/FTE)	NA	NA	NA

Sustainable buildings and infrastructure

The development of sustainable buildings is an economic and environmental necessity. Recent extreme weather events demonstrate the importance of addressing climate change risk across the department's operations. This includes the design and management of buildings and infrastructure assets.

The department considers sustainable procurement objectives through its implementation of the *Social procurement framework*. This sets out the requirements that apply to Victorian Government departments and agencies when they procure goods, services and construction. Refer to the 'Social procurement framework' section for more information.

Registered environmental NABERS ratings that are higher than 5 stars are summarised in the table below.

B5 Sustainable buildings and infrastructure

Name of building	Building type	Rating scheme	Rating (B5)
Dandenong	General office building (base building)	NABERS – Energy	5.5
Dandenong	General office building (base building)	NABERS – Water	6
Footscray	General office building (whole building)	NABERS – Energy	5.5
Footscray	General office building (whole building)	NABERS – Water	6
Melbourne – 50 Lonsdale Street	General office (base building and tenancy)	NABERS – Energy	5.5
Melbourne – 570 Bourke Street	General office building (base building)	NABERS – Energy	5.5
Melbourne – 570 Bourke Street	General office building (base building)	NABERS – Water	5.5
Morwell	General office building (whole building)	NABERS – Energy	5.5
Traralgon	General office building (base building)	NABERS – Energy	5.5

The department has adjusted lighting levels, temperature and other building systems to avoid unnecessary consumption of energy while maintaining safety and comfort of occupants.

Sustainable procurement

The department considers sustainable procurement objectives through its implementation of the *Social procurement framework*. This sets out the requirements that apply to Victorian Government departments and agencies when they procure goods, services and construction. Refer to the ‘Social procurement framework’ section for more information.

Water consumption

The department monitors its water consumption across facilities and operations. We encourage clients to improve their own water efficiency. In 2024–25, office-based water use was 29,287 kilolitres compared with 31,340 kilolitres in 2023–24. Continued low water usage is attributed to flexible/hybrid working arrangements.

Department offices

W1 Total water consumption by an entity

Indicator	2024–25 kL	2023–24 kL	2022–23 kL
Potable water consumption	29,287	31,340	29,113
W1 Total water consumption by an entity	29,287	31,340	29,113

W2 Units of metered water consumed normalised by FTE

	2024–25 kL/FTE	2023–24 kL/FTE	2022–23 kL/FTE
W2 Units of metered water consumed normalised by FTE	4.2	4.6	4.3

Housing Services

W1 Total water consumption by an entity

	2024–25 kL	2023–24 kL	2022–23 kL
Potable water consumption ³⁵	944,938	1,124,205	1,172,445
W1 Total water consumption by an entity	944,938	1,124,205	1,172,445

W2 Units of metered water consumed normalised by FTE

	2024–25 kL/FTE	2023–24 kL/FTE	2022–23 kL/FTE
W2 Units of metered water consumed normalised by FTE³⁶	47.3	55.5	20.1

³⁵ Potable water consumption includes a 30% estimate in 2024–25 due to some data being unavailable from water corporations at the time of reporting.

³⁶ W2 table omitted from 2023–24 annual report due to error. W2 table incorrectly listed total water consumption without normalisation.

Waste and recycling

Waste management and recycling are key priorities for the department. This includes removing single-use plastics. It also includes maximising recycling and minimising waste sent to landfill. The department does not currently collect data on waste disposal and recycling and associated scope 3 emissions from Housing Services.

Total units of waste disposed

Indicator	2024–25 kg	2024–25 %	2023–24 kg	2023–24 %	2022–23 kg	2022–23 %
Landfill general waste	113,048.7	34	89,265.0	23.5	81,349.4	59.2
Recycling/recovery (disposal)						
Commingled	39731.1	12	8984.7	2.4	6651.7	4.8
Organics	1,333.1	0.4	1148.9	0.3	3483	2.5
Paper (confidential) ³⁷	139,538.9	42	260,361	68.7	40,777.4	29.7
Paper (recycling)	38,790.9	11.7	19,372.5	5.1	4,442.7	3.2
Toners and print cartridges ³⁸	–	–	–	–	611.3	0.5
WR1 Total units of waste disposed	332,442.4		379,132.1		137,338.9	

Percentage of office sites that are covered by dedicated collection services

Waste type	2024–25 %	2023–24 %	2022–23 %
Printer cartridges	100	100	100
Batteries	0	0	0
E-waste ³⁹	100	100	100
Soft plastics	0	0	0

Total units of waste disposed of normalised by FTE

	2024–25 kg/FTE	2023–24 kg/FTE	2022–23 kg/FTE
WR3 Total units of waste disposed of normalised by FTE⁴⁰	47	55	20

Recycling rate

	2024–25 %	2023–24 %	2022–23 %
WR4 Recycling rate	66	76.5	40.8

Greenhouse gas emissions associated with waste disposal

	2023–24 Tonnes CO ₂ -e	2022–23 Tonnes CO ₂ -e	2021–22 Tonnes CO ₂ -e
WR5 Greenhouse gas emissions associated with waste disposal ⁴¹	147	116	134

³⁷ Increased confidential paper waste is due to significant ongoing efforts to digitise records.

³⁸ Information unavailable for periods 2024–25 and 2023–24.

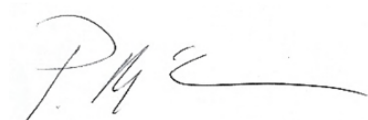
³⁹ Supported by department staff who move e-waste from smaller offices and more remote offices to larger central locations for collection.

⁴⁰ The WR3 figures for 2023–24 and 2022–23 have been corrected for this report. They were incorrectly calculated in the previous year.

⁴¹ The methodology for calculating greenhouse gas emissions varies between 2023–24 and prior reporting years.

Financial management compliance attestation statement

I, Peta McCammon, as the Responsible Body, certify that the Department of Families, Fairness and Housing has no material compliance deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.

A handwritten signature in black ink, appearing to read 'Peta McCammon', is positioned above the printed name.

Peta McCammon
Secretary
Department of Families, Fairness and Housing

12 September 2025

Section 5: Financial statements for the financial year ended 30 June 2025

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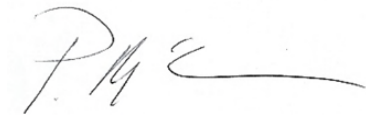
Declaration in the financial statements

The attached financial statements for the Department of Families, Fairness and Housing (the department) have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of the department as at 30 June 2025.

At the time of signing, we are not aware of any circumstance that would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 12 September 2025.



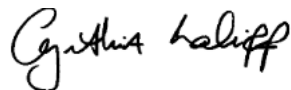
Peta McCammon

Secretary

Department of Families, Fairness and Housing

Melbourne

12 September 2025



Cynthia Lahiff

Chief Finance Officer

Department of Families, Fairness and Housing

Melbourne

12 September 2025

Independent auditor’s report

OFFICIAL



Independent Auditor’s Report

To the Secretary of the Department of Families, Fairness and Housing

Opinion	I have audited the financial report of the Department of Families, Fairness and Housing (the department) which comprises the: • balance sheet as at 30 June 2025 • comprehensive operating statement for the period then ended • statement of changes in equity for the period then ended • cash flow statement for the period then ended • notes to and forming part of the financial statements • declaration in the financial statements. In my opinion, the financial report presents fairly, in all material respects, the financial position of the department as at 30 June 2025 and its financial performance and cash flows for the period then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s <i>APES 110 Code of Ethics for Professional Accountants (Including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Key audit matters	Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. The following matter was addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

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Key audit matter	How I addressed the matter
Recognition and measurement of service concession arrangement assets, liabilities and commitments	
Refer to Note 5.1.1 <i>Total service concession assets</i> , Note 6.5 <i>Other liabilities</i> , Note 7.1 <i>Borrowings</i> , Note 7.5.2 <i>Service concession arrangements commitments</i> and Note 7.5.3 <i>Service concession arrangements</i>	
Total service concession assets - \$741.3 million	My key procedures included:
Other liabilities - grant of right to the operator (GORTO) liability - \$119.8 million	reviewing all contract amendments, supporting schedules, financial models and technical accounting papers prepared by the department to support their judgements and conclusions
Service concession financial liabilities - \$527.2 million	evaluating the department's financial models and judgements applied to our independent expert reports
Service concession arrangements commitments - \$1 856.9 million	assessing the completeness and accuracy of service concession assets, liabilities and commitments against the contracts and underlying financial models for each project
The department has various service concession arrangements with consortiums for the construction of new social housing dwellings, affordable and private rental homes and specialist disability accommodation. Under these arrangements, the private sector consortium will finance, design, construct and operate these assets for a specified period of time. These arrangements include the:	challenging the reasonableness of asset values compared to actual costs incurred
- Ground Lease Model 1 - Public Housing Renewal Program - commitments \$141.6 million - Ground Lease Model 2 - commitments \$1 715.4 million	assessing whether management's accounting treatment aligned with AASB 1059 and evaluating the reasonableness of management's judgements in applying the standard
I consider service concession arrangements to be a key audit matter because:	assessing the adequacy of financial report disclosures against the requirements of applicable Australian Accounting Standards.
- they are financially significant - the requirements of AASB 1059 <i>Service Concession Arrangements: Grantors</i> are complex, and its application requires significant management judgement - the contractual arrangements and the financial models underpinning the amounts reported are complex - the required disclosures for service concession commitments are extensive.	

OFFICIAL

The Secretary's responsibilities for the financial report	The Secretary of the department is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Financial Management Act 1994</i>, and for such internal control as the Secretary determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Secretary is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.
Auditor's responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the department's internal control. • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary. • conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.

OFFICIAL

Auditor’s responsibilities for the audit of the financial report (continued)	• evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit. From the matters communicated with the Secretary, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore key audit matters. I describe these matters in the auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in the auditor’s report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.
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MELBOURNE
19 September 2025



Andrew Greaves
Auditor-General

Comprehensive operating statement for the financial year ended 30 June 2025

	Note	2025 \$M	2024 \$M
Revenue and income from transactions			
Output appropriations	2.3	6,307.1	5,302.2
Special appropriations	2.3	100.6	79.5
Rental income	2.4.1	594.6	555.5
Grants	2.4.2	285.3	418.2
Other income		54.2	42.6
Total revenue and income from transactions		7,341.8	6,398.0
Expenses from transactions			
Employee benefits	3.1.1(a)	1,087.6	987.9
Depreciation and amortisation	5.1.2	535.4	410.0
Grants and other transfers	3.1.2	4,952.9	4,278.6
Other operating expenses	3.1.3	693.4	770.4
Property management expenses	3.1.4	542.2	552.8
Total expenses from transactions		7,811.5	6,999.7
Net result from transactions (net operating balance)		(469.7)	(601.7)
Other economic flows included in net result			
Net gain/(loss) on non-financial assets	9.2(a)	(6.5)	(8.6)
Net gain/(loss) on financial instruments	9.2(b)	3.2	2.0
Other gains/(losses) from other economic flows	9.2(c)	(49.2)	(30.1)
Total other economic flows included in net result		(52.5)	(36.7)
Net result		(522.2)	(638.4)
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Changes in physical asset revaluation surplus	9.3(b)	(1.7)	1,185.7
Remeasurement of superannuation defined benefit plans	9.3(a)	(1.2)	2.1
Total other economic flows – other comprehensive income		(2.9)	1,187.8
Comprehensive result		(525.1)	549.4

The comprehensive operating statement should be read in conjunction with the notes to the financial statements.

Balance sheet as at 30 June 2025

	Note	2025 \$M	2024 \$M
Assets			
Financial assets			
Cash and deposits ⁽ⁱ⁾	7.3	1,312.2	721.7
Receivables	6.1	1,074.6	1,161.0
Loans	6.2	66.7	28.2
Total financial assets		2,453.5	1,910.9
Non-financial assets			
Non-financial physical assets classified as held for sale		8.7	4.2
Property, plant and equipment	5.1	38,954.9	38,484.3
Intangible assets		66.1	70.5
Prepayments		12.5	25.5
Total non-financial assets		39,042.2	38,584.5
Total assets		41,495.7	40,495.4
Liabilities			
Payables	6.3	450.6	479.6
Borrowings	7.1	768.5	537.2
Employee related provisions	3.1.1(b)	321.1	299.3
Other provisions	6.4	741.9	530.7
Other liabilities ⁽ⁱⁱ⁾	6.5	119.8	86.3
Total liabilities		2,401.9	1,933.1
Net assets		39,093.8	38,562.3
Equity			
Accumulated surplus/(deficit)		(978.8)	(455.4)
Physical asset revaluation surplus	9.3(b)	8,754.5	8,756.2
Contributed capital		31,318.1	30,261.5
Net worth		39,093.8	38,562.3

The balance sheet should be read in conjunction with the notes to the financial statements.

Note:

- (i) As of 30 June 2025, the department held restricted cash of \$267.1 million (2024: \$121.2 million) representing funds set aside for settling obligations under its various services concession arrangements. These balances are not available for general operational use. Further information is included in Note 7.3 Cash flow information and balances
- (ii) The grant of a right to the operator liability previously disclosed within payables has now been disclosed within the other liabilities line item to more appropriately reflect the nature of these items. This relates to the ground lease model – public housing renewal program. It is recognised applying AASB 1059 and is progressively reduced over the period of the arrangement. Further information is included in Notes 6.5 Other liabilities and 7.5.3 Service Concession Arrangements.

Cash flow statement for the financial year ended 30 June 2025

	Note	2025 \$M	2024 \$M
Cash flows from operating activities			
Receipts			
Output appropriations		6,291.6	5,103.9
Special appropriations		100.6	79.5
Funds from other entities		391.4	253.8
Rent received		587.2	557.1
Interest received		37.6	32.7
Other receipts		9.8	12.8
GST recovered from Australian Taxation Office ⁽ⁱ⁾		346.6	330.1
Total receipts		7,764.8	6,369.9
Payments			
Grants and other transfers		(5,258.7)	(4,549.4)
Employee benefits		(1,078.3)	(993.6)
Supplies and services ⁽ⁱⁱ⁾		(541.9)	(367.3)
Other operating expenses		(38.7)	(23.5)
Property management expenses		(513.5)	(539.3)
Total payments		(7,431.1)	(6,473.1)
Net cash flows from/(used in) operating activities	7.3.1	333.7	(103.2)
Cash flows from investing activities			
Proceeds from the sale of non-financial assets		105.5	302.5
Payments for non-financial assets ⁽ⁱⁱ⁾		(865.3)	(1,051.6)
Client loans granted		(38.9)	–
Repayments of loans from other parties		0.4	1.8
Net cash flows from/(used in) investing activities		(798.3)	(747.3)
Cash flows from financing activities			
Receipts / (payments) for advances		(3.0)	(2.8)
Owner contributions by Victorian Government – appropriation for capital expenditure purposes		1,063.4	832.1
Payments of capital contributions		–	(0.9)
Repayment / proceeds of borrowings and principal portion of lease liability ^{(ii)&(iii)}		(5.3)	37.0
Net cash flows from/(used in) financing activities		1,055.1	865.4
Net increase/(decrease) in cash and deposits		590.5	14.9
Cash and deposits at beginning of financial year		721.7	706.8
Cash and deposits at the end of financial year ⁽ⁱⁱⁱ⁾	7.3	1,312.2	721.7

The cash flow statement should be read in conjunction with the notes to the financial statements.

Notes:

- (i) Goods and services tax (GST) recovered from the Australian Taxation Office is presented on a net basis.
- (ii) The 2023–24 figures for 'cash and deposits' have been restated to reflect the restricted cash representing funds set aside for settling obligations under its various services concession arrangements.
- (iii) The department has recognised cash payments for the principal portion of lease payments as financing activities, cash payments for the interest portion as operating activities consistent with the presentation of interest payments and short-term lease payments for leases and low-value assets as operating activities.

Statement of changes in equity for the financial year ended 30 June 2025

	Note	Physical asset revaluation surplus \$M	Accumu- lated surplus/ (deficit) \$M	Contributed capital \$M	Total \$M
Balance at 1 July 2023		7,570.5	180.9	29,430.6	37,182.0
Net result for the year		–	(638.4)	–	(638.4)
Remeasurement of superannuation defined benefit plans	9.3(a)	–	2.1	–	2.1
Changes in physical asset revaluation surplus	9.3(b)	1,185.7	–	–	1,185.7
Administrative restructure – net assets transferred	4.3	–	–	(0.9)	(0.9)
Capital contributions by Victorian State Government		–	–	832.2	832.2
Capital contributed from asset transfers		–	–	(0.4)	(0.4)
Balance at 30 June 2024		8,756.2	(455.4)	30,261.5	38,562.3
Net result for the year		–	(522.2)	–	(522.2)
Remeasurement of superannuation defined benefit plans	9.3(a)	–	(1.2)	–	(1.2)
Changes in physical asset revaluation surplus	9.3(b)	(1.7)	–	–	(1.7)
Capital contributions by Victorian State Government		–	–	1,063.4	1,063.4
Asset transfer via capital contribution		–	–	(6.8)	(6.8)
Balance at 30 June 2025		8,754.5	(978.8)	31,318.1	39,093.8

The statement of changes in equity should be read in conjunction with the notes to the financial statements.

Notes to and forming part of the financial statements for the financial year ended 30 June 2025

1. About this report

The Department of Families, Fairness and Housing (the department) was established on 1 February 2021 as a government department of the State of Victoria, pursuant to an order made by the Premier under the *Public Administration Act 2004*. It is an administrative agency acting on behalf of the Crown.

Its principal address is:

Department of Families, Fairness and Housing
50 Lonsdale Street
Melbourne VIC 3000

A description of the nature of its operations and its principal activities is included in the report of operations, which does not form part of these financial statements.

Basis of preparation

These financial statements cover the Department of Families, Fairness and Housing as an individual reporting entity and include all controlled activities of the department.

Where control of an entity is obtained during the financial year, its results are included in the comprehensive operating statement from the date on which control commenced. Where control ceases during the financial year, the entity's results are included for that part of the period in which control existed. Where entities adopt dissimilar accounting policies and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements. There were no new entities for which the department obtained control over in 2024–25.

Furthermore, in accordance with determinations made by the Minister for Finance under s. 53(1)(b) of the *Financial Management Act 1994* (FMA) the Department of Families, Fairness and Housing's financial statements also include the financial information of the following entities:

- Homes Victoria
- Commission for Children and Young People
- Disability Worker Registration Board
- Victorian Disability Worker Commission
- Respect Victoria
- Victorian Veterans Council
- Social Services Regulator.

These entities are reported in aggregate even though they are not controlled by the department. The Social Services Regulator was established effectively from 1 July 2024. Where a s. 53(1)(b) entity ceases to exist during a financial period, the entity's results are included for that part of the period in which control existed.

In preparing financial statements for the department, all material transactions and balances between the above entities are eliminated.

These financial statements are presented in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in the preparation of these financial statements, except for cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirements of Australian Accounting Standards Board (AASB) 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of the department.

Additions to net assets which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructures are treated as distributions to or contributions by owners. Transfers of net liabilities arising from administrative restructures are treated as distributions to owners.

Judgements, estimates and assumptions are required to be made about the financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effect on the financial statements and estimates are disclosed in the Note 8.3 'Fair value determination', Note 7.5.2 'Service concession arrangements commitments' and Note 6.4 'Other provision' under the heading 'Significant judgement'.

The financial statements have been prepared on a going-concern basis.

All amounts in the financial statements have been rounded to the nearest \$1 million unless otherwise stated.

Compliance information

These general-purpose financial statements have been prepared in accordance with the FMA and applicable AASs which include Interpretations issued by the AASB. In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

These annual financial statements were authorised for issue by the Secretary of the Department of Families, Fairness and Housing on 12 September 2025.

2. Funding delivery of our services

Introduction

The department's overall objective is to create equal opportunities for all Victorians to live a safe, respected and valued life.

To enable the department to fulfil its objective and provide outputs as described in section 4 'Disaggregated financial information by output', it receives income (predominantly accrual-based parliamentary appropriations). The department also receives income from the supply of services and tenancy agreements.

Structure

- 2.1 Summary of revenue and income that fund the delivery of our services
- 2.2 Appropriations
- 2.3 Summary of compliance with annual parliamentary and special appropriations
- 2.4 Income from transactions
 - 2.4.1 Rental income
 - 2.4.2 Grants

2.1 Summary of revenue and income that fund the delivery of our services

	Note	2025 \$M	2024 \$M
Output appropriations	2.2,2.3	6,307.1	5,302.2
Special appropriations	2.2,2.3	100.6	79.5
Rental income	2.4.1	594.6	555.5
Grants and other income transfers	2.4.2	285.3	418.2
Other income		54.2	42.6
Total revenue and income from transactions		7,341.8	6,398.0

2.2 Appropriations

Once annual parliamentary appropriations are applied by the Treasurer, they become controlled by the department and are recognised as income when applied to the purposes defined under the relevant Appropriations Act.

Output appropriations: Income from the outputs the department provides to the government is recognised when those outputs have been delivered and the relevant minister has certified delivery of those outputs in accordance with specified performance criteria.

Special appropriations: Under s. 5.4.6 of the *Gambling Regulation Act 2003*, income related to the Mental Health Fund is recognised when the amounts appropriated for that purpose are due and payable by the department.

2.3 Summary of compliance with annual parliamentary and special appropriations

The following table discloses the details of the various annual parliamentary appropriations received by the department for the year.

In accordance with accrual output-based management procedures 'provision of outputs' and 'additions to net assets' are disclosed as 'controlled' activities of the department. Administered transactions are those that are undertaken on behalf of the state over which the department has no control or discretion (refer to Note 4.2).

	Appropriation Act		Financial Management Act 1994			Total parlia- mentary authority \$M	Appropri- ations applied \$M	Variance \$M	
	Annual appropri- ation \$M	Advance from Treasurer \$M	Section 29 ⁽ⁱ⁾ \$M	Section 30 \$M	Section 32 \$M				
2025									
Controlled									
Provision of outputs	4,515.5	431.3	1,394.5	(7.5)	16.4	6,350.1	6,307.1	43.0	(ii)
Addition to net assets	467.5	464.3	15.6	7.5	14.1	969.0	940.2	28.9	(iii)
Administered									
Payments made on behalf of the state	2,964.6	4.4	–	–	6.5	2,975.6	2,975.6	–	
Total	7,947.6	900.0	1,410.1	–	37.0	10,294.7	10,222.9	71.9	
2024									
Controlled									
Provision of outputs	4,335.9	335.8	686.9	(17.2)	14.7	5,356.0	5,302.2	53.9	(iv)
Addition to net assets	606.0	169.5	11.6	17.2	18.5	822.8	779.3	43.5	(v)
Administered									
Payments made on behalf of the state	2,856.8	–	–	–	54.2	2,911.0	2,862.7	48.3	
Total	7,798.7	505.3	698.6	–	87.4	9,089.9	8,944.2	145.7	

Notes:

- (i) Revenue annotated to the department's appropriation under s. 29 of the *Financial Management Act 1994* predominantly include funding provided by the Commonwealth as part of the National Agreement on Social Housing and Homelessness. Refer to Note 2.5 for further detail.
- (ii) The provision of outputs variance of \$43.0 million is primarily due to \$33.5 million of funding that will be requested in 2025–26 to deliver services and projects. The remaining variance relates to output appropriation authority not applied in 2024–25, primarily driven by changes to cashflow of output initiatives and lower than anticipated depreciation expenditure.
- (iii) The additions to net assets variance of \$28.9 million is primarily due to \$10.9 million of funding for projects that will be delivered in 2025–26 rather than 2024–25, and \$20.0 million of funding not required in 2024–25 allowed to lapse as effectively; offset by increase in appropriation reinstated as an alternative funding source in lieu of Treasurer's Advance budget supplementation.
- (iv) The provision of outputs variance of \$53.9 million is primarily due to \$39.3 million of funding that will be requested in 2024–25 to deliver services and projects. The remaining variance of \$14.6 million relates to output appropriation authority not applied in 2023–24, primarily driven by changes to cashflow of output initiatives and lower than anticipated depreciation expenditure.
- (v) The additions to net assets variance of \$43.5 million predominantly relates to funding for projects that will be delivered in 2024–25 rather than 2023–24, offset by increase in appropriation reinstated as an alternative funding source in lieu of Treasurer's Advance budget supplementation.

The following table discloses the details of compliance with special appropriations:

Authority	Purpose	Appropriation applied	
		2025 \$M	2024 \$M
Section 5.4.6 of the <i>Gambling Regulation Act 2003</i>	Contribution to the Mental Health Fund	64.0	63.9
Section 10 of the <i>Financial Management Act 1994</i>	Access to various Commonwealth grants – provision of outputs	36.6	15.6
Total special appropriations – Provision of outputs		100.6	79.5
Section 10 of the <i>Financial Management Act 1994</i>	Access to various Commonwealth grants – addition to net assets	123.2	52.8
Total special appropriations – Addition to net assets		123.2	52.8
Total special appropriations		223.8	132.3

2.4 Income from transactions

2.4.1 Rental income

	2025 \$M	2024 \$M
Rental income	1,181.2	1,052.2
Rental rebates	(583.2)	(493.0)
Rental subsidies	(10.6)	(10.5)
Total net rental	587.4	548.7
Total user charges – rental properties	6.7	6.8
Rendering of services	0.5	0.2
Total rental income	594.6	555.5

Rental income, rebates and subsidies arising from tenancy operating agreements are raised weekly. Rebates are used to limit the percentage of each tenant's income attributable to rent. Market rent is reviewed on an annual basis as per the *Residential Tenancy Act 1997* and rebates are reviewed bi-annually.

Homes Victoria provides rental accommodation for a range of clients. These are public rental units that are largely owned and operated by the Homes Victoria which have week-to-week tenancy agreements with people on low incomes that are most in need, especially those who have recently experienced homelessness, family violence or have other special needs. These agreements are subject to the *Residential Tenancy Act 1997* provisions which allow termination of a lease under certain circumstances.

2.4.2 Grants

	2025 \$M	2024 \$M
Income recognised under AASB 1058	285.3	418.2
Total grants	285.3	418.2

Represented by:

Victorian Government

Department of Treasury and Finance	237.5	375.9
Department of Health	10.7	16.4
Department of Energy, Environment and Climate Action	9.9	12.6
Department of Justice and Community Safety	4.7	4.6
Department of Jobs, Skills, Industry and Regions	6.2	5.4
Department of Education	8.9	2.5
Department of Transport and Planning	1.9	–
Court Services Victoria	0.3	–
Department of Premier and Cabinet	0.1	–
Other Victorian government bodies	0.4	0.8

Commonwealth Government

Commonwealth Government	4.7	–
Total grants	285.3	418.2

Grants income

The department receives grants income which are paid for a particular purpose and/or have conditions attached regarding their use. However, these grant agreements for grants received by the department do not contain sufficiently specific performance obligations such as the period over which the service deliveries must be delivered, the specific nature or type of the service deliveries, the cost or value of the service deliveries, or the number of service deliveries to be provided. These grants are received under the agreements between the relevant departments to provide services for a given output and activities to further achieve the objective of the departments. These grants are recognised in accordance with AASB 1058 when the department has an unconditional right to receive cash.

Income from grants to construct the capital assets that are controlled by the department is recognised progressively as the asset is constructed. The progressive percentage costs incurred are used to recognise income because these most closely reflect the progress to completion as costs are incurred as the works are done.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised in accordance with AASB 1058 when the department has an unconditional right to receive the cash which usually coincides with receipt of cash. On initial recognition of the asset, the department recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue ('related amounts') in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- (a) contributions by owners, in accordance with AASB 1004
- (b) revenue or a contract liability arising from a contract with a customer, in accordance with AASB 15.

2.5 Annotated income agreements

The department is permitted under s. 29 of the *Financial Management Act 1994* to have certain income annotated to the annual appropriation. The income which forms part of a s. 29 agreement is recognised by the department and the receipts paid into the consolidated fund as an administered item. At the point of income recognition, s. 29 provides for an equivalent amount to be added to the annual appropriation.

The following is a listing of annotated income agreements under s. 29 of the *Financial Management Act 1994* approved by the Treasurer:

	2025 \$M	2024 \$M
User charges, or sales of goods and services		
Community Residential Units Accommodation charges include full Board and Lodging Model (Output)	19.0	18.0
Revenue for Services Provided for the National Disability Insurance Agency (Output)	23.0	17.9
Revenue for Services Provided for the National Disability Insurance Agency (Capital)	14.7	11.5
Office of Senior Victorians – advertising and sponsorship income (Output)	0.8	0.7
	57.5	48.1
Asset sales		
Proceeds from sale of land and buildings (Capital)	0.8	0.1
	0.8	0.1
Commonwealth specific purpose payments		
National Partnership Agreements		
National Housing and Homelessness Agreement (Output)	451.0	436.0
Family, Domestic and Sexual Violence Support (Output)	28.5	11.7
Energy Bill Relief (Output)	865.7	199.0
Other		
Unattached Refugee Children (Output)	4.2	2.2
Women's Safety Measures – Keeping Women Safe in Their Homes (Output)	1.3	1.4
Women's Safety Measures – Local Support Coordinator (Output)	–	0.1
National Disability Data Asset (Output)	0.5	–
Pacific regional engagement in the Women Deliver 2026 Global Conference (Output)	0.5	–
	1,351.8	650.4
Total annotated income agreements	1,410.1	698.6

3. The cost of delivering services

Introduction

This section provides an account of the expenses incurred by the department in delivering services and outputs. In Note 2 'Funding delivery of our services', the funds that enable the provision of services were disclosed and in this note the costs associated with the provision of services are recorded. Note 4 'Disaggregated financial information by output' discloses aggregated information in relation to the income and expenses by output.

Structure

- 3.1 Expenses incurred in delivery of services
 - 3.1.1 Employee benefits
 - 3.1.2 Grants and other transfers
 - 3.1.3 Other operating expenses
 - 3.1.4 Property management expenses

3.1 Expenses incurred in delivery of services

	Note	2025 \$M	2024 \$M
Employee benefits	3.1.1(a)	1,087.6	987.9
Grants and other transfers	3.1.2	4,952.9	4,278.6
Other operating expenses	3.1.3	693.4	770.4
Property management expenses	3.1.4	542.2	552.8
Total expenses incurred in delivery of services		7,276.1	6,589.7

3.1.1 Employee benefits

3.1.1(a) Employee benefits in the comprehensive operating statement

	2025 \$M	2024 \$M
Defined contribution and benefit superannuation expense	94.0	80.6
Termination benefits	2.6	29.3
Salaries and wages, annual leave and long service leave	991.0	878.0
Total employee benefits	1,087.6	987.9

Employee benefits include all costs related to employment, including salaries and wages, leave entitlements, fringe benefits tax, termination benefits, payroll tax and WorkCover premiums.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period. Other than former employees of Homes Victoria, the department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the state as the sponsoring employer).

3.1.1(b) Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2025 \$M	2024 \$M
Current provisions		
Annual leave		
Unconditional and expected to be settled within 12 months	59.2	55.7
Unconditional and expected to be settled after 12 months	31.3	29.2
Maternity leave		
Unconditional and expected to be settled within 12 months	11.1	15.3
Long service leave		
Unconditional and expected to be settled within 12 months	19.9	11.1
Unconditional and expected to be settled after 12 months	110.3	96.7
Superannuation		
Unconditional and expected to be settled within 12 months	2.1	2.1
Provisions for on-costs		
Unconditional and expected to be settled within 12 months	18.0	14.3
Unconditional and expected to be settled after 12 months	31.8	27.9
Total current provisions for employee benefits	283.7	252.3
Non-current provisions		
Conditional long service leave entitlements	16.5	23.5
Superannuation	17.2	18.2
Provisions for on-costs	3.7	5.3
Total non-current provisions for employee benefits	37.4	47.0
Total provisions for employee benefits	321.1	299.3

Sick leave: No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Employment on-cost: Employment on-costs such as payroll tax, workers' compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Unconditional LSL is disclosed as a current liability; even where the department does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at present value where the department does not expect to wholly settle within 12 months. The components of current LSL liability are measured at nominal value where the department expects to settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Any gain or loss following the revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

Provisions for superannuation – defined benefit obligation

The department reports a liability for unfunded superannuation in respect of former employees of Homes Victoria for the shortfall of superannuation benefits paid to former housing staff who retired or resigned on or before 14 December 1987 or were employed by Homes Victoria as at 14 December 1987 and retired or resigned prior to or on 30 June 1994.

In accordance with the requirements of Financial Reporting Directions (FRD) 112, Homes Victoria is required to recognise defined benefit liabilities or surpluses of defined benefit plans in accordance with the requirements of AASB119. Other than former employees of Homes Victoria, the department does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the state as the sponsoring employer).

This liability represents the shortfall between the total net assets of the superannuation fund at 30 June 2025 and the total benefits that members have accrued up to that date, determined by an actuarial assessment. Information relating to the fund based on the latest actuarial assessment for 30 June 2025 is set out below. The amount expensed in respect of unfunded superannuation represents the contributions made by the department to the superannuation fund, adjusted by the movement in the liability or asset.

	2025 \$M	2024 \$M
Reconciliation of the superannuation liability in the balance sheet		
Defined benefit obligation	19.3	20.3
Net liability/(asset)	19.3	20.3
Total obligation and liability in the balance sheet	19.3	20.3
Represented by:		
Current liability	2.1	2.1
Non-current liability	17.2	18.2
Total liability	19.3	20.3
Principal actuarial assumptions		
Discounted rate	4.6%	4.6%
Expected return on plan assets	6.4%	6.8%
Expected rate of salary increase	3.3%	3.3%
Inflation	2.5%	2.5%

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the target allocation of assets to each asset class and allowing for the correlations of the investment returns between asset classes. The returns used for each asset class are net of investment tax (where applicable) and investment fees.

3.1.1 (c) Superannuation contributions

Employees of the department are entitled to receive superannuation benefits, and the department contributes to both defined benefit and defined contribution plans. The defined benefit plans provide benefits based on years of service and final average salary.

Other than former employees of Homes Victoria, the defined benefit liability is recognised in the Department of Treasury and Finance as an administered liability. However, the department is still required to make minimum superannuation contributions under Enterprise agreements and legislation, and the contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement of the department.

	Paid contribution for the year		Contribution outstanding at year end	
	2025 \$M	2024 \$M	2025 \$M	2024 \$M
Defined benefit plans				
State superannuation fund	2.0	2.5	–	–
Defined contribution plans				
VicSuper	49.3	43.6	–	–
Other	42.7	34.4	–	–
Total	94.0	80.5	–	–

3.1.2 Grants and other transfers

	2025 \$M	2024 \$M
Non-government agencies and individuals ⁽ⁱ⁾		
Assistance payment and other benefits to households and individuals		
• Concessions to pensioners and other beneficiaries	1,449.7	778.9
• Child protection and family services	321.8	296.6
• Other organisations	14.1	5.6
Subtotal – Assistance payment and other benefits to households and individuals	1,785.5	1,081.1
Community service organisations and other non-government organisations		
• Child protection and family services	1,141.4	1,104.3
• Provision of housing and homelessness services	669.0	806.0
• Family violence service delivery	600.9	555.4
• Disability services	195.0	180.6
• Concessions to pensioners and other beneficiaries	58.1	60.4
• Other organisations	163.5	169.5
Subtotal – Community service organisations and other non-government organisations	2,827.9	2,876.1
	4,613.4	3,957.3
Other state government agencies		
Public health services and hospitals	78.8	73.3
Other state government departments and associated entities	251.5	231.8
	330.4	305.1
Local government		
Local councils	8.8	14.5
	8.8	14.5
Commonwealth Government		
Commonwealth government organisations	0.4	1.7
	0.4	1.7
Total grant expenses	4,952.9	4,278.6

Note:

- (i) Grants to non-government agencies and individuals primarily relate to social and affordable housing initiative, concessions to pensioners and beneficiaries and services provided by non-government organisations to Victorians.

Transactions in which the department provides goods, services, assets (or extinguishes a liability) or labour to another party without receiving approximately equal value in return are categorised as 'Grant and other transfers'. Grants can either be operating or capital in nature. Grants can be paid as general-purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grants and other transfers to third parties are recognised as an expense in the reporting period in which they are incurred. They include transactions such as grants, subsidies and other transfer payments to other state government agencies, local councils and non-government agencies and individuals. Committed grants and other transfers as at 30 June 2025 are disclosed in Note 7.5.1.

Grants to non-government agencies and individuals include payments related to:

- initiatives to increase social and affordable housing stock as part of the Big Housing Build as well as the Building Works Package to fund the maintenance and upgrade of social housing. Committed grants under the Big Housing Build and Building Works Package initiatives are disclosed in Note 7.5.1
- concessions to pensioners and beneficiaries that include the development and coordination of the delivery of concessions and relief grants to eligible consumers and concession card holders
- services provided by non-government organisations to support Victorians, including support family, child protection, early parenting, family violence victims and reform, sexual assault victims, placement care and specialist support. Refer to Note 4.1.2 Departmental outputs – controlled income and expenses for further details.

3.1.3 Other operating expenses

	2025 \$M	2024 \$M
Interest expenses	36.9	21.3
Supplies and services		
Lease expenses	1.0	1.1
Office accommodation and property services	90.8	84.3
Administrative costs ⁽ⁱ⁾	434.2	393.7
Information, communications and technology costs	83.4	69.9
Direct care operating costs	24.1	31.4
Financial redress payments ⁽ⁱⁱ⁾	13.5	165.0
Fair value of assets and services provided free of charge or for nominal consideration		
Assets provided free of charge	9.5	3.7
Total other operating expenses	693.4	770.4

Note:

- (i) Administrative costs mainly include the community service organisation, corporate and civil insurance claims settlement payments managed by Victorian Managed Insurance Authority (VMIA) on behalf of the department, purchase of intergovernmental services and professional services, as well as the unused trust fund returning to the consolidated fund.
- (ii) Financial redress payments of \$165 million recognised in 2023–24 provide compensation of Redress for Victorians who were placed in institutional care prior to 1990 ('pre-1990 care leavers') and experienced physical, psychological, and emotional abuse or neglect. Payments will be disbursed in subsequent years based on validated claims received. Refer to Note 6.4 Other provision for further details.

3.1.4 Property management expenses

	2025 \$M	2024 \$M
Maintenance ⁽ⁱ⁾	292.4	314.5
Rates to local government	137.5	124.2
Tenant utilities and other expenses	112.3	114.1
Total property management expenses	542.2	552.8

Note:

- (i) Maintenance expenses mainly include statutory maintenance requirements, responding to urgent maintenance works, maintenance works required for vacated properties before re-letting, and maintenance works undertaken to proactively address and respond to asset condition.

4. Disaggregated financial information by output

Introduction

The department is predominantly funded by accrual-based parliamentary appropriations for the provision of outputs. This section provides a description of the departmental outputs delivered during the year along with the objectives of those outputs.

This section disaggregates revenue and expenses that enables the delivery of services (described in section 2 'Funding delivery of our services') by output and records the allocation of expenses incurred (described in section 3 'The cost of delivering services') also by output, which form part of controlled balances of the department.

It also provides information on items administered in connection with these outputs.

Judgement is required in allocating income and expenditure to specific outputs. For the period under review, there were no amounts unallocated.

The distinction between controlled and administered items is based on whether the department has the ability to deploy the resources in question for its own benefit (controlled items) or whether it does so on behalf of the state (administered). The department remains accountable for transactions involving administered items, but it does not recognise these items in its financial statements.

Structure

- 4.1 Departmental outputs
 - 4.1.1 Departmental outputs – descriptions and objectives
 - 4.1.2 Departmental outputs – controlled income and expenses
 - 4.1.3 Departmental outputs – controlled assets and liabilities
- 4.2 Administered (non-controlled) items
 - 4.2.1 Administered income and expenses
 - 4.2.2 Administered assets and liabilities
- 4.3 Restructuring of administrative arrangements

4.1 Departmental outputs

4.1.1 Departmental outputs – descriptions and objectives

Department of Families, Fairness and Housing outputs

Output 1: Disability Services

The Disability Services output includes provision of continuing care and support services for people with disabilities, their carers and their families, and aims to make a positive difference for Victorians experiencing disadvantage and provide excellent community services to meet clients' needs.

Output 2: Child Protection and Family Services

The Child Protection and Family Services output funds statutory child protection services, family support and early parenting services, family violence and sexual assault services, placement care services and specialist support services to ensure the safety and wellbeing of adolescents and children at risk of harm, abuse and neglect.

Output 3: Concessions to Pensioners and Beneficiaries

Concessions to Pensioners and Beneficiaries output includes the development and coordination of the delivery of concessions and relief grants to eligible consumers and concession card holders.

This output provides reductions in the price of energy, water and municipal rates to eligible consumers and concession card holders. It also provides trustee services for people on a low income or those who are subject to an order by the Victorian Civil and Administrative Tribunal, and other social and community services, including the provision of emergency relief for individuals or families who are experiencing immediate and personal distress due to a financial or domestic crisis.

Output 4: Community Participation

The Community Participation output funds programs that support community participation, including neighbourhood houses, men's sheds, community support projects and programs for people with disability. These programs support the social and economic participation of Victorian communities, particularly vulnerable populations.

Output 5: Office for Disability

The Office for Disability leads and coordinates whole-of-government policy, disability action planning and funding, and support to disability advocacy and self-advocacy organisations so that people with disability experience reduced disadvantage, can fully participate in the community and have their rights upheld.

Output 6: Seniors Programs and Participation

The Seniors Programs and Participation output supports broader community planning processes to facilitate community planning and response approaches to enable older Victorians to fully participate and engage in the community.

Output 7: Support to Veterans in Victoria

The Support to Veterans in Victoria output provides coordination of veteran-related issues at a state level, especially in relation to commemoration, education programs, grant programs, research and veteran welfare.

Output 8: LGBTIQA+ Equality Policy and Programs

The LGBTIQA+ Equality Policy and Programs output provides programs and services to promote equality for LGBTIQA+ Victorians and to support these communities' economic, social and civic participation.

Output 9: Women's Policy

The Women's Policy output provides initiatives that gender equality and better outcomes for women across all areas of their lives including economic security, safety, leadership, health and wellbeing.

Output 10: Primary Prevention of Family Violence

The Primary Prevention of Family Violence output provides initiatives that support primary prevention of family violence and violence against women.

Output 11: Youth

The Youth output leads and coordinates whole-of-government policy advice and delivers a range of initiatives for young people aged between 12 and 25 years to enable them to gain a range of skills and experience and to actively participate in their local communities.

Output 12: Multicultural Affairs Policy and Programs

The Multicultural Affairs Policy and Program output provides policy advice on multicultural affairs and social cohesion in Victoria, including settlement coordination for newly arrived migrants and refugees and delivers a range of programs to directly support Victoria's multicultural communities.

Effective from 1 February 2024, as part of machinery of government changes, the Multicultural Affairs function was transferred to the Department of Premier and Cabinet. As of 1 February 2024, this output is no longer with the Department of Families, Fairness and Housing. Please refer to Note 4.3 Restructuring of administrative arrangements.

Output 13: Family Violence Service Delivery

The Family Violence Service Delivery output group leads and coordinates whole-of-government family violence policy, and implements and delivers the government's family violence reform agenda. This includes establishing and operating Support and Safety Hubs, implementing information-sharing legislation, and delivering risk assessment and management programs.

Output 14: Housing Assistance

The Housing Assistance output, through the provision of homelessness services, crisis and transitional accommodation, and long-term, adequate, affordable, and accessible housing assistance, aims to make a positive difference for Victorians experiencing disadvantage. This is achieved by coordinating with support services where required, offering home renovation assistance, and managing the home loan portfolio to provide excellent housing and community services that meet clients' needs. This output provides:

- housing assistance for low-income families, older people, singles, youth and other households. It responds to the needs of clients through the provision of appropriate accommodation, including short-term and long-term properties that assist in reducing and preventing homelessness
- housing support services to people who are homeless or at risk of homelessness, in short-term housing or crisis situations. Support will assist clients in accessing and maintaining tenancies in appropriate accommodation. Services provided will assist in the prevention and overall reduction of homelessness.

Output 15: Victorian Contribution to National Disability Insurance Scheme

The Victorian Contribution to National Disability Insurance Scheme is the department's contribution to Australia's National Disability Insurance Scheme. The scheme ensures that people with severe or profound disabilities can access the necessary supports they need to live the life they want and achieve their goals and aspirations.

This output was removed in 2022–23 in the controlled entity disclosure in Note 4.1.2 Departmental outputs – controlled income and expenses and Note 4.1.3 Departmental outputs – controlled assets and liabilities. Funding and the related transactions will continue to be reported in Note 4.2.1 Administered (non-controlled) items. Further details on the objectives of each output can be found in *Budget Paper No. 3 Service Delivery*.

4.1.2 Departmental outputs – controlled income and expenses for the year ended 30 June 2025

Output ⁽ⁱ⁾ 2025	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	14 \$M	Total \$M
Revenue and income from transactions															
Output appropriations	389.4	2,375.9	1,763.3	64.2	12.4	64.4	8.7	11.5	23.4	25.7	30.7	–	754.4	783.2	6,307.1
Special appropriations	63.9	–	–	–	–	–	–	–	–	–	–	–	31.6	5.0	100.6
Rental income	–	–	–	–	–	–	–	–	–	–	–	–	–	594.6	594.6
Grants	6.1	23.9	–	2.1	1.7	0.4	1.6	0.1	1.1	1.8	0.9	–	1.3	244.3	285.3
Other income	1.8	1.9	–	–	–	–	–	–	–	–	–	–	–	50.7	54.2
Total revenue and income from transactions	461.2	2,401.7	1,763.3	66.3	14.1	64.8	10.3	11.6	24.5	27.5	31.6	–	787.4	1,677.8	7,341.8
Expenses from transactions															
Employee benefits	144.6	606.1	14.4	4.7	1.5	4.9	2.6	2.6	7.5	10.8	5.5	–	69.5	213.0	1,087.6
Depreciation and amortisation	11.6	15.9	0.2	–	–	–	–	–	0.4	–	–	–	16.6	490.7	535.4
Other operating expenses	92.3	419.4	8.0	2.6	0.4	2.7	0.7	0.5	2.0	7.1	1.3	–	39.9	116.5	693.4
Grants and other transfers	202.4	1,484.2	1,733.3	59.1	12.8	57.5	6.9	8.4	14.5	9.6	24.9	–	661.0	678.3	4,952.9
Property management expenses	8.6	9.9	–	–	–	–	–	–	–	–	–	–	–	523.8	542.2
Total expenses from transactions	459.5	2,535.5	1,755.9	66.4	14.7	65.0	10.2	11.6	24.5	27.5	31.7	–	787.0	2,022.2	7,811.5
Net result from transactions (net operating balance)	1.7	(133.8)	7.3	(0.1)	(0.6)	(0.3)	0.1	–	–	–	(0.1)	–	0.4	(344.5)	(469.7)
Other economic flows included in net result															
Net gain/(loss) on non-financial assets	0.1	3.4	–	–	–	–	–	–	–	–	–	–	–	(9.9)	(6.5)
Net gain/(loss) on financial instruments	0.2	3.0	–	–	–	–	–	–	–	–	–	–	–	–	3.2
Other gains/(losses) from other economic flows	(1.6)	(41.6)	(0.1)	–	–	–	–	–	–	(0.1)	–	–	(0.3)	(5.4)	(49.2)
Total other economic flows included in net result	(1.4)	(35.2)	(0.1)	–	–	–	–	–	–	(0.1)	–	–	(0.3)	(15.3)	(52.5)
Net result	0.3	(169.0)	7.3	(0.1)	(0.6)	(0.3)	0.1	–	–	(0.1)	(0.1)	–	0.1	(359.8)	(522.2)
Other economic flows – other comprehensive income															
Items that will not be reclassified to net result															
Changes in physical asset revaluation surplus	(1.6)	(4.3)	–	–	–	–	–	–	–	–	–	–	–	4.2	(1.7)
Remeasurement of superannuation defined benefit plans	–	–	–	–	–	–	–	–	–	–	–	–	–	(1.2)	(1.2)
Total other economic flows – other comprehensive income	(1.6)	(4.3)	–	–	–	–	–	–	–	–	–	–	–	3.0	(2.9)
Comprehensive result	(1.3)	(173.2)	7.3	(0.1)	(0.6)	(0.3)	0.1	–	–	(0.1)	(0.1)	–	0.1	(356.8)	(525.1)

Note:

(i) Refer to Note 4.1.1 for output definitions.

Output ⁽ⁱ⁾ 2024	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	14 \$M	Total \$M
Revenue and income from transactions															
Output appropriations	342.2	2,354.5	1,066.5	61.6	11.6	59.6	9.6	12.1	13.7	25.0	27.1	25.4	713.2	580.1	5,302.2
Special appropriations	63.9	—	—	—	0.3	—	—	—	—	2.0	—	—	7.9	5.4	79.5
Rental income	—	—	—	—	—	—	—	—	—	—	—	—	—	555.5	555.5
Grants	2.0	24.4	0.3	8.6	1.4	—	1.2	—	0.1	2.2	0.9	0.1	1.6	375.6	418.2
Other income	1.4	0.1	—	—	—	—	—	—	—	—	—	—	—	41.1	42.6
Total revenue and income from transactions	409.5	2,378.9	1,066.8	70.2	13.3	59.6	10.8	12.1	13.8	29.2	28.0	25.4	722.6	1,557.7	6,398.0
Expenses from transactions															
Employee benefits	130.5	557.3	11.1	5.1	1.4	4.0	2.4	2.1	7.2	8.7	4.2	8.7	62.0	183.2	987.9
Depreciation and amortisation	10.9	12.2	0.2	—	—	—	—	—	0.5	—	—	—	18.9	367.3	410.0
Other operating expenses	107.7	499.2	8.3	2.0	0.4	3.6	1.3	0.5	1.9	5.1	0.4	2.5	39.3	98.3	770.4
Grants and other transfers	188.0	1,421.9	1,051.5	63.1	10.9	53.3	7.2	9.5	3.5	13.2	23.6	15.4	606.3	811.2	4,278.6
Property management expenses	16.3	9.4	—	—	—	—	—	—	0.9	—	—	—	—	526.2	552.8
Total expenses from transactions	453.3	2,500.0	1,071.1	70.1	12.7	60.9	10.9	12.1	13.9	27.0	28.2	26.5	726.5	1,986.3	6,999.7
Net result from transactions (net operating balance)	(43.9)	(121.1)	(4.4)	—	0.6	(1.3)	—	—	(0.1)	2.2	(0.2)	(1.1)	(3.8)	(428.6)	(601.7)
Other economic flows included in net result															
Net gain/(loss) on non-financial assets	0.1	5.6	—	—	—	—	—	—	—	—	—	—	—	(14.3)	(8.6)
Net gain/(loss) on financial instruments	0.1	2.0	—	—	—	—	—	—	—	—	—	—	—	—	2.0
Other gains/(losses) from other economic flows	(4.1)	(23.1)	—	—	—	—	—	—	—	—	—	—	(0.1)	(2.7)	(30.1)
Total other economic flows included in net result	(4.0)	(15.5)	—	—	—	—	—	—	—	—	—	—	(0.1)	(17.0)	(36.7)
Net result	(47.8)	(136.5)	(4.4)	—	0.6	(1.3)	—	—	(0.2)	2.2	(0.2)	(1.1)	(4.0)	(445.6)	(638.4)
Other economic flows – other comprehensive income															
Items that will not be reclassified to net result															
Changes in physical asset revaluation surplus	(37.5)	(15.7)	—	—	—	—	—	—	—	—	—	—	—	1,238.9	1,185.7
Remeasurement of superannuation defined benefit plans	—	—	—	—	—	—	—	—	—	—	—	—	—	2.1	2.1
Total other economic flows – other comprehensive income	(37.5)	(15.7)	—	—	—	—	—	—	—	—	—	—	—	1,241.0	1,187.8
Comprehensive result	(85.3)	(152.3)	(4.4)	—	0.6	(1.3)	—	—	(0.2)	2.2	(0.2)	(1.1)	(4.0)	795.4	549.4

Notes:

(i) Refer to Note 4.1.1 for output definitions.

4.1.3 Departmental outputs – controlled assets and liabilities for the year ended 30 June 2025

Output ⁽ⁱ⁾ 2025	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	14 \$M	Total \$M
Assets															
Financial assets	265.0	236.0	214.2	26.0	16.0	18.2	16.8	13.9	23.8	47.7	37.6	–	75.9	1,462.3	2,453.5
Non-financial assets	1,250.3	358.9	(0.2)	–	–	0.3	–	–	2.6	–	0.1	–	59.2	37,371.2	39,042.2
Total assets	1,515.3	594.9	214.0	26.0	16.0	18.5	16.8	13.9	26.4	47.7	37.7	–	135.1	38,833.5	41,495.7
Liabilities															
Liabilities	(310.8)	(824.5)	(173.7)	(5.1)	(1.3)	(3.3)	(0.8)	(1.6)	(3.0)	(2.4)	(1.4)	–	(23.0)	(1,051.2)	(2,401.9)
Total liabilities	(310.8)	(824.5)	(173.7)	(5.1)	(1.3)	(3.3)	(0.8)	(1.6)	(3.0)	(2.4)	(1.4)	–	(23.0)	(1,051.2)	(2,401.9)
Net assets	1,204.5	(229.6)	40.3	20.9	14.8	15.2	16.0	12.3	23.3	45.4	36.3	–	112.2	37,782.3	39,093.8

Note:

(i) Refer to Note 4.1.1 for output definitions.

Output ⁽ⁱ⁾ 2024	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	14 \$M	Total \$M
Assets															
Financial assets	258.6	233.6	207.7	15.8	15.6	17.7	17.3	13.2	22.5	43.1	35.4	20.1	65.1	945.3	1,910.9
Non-financial assets	1,244.5	344.4	0.1	–	–	0.3	–	–	2.3	–	0.3	–	63.1	36,929.4	38,584.5
Total assets	1,503.1	578.0	207.8	15.8	15.6	18.0	17.2	13.2	24.9	43.1	35.7	20.1	128.2	37,874.7	40,495.4
Liabilities															
Liabilities	(343.6)	(607.4)	(162.7)	(4.8)	(2.0)	(3.8)	(0.9)	(1.4)	(2.2)	(6.2)	(2.0)	(0.3)	(18.5)	(777.2)	(1,933.1)
Total liabilities	(343.6)	(607.4)	(162.7)	(4.8)	(2.0)	(3.8)	(0.9)	(1.4)	(2.2)	(6.2)	(2.0)	(0.3)	(18.5)	(777.2)	(1,933.1)
Net assets	1,159.5	(29.4)	45.0	11.1	13.5	14.2	16.4	11.8	22.7	36.9	33.7	19.8	109.7	37,097.5	38,562.3

Note:

(i) Refer to Note 4.1.1 for output definitions.

4.2 Administered (non-controlled) items

The department's administered activities mainly relate to the output of disability services. The distinction between controlled and administered items is drawn based on whether the department has the ability to deploy the resources in question for its own benefits (controlled items) or whether it does so on behalf of the state (administered). The department remains accountable for transactions involving administered items, but it does not recognise these items in its controlled financial statements. Administered income includes Victoria's contribution to the National Disability Insurance Scheme, Natural Disaster Relief and Recovery Arrangements, fees, Commonwealth grants and the proceeds from the sale of administered surplus land and building.

Except as otherwise disclosed, administered resources are accounted for on an accrual basis using the same accounting policies adopted for recognition of the departmental items in the financial statements. Both the controlled department financial statements and these administered items are consolidated into the financial statements of the state.

The department does not gain control over assets arising from statutory income, consequently no income is recognised in the department's financial statements. The department collects these amounts on behalf of the state. Accordingly, the amounts are disclosed as income in the schedule of administered items.

4.2.1 Administered income and expenses for the year ended 30 June 2025

Output ⁽ⁱ⁾⁽ⁱⁱ⁾ 2025	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	15 \$M ⁽ⁱⁱⁱ⁾	Total \$M
Administered income from transactions															
Commonwealth grants	0.5	4.2	–	–	–	–	–	–	0.5	–	–	–	1.3	–	6.5
Sales of goods and services	41.9	–	–	–	–	0.8	–	–	–	–	–	–	–	–	42.7
Appropriations – payments made on behalf of the state	76.6	–	–	–	–	–	–	–	–	–	–	–	–	2,899.0	2,975.6
Grants ⁽ⁱⁱⁱ⁾	14.7	0.3	1.6	–	–	–	–	–	–	–	–	–	–	–	16.6
Other	1.0	(0.1)	–	–	–	–	–	–	–	–	–	–	–	–	0.9
Total administered revenue and income from transactions	134.7	4.4	1.6	–	–	0.8	–	–	0.5	–	–	–	1.3	2,899.0	3,042.3
Administered expenses from transactions															
Grants and other transfers	76.6	–	1.5	–	–	–	–	–	–	–	–	–	–	2,899.0	2,977.1
Other operating expenses	–	–	0.1	–	–	–	–	–	–	–	–	–	–	–	0.1
Payments into the consolidated fund	58.7	4.9	–	–	–	0.8	–	–	0.5	–	–	–	1.3	–	66.2
Total administered expenses from transactions	135.4	4.9	1.6	–	–	0.8	–	–	0.5	–	–	–	1.3	2,899.0	3,043.4
Total administered net result from transactions	(0.6)	(0.5)	(0.1)	–	–	–	–	–	–	–	–	–	–	–	(1.1)
Administered other economic flows included in net result															
Net gain/(loss) on non-financial assets	–	0.8	–	–	–	–	–	–	–	–	–	–	–	–	0.8
Total administered other economic flows	–	0.8	–	–	–	–	–	–	–	–	–	–	–	–	0.8
Administered net result	(0.6)	0.3	(0.1)	–	–	–	–	–	–	–	–	–	–	–	(0.3)

Notes:

(i) Refer to Note 4.1.1 for output definitions.

(ii) Output 14 Housing Assistance is not applicable for administered activities.

(iii) Grant income includes National Disability Insurance Scheme funding contribution from other departments within the state, payment reimbursement from the Department of Justice and Community Safety relating to natural disaster relief and recovery arrangement expenses.

Output ⁽ⁱ⁾⁽ⁱⁱ⁾ 2024	1 \$M	2 \$M	3 \$M	4 \$M	5 \$M	6 \$M	7 \$M	8 \$M	9 \$M	10 \$M	11 \$M	12 \$M	13 \$M	15 \$M ⁽ⁱⁱⁱ⁾	Total \$M
Administered income from transactions															
Commonwealth grants	–	2.2	–	–	–	–	–	–	–	–	–	–	1.5	–	3.6
Sales of goods and services	35.9	–	–	–	–	0.7	–	–	–	–	–	–	–	–	36.6
Appropriations – payments made on behalf of the state	74.0	–	–	–	–	–	–	–	–	–	–	–	–	2,788.7	2,862.7
Grants ⁽ⁱⁱⁱ⁾	11.5	0.3	6.1	–	–	–	–	–	–	–	–	–	–	–	17.9
Other	16.7	2.5	–	0.2	–	1.3	–	–	0.1	–	–	1.1	5.1	–	27.2
Total administered revenue and income from transactions	138.2	5.0	6.1	0.2	–	2.0	–	–	0.1	–	–	1.1	6.6	2,788.7	2,948.0
Administered expenses from transactions															
Grants and other expense transfers	74.0	–	6.1	–	–	–	–	–	–	–	–	–	–	2,788.7	2,868.8
Other operating expenses	–	–	–	–	–	–	–	–	–	–	–	–	–	–	0.1
Payments into the consolidated fund	62.5	4.8	–	0.2	–	2.0	–	–	0.1	–	–	1.1	6.6	–	77.4
Total administered expenses from transactions	136.6	4.9	6.1	0.2	–	2.0	–	–	0.1	–	–	1.1	6.6	2,788.7	2,946.3
Total administered net result from transactions	1.6	0.1	–	–	–	–	–	–	–	–	–	–	–	–	1.7
Administered other economic flows included in net result															
Net gain/(loss) on non-financial assets	–	(0.3)	–	–	–	–	–	–	–	–	–	–	–	–	(0.3)
Total administered other economic flows	–	(0.3)	–	–	–	–	–	–	–	–	–	–	–	–	(0.3)
Administered net result	1.6	(0.1)	–	–	–	–	–	–	–	–	–	–	–	–	1.4

Notes:

(i) Refer to Note 4.1.1 for output definitions.

(ii) Output 14 Housing Assistance is not applicable for administered activities.

(iii) Grant income includes National Disability Insurance Scheme funding contribution from other departments within the state, payment reimbursement from the Department of Justice and Community Safety relating to natural disaster relief and recovery arrangement expenses.

4.2.2 Administered assets and liabilities ⁽ⁱ⁾

	2025 \$M	2024 \$M
Administered assets		
Financial assets		
Receivables	3.3	3.6
Total administered assets	3.3	3.6
Administered liabilities		
Financial liabilities		
Amounts payable to the consolidated fund	3.3	3.6
Total administered liabilities	3.3	3.6
Total administered net assets	–	–

Note:

- (i) The administered assets and liabilities are not disclosed by output, which is due to the fact that the administered assets and liabilities predominantly relates to the Victorian Natural Disasters Relief Trust Account and Specialist Disability Accommodation.

4.3 Restructuring of administrative arrangements

During 2024–25, there were no machinery of government changes for the Department of Families, Fairness and Housing.

Transfer of function and net assets from Department of Families, Fairness and Housing to Department of Premier and Cabinet from 1 February 2024

The Department of Families, Fairness and Housing (as transferor) transferred the Multicultural Affairs functions to the Department of Premier and Cabinet (as transferee) effective from 1 February 2024.

The net assets transferred by the department for these functions are at the carrying amount of those assets in the department's respective balance sheets immediately before the transfers:

Function	Transferor	Transferee	2024 \$M
Multicultural Affairs	Department of Families, Fairness and Housing	Department of Premier and Cabinet	0.9

The net asset transfers were treated as a contribution of capital by the state.

	2024 DFFH – transfer out \$M	2024 Net transfer \$M
Assets		
Cash and deposits	0.9	0.9
Receivables	2.5	2.5
Leased assets	0.1	0.1
Liabilities		
Payables and accruals	(0.6)	(0.6)
Employee related provisions	(1.9)	(1.9)
Lease liabilities	(0.1)	(0.1)
Net assets recognised/(transferred)	0.9	0.9
Net capital contribution from the Crown	0.9	0.9

5. Key assets available to support output delivery

Introduction

The department controls infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to the department to be utilised for delivery of those outputs, which primarily relates to the delivery of housing output.

Fair value measurement

Other than assets under construction, these assets are carried at fair value, additional information is disclosed in Note 8.3 in connection with how those fair values were determined.

Structure

- 5.1 Total property, plant and equipment
 - 5.1.1 Total service concession assets
 - 5.1.2 Depreciation and amortisation
 - 5.1.3 Reconciliation of movements in carrying values of land, buildings, plant and equipment, motor vehicles and assets under construction

5.1 Total property, plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025 \$M	2024 \$M	2025 \$M	2024 \$M	2025 \$M	2024 \$M
Land at fair value ⁽ⁱ⁾	24,237.9	24,114.9	(5.3)	(4.3)	24,232.6	24,110.6
Buildings at fair value	13,841.6	13,284.1	(616.6)	(125.3)	13,225.0	13,158.8
Plant and equipment at fair value	3.0	3.0	(2.7)	(2.6)	0.3	0.4
Motor vehicles at fair value ⁽ⁱⁱ⁾	40.7	36.5	0.7	2.5	41.4	39.0
Assets under construction	1,455.5	1,175.5	–	–	1,455.5	1,175.5
Net carrying amount	39,578.8	38,614.0	(623.9)	(129.7)	38,954.9	38,484.3

Notes:

- (i) Accumulated depreciation of land at fair value relates to right-of-use assets.
- (ii) Motor vehicles at fair value relate to Vic Fleet Assets.

5.1.1 Total service concession assets

	2025 \$M	2024 \$M
Buildings at fair value	352.5	352.5
Assets under construction ⁽ⁱ⁾	399.4	91.2
Buildings at fair value – accumulated depreciation	(10.6)	(3.5)
Net carrying amount	741.3	440.2

Note:

- (i) Refer to Note 7.5.3 Service concession arrangements for further details.

Initial recognition

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal consideration, the cost is the asset's fair value at the date of acquisition. Assets transferred as part of a machinery of government change are transferred at their carrying amount.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. Homes Victoria uses specific estimates to allocate these overheads to capital projects, ensuring each project bears its fair share of indirect costs.

The cost of leasehold improvements is capitalised and depreciated over the shorter of the remaining term of the leases or their estimated useful lives.

Service concession assets (under AASB 1059 *Service Concession Assets: Grantors*) – initial measurement

The department initially recognises service concession assets and service concession assets under construction at current replacement cost in accordance with the cost approach to fair value in AASB 13 *Fair Value Measurement*.

As part of the application of AASB 1059, the department uses a fair value proxy approach for the service concession assets that are under construction. The fair value proxy approach captures the financing cost incurred during the construction of a service concession asset by the private sector, with the aim of achieving faithful representation of the current replacement cost of service concession assets under construction balance.

Subsequent measurement

Property, plant and equipment (PPE) as well as right-of-use assets under leases and service concession assets are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised below by asset category.

In accordance with FRD 103, the department will apply Appendix F of AASB 13 prospectively in its next scheduled formal revaluation in 2028 or interim revaluation process (whichever is earlier). Based on the 2025 fair value assessment using the Valuer-General Victoria (VGV) Land and Building indices, the estimated movements were approximately 0.30% for land and 2.16% for buildings and were deemed not material.

Service concession assets – subsequent measurement

Service concession assets are subject to revaluation as required by FRD 103. When revalued, the fair value of service concession assets will be determined based on current replacement cost.

Non-specialised land and non-specialised buildings – subsequent measurement

Non-specialised land and non-specialised buildings are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Specialised land and specialised buildings – subsequent measurement

The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This is a material estimate.

For the majority of the department's specialised buildings which are under Homes Victoria, the current replacement cost method is used, adjusting for the associated depreciation.

Refer to Note 8.3.2 for additional information on fair value determination of property, plant and equipment.

Impairment of property, plant and equipment

The recoverable amounts of these assets are expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

5.1.2 Depreciation and amortisation

Charge for the period

	2025 \$M	2024 \$M
Buildings	487.2	362.4
Plant and equipment	0.1	0.1
Intangible assets	22.4	23.4
Right-of-use assets	27.0	25.2
Aggregate depreciation and amortisation allocated	536.7	411.1
Less depreciation and amortisation capitalised to carrying amount of other assets during the year	(1.3)	(1.1)
Total depreciation and amortisation	535.4	410.0

All buildings, plant, equipment and vehicles that have finite useful lives are depreciated. The exceptions to this rule include items under assets held for sale and land.

Depreciation is calculated on a straight-line basis at rates that allocate the asset value, less any estimated residual value, over its estimated useful life.

Typical estimated useful lives for the different asset classes for the current and prior year are included in the table below:

Asset class	2025	2024
Buildings	5 to 85 years	5 to 85 years
• Leasehold improvements	5 to 10 years	5 to 10 years
• Buildings	45 to 85 years	45 to 85 years
Plant, equipment and vehicles	3 to 15 years	3 to 15 years
Intangible assets	3 to 20 years	3 to 20 years

The estimated useful lives, residual value and depreciation method are reviewed at the end of each annual reporting period. Estimated useful lives for buildings, and plant, equipment and vehicles remain unchanged since June 2019. Note the estimated useful lives of assets directly impact their depreciation rates, which in turn materially affects the annual depreciation expense.

AASB 116 requires annual reviews and adjustments of fixed asset useful life estimates for accurate depreciation. Buildings depreciate in accordance with the straight-line depreciation method. For buildings marked for early retirement and demolition, accelerated depreciation is applied if approval is given well in advance. If approval is given close to the demolition/retirement date, the building assets are written off. This ensures buildings are fully depreciated or impaired, leaving no residual value by the end of their serviceable period. Depreciation for 2024–25 includes the impact of accelerated depreciation of \$95.5 million (2023–24 \$35.9 million) which relates to the high-rise towers with established demolition plans that are part of the 44 Ageing High-Rise Renewal Project.

5.1.3 Reconciliation of movements in carrying values of land, buildings, plant and equipment, motor vehicles and assets under construction

	Land at fair value \$M	Buildings at fair value \$M	Plant and equipment at fair value \$M	Motor vehicles at fair value \$M	Assets under construc- tion at cost \$M	Total \$M
Balance at 1 July 2023	24,142.2	11,388.5	0.2	32.2	1,316.3	36,879.3
Additions	0.3	4.4	0.3	19.3	1,057.0	1,081.3
Disposals	(111.9)	(169.4)	–	(6.3)	–	(287.7)
Net revaluation increments/(decrements) ⁽ⁱ⁾	26.3	1,150.2	–	–	8.3	1,184.8
Depreciation and amortisation	(0.9)	(379.7)	(0.1)	(6.9)	–	(387.6)
Fair value of assets received/(provided) free of charge or for nominal consideration	–	–	–	–	(3.2)	(3.1)
Transfers in/(out) of assets under construction	54.5	1,148.4	–	–	(1,202.9)	–
Transfers (to)/from assets held for sale	–	(8.2)	–	0.1	–	(8.1)
Other changes	0.1	24.7	–	0.7	–	25.5
Balance at 1 July 2024	24,110.6	13,158.9	0.4	39.0	1,175.5	38,484.3
Capital contributed from asset transfers	(6.2)	(0.6)	–	–	–	(6.8)
Additions	–	4.9	–	16.3	1,070.4	1,091.7
Disposals	(56.1)	(37.6)	–	(7.1)	–	(100.8)
Net revaluation increments/(decrements)	0.2	(20.2)	–	–	18.2	(1.8)
Depreciation and amortisation	(0.9)	(505.7)	(0.1)	(7.5)	–	(514.3)
Fair value of assets received/(provided) free of charge or for nominal consideration	(2.6)	–	–	–	–	(2.6)
Transfers in/(out) of assets under construction	187.6	621.1	–	–	(808.6)	–
Transfers (to)/from assets held for sale	–	(10.6)	–	0.4	–	(10.2)
Other changes	–	14.9	–	0.4	–	15.3
Balance at 30 June 2025	24,232.6	13,225.0	0.3	41.4	1,455.5	38,954.9

Note:

- (i) In the financial year ending 30 June 2024, a full revaluation of the department's land and buildings was performed by the independent valuer Valuer-General Victoria. This has been performed in accordance with FRD103. Refer to Note 8.3.2 for additional information on fair value determination of property, plant and equipment.

6. Other assets and liabilities

Introduction

This section sets out those assets and liabilities that arose from the department's controlled operations.

Structure

- 6.1 Receivables
- 6.2 Loans
- 6.3 Payables
 - 6.3.1 Maturity analysis of contractual payables
- 6.4 Other provisions
 - 6.4.1 Reconciliation of movements in other provisions
- 6.5 Other liabilities

6.1 Receivables

	2025 \$M	2024 \$M
Current receivables		
<i>Contractual</i>		
Tenants in arrears	23.4	21.0
Other receivables	211.7	301.1
<i>Less allowance for impairment losses of contractual receivables</i>	(9.7)	(7.1)
	225.4	315.0
<i>Statutory</i>		
Amounts owing from Victorian Government	633.2	625.9
GST input tax credit recoverable	36.4	48.7
	669.6	674.6
Total current receivables	895.0	989.6
Non-current receivables		
<i>Statutory</i>		
Amounts owing from Victorian Government	179.6	171.4
Total non-current receivables	179.6	171.4
Total receivables	1,074.6	1,161.0

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. The department holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequent to initial measurement they are measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments for disclosure purposes. The department applies AASB 9 for initial measurement of the statutory receivables and, as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction costs.

Details about the department's impairment policies, the department's exposure to credit risks and the calculation of the loss allowance are set out in Note 8.1.3.1.

6.2 Loans

	2025 \$M	2024 \$M
Current loans		
<i>Contractual</i>		
Fixed interest home loans	0.5	0.5
Indexed interest home loans	6.4	7.0
Community housing loans	38.9	–
Total current loans	45.8	7.5
Non-current loans		
<i>Contractual</i>		
Fixed interest home loans	0.2	0.3
Indexed interest home loans	0.6	0.3
Community housing loans	20.2	20.2
Total non-current loans	21.0	20.8
Less allowance for impairment losses of contractual loans		
Indexed interest home loans	(0.1)	(0.1)
Total allowance for impairment losses of contractual loans	(0.1)	(0.1)
Total loans	66.7	28.2

The department's loans are related to housing loan programs that are no longer active. The majority of these housing loans are secured by a registered mortgage. However, there are a small number of loans that are on terms incorporated in the contracts of sale. While the title remains in the name of the vendor, Homes Victoria has claim to the title until the amount owing under the contract of sale is paid in full.

Loans are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement they are measured at amortised cost using the effective interest method, less any impairment.

Defaults and breaches: During the current and prior year, there were no defaults and breaches of any of the loans.

6.3 Payables

	2025 \$M	2024 \$M
Current payables		
<i>Statutory</i>		
FBT payable	0.9	0.1
<i>Contractual</i>		
Employee benefits payable	18.2	24.6
Supplies and services	127.9	165.1
Amounts payable to external agencies	44.3	86.5
Concession payments to pensioners	133.0	106.6
Tenants in advance	31.9	30.1
Other	93.6	65.8
Total current payables	449.8	478.8
Non-current payables		
<i>Contractual</i>		
Other	0.8	0.8
Total non-current payables	0.8	0.8
Total payables	450.6	479.6

Payables consist of:

- **contractual payables**, other than the grant of right to operate liability, classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the department prior to the end of the reporting period that are unpaid
- **statutory payables** that are recognised and measured similarly to contractual payables, but are not classified as financial instruments and are not included in financial liabilities at amortised cost, because they do not arise from a contract.

Payables for supplies and services have an average credit period of 30 days.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they are not classified as financial instruments.

6.3.1 Maturity analysis of contractual payables ⁽ⁱ⁾

	Carrying amount \$M	Nominal amount \$M	Maturity dates				
			Less than 1 month \$M	1–3 months \$M	3 months – 1 year \$M	1–5 years \$M	5+ years \$M
2025							
Payables	449.7	449.7	418.8	22.5	0.6	1.2	6.6
Total	449.7	449.7	418.8	22.5	0.6	1.2	6.6
2024							
Payables	479.5	479.4	390.8	80.2	0.3	7.3	0.9
Total	479.5	479.4	390.8	80.2	0.3	7.3	0.9

Note:

(i) Maturity analysis is presented using the contractual undiscounted cash flows.

6.4 Other provisions

	2025 \$M	2024 \$M
Current provisions		
Insurance claims	249.0	168.1
Make-good provision	4.6	3.1
Redress provision	203.6	–
Total current provisions	457.2	171.2
Non-current provisions		
Redress provision	–	170.7
Insurance claims	273.6	181.1
Make-good provision	11.1	7.7
Total non-current provisions	284.7	359.5
Total other provisions	741.9	530.7

Provisions are recognised when the department has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, using a discount rate that reflects the time, value of money and risks specific to the provision.

6.4.1 Reconciliation of movements in other provisions

	Redress provision 2025 \$M	Make-good 2025 \$M	Insurance claims 2025 \$M	Total 2025 \$M
Opening balance	170.7	10.8	349.2	530.7
Additional provisions recognised	38.9	4.9	140.0	183.8
Reductions arising from payments/claims handling expenses/other sacrifices of future economic benefits	(6.0)	–	(130.6)	(136.6)
Actuarial revaluations of insurance claims liability inclusive of risk margin	–	–	149.6	149.6
Unwind of discount and effect of changes in the discount rate	–	–	14.4	14.4
Closing balance	203.6	15.7	522.6	741.9

When some or all of the economic benefits required to settle a provision are expected to be received from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

The **make-good** provision is recognised in accordance with the lease agreement over the building facilities. The department must remove any leasehold improvements from the leased building and restore the premises to its original condition at the end of the lease term.

Redress is the recognition of the compensation amount of redress for Victorians who were placed in institutional care prior to 1990 (pre-1990 care leavers) and experienced physical, psychological, and emotional abuse or neglect, with its key assumption being based on an actuarial assessment of the number of eligible claimant population and approved eligible redress payment amount.

Redress:

On 12 October 2022, the former Victorian Premier announced the development of Redress for Historical Institutional Abuse (redress). Redress opened for application 10 December 2024.

Redress is for people who experienced physical, emotional or psychological abuse and neglect as children in institutional settings in Victoria before 1990. People who apply and are found eligible are offered:

- a payment of up to \$20,000
- a personal acknowledgement or apology
- up to 20 counselling sessions.

To be eligible, applicants must meet the following criteria:

- lived as a child (before the age of 18) in a Victorian institution for at least 6 months (in total) before 1 January 1990
- experienced physical, psychological, or emotional abuse or neglect in the Victorian institution.

Significant judgements and assumptions

Redress is the recognition of the compensation amount of redress for Victorians who were placed in institutional care prior to 1990 ('pre-1990 care leavers') and experienced physical, psychological, and emotional abuse or neglect, with its key assumption being based on an actuarial assessment of the number of eligible claimant population and approved eligible redress payment amount.

The numbers of children in care historically, prevalence of abuse and likelihood of people seeking and obtaining Redress are largely unknown and can only be estimated.

The department has therefore obtained actuarial advice in December 2024 from an independent actuary to estimate the likely number of claims to be accepted through Redress. The department then used this information, among other judgements, to determine the liability in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

The advice has considered an estimate of the number of Redress participants and average payment size. An actuarial assessment will be performed quarterly to inform government of key Redress data and performance.

The Redress budget provision:

- includes Redress payments, counselling and personal acknowledgement or apology costs, and internal administration expenses, such as staff costs and operating expense that may be incurred in administering Redress
- includes escalation of internal administration and operating costs across the period of Redress
- is a best estimate and does not include any additional risk margin related to the uncertainty of the estimates.

Insurance claims

The department engaged the Victorian Managed Insurance Authority (VMIA) under a claims administration agreement to manage its insurance arrangements. These arrangements include corporate (including property and liability), community service organisation (CSOs) insurance covers as well as self-insured historical abuse claims.

Significant judgements and assumptions

The department makes significant judgements and assumptions in respect to its self-insured historical abuse claims provision. These judgements and assumptions include whether possible obligations arising from cases that may be lodged in the future by possible claimants should be included in the provision and the calculation of estimated average settlement costs.

The amount provided for historical abuse claims is based on assessed claims lodged on the basis that these represent present obligations in line with the requirements of AASB 137. Possible obligations arising from future claims that may or may not take place by future claimants are classified as contingent liabilities (refer to Note 8.2 for more details). Another key judgement for this cohort relates to the ultimate average settlement costs. Average settlement costs are projected with reference to recent average settlement trends and allowance for future superimposed inflation.

To assist with this, the department has obtained actuarial advice from an independent actuary to determine the liability in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets.

The provision:

- contains an allowance for the time value of money. Claim costs have been discounted back to the valuation date using risk-free discount rates
- contains allowances for economic inflation and superimposed inflation (where relevant), which reflect trends in court awards and increases in the level of compensation for injuries
- includes an allowance for claims management fees that are paid to VMIA to manage these claims in accordance with an agreed memorandum of understanding.

A risk margin is applied to the net central estimate of the claims liabilities to achieve a 75% probability that the claims liabilities will be sufficient. To estimate the risk margin, the independent actuary considers the uncertainty associated with the actuarial models and assumptions, the quality of the data used and the external environmental impacts. Risk margins are set for each class of business, although the risk margin for the abuse claims is considered to be a significant judgement given both the materiality of these liabilities and the associated uncertainties in future cost outcomes for abuse claims.

These liabilities have been assessed in accordance with actuarial Professional Standard 302 Valuations of General Insurance Claims (PS 302), which applies to actuaries undertaking a valuation of various liabilities including general insurance, accident compensation and self-insurance claims for an entity.

6.5 Other liabilities

	2025 \$M	2024 \$M
Other liabilities – current		
Grant of right to operate liability	2.0	2.0
Other liabilities – non-current		
Grant of right to operate liability	117.8	84.3
Total other liabilities	119.8	86.3

A **grant of right to the operator (GORTO) liability** is recognised where the department does not have a contractual obligation to pay cash or another financial asset but grants the right to the operator to earn revenue from the public use of the asset. This type of arrangement is commonly referred to as an economic service concession arrangement. It represents unearned revenue and is progressively reduced over the period of the arrangement in accordance with its substance. Further information is included in Note 7.5.3 Service concession arrangements.

7. How we financed our operations

Introduction

This section provides information on the sources of finance utilised by the department during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of the department.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances).

Notes 8.1 and 8.3 provide additional, specific financial instrument disclosures.

Structure

- 7.1 Borrowings
- 7.2 Maturity analysis of borrowings
- 7.3 Cash flow information and balances
 - 7.3.1 Reconciliation of net result for the period to net cash flow from operating activities
- 7.4 Trust account
 - 7.4.1 Trust account balances
 - 7.4.2 Trust account – legislative references and nature
- 7.5 Commitments for expenditure
 - 7.5.1 Total commitments payable
 - 7.5.2 Service concession arrangements commitments
 - 7.5.3 Service concession arrangements

7.1 Borrowings

	2025 \$M	2024 \$M
Current borrowings		
Advances from Victorian Government	32.5	35.3
Service concession financial liability	2.0	1.9
Lease liabilities	35.0	30.8
Total current borrowings	69.4	68.0
Non-current borrowings		
Advances from Victorian Government	129.8	130.9
Service concession financial liabilities	525.2	287.8
Lease liabilities	44.1	50.6
Total non-current borrowings	699.1	469.2
Total borrowings	768.5	537.2

Service concession financial liability relates to the Ground Lease Model – public housing renewal program arrangement recognised applying AASB 1059. Interest is charged on the liability and recognised in the interest expense section below. The liability is reduced over the term of the arrangement through quarterly cash payments to the operator. Further information is included in Note 7.5.3 Service concession arrangements.

Borrowings are classified as financial instruments. All interest-bearing liabilities are initially recognised at the fair value of the consideration received, less directly attributable transaction costs. The measurement basis subsequent to initial recognition depends on whether the department has categorised its interest-bearing liabilities as either 'financial liabilities designated at fair value through profit or loss', or financial liabilities at 'amortised cost'. The classification depends on the nature and purpose of the interest-bearing liabilities. The department determines the classification of interest-bearing liabilities at initial recognition.

Defaults and breaches: During the current and previous financial year, there were no defaults or breaches of required conditions in relation to any of the borrowings.

Advances from Victorian Government are advances from the Department of Treasury and Finance. These advances are non-interest bearing.

7.2 Maturity analysis of borrowings

	Carrying amount \$M	Nominal amount \$M	Maturity dates				
			Less than 1 month \$M	1–3 months \$M	3 months–1 year \$M	1–5 years \$M	5+ years \$M
2025							
Advances from Victorian Government	162.3	162.3	31.5	–	1.0	129.8	–
Service concession financial liability	527.2	701.9	–	0.5	1.5	38.0	661.9
Lease liabilities	79.0	84.6	5.8	5.6	26.0	42.8	4.4
Total	768.5	948.8	37.3	6.1	28.5	210.6	666.3
2024							
Advances from Victorian Government	166.3	166.3	33.5	–	1.9	130.9	–
Service concession financial liability	289.6	703.8	–	0.4	1.4	28.5	673.4
Lease liabilities	81.3	87.4	4.6	5.2	22.7	48.7	6.1
Total	537.2	957.4	38.1	5.7	26.0	208.1	679.5

7.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes and are readily convertible to known amounts of cash with an insignificant risk of changes in value.

	2025 \$M	2024 \$M
Total cash and deposits disclosed in the balance sheet		
Short-term deposits ⁽ⁱ⁾	966.3	528.2
Cash at bank ⁽ⁱ⁾	30.0	24.9
Restricted cash ⁽ⁱⁱ⁾	267.1	121.2
Funds held in trust ⁽ⁱⁱⁱ⁾	48.5	47.1
RentAssist bonds	0.3	0.3
Balance as per cash flow statement	1,312.2	721.7

Notes:

- (i) Cash and short-term deposits include funds held by Homes Victoria in the Central Banking System as well as funds that have been committed to a number of significant projects and are expected to be expensed in 2025–26 (as disclosed in Note 7.5).
- (ii) As of 30 June 2025, the department held restricted cash of \$267.1 million (2024: \$121.2 million) representing funds set aside for settling obligations under its various services concession arrangements. These balances are not available for general operational use.
- (iii) Please refer to Note 7.4.1 Trust account balances for further details.

Due to the state's investment policy and funding arrangements, the department does not hold a large cash reserve in its bank accounts. Cash received from generation of income is generally paid into the state's bank account ('public account'). Similarly, departmental expenditure, including in the form of cheques drawn for the payments to its suppliers and creditors, are made via the public account. The public account remits to the department the cash required upon presentation of cheques by the department's suppliers or creditors.

7.3.1 Reconciliation of net result for the period to net cash flow from operating activities

	2025 \$M	2024 \$M
Net result for the period	(522.2)	(638.4)
Non-cash movements		
(Gain)/loss on sale of non-financial assets	6.5	8.6
Depreciation and amortisation	535.4	410.0
Resources (received)/provided free of charge	2.6	–
Movements in assets and liabilities		
Financial assets		
(Increase)/decrease in receivables	86.4	(346.6)
(Increase)/decrease in prepayments	12.9	25.0
Financial liabilities		
Increase/(decrease) in payables	(21.1)	120.5
Increase/(decrease) in employee related provisions and other provisions	233.1	317.7
Net cash flows from/(used in) operating activities	333.7	(103.2)

7.4 Trust account

7.4.1 Trust account balances

The department has responsibility for transactions and balances relating to trust funds held on behalf of third parties external to the department. Funds managed on behalf of third parties are not recognised in these financial statements as they are managed on a fiduciary and custodial basis, and therefore are not controlled by the department. For trust accounts that are controlled by the department, the transactions are incorporated as part of the department's financial statements. Please refer to Note 7.3 Cash flow information and balances.

Any earnings on the funds held pending distribution are also applied to the trust funds under management as appropriate.

The following is a listing of trust account balances relating to trust accounts controlled and administered by the department.

	2025					2024					
	Opening balance as at 1 July 2024 \$M	Total receipts \$M	Total payments \$M	Non-cash movement \$M	Closing balance as at 30 June 2025 \$M	Opening balance as at 1 July 2023 \$M	Machinery of government – transfer in/(out) \$M	Total receipts \$M	Total payments \$M	Non-cash movement \$M	Closing balance as at 30 June 2024 \$M
Controlled trusts											
Intellectually Handicapped Children's Amenities Fund	0.1	–	–	–	0.1	0.1	–	–	–	–	0.1
Mental Health Fund	2.1	63.9	63.9	–	2.1	2.1	–	63.9	63.9	–	2.1
Treasury Trust	12.4	4.7	5.3	–	11.9	34.1	(0.5)	5.3	26.4	(0.1)	12.4
Inter-departmental Transfer Trust	18.3	31.1	29.6	(3.9)	15.9	22.7	(0.4)	36.7	44.6	3.9	18.3
Vehicle Lease Trust Account	13.2	3.5	4.0	–	12.7	10.1	–	5.7	2.7	0.1	13.2
Victorian Veterans Fund	0.2	0.5	0.7	–	–	0.2	–	0.5	0.4	–	0.2
Anzac Day Proceeds Fund	0.8	1.1	1.0	0.2	1.1	0.7	–	0.7	0.7	–	0.8
Commonwealth Treasury Trust Fund	–	4.7	–	–	4.7	–	–	–	–	–	–
Total controlled trusts	47.1	109.5	104.5	(3.7)	48.5	70.0	(0.9)	112.9	138.8	4.1	47.1

	2025					2024					
	Opening balance as at 1 July 2024 \$M	Total receipts \$M	Total payments \$M	Non-cash movement \$M	Closing balance as at 30 June 2025 \$M	Opening balance as at 1 July 2023 \$M	Machinery of government – transfer in/(out) \$M	Total receipts \$M	Total payments \$M	Non-cash movement \$M	Closing balance as at 30 June 2024 \$M
Administered trusts											
Public Service Commuter Club	(0.1)	0.1	0.1	–	(0.1)	(0.1)	–	0.1	0.1	–	(0.1)
Revenue Suspense Account	0.5	0.3	–	–	0.8	0.2	–	0.3	–	–	0.5
Victorian Natural Disasters Relief Fund	(10.3)	1.6	1.6	4.5	(5.8)	(46.0)	–	6.1	6.1	35.8	(10.3)
Total administered trusts	(9.9)	2.0	1.7	4.5	(5.1)	(45.9)	–	6.5	6.2	35.8	(9.9)

7.4.2 Trust account – Legislative references and nature

Controlled trusts

Intellectually Handicapped Children's Amenities Fund

Established under the *Intellectually Disabled Persons Act 1986* which was then repealed by the *Disability Act 2006*. The trust was established to meet the cost of the provision of amenities for children under the age of 16 years in the care of the department.

Mental Health Fund

Established under the *Gaming Regulation Act 2003* for the establishment and maintenance of mental health services and residential institutions and facilities, for the administration of the *Mental Health Act 1986* and for the administration of the *Disability Act 2006*.

Treasury Trust

Established to record the receipt and disbursement of unclaimed monies and other funds held in trust.

Inter-Departmental Transfer Trust

Established under s. 19 of the *Financial Management Act 1994* by the Minister for Finance to record inter-departmental transfers when no other trust arrangement exists.

Vehicle Lease Trust Account

Established to record transactions relating to the government's vehicle pool and fleet management business.

Departmental Suspense Account

Short-term clearing account pending correct identification of payments.

Victorian Veterans Fund

Established under s. 20 of the *Veterans Act 2005* to educate Victorians about Victoria's involvement in Australia's war and service history, to honour or commemorate the service or sacrifice of veterans, to assist the education of veterans' dependants and any other purpose agreed in writing by the Minister for Veterans. The Victorian Veterans Council may invest any part of the Victorian Veterans Fund not immediately required for the purposes of the Victorian Veterans Fund in any manner approved by the Treasurer.

Anzac Day Proceeds Fund

Established under s. 4A of the *ANZAC Day Act 1958* to receive funds as required to be paid by the *ANZAC Day Act 1958* and the *Racing Act 1958* and to be credited to the Victorian Veterans Fund.

Commonwealth Treasury Trust Fund

Established under s. 19 of the *Financial Management Act 1994*, for the primary purpose of holding funds from the Commonwealth Government that are to be on-passed to relevant departments.

Administered trusts

Public Service Commuter Club

Established to record the receipt of amounts associated with the Public Service Commuter Club Scheme and deductions from club members' salaries as well as to record payment to the Public Transport Corporation.

Revenue Suspense Account

Short-term clearing account pending correct identification of receipts.

Victorian Natural Disasters Relief Fund

Established for the purpose of granting assistance to persons who suffer losses as a result of flood, bushfires and other natural disasters

7.5 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST where applicable. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

7.5.1 Total commitments payable

The following commitments have not been recognised as liabilities in the financial statements.

	2025 \$M	2024 \$M
(a) Capital expenditure commitments		
Less than 1 year	342.9	247.8
Longer than 1 year and not longer than 5 years	1.8	–
Longer than 5 years	–	–
Total capital expenditure commitments	344.7	247.8
(b) Accommodation expenses payable		
Less than 1 year	–	86.5
Longer than 1 year and not longer than 5 years	–	–
Longer than 5 years	–	–
Total accommodation expenses payable	–	86.5
(c) Other operating commitments		
Less than 1 year	164.4	170.5
Longer than 1 year and not longer than 5 years	17.6	24.5
Longer than 5 years	–	–
Total other operating commitments	182.0	195.0
(d) Grant and other expense transfers to NGO ⁽ⁱ⁾		
Less than 1 year	1,108.7	593.1
Longer than 1 year and not longer than 5 years	68.6	67.3
Longer than 5 years	242.3	243.5
Total grant and other expense transfers to NGO	1,419.6	903.9
Total commitments other than SCA commitments	1,946.3	1,433.2
(e) SCA commitments ⁽ⁱⁱ⁾		
Ground Lease Model 1 – Public Housing Renewal Program		
Less than 1 year	0.3	0.3
Longer than 1 year and not longer than 5 years	1.2	1.2
Longer than 5 years	140.0	140.3
Total Ground Lease Model 1 – Public Housing Renewal Program commitments	141.5	141.8
Ground Lease Model 2		
Less than 1 year	–	–
Longer than 1 year and not longer than 5 years	172.1	305.9
Longer than 5 years	1,543.3	1,589.5
Total Ground Lease Model 2	1,715.4	1,895.4
Total SCA commitments	1,856.9	2,037.2
Total commitments for expenditure (inclusive of GST)	3,803.2	3,470.4
Less GST recoverable from the ATO	308.0	299.4
Total commitments for expenditure (exclusive of GST)	3,495.2	3,171.0

Notes:

- (i) 'NGO' stands for 'non-government organisation', which includes initiatives to increase social and affordable community housing stock as part of the Big Housing Build as well as the Building Works Package to fund the maintenance and upgrade of social housing.
- (ii) The department has determined that the arrangements Homes Victoria entered into in June 2021 (Ground Lease Model 1) and August 2023 (Ground Lease Model 1 Modification, Flemington Phase 2) with Building Communities (Vic) Limited and November 2023 (Ground Lease Model 2) with Building Even Better Communities Limited for the design, construction, financing, management and maintenance of residential rental dwellings should be accounted for under AASB 1059 as service concession arrangements (SCAs).

7.5.2 Service concession arrangements commitments

AASB 1059 *Service Concession Arrangements: Grantors* applies to arrangements where an operator provides public services, using a service concession asset, on behalf of the state and importantly, the operator manages at least some of the public service at its own discretion. The department must also control the asset for AASB 1059 to apply.

Significant judgement – service concession arrangements

There is significant judgement involved in determining what constitutes ‘public service’ and furthermore whether the operators manage at least some of that public service at their own discretion.

In the housing portfolio, Registered Housing Agencies (RHAs) are contracted to provide community housing services to the public with either existing or newly constructed dwellings and qualify as Operators. RHAs are required to be not-for-profit entities by the *Housing Act 1983*.

The department considers that only the activities that involve the supply of dwellings (that is, providing housing capacity) are fundamental to the overall delivery of public service. In other words, public housing services cannot be provided without the supply of dwellings, even if other peripheral activities (for example, tenancy management, cleaning and maintenance) are conducted.

As only the supply of dwellings and the management of the dwellings post construction are considered public service in the context of the housing portfolio, the operators are considered to have discretion in providing public service if they make decisions on the delivery of dwellings (for example, the detailed design of the dwellings, material used in the construction and scheduling of subcontractors, et cetera).

The department has determined that the arrangements Homes Victoria entered into in June 2021 (Ground Lease Model 1) and August 2023 (Ground Lease Model 1 Modification, Flemington Phase 2) with Building Communities (Vic.) Limited and November 2023 (Ground Lease Model 2) with Building Even Better Communities Limited for the design, construction, financing, management and maintenance of residential rental dwellings should be accounted for under AASB 1059. These projects deliver a mixture of dwellings, being social housing, affordable housing, specialist disability accommodation and private rentals across multiple sites for 40-year concession periods, whereby all land remains in public ownership. Private rental dwellings do not form part of the Service Concession Asset, however, at the end of the 40-year concession period, all dwellings, including the private rental dwellings return to Homes Victoria's management. The details are provided in Note 7.5.3 below.

7.5.3 Service concession arrangements

For arrangements within the scope of AASB 1059, at initial recognition the department records a **service concession asset (SCA)** at current replacement cost, with a related liability, which could be a financial liability, an accrued revenue liability (referred to as the ‘grant of a right to the operator’ or GORTO liability) or a combination of both.

For both Ground Lease Model 1 – Public Housing renewal program phase 1 and 2 and Ground Lease Model 2, the department initially recognised the liability at the same amount as the SCA, adjusted by the amount of any consideration from the department to the operator, or from the operator to the department.

Exception to this occurs when the department reclassifies an existing asset to a SCA. When this occurs, no liability is recognised unless additional consideration is provided to the operator. Instead, the department recognises a SCA and a corresponding liability for the amounts spent on the upgrade/expansion work.

A **financial liability** is recognised where the department has a contractual obligation to pay the operator for providing the SCA. It is measured in accordance with AASB 9 *Financial Instruments* and is recognised as a borrowing (Note 7.1). The liability is increased by interest charges, based on the interest rate implicit in the arrangement. Where the interest rate is not specified in the arrangement, the prevailing market rate of interest for a similar instrument with similar credit ratings is used. The liability is reduced by any payments made by the department to the operator as required by the contract.

A **grant of right to the operator (GORTO) liability** is recognised where the department does not have a contractual obligation to pay cash or another financial asset but grants the right to the operator to earn revenue from the public use of the asset (Note 6.5). This type of arrangement is commonly referred to as an economic service concession arrangement. It represents unearned revenue and is progressively reduced over the period of the arrangement in accordance with its substance.

After initial recognition, SCAs are subsequently measured applying the revaluation model (refer to Note 5.1 *Total Property, Plant and Equipment*).

As part of the application of AASB 1059, the department uses a fair value proxy approach for the service concession assets that are under construction. The fair value proxy approach captures the financing cost incurred during the construction of a service concession asset by the private sector, with the aim of achieving faithful representation of the current replacement cost of service concession assets under construction balance.

The department has the following service concession arrangements:

Commissioned 2025	Notes	Classification of arrangement	Carrying amount of asset as at 30 June ⁽ⁱ⁾ \$000	Carrying amount of liability as at 30 June ⁽ⁱ⁾ \$000	Liability as at 30 June ^(v) discounted Value \$000	Capital contribution nominal value \$000	Other commitments present value \$000	Commitments ⁽ⁱⁱⁱ⁾ nominal value \$000
Ground Lease Model 1 – PHRP phase 1 ^(iv)	7.5.3.1	Hybrid (GORTO and financial liability)	341,966	297,621	–	–	45,840	141,566
Uncommissioned 2025								
Ground Lease Model 1 – Flemington phase 2	7.5.3.2	GORTO liability	84,731	34,563	–	87,130	–	–
Ground Lease Model 2	7.5.3.3	Hybrid (GORTO and financial liability)	314,699	314,699	489,200	180,000	49,817	1,715,364

Notes:

- (i) For arrangements within the scope of AASB 1059, on transition and at initial recognition a public sector grantor is required to record the asset(s) used in the service concession arrangement at current replacement cost in accordance with the cost approach to fair value under AASB 13 *Fair Value Measurement*, with a related liability, which in the case of the Project results in the combination of a financial liability and a 'grant of a right to the Operator' or GORTO liability.
- (ii) Total commitments represent the nominal value of the total service payments to be incurred during the Project's 40-year operations phase and includes the capital contribution component.
- (iii) The total nominal value of the commitments includes GST.
- (iv) Capital contribution for Ground Lease Model 1 – PHRP phase 1 has been fully drawn down over the construction term.
- (v) The discounted value of the liability represents the capital component of the future Quarterly Service Payment cash flows to be paid as at the expected date of commissioning (Commercial acceptance date).

			Carrying amount of asset as at 30 June ⁽ⁱ⁾ \$000	Carrying amount of liability as at 30 June ⁽ⁱ⁾ \$000	Liability as at 30 June ^(v) discounted value \$000	Capital contribution nominal value \$000	Other commitments present value \$000	Commitments ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾ nominal value \$000
Commissioned 2024		Notes	Classification of Arrangement					
Ground Lease Model 1 – PHRP phase 1 (iv)	7.5.3.1	Hybrid (GORTO & Financial Liability)	349,015	301,535	–	–	37,741.	141,846
Uncommissioned 2024								
Ground Lease Model 1 – Flemington phase 2	7.5.3.2	GORTO Liability	21,258	4,480	–	121,266	–	–
Ground Lease Model 2	7.5.3.3	Hybrid (GORTO & Financial Liability)	69,926	69,926	489,200	180,000	44,325.	1,895,364

Notes:

- (i) For arrangements within the scope of AASB 1059, on transition and at initial recognition a public sector grantor is required to record the asset(s) used in the service concession arrangement at current replacement cost in accordance with the cost approach to fair value under AASB 13 *Fair Value Measurement*, with a related liability, which in the case of the Project results in the combination of a financial liability and a 'grant of a right to the operator' or GORTO liability.
- (ii) Total commitments represent the nominal value of the total service payments to be incurred during the Project's 40-year operations phase and includes the capital contribution component.
- (iii) The total nominal value of the commitments includes GST.
- (iv) Capital contribution for Ground Lease Model 1 – PHRP phase 1 has been fully drawn down over the construction term.
- (v) The discounted value of the liability represents the capital component of the future quarterly service payment cash flows to be paid as at the expected date of commissioning (commercial acceptance date).

Arrangement specific details

7.5.3.1 Ground Lease Model project – Public Housing Renewal Program 1

Operator: Building Communities (Vic) Ltd

Concession period: 40 years

In June 2021, Homes Victoria achieved financial close on a housing arrangement whereby it has appointed the Building Communities consortium to finance, design, construct, maintain and operate 619 brand-new social housing dwellings, 112 affordable homes, 327 private rental dwellings and 26 Specialist Disability Accommodation dwellings, at existing housing sites at Brighton, Flemington and Prahran.

The 3 redeveloped sites have been delivered under a Ground Lease Model on a fully financed, build-to-rent basis. The ground lease will be delivered as a Public Private Partnership arrangement under the Partnerships Victoria framework. Construction of the assets commenced in 2021 and Commercial Acceptance was achieved in early 2024. The service concession arrangement is now in the Operational Phase.

A ground lease model is being used for this package whereby title to public land and dwellings (which will have a residual design life) will revert to Homes Victoria at the end of the 40-year concession period.

Homes Victoria is contracted to make quarterly service payments for the 40-year operating term, which will include both a capital and a life cycle component. While operating the dwellings, Building Communities will perform the following functions: asset management, community engagement, maintenance and lifecycle replacement, tenancy management and residential lease management.

7.5.3.2 Ground Lease Model 1 Flemington Phase 2 project

Operator: Building Communities (Vic) Ltd

Concession period: 40 years

In August 2023, Homes Victoria achieved financial close on a housing arrangement Modification to the Ground Lease Model 1 (GLM1) Project Deed whereby it appointed the Building Communities consortium to finance, design, construct, maintain and operate an additional 50 new social housing dwellings, 221 affordable rental homes and 15 Specialist Disability Accommodation dwellings, at the Holland Court Flemington housing site (Flemington Phase 2).

The scope is being delivered as a Modification to the base GLM1 project on a fully financed, build-to-rent basis. GLM1, including Flemington Phase 2 is being delivered as a Public Private Partnership arrangement under the Partnerships Victoria framework.

Enabling works and remediation works for Flemington Phase 2 commenced in mid-2024. Main works construction of the assets is well underway with renters expected to move into the new homes from late 2026.

A ground-lease model is being used for this project whereby title to public land and dwellings (which will have a residual design life) remains with Homes Victoria and control of the assets will revert to Homes Victoria at the end of the 40-year concession period.

Notwithstanding that the consortium will operate and maintain the assets for the 40-year concession term, there are no quarterly service payments that apply to this Modification. While operating the dwellings for the 40-year concession period, Building Communities will perform the following functions: asset management, community engagement, maintenance and lifecycle replacement, tenancy management and residential lease management.

7.5.3.3 Ground Lease Model 2 project

Operator: Building Even Better Communities Limited

Concession period: 40 years

In November 2023, Homes Victoria achieved financial close on a housing arrangement whereby it appointed the Building Even Better Communities consortium to finance, design, construct, maintain and operate 659 brand-new social housing dwellings, 182 affordable rental homes, 473 private rental dwellings and 56 Specialist Disability Accommodation dwellings, at existing housing sites at Simmons Street South Yarra, Essex Street Prahran, Bluff Road Hampton East and Barak-Beacon Port Melbourne.

The four sites are being delivered under a Ground Lease Model on a fully financed, build-to-rent basis. The ground lease will be delivered as a Public Private Partnership arrangement under the Partnerships Victoria framework. Construction of the assets commenced in late 2024 and is well underway and Commercial Acceptance is expected by late 2026, with renters expected to move into the new homes shortly thereafter.

A ground-lease model is being used for this package whereby title to public land and dwellings (which will have a residual design life) will remain with Homes Victoria during the 40-year concession period and control of the assets will revert to Homes Victoria at the end of the 40-year concession period.

Homes Victoria is contracted to make quarterly service payments for the 40-year operating term, which will include both a capital and a life cycle component. While operating the dwellings, Building Even Better Communities will perform the following functions: asset management, community engagement, maintenance and lifecycle replacement, tenancy management and residential lease management.

8. Risks, contingencies and valuation judgements

Introduction

The department is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information (including exposures to financial risks), as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the department relate mainly to fair value determination.

Structure

- 8.1 Financial instruments specific disclosures
 - 8.1.1 Financial instruments: categorisation
 - 8.1.2 Financial instruments: net holding gain/(loss) on financial instruments by category
 - 8.1.3 Financial risk management objectives and policies
- 8.2 Contingent assets and contingent liabilities
- 8.3 Fair value determination
 - 8.3.1 Fair value determination of financial assets and liabilities
 - 8.3.2 Fair value determination of non-financial physical assets

8.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the department's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Guarantees issued on behalf of the department are financial instruments because, although authorised under statute, terms and conditions for each financial guarantee may vary and are subject to an agreement.

Categories of financial assets

Financial assets at amortised costs are recognised if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the department to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The department recognises the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables)
- short-term deposits
- loan receivables.

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initially recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method. The department recognises the following liabilities in this category:

- payables (excluding statutory payables)
- borrowings (including lease liabilities).

Offsetting financial instruments: Financial instrument assets and liabilities are offset and the net amount presented in the balance sheet when, and only when, the department has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Some master netting arrangements do not result in an offset of balance sheet assets and liabilities. Where the department does not have a legally enforceable right to offset recognised amounts, because the right to offset is enforceable only on the occurrence of future events such as default, insolvency or bankruptcy, they are reported on a gross basis.

Derecognition of financial assets: A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired, or
- the department retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement, or
- the department has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset, or
 - has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the department has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the department's continuing involvement in the asset.

Derecognition of financial liabilities: A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

8.1.1 Financial instruments: Categorisation

	Cash and deposits \$M	Financial assets at amortised cost (AC) \$M	Financial liabilities at amortised cost (AC) \$M	Total \$M
2025				
Contractual financial assets				
Cash and deposits	1,312.2	–	–	1,312.2
Receivables ⁽ⁱ⁾	–	225.4	–	225.4
Loans	–	66.7	–	66.7
Total contractual financial assets	1,312.2	292.1	–	1,604.3
Contractual financial liabilities				
Payables ⁽ⁱ⁾	–	–	449.7	449.7
Borrowings ⁽ⁱ⁾	–	–	737.0	737.0
Total contractual financial liabilities	–	–	1,186.7	1,186.7

	Cash and deposits \$M	Financial assets at amortised cost (AC) \$M	Financial liabilities at amortised cost (AC) \$M	Total \$M
2024				
Contractual financial assets				
Cash and deposits	721.7	–	–	721.7
Receivables ⁽ⁱ⁾	–	315.0	–	315.0
Loans	–	28.2	–	28.2
Total contractual financial assets	721.7	343.2	–	1,064.9
Contractual financial liabilities				
Payables ⁽ⁱ⁾	–	–	479.5	479.5
Borrowings ⁽ⁱ⁾	–	–	503.7	503.7
Total contractual financial liabilities	–	–	983.2	983.2

Note:

- (i) The total amounts disclosed here exclude statutory amounts, for example, amounts owing to/from Victorian Government and GST input tax credit recoverable and taxes payable. Refer to Note 6.1 for the breakdown of contractual and statutory receivables, Note 6.3 for the breakdown of contractual and statutory payables, and Note 7.1 for the breakdown of borrowings.

8.1.2 Financial instruments: Net holding gain/(loss) on financial instruments by category

	Total interest income/ (expense) \$M	Total \$M
2025		
Contractual financial assets		
Loans	5.8	5.8
Short-term investments – term deposits	37.5	37.5
Total contractual financial assets	43.3	43.3
Contractual financial liabilities		
Payables ⁽ⁱ⁾	–	–
Borrowings	(36.9)	(36.9)
Total contractual financial liabilities	(36.9)	(36.9)
2024		
Contractual financial assets		
Loans	4.5	4.5
Short-term investments – term deposits	28.2	28.2
Total contractual financial assets	32.7	32.7
Contractual financial liabilities		
Payables ⁽ⁱ⁾	–	–
Borrowings	(21.4)	(21.4)
Total contractual financial liabilities	(21.4)	(21.4)

Note:

- (i) The total amounts disclosed here exclude statutory amounts, for example, amounts owing to/from Victorian Government and GST input tax credit recoverable and taxes payable.

The net holding gains or losses disclosed above are determined as follows:

- for cash and cash equivalents, loans and receivables, the net gain or loss is calculated by taking the movement in the fair value of the asset, the interest income, and minus any impairment recognised in the net result
- for financial liabilities measured at amortised cost, the net gain or loss is the interest expense.

8.1.3 Financial risk management objectives and policies

The department does not enter into derivative financial instruments to manage its exposure to interest rates.

The department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The department's principal financial instruments comprise:

- cash and cash equivalents
- receivables (excluding statutory receivables)
- payables (excluding statutory payables)
- borrowings (including lease liabilities).

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument above are disclosed in Note 8.3 Fair value determination.

The main purpose in holding financial instruments is to prudentially manage the department's financial risks within the government policy parameters. The department uses different methods to measure and manage the different risks to which it is exposed.

The carrying amounts of the department's contractual financial assets and financial liabilities by category are disclosed in Note 8.1.1 Financial instruments: Categorisation.

8.1.3.1 Financial instruments: credit risk

Credit risk refers to the possibility that a borrower will default on its financial obligations as and when they fall due. The department's exposure to credit risk arises from the potential default of a counter party on their contractual obligations resulting in financial loss to the department.

Credit risk associated with the department's contractual financial assets is minimal because the main debtor is the Victorian Government. For debtors other than the Victorian Government and home loan recipients, it is the department's policy to only deal with entities with high credit ratings of a minimum triple-B rating and to obtain sufficient collateral or credit enhancements, where appropriate. In addition, the department does not engage in hedging for its contractual financial assets.

Provision of impairment for financial assets is calculated based on past experience, and current and expected changes in client credit ratings, or based on the assumptions about risk of default and expected credit loss rates. Tenant loans are made up of small amounts therefore the likelihood of default is considered immaterial.

Contract financial assets are written off against the carrying amount when there is no reasonable expectation of recovery. Bad debt written off by mutual consent is classified as a transaction expense. Bad debt written off following a unilateral decision is recognised as other economic flows in the net result.

The department does not have material credit risk as the department mainly holds financial assets that are non-interest bearing except for cash and cash equivalents which are mainly cash at bank. As with the policy for debtors, the department's policy is to only deal with domestic banks with high credit ratings.

Except as otherwise detailed in the following table, the carrying amount of contractual financial assets recorded in the financial report statements, net of any allowances for losses, represents the department's maximum exposure to credit risk without taking account of the value of any collateral obtained.

There has been no material change to the department's credit risk profile in 2024–25.

Credit quality of contractual financial assets

	Financial institutions A plus credit rating Total \$M	Government agencies double-A credit rating Total ⁽ⁱ⁾ \$M	Credit ratings not disclosed \$M	Total \$M
2025				
Cash and deposits (not assessed for impairment due to the nature of cash)	1,262.3	49.9	–	1,312.2
Contractual receivables applying the simplified approach for impairment ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾	–	50.7	174.7	225.4
Loans ⁽ⁱⁱⁱ⁾	–	–	66.7	66.7
Statutory receivables (with no impairment loss recognised)	849.2	–	–	849.2
Total financial assets	2,111.5	100.6	241.4	2,453.5
2024				
Cash and deposits (not assessed for impairment due to the nature of cash)	674.5	47.2	–	721.7
Contractual receivables applying the simplified approach for impairment ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾	–	49.3	265.7	315.0
Loans ⁽ⁱⁱⁱ⁾	–	–	28.2	28.2
Statutory receivables (with no impairment loss recognised)	846.0	–	–	846.0
Total financial assets	1,520.5	96.5	293.9	1,910.9

Notes:

- (i) State of Victoria credit rating was downgraded from AAA to AA as at 30 June 2021.
- (ii) The total amounts disclosed here exclude statutory amounts, for example, amounts owing from Victorian Government, GST input tax credit recoverable and other taxes payable.
- (iii) The carrying amounts consist of amounts due from numerous counterparties for which no credit ratings have been disclosed due to impracticability.

Impairment of financial assets under AASB 9

The department records the allowance for expected credit loss for the relevant financial instruments applying AASB 9's Expected Credit Loss approach. Subject to AASB 9 impairment assessment includes the department's contractual receivables and statutory receivables.

Equity instruments are not subject to impairment under AASB 9. Other financial assets mandatorily measured or designated at fair value through net result are not subject to impairment assessment under AASB 9. While cash and cash equivalents are also subject to the impairment requirements of AASB 9, the identified impairment loss was immaterial.

Contractual receivables at amortised cost

The department applies the AASB 9 simplified approach for all contractual receivables to measure expected credit losses using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates. The department has grouped contractual receivables on shared credit risk characteristics and days past due and selected the expected credit loss rate based on the department's past history, existing market conditions, as well as forward-looking estimates at the end of financial year.

On this basis, the department determines the loss allowance at the end of the financial year as follows:

	Gross amount \$M	Not past due and not impaired ⁽ⁱ⁾ \$M	Past due				Total \$M
			Less than 1 month \$M	1–3 months \$M	3 months – 1 year \$M	1–5 years \$M	
2025							
Expected loss rate		0%	0%	1%	25%	52%	
Gross carrying amount of contractual receivables	235.1	117.0	77.8	11.7	18.7	9.9	
Loss allowance		–	–	0.1	4.6	5.0	9.7
2024							
Expected loss rate		0%	0%	5%	35%	62%	
Gross carrying amount of contractual receivables	322.1	65.6	206.6	40.1	5.2	4.6	
Loss allowance		–	0.6	1.9	1.8	2.8	7.1

Note:

(i) The amounts disclosed here include repayments of borrowings that are not scheduled to be repaid in the next 12 months.

The average credit period for receivables is 30 days.

Reconciliation of movement in the loss allowance for contractual receivables is shown as follows:

	2024 \$M	2023 \$M
Balance at beginning of the year	(7.1)	(10.7)
Opening loss allowance	(7.1)	(10.7)
Decrease/(increase) in provision recognised in the net result	(5.9)	(1.1)
Reversal of provision of receivables written off during the year as uncollectible	3.3	4.6
Balance at the end of the year	(9.7)	(7.1)

Credit loss allowance is classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and impairment losses are classified as a transaction expense. Subsequent recoveries of amounts previously written off are credited against the same line item.

Statutory receivables at amortised cost

The department's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

Statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance recognised for these financial assets during the period was limited to 12 months expected losses. No loss allowance has been recognised.

8.1.3.2 Financial instruments: liquidity risk

Liquidity risk arises from being unable to meet financial obligations as they fall due. The department operates under the government's fair payments policy of settling financial obligations within 30 days and, in the event of a dispute, of making payments within 30 days from the date of resolution.

The department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

The carrying amount detailed in Notes 6.3.1 and 7.2, of contractual financial liabilities recorded in the financial statements, represents the department's maximum exposure to liquidity risk.

8.1.3.3 Financial instruments: market risk

The department's exposure to market risk is primarily through interest rate risk. The department's exposure to other price risks is insignificant. Objectives, policies and processes used to manage the risk are disclosed below.

The tables that follow show the impact on the department's net result and equity for each category of financial instrument held by the department at the end of the reporting period, if the above movements were to occur.

Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The department has minimal exposure to cash flow interest rate risks through cash and deposits and short-term deposits.

Interest rate exposures are insignificant and arise predominantly from liabilities bearing variable interest rates.

The carrying amounts of financial assets and financial liabilities that are exposed to interest rates and the department's sensitivity to interest rate risk are set out in the table that follows.

Interest rate exposure of financial instruments

	Weighted average effective interest rate (%)	Carrying amount \$M	Interest rate exposure		
			Fixed interest rate \$M	Variable interest rate \$M	Non-interest bearing \$M
2025					
Financial assets					
Cash and deposits	4.2%	1,312.2	–	1,258.8	53.4
Receivables ⁽ⁱ⁾		225.4	–	–	225.4
Loans ⁽ⁱⁱⁱ⁾	0.0%	66.7	0.7	45.9	20.1
Total financial assets		1,604.3	0.7	1,304.7	298.9
Financial liabilities					
Payables ⁽ⁱ⁾⁽ⁱⁱ⁾		449.7	1.0	–	448.7
Borrowings ⁽ⁱ⁾	6.0%	737.0	606.1	–	130.9
Total financial liabilities		1,186.7	607.1	–	579.6
2024					
Financial assets					
Cash and deposits	3.3%	721.7	–	667.0	54.7
Receivables ⁽ⁱ⁾		315.0	–	–	315.0
Loans	2.2%	28.2	0.9	7.2	20.1
Total financial assets		1,064.9	0.9	674.2	389.8
Financial liabilities					
Payables ⁽ⁱ⁾⁽ⁱⁱ⁾		479.5	1.0	–	478.5
Borrowings ⁽ⁱ⁾	5.0%	503.7	371.1	–	132.6
Total financial liabilities		983.2	372.1	–	611.1

Notes:

- (i) The carrying amounts disclosed here exclude statutory amounts, for example, amounts owing to/from Victorian Government and GST input tax credit recoverable and taxes payable.
- (ii) Grant of right to operate liability has been removed from maturity analysis of contractual payables for 2023–24 and 2024–25, as it is not classified as financial instrument for reporting purpose.
- (iii) Homes Victoria suspended indefinitely the applicable interest rate and CPI for all the remaining client loans from December 2023.

Sensitivity disclosure analysis and assumptions

The department's sensitivity to market risk is determined based on the observed range of actual historical data for the preceding five-year period, with all variables other than the primary risk variable held constant. The department's fund managers cannot be expected to predict movements in market rates and prices; sensitivity analyses are shown for illustrative purposes only. The following movements are 'reasonably possible' over the next 12 months.

A shift of +1.0% and -0.5% (2024: +1.0% and -0.5%) in market interest rates (AUD) from year-end rates.

Several loan programs have loans with interest rates linked to movement in the consumer price index (CPI). The total balances outstanding under these programs have reduced to a level that any changes to the CPI have a limited impact on the amount of interest charged and no new lending is made under these programs.

The table below discloses the impact on the department's net result and equity for each category of financial instrument held by the department at the end of the reporting period.

Interest rate risk sensitivity analysis

	Carrying amount \$M	Interest rate risk		Consumer price index (CPI)	
		-0.50% Net result \$M	+1.00% Net result \$M	-0.25% Net result \$M	+1.50% Net result \$M
2025					
Contractual financial assets					
Cash and deposits ⁽ⁱ⁾	1,312.2	(6.3)	12.6	—	—
Receivables ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾	225.4	—	—	—	—
Loans ^{(iii)(v)}	66.7	—	—	—	—
Total impact	1,604.3	(6.3)	12.6	—	—
Contractual financial liabilities					
Payables ⁽ⁱⁱⁱ⁾	449.7	—	—	—	—
Borrowings ^(iv)	737.0	—	—	—	—
Total impact	1,186.7	—	—	—	—

	Carrying amount \$M	Interest rate risk		Consumer price index (CPI)	
		-0.50% Net result \$M	+1.00% Net result \$M	-0.25% Net result \$M	+1.50% Net result \$M
2024					
Contractual financial assets					
Cash and deposits ⁽ⁱ⁾	721.7	(3.3)	6.7	—	—
Receivables ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾	315.0	—	—	—	—
Loans ⁽ⁱⁱⁱ⁾	28.2	—	—	—	0.1
Total impact	1,064.9	(3.3)	6.7	—	0.1
Contractual financial liabilities					
Payables ⁽ⁱⁱⁱ⁾	479.5	—	—	—	—
Borrowings ^(iv)	503.7	—	—	—	—
Total impact	983.2	—	—	—	—

Notes:

- (i) All cash and deposits are held in Australian dollars and were held on deposits at fixed and variable interest rates. This item is not subject to any other identified risk sensitivities.
- (ii) The carrying amount is denominated in Australian dollars and is non-interest bearing. This item is not subject to the identified risk sensitivities.
- (iii) The total amounts disclosed here exclude statutory amounts, for example, amounts owing to/from Victorian Government and GST input tax credit recoverable and taxes payable.
- (iv) Borrowings are denominated in Australian dollars. \$527.2 million (2024: \$289.7 million) relates to Service concession financial liability and \$79.1 million (2024: \$81.4 million) relates to lease liabilities.
- (v) Homes Victoria suspended indefinitely the applicable interest rate and CPI for all the remaining client loans from December 2023.

8.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed by way of a disclosure and, if quantifiable, are stated at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

	2025 \$M	2024 \$M
Quantifiable contingent assets		
Details and estimates of contingent assets are as follows:		
(a) Bank guarantee held for: building contracts	52.6	64.1
(b) Reimbursement claim for the work undertaken by the landlord to The Orange Door site	–	0.1
Total	52.6	64.2

Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity, or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations, or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

	2025 \$M	2024 \$M
Quantifiable contingent liabilities		
(a) The department has estimated that potential liability exists in respect of a number of legal actions instigated by clients and their representatives, employees and others, and other contractual liabilities.	–	0.3
Total	–	0.3

Non-quantifiable contingent liabilities

From time to time the department enters into arrangements with other parties to compensate them for losses they might incur as a result of transactions they enter into. The arrangements are evaluated to establish whether they represent onerous contracts, contingent liabilities or whether they are executory in nature.

There are a number of litigations under way at balance date, the details of which are not disclosed in order not to prejudice the cases. Contingent liabilities are not secured over any of the assets of the department.

Insurance claims

The department engaged the Victorian Managed Insurance Authority (VMIA) under a claims administration agreement to manage its insurance arrangements, including those related to self-insured historical abuse claims that are civil in nature.

For self-insured historical abuse claims, the department has been served with a number of claims and the amount provided for historical abuse claims is based on assessed claims lodged on the basis that these represent present obligations in line with the requirements of AASB 137.

Possible future claims may or may not arise from future claimants and these possible liabilities can only be confirmed by claims being made and subsequent assessment. Given these circumstances, it is impracticable to accurately quantify the full financial effects of these potential future claims.

8.3 Fair value determination

Significant judgement: Fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the department.

This section sets out information on how the department determined fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through profit or loss
- financial assets at fair value through other comprehensive income land, buildings, infrastructure, plant and equipment.

In addition, the fair values of other assets and liabilities which are carried at amortised cost also need to be determined for disclosure purposes.

The department determines the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The department determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer-General Victoria (VGV) is the department's independent valuation agency. The department, in conjunction with VGV, monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value)
- which level of the fair value hierarchy was used to determine the fair value
- in respect of those assets and liabilities subject to fair value determination using Level 3 inputs:
 - a reconciliation of the movements in fair values from the beginning of the year to the end
 - details of significant unobservable inputs used in the fair value determination.

This section is divided between disclosures in connection with fair value determination for financial instruments (refer Note 8.3.1) and non-financial physical assets (refer Note 8.3.2).

8.3.1 Fair value determination of financial assets and liabilities

The fair values and net fair values of financial assets and liabilities are determined as follows:

- Level 1 – the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices
- Level 2 – the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly
- Level 3 – the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

The department currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair values, either due to their short-term nature or with the expectation that they will be paid in full by the end of the 2024–25 reporting period.

8.3.2 Fair value determination of non-financial physical assets

Fair value measurement hierarchy

	Carrying amount \$M	Fair value measurement at end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$M	Level 2 ⁽ⁱ⁾ \$M	Level 3 ⁽ⁱ⁾ \$M
2025				
Land at fair value				
Non-specialised land	24,068.5	–	24,068.5	–
Specialised land	164.1	–	–	164.1
Total land at fair value	24,232.6	–	24,068.5	164.1
Buildings at fair value				
Non-specialised buildings	13,063.7	–	13,063.7	–
Specialised buildings	126.9	–	–	126.9
Total buildings at fair value	13,190.5	–	13,063.7	126.9
Plant, equipment and vehicles at fair value				
Plant and equipment	0.3	–	0.3	–
Total plant, equipment and vehicles at fair value	0.3	–	0.3	–

2024	Carrying amount \$M	Fair value measurement at end of reporting period using:		
		Level 1 ⁽ⁱ⁾ \$M	Level 2 ⁽ⁱ⁾ \$M	Level 3 ⁽ⁱ⁾ \$M
Land at fair value				
Non-specialised land	23,940.3	–	23,940.3	–
Specialised land	170.2	–	–	170.2
Total land at fair value	24,110.5	–	23,940.3	170.2
Buildings at fair value				
Non-specialised buildings	12,967.3	–	12,967.3	–
Specialised buildings	146.6	–	–	146.6
Total buildings at fair value	13,113.9	–	12,967.3	146.6
Plant, equipment and vehicles at fair value				
Plant and equipment	0.4	–	0.4	–
Total plant, equipment and vehicles at fair value	0.4	–	0.4	–

Note:

- (i) Classified in accordance with the fair value hierarchy. The department, in conjunction with the VGV, monitors the changes in the fair value of building and land assets through relevant data sources to determine whether revaluation is required.
- (ii) The fair value for land and buildings has been restated for 2023–24 to reflect the exclusion of the right-of-use assets.

Non-specialised land and non-specialised buildings are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value.

Homes Victoria land and buildings are primarily held in Level 2 as it is considered that each residential dwelling assessed has an active and liquid market. As such, the market value of each residential asset has been determined by reference to the current property market for similar assets.

Specialised land and specialised buildings: The market approach is used for specialised land, although may be adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement, and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land with a CSO adjustment would primarily be classified as Level 3 assets.

For the majority of the department's specialised buildings, the current replacement cost method is used, adjusting for the associated depreciations. As depreciation adjustments are considered as significant, unobservable inputs in nature, specialised buildings are primarily classified as Level 3 fair value measurements.

An independent valuation of the departments' land and buildings was performed by the Valuer-General Victoria in financial year 2023–24. The effective date of the valuation is 30 June 2024.

Vehicles are valued using the current replacement cost method. The department acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in the department who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2025.

For all assets measured at fair value, the current use is considered the highest and best use.

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 by adding Appendix F Australian implementation guidance for not-for-profit public sector entities. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024.

FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation (whichever is earlier). Annual fair value assessments for 30 June 2025 using indices did not give rise to material changes in the value of plant and equipment. In accordance with FRD 103, the department will apply Appendix F of AASB 13 prospectively in its next scheduled formal revaluation in 2028 or interim revaluation process (whichever is earlier). Based on the 2025 fair value assessment using the VGV Land and Building indices, the estimated movements were approximately 0.30% for land and 2.16% for buildings and were deemed not material.

Reconciliation of Level 3 fair value movements

2025	Non-specialised land \$M	Specialised land \$M	Non-specialised buildings \$M	Specialised buildings \$M	Plant and equipment \$M	Total \$M
Opening balance	–	170.2	–	146.6	–	316.8
Additions	–	–	–	–	–	–
Capitalisation of work in progress	–	–	–	2.5	–	2.5
Reassessment of lease payments	–	–	–	–	–	–
Increase/(decrease) in make-good provision	–	–	–	–	–	–
Disposals	–	–	–	–	–	–
Capital contributed from asset transfers	–	(6.2)	–	(0.6)	–	(6.8)
Gains or losses recognised in net result						
Depreciation	–	–	–	(20.0)	–	(20.0)
Subtotal of gains or losses recognised in net result	–	–	–	(20.0)	–	(20.0)
Gains or losses recognised in other economic flows – other comprehensive income						
Net revaluation increments/(decrements)	–	–	–	(1.6)	–	(1.6)
Subtotal of gains or losses recognised in other economic flows	–	–	–	(1.6)	–	(1.6)
Closing balance	–	164.1	–	126.9	–	291.0

	Non-specialised land \$M	Specialised land \$M	Non-specialised buildings \$M	Specialised buildings \$M	Plant and equipment \$M	Total \$M
2024						
Opening balance	8.7	162.9	35.2	134.6	0.2	341.6
Additions	–	–	4.4	–	0.3	4.7
Capitalisation of work in progress	–	–	–	3.6	–	3.6
Reassessment of lease payments	0.1	–	22.6	–	–	22.7
Increase/(decrease) in make-good provision	–	–	2.1	–	–	2.1
Disposals	–	–	(3.7)	(3.8)	–	(7.5)
Transfers in/(out) of Level 3	(7.9)	–	(43.3)	–	(0.4)	(51.6)
Gains or losses recognised in net result						
Depreciation	(0.9)	–	(17.3)	(11.0)	(0.1)	(29.3)
Subtotal of gains or losses recognised in net result	(0.9)	–	(17.3)	(11.0)	(0.1)	(29.3)
Gains or losses recognised in other economic flows – other comprehensive income						
Net revaluation increments/(decrements)	–	7.3	–	23.3	–	30.6
Subtotal of gains or losses recognised in other economic flows	–	7.3	–	23.3	–	30.6
Closing balance	–	170.2	–	146.6	–	316.8

Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Significant Unobservable Inputs
Non-specialised land	Market approach	Not applicable
Specialised land	Market approach	Community service obligation (CSO) adjustment (rate 20–80%)
Non-specialised buildings	Market approach	Not applicable
Specialised buildings	Current replacement cost	Direct cost per square metre Useful life of specialised buildings
Plant and equipment	Current replacement cost	Useful life of equipment

Significant unobservable inputs have remained unchanged since June 2021.

9. Other disclosures

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

- 9.1 Ex gratia expenses
- 9.2 Other economic flows included in net result
- 9.3 Reserves
- 9.4 Entities included in the Department of Families, Fairness and Housing financial statements pursuant to section 53(1)(b) of the FMA
- 9.5 Responsible persons
- 9.6 Remuneration of executives
- 9.7 Related parties
- 9.8 Remuneration of auditors
- 9.9 Subsequent events
- 9.10 Other accounting policies
- 9.11 Australian Accounting Standards issued that are not yet effective
- 9.12 Glossary of technical terms
- 9.13 Style conventions

9.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (for example a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability of or claim against the entity.

There were no ex gratia expense items greater than or equal to \$5,000 in the current and previous year.

9.2 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

Other gains/(losses) from other economic flows include the gains or losses from:

- the revaluation of the present value of the long service leave liability due to changes in the bond interest rates and the effects of changes in actuarial assumptions
- other revaluations on the value of outstanding insurance claims and liabilities
- bad debt expenses.

	2025 \$M	2024 \$M
(a) Net gain/(loss) on non-financial assets		
Proceeds from disposal of non-financial physical assets		
Land	48.5	226.4
Buildings	40.3	47.3
Shared home ownership scheme	1.9	0.9
Miscellaneous assets	10.6	12.0
Total revenue from disposal of non-financial physical assets	101.3	286.6
Costs on disposal of non-financial physical assets		
Land	62.3	121.3
Buildings	36.4	166.7
Shared home ownership scheme	2.1	1.0
Miscellaneous assets	7.0	6.3
Total costs on disposal of non-financial physical assets	107.8	295.3
Net gain/(loss) on disposal of non-financial assets	(6.5)	(8.6)
(b) Net gain/(loss) on financial instruments		
Net gain/(loss) on financial instruments and statutory receivables/payables	3.2	2.0
Total net gain/(loss) on financial instruments	3.2	2.0
(c) Other gains/(losses) from other economic flows		
Net gain/(loss) arising from revaluation of long service leave liability	(4.9)	(1.7)
Revaluation and adjustments of insurance claims	(38.5)	(27.4)
Bad debt expenses	(5.8)	(1.0)
Total other gains/(losses) from other economic flows	(49.2)	(30.1)

9.3 Reserves

	2025 \$M	2024 \$M
(a) Accumulated surplus/(deficit)		
Balance at beginning of financial year	(455.4)	180.9
Net result for the year	(522.2)	(638.4)
Remeasurement of superannuation defined benefit plans	(1.2)	2.1
Balance at the end of financial year	(978.8)	(455.4)
(b) Physical asset revaluation surplus		
Balance at beginning of financial year	8,756.2	7,570.5
Revaluation increments/(decrements) of land and buildings ⁽ⁱ⁾	(1.7)	1,185.7
Balance at the end of financial year	8,754.5	8,756.2
Physical asset revaluation surplus represented by:		
• Land	6,076.9	6,076.8
• Buildings	2,677.6	2,679.4
Total physical asset revaluation surplus	8,754.5	8,756.2
(c) Contributed capital		
Balance at beginning of financial year	30,261.5	29,430.6
Asset transfer via capital contribution	(6.8)	(0.4)
Administrative restructure – net assets received/(transferred)	–	(0.9)
Capital contributions by Victorian State Government	1,063.4	832.2
Balance at the end of financial year	31,318.1	30,261.5
Total equity	39,093.8	38,562.3

Notes:

- (i) Movements in the physical asset revaluation reserve arise from the revaluation of land and buildings and the impairment of land and buildings that were previously revalued.

9.4 Entities included in the Department of Families, Fairness and Housing financial statements pursuant to s. 53(1)(b) of the FMA

The financial information of the following entities has been included into the department's 2024–25 financial statements pursuant to a determination made by the Minister for Finance under s. 53(1)(b) of the *Financial Management Act 1994*:

- Homes Victoria (from 1 February 2021)
- Commission for Children and Young People (from 1 July 2015)
- Disability Worker Registration Board (from 1 June 2020)
- Victorian Disability Worker Commission (from 1 June 2020)
- Respect Victoria (from 1 February 2021)
- Victorian Veterans Council (from 1 February 2021)
- Social Services Regulator (from 1 July 2024).

The financial effects of each of those entities, except Homes Victoria, were trivial to the financial statements, both individually and in aggregate. The Social Services Regulator was established effectively from 1 July 2024. Therefore, those entities are reported in aggregate, together with the Department of Families, Fairness and Housing in the table below.

	Department of Families, Fairness and Housing		Homes Victoria		Eliminations and adjustments		Total	
	2025 \$M	2024 \$M	2025 \$M	2024 \$M	2025 \$M	2024 \$M	2025 \$M	2024 \$M
Total revenue and income from transactions	5,675.9	4,851.7	1,681.4	1,570.4	(15.5)	(24.1)	7,341.8	6,398.0
Total expenses from transactions	5,801.2	5,024.7	2,025.8	1,999.0	(15.5)	(24.1)	7,811.5	6,999.7
Net result from transactions	(125.3)	(173.0)	(344.4)	(428.6)	–	–	(469.7)	(601.7)
Total assets	2,662.1	2,620.6	38,848.2	37,883.3	(14.6)	(8.6)	41,495.7	40,495.4
Total liabilities	1,350.7	1,155.8	1,065.8	785.8	(14.6)	(8.6)	2,401.9	1,933.1

9.5 Responsible persons

In accordance with the Directions of the Minister for Finance under the *Financial Management Act 1994* the following disclosures are made for the responsible persons for the reporting period.

Names

The persons who held the positions of Ministers and Accountable Officers ⁽ⁱ⁾ in the department were as follows:

Relevant office	Minister or Accountable Officer	Period
Minister for Disability	Hon. Lizzie Blandthorn	1 July 2024 to 30 June 2025
Minister for Children	Hon. Lizzie Blandthorn	1 July 2024 to 30 June 2025
Minister for Housing	Hon. Harriet Shing	1 July 2024 to 18 December 2024
Minister for Housing and Building	Hon. Harriet Shing	19 December 2024 to 30 June 2025
Minister for Equality	Hon. Harriet Shing	1 July 2024 to 18 December 2024
	The Hon. Vicki Ward	19 December 2024 to 30 June 2025
Minister for Prevention of Family Violence	The Hon. Vicki Ward	1 July 2024 to 18 December 2024
	The Hon. Natalie Hutchins	19 December 2024 to 30 June 2025
Minister for Veterans	Hon. Natalie Suleyman	1 July 2024 to 30 June 2025
Minister for Youth	Hon. Natalie Suleyman	1 July 2024 to 30 June 2025
Minister for Ageing	Ingrid Stitt MP	1 July 2024 to 30 June 2025
Minister for Women	The Hon. Natalie Hutchins	1 July 2024 to 30 June 2025
Minister for Carers and Volunteers	The Hon. Ros Spence	1 July 2024 to 30 June 2025
Secretary	Peta McCammon	1 July 2024 to 30 June 2025

The persons who acted in the positions of Minister and of Accountable Officers ⁽ⁱ⁾ in the department were as follows:

Relevant office	Acting Minister or Accountable Officer	Period
Acting Minister for Ageing	The Hon. Mary-Anne Thomas MP	15 July 2024 to 24 July 2024
		23 December 2024 to 12 January 2025
		18 April 2025 to 27 April 2025
Acting Minister for Disability	The Hon. Ros Spence	1 July 2024 to 4 July 2024
	Hon. Harriet Shing	18 September 2024 to 5 October 2024
		29 November 2024 to 4 December 2024
	The Hon. Ben Carroll	23 December 2024 to 3 January 2025
Acting Minister for Children	The Hon. Ros Spence	5 May 2024 to 11 May 2025
	The Hon. Ros Spence	1 July 2024 to 4 July 2024
	Hon. Harriet Shing	18 September 2024 to 5 October 2024
		29 November 2024 to 4 December 2024
Acting Minister for Youth	The Hon. Ben Carroll	23 December 2024 to 3 January 2025
	The Hon. Ros Spence	5 May 2024 to 11 May 2025
	Hon. Harriet Shing	1 July 2024 to 24 July 2024
	The Hon. Natalie Hutchins	16 April 2025 to 30 April 2025
Acting Minister for Veterans	Hon. Lizzie Blandthorn	20 June 2025 to 30 June 2025
	Hon. Harriet Shing	1 July 2024 to 24 July 2024
	The Hon. Natalie Hutchins	16 April 2025 to 30 April 2025
	Hon. Lizzie Blandthorn	20 June 2025 to 30 June 2025

Relevant office	Acting Minister or Accountable Officer	Period
Acting Minister for Prevention of Family Violence	The Hon. Natalie Hutchins	1 July 2024 to 3 July 2024 19 September 2024 to 5 October 2024 7 January 2025 to 20 January 2025
	The Hon. Vicki Ward	21 June 2025 to 30 June 2025
Acting Minister for Women	Hon. Harriet Shing	11 July 2024 to 26 July 2024
	The Hon. Gabrielle Williams	20 December 2024 to 5 January 2025
	The Hon. Vicki Ward	21 June 2025 to 30 June 2025
Acting Minister for Housing	Ingrid Stitt MP	7 October 2024 to 13 October 2024
Acting Minister for Housing and Building	Hon. Lizzie Blandthorn	6 January 2025 to 19 January 2025
	Hon. Natalie Suleyman	20 January 2025 to 26 January 2025
Acting Minister for Equality	Ingrid Stitt MP	7 October 2024 to 13 October 2024
	Hon. Lizzie Blandthorn	6 January 2025 to 19 January 2025
	Hon. Natalie Suleyman	20 January 2025 to 26 January 2025
	The Hon. Natalie Hutchins	4 June 2025 to 9 June 2025
Acting Minister for Carers and Volunteers	Hon. Lizzie Blandthorn	15 July 2024 to 28 July 2024 11 January 2025 to 19 January 2025
	Ingrid Stitt MP	20 January 2025 to 26 January 2025
Acting Secretary	Annette Lancy	20 September 2024 to 22 September 2024 30 September 2024 to 7 October 2024
	Simon Newport	23 September 2024 to 29 September 2024
	Melanie Heenan	6 January 2025 to 12 January 2025
	Drew Warne-Smith	13 January 2025 to 19 January 2025

(i) The Secretary (as the Accountable Officer) and Acting Secretary are included in the above tables.

Remuneration

Remuneration received or receivable by the Accountable Officers ⁽ⁱ⁾ in connection with the management of the department during the reporting period was in the range:

Income band	30 June 2025	30 June 2024
\$0–\$10,000	3	–
\$10,000–\$20,000	1	1
\$610,000–\$620,000	–	1
\$630,000–\$640,000	1	–
Total	5	2

Note:

(i) The Secretary (as the Accountable Officer) and Acting Secretary are included in the above tables.

9.6 Remuneration of executives

The numbers of executive officers, other than Ministers and Accountable Officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalent provides a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long service benefit or deferred compensation.

Termination benefits include termination of employment payments, such as severance packages.

Remuneration of executive officers (including key management personnel disclosed in Note 9.7)	Total remuneration	
	2025 \$M	2024 \$M
Short-term employee benefits	48.3	46.5
Post-employment benefits	5.0	4.5
Other long-term benefits	1.2	1.3
Termination benefits	0.5	5.2
Total remuneration ⁽ⁱ⁾	55.0	57.5
Total number of executives ⁽ⁱ⁾	216	256
Total annualised employee equivalent (AEE) ⁽ⁱ⁾⁽ⁱⁱ⁾	196.1	193.4

Notes:

(i) Total figures for 2023–24 and 2024–25 include the remuneration of the Chief Finance Officer (CFO) who delivered services, as an executive officer to the department but is employed by the Department of Treasury and Finance.

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

9.7 Related parties

The department is a wholly owned and controlled entity of the State of Victoria.

The following entities have been included into the department's financial statements pursuant to the determination made by the Minister for Finance under s. 53(1)(b) of the *Financial Management Act 1994*:

- Commission for Children and Young People
- Homes Victoria
- Disability Worker Registration Board
- Victorian Disability Worker Commission
- Respect Victoria
- Victorian Veterans Council
- Social Services Regulator (from 1 July 2024).

Related parties of the department and the abovementioned administrative offices and entities include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over)
- all cabinet ministers and their close family members
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

The department received funding and made payments to the Consolidated Fund of \$285.3 million (2024: \$418.2 million) and \$4,952.9 million (2024: \$4,278.6 million) respectively.

Refer to Note 2.4.2 and 3.1.2 for other government-related entity transactions.

Key management personnel

Key management personnel of the department include the Portfolio Ministers: Hon. Harriet Shing, The Hon. Natalie Hutchins, Hon. Lizzie Blandthorn, The Hon. Ros Spence, The Hon. Ben Carroll, The Hon. Gabrielle Williams, The Hon. Vicki Ward, Ingrid Stitt MP, Hon. Natalie Suleyman, Secretary Peta McCommon and members of the senior executive team, which includes:

Entity	Key management personnel	Position title	Period
Department of Families, Fairness and Housing	Nicola Quin	Deputy Secretary, Corporate and Delivery Services	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Andrew Larkin	Acting Deputy Secretary, Corporate and Delivery Services	25 December 2024 to 12 January 2025
Department of Families, Fairness and Housing	Elsie Loh	Acting Deputy Secretary, Corporate and Delivery Services	15 April 2025 to 22 April 2025
Department of Families, Fairness and Housing	Raylene Harradine	Deputy Secretary, Aboriginal Self-determination and Outcomes	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Tim Kanoa	Acting Deputy Secretary, Aboriginal Self-determination and Outcomes	7 April 2025 to 29 April 2025
Department of Families, Fairness and Housing	Annette Lancy	Deputy Secretary, Children and Families	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Belinda Martin	Acting Deputy Secretary, Children and Families	1 July 2024 to 9 July 2024 20 September 2024 to 7 October 2024
Department of Families, Fairness and Housing	David Atkinson	Acting Deputy Secretary, Children and Families	18 December 2024 to 8 January 2025 23 June 2025 to 30 June 2025
Department of Families, Fairness and Housing	Danny O'Kelly	Deputy Secretary, Community Operations and Practice Leadership	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Jenny Litsas	Acting Deputy Secretary, Community Operations and Practice Leadership	27 December 2024 to 6 January 2025
Department of Families, Fairness and Housing	Kathleen Alonso	Acting Deputy Secretary, Community Operations and Practice Leadership	21 February 2025 to 2 March 2025
Department of Families, Fairness and Housing	Kirstie-Lee Lomas	Acting Chief Practitioner, Office of Professional Practice	1 July 2024 to 19 August 2024
Department of Families, Fairness and Housing	Kirstie-Lee Lomas	Chief Practitioner, Office of Professional Practice	20 August 2024 to 30 June 2025
Department of Families, Fairness and Housing	Nathan Chapman	Acting Chief Practitioner, Office of Professional Practice	7 February 2025 to 28 February 2025
Department of Families, Fairness and Housing	Cynthia Lahiff	Chief Finance Officer	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Shane Lay	Acting Chief Finance Officer	1 July 2024 to 9 July 2024 9 September 2024 to 24 September 2024 17 December 2024 to 28 January 2025 19 May 2025 to 6 June 2025
Department of Families, Fairness and Housing	Argiri Alisandratos	Deputy Secretary, Disability, Fairness and Emergency Management	1 July 2024 to 30 June 2025

Entity	Key management personnel	Position title	Period
Department of Families, Fairness and Housing	Anne Congleton	Acting Deputy Secretary, Disability, Fairness and Emergency Management	31 August 2024 to 7 October 2024
Department of Families, Fairness and Housing	Ruth Ward	Chief of Public Engagement, Fairer Victoria & Engagement	1 July 2024 to 5 July 2024
Department of Families, Fairness and Housing	Ruth Ward	Chief of Public Engagement, System Reform, Workforce and Engagement	6 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Louise Perry	Deputy Secretary, Fairer Victoria, Engagement	1 July 2024 to 5 July 2024
Department of Families, Fairness and Housing	Melanie Heenan	Deputy Secretary, Family Safety Victoria	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Fran O'Toole	Acting Deputy Secretary, Family Safety Victoria	6 January 2025 to 12 January 2025
Department of Families, Fairness and Housing	Amber Griffiths	Acting Deputy Secretary, Family Safety Victoria	9 June 2025 to 30 June 2025
Department of Families, Fairness and Housing	Simon Newport	Chief Executive Officer, Homes Victoria	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Dannii de Kretser	Acting Chief Executive Officer, Homes Victoria	5 September 2024 to 29 September 2024
Department of Families, Fairness and Housing	Dannii de Kretser	Deputy CEO, Homes Victoria	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Elsie Loh	Acting Deputy CEO, Homes Victoria	5 September 2024 to 27 September 2024
Department of Families, Fairness and Housing	Lucy Toovey	Acting Deputy CEO, Homes Victoria	2 December 2024 to 7 March 2025
Department of Families, Fairness and Housing	Drew Warne-Smith	Deputy Secretary, System Reform, Workforce and Engagement	1 July 2024 to 30 June 2025
Department of Families, Fairness and Housing	Rachael Green	Acting Deputy Secretary, System Reform, Workforce and Engagement	29 July 2024 to 2 August 2024

Key management personnel of the agencies amalgamated pursuant to s. 53(1)(b) of the *Financial Management Act 1994* into the department's financial statements include:

Entity	Key management personnel	Position title	Period
Commission for Children & Young People	Meena Singh	Commissioner	1 July 2024 to 30 June 2025
Commission for Children & Young People	Liana Buchanan	Principal Commissioner	1 July 2024 to 21 March 2025
Commission for Children & Young People	Meena Singh	Acting Principal Commissioner	24 March 2025 to 30 June 2025
Commission for Children & Young People	Leanne Barnes	Chief Executive Officer	1 July 2024 to 30 June 2025
Commission for Children & Young People	Todd Sweeney	Acting Chief Executive Officer	29 July 2024 to 5 August 2024 23 December 2024 to 10 January 2025
Disability Services Commissioner	Jennifer Jackson-Hall	Commissioner	1 July 2024 to 30 June 2025
Disability Worker Registration Board of Victoria	Melanie Eagle	Chairperson	1 July 2024 to 30 June 2025
Respect Victoria	Serina McDuff	Acting Chief Executive Officer	1 July 2024 to 3 September 2024
Respect Victoria	Helen Bolton	Chief Executive Officer	16 August 2024 to 30 June 2025
Respect Victoria	Jacquie O'Brien	Acting Chief Executive Officer	2 September 2024 to 4 October 2024
Respect Victoria	Kate Fitz-Gibbon	Chairperson	1 July 2024 to 30 June 2025
Respect Victoria	Claudia Fatone	Board Member	1 July 2024 to 30 June 2025
Respect Victoria	Maxine McKew	Board Member	1 July 2024 to 30 June 2025
Respect Victoria	Hang Vo	Board Member	1 July 2024 to 30 June 2025
Respect Victoria	Nesreen Bottriell	Board Member	1 July 2024 to 30 June 2025
Respect Victoria	Steven Roberts	Board Member	1 July 2024 to 30 June 2025
Respect Victoria	Jan Noblett	Board Member	1 July 2024 to 30 June 2025
Victorian Disability Worker Commission	Dan Stubbs	Commissioner	1 July 2024 to 30 June 2025
Victorian Veterans Council	Greg Yorke	Chairperson	1 July 2024 to 30 June 2025
Victorian Veterans Council	Brett West	Acting Chairperson	25 June 2025 to 30 June 2025
Social Services Regulator	Jonathan Kaplan	Social Services Regulator	1 July 2024 to 30 June 2025
Social Services Regulator	Richard Marks	Acting Social Services Regulator	24 June 2025 to 30 June 2025

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Ministers received. The Ministers' remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and are reported within the state's Annual Financial Report.

	Department of Families, Fairness and Housing		Other section 53 ⁽ⁱ⁾	
	2025 \$M	2024 \$M	2025 \$M	2024 \$M
Compensation of KMPs				
Short-term employee benefits	5.6	5.5	1.9	1.8
Post-employment benefits	0.4	0.4	0.2	0.2
Other long-term benefits	0.1	0.1	–	0.1
Termination benefits	–	–	–	0.2
Total ⁽ⁱⁱ⁾⁽ⁱⁱⁱ⁾	6.1	6.0	2.1	2.3

Notes:

- (i) This includes remuneration of key management personnel for Commission for Children and Young People, Disability Worker Registration Board of Victoria, Victorian Disability Worker Commission, Disability Services Commissioner, Respect Victoria, Victorian Veterans Council and Social Services Regulator. The remuneration of Homes Victoria's key management personnel is disclosed in the Department of Families, Fairness and Housing for the period 1 July 2024 – 30 June 2025.
- (ii) Total figures for 2023–24 and 2024–25 include the remuneration of the CFO who delivered services, as an executive officer to the department but is employed by the Department of Treasury and Finance.
- (iii) Note that KMPs are also reported in the disclosure of remuneration of Accountable Officers (refer to Note 9.5) and in the disclosure of remuneration of executive officers (refer to Note 9.6).

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of state government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public, for example stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen-type transactions, there were no material related party transactions that involved key management personnel, their close family members and their personal business interests with the department, the Administrative Offices or its s. 53(1)(b) entities.

No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

9.8 Remuneration of auditors

	2025 \$	2024 \$
Victorian Auditor-General's Office – audit of the financial report	563,000	530,400

9.9 Subsequent events

There are no subsequent events for the 2024–25 financial year.

9.10 Other accounting policies

Contributions by owners

Consistent with the requirements of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and therefore do not form part of the income and expenses of the department.

Additions to net assets that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or distributions by owners have also been designated as contributions by owners.

Transfers of net assets arising from administrative restructurings are treated as distributions to or contributions by owners. Transfers of net liabilities arising from administrative restructurings are treated as distributions to owners.

9.11 Australian Accounting Standards issued that are not yet effective

Certain new and revised accounting standards have been issued but are not effective for the 2024–25 reporting period. These accounting standards have not been applied to the financial statements.

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 by adding Appendix F Australian implementation guidance for not-for-profit public sector entities. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation (whichever is earlier). In accordance with FRD 103, the department will apply Appendix F of AASB 13 in its next scheduled formal revaluation in 2028 or interim revaluation process (whichever is earlier).

AASB 17 Insurance Contracts, AASB 2022-8 Amendments to Australian Accounting Standards – Insurance Contracts: Consequential Amendments and AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector

AASB 17 replaces AASB 4 *Insurance Contracts*, AASB 1023 *General Insurance Contracts* and AASB 1038 *Life Insurance Contracts* for not-for-profit public sector entities for annual reporting periods beginning on or after 1 July 2026. AASB 2022-9 amends AASB 17 to make public sector-related modifications (for example, it specifies the pre-requisites, indicators and other considerations in identifying arrangements that fall within the scope of AASB 17 in a public sector context). This Standard applies for annual reporting periods beginning on or after 1 July 2026. AASB 2022-8 makes consequential amendments to other Australian Accounting Standards so that public sector entities are permitted to continue to apply AASB 4 and AASB 1023 to annual periods before 1 July 2026. This Standard applies for annual reporting periods beginning on or after 1 January 2023.

AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments

AASB 2024-2 amends AASB 7 *Financial Instruments: Disclosures* and AASB 9 *Financial Instruments*.

AASB 2024-2 amends requirements relating to:

- settling financial liabilities using an electronic payment system
- assessing contractual cash flow characteristics of financial assets with environmental, social and corporate governance (ESG) and similar features
- disclosure requirements for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features that do not relate directly to basic lending risks and costs.

This amendment applies to annual reporting periods beginning on or after 1 January 2026.

AASB 18 Presentation and Disclosure of Financial Statements

AASB 18 replaces AASB 101 *Presentation of Financial Statements* to improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss.

The key presentation and disclosure requirements established by AASB 18 is the presentation of newly defined subtotals in the statement of profit or loss.

AASB 18 applies to annual reporting periods beginning on or after 1 January 2027 for for-profit entities and applies to annual reporting periods beginning on or after 1 January 2028 for not-for-profit entities. The delayed date of one year will allow the AASB to consult with stakeholders and consider potential modifications for application by not-for-profit public sector entities.

The department is currently in the process of assessing the potential impact of these standards and amendments.

A number of other standards and amendments have also been issued that apply to future reporting periods; however, they are not expected to have any significant impact on the financial statements in the period of initial application.

9.12 Glossary of technical terms

The following is a summary of the major technical terms used in this report.

Actuarial gains or losses on superannuation defined benefit plans are changes in the present value of the superannuation defined benefit liability resulting from:

- (a) experience adjustments (the effects of differences between the previous actuarial assumptions and what has actually occurred)
- (b) the effects of changes in actuarial assumptions.

Administered item generally refers to a department lacking the capacity to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Amortisation is the expense that results from the consumption, extraction or use over time of a non-produced physical or intangible asset. This expense is classified as an 'other economic flow'.

Borrowings refers to interest-bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, finance leases, service concession arrangements and other interest-bearing arrangements. Borrowings also include non-interest-bearing advances from government that are acquired for policy purposes.

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result is the amount included in the operating statement representing total change in net worth other than transactions with owners as owners.

Controlled item generally refers to the capacity of a department to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Current grants are amounts payable or receivable for current purposes for which no economic benefits of equal value are receivable or payable in return.

Depreciation is an expense that arises from the consumption through wear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method is the method used to calculate the amortised cost of a financial asset or liability and of allocating interest over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial instrument or, where appropriate, a shorter period.

Employee benefits expenses include all costs related to employment including salaries and wages, leave entitlements, redundancy payments, defined benefits superannuation plans, and defined contribution superannuation plans.

Ex gratia expenses mean the voluntary payment of money or other non-monetary benefit (for example a write off) that is not made either to acquire goods, services or other benefits for the entity or to meet a legal liability, or to settle or resolve a possible legal liability or claim against the entity.

Finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset.

Financial asset is any asset that is:

- (a) cash
- (b) an equity instrument of another entity
- (c) a contractual or statutory right:
 - to receive cash or another financial asset from another entity, or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity, or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments, or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial liability is any liability that is:

- (a) a contractual or statutory obligation:
 - to deliver cash or another financial asset to another entity, or
 - to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity, or
- (b) a contract that will or may be settled in the entity's own equity instruments and is:
 - a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments, or
 - a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own equity instruments.

Financial statements comprise:

- (a) a balance sheet as at the end of the year
- (b) a comprehensive operating statement for the year
- (c) a statement of changes in equity for the year
- (d) a statement of cash flows for the year
- (e) notes, comprising a summary of significant accounting policies and other explanatory information
- (f) comparative information in respect of the preceding year as specified in paragraph 38 of AASB 101 *Presentation of Financial Statements*
- (g) a balance sheet as at the beginning of the preceding year when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraph 41 of AASB 101.

Grants and other (expense) transfers are transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. For this reason, grants are referred to by the AASB as involuntary transfers and are termed non-reciprocal transfers. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods or services, to particular taxpayers in return for their taxes.

Grants can be paid as general-purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

General government sector comprises all government departments, offices and other bodies engaged in providing services free of charge or at prices significantly below their cost of production. General government services include those that are mainly non-market in nature, those that are largely for collective consumption by the community and those that involve the transfer or redistribution of income. These services are financed mainly through taxes, or other compulsory levies and user charges.

Grants for on-passing are grants paid to one institutional sector (for example a state general government entity) to be passed on to another institutional sector (for example local government or a private non-profit institution).

Intangible assets represent identifiable non-monetary assets without physical substance.

Interest expense represents costs incurred in connection with the borrowings. It includes interest on advances, loans, overdrafts, bonds and bills, deposits, interest components of lease repayments, service concession financial liabilities and amortisation of discounts or premiums in relation to borrowings.

Interest income includes unwinding over time of discounts on financial assets and interest received on bank term deposits and other investments.

Leases are rights conveyed in a contract, or part of a contract, to use an asset (the underlying asset) for a period of time in exchange for consideration.

Net acquisition of non-financial assets (from transactions) is the purchase (and other acquisition) of non-financial assets less sales (or disposals) of non-financial assets less depreciation plus changes in inventories and other movements in non-financial assets. Includes only those increases or decreases in non-financial assets resulting from transactions and therefore excludes write-offs, impairment write-downs and revaluations.

Net financial liabilities are calculated as liabilities less financial assets, other than equity in public non-financial corporations (PNFC) and public financial corporations (PFC). This measure is broader than net debt as it includes significant liabilities, other than borrowings (for example accrued employee liabilities such as superannuation and long service leave entitlements). For the PNFC and PFC sectors, it is equal to negative net financial worth.

Net financial worth is equal to financial assets minus liabilities. It is a broader measure than net debt as it incorporates provisions made (such as superannuation, but excluding depreciation and bad debts) as well as holdings of equity. Net financial worth includes all classes of financial assets and liabilities, only some of which are included in net debt.

Net operating balance or net result from transactions is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains and losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net result is a measure of financial performance of the operations for the period. It is the net result of items of income, gains and expenses (including losses) recognised for the period, excluding those that are classified as other economic flows – other comprehensive income.

Net worth is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets are all assets that are not financial assets. It includes inventories, land, buildings, plant and equipment, and intangible assets.

Non-financial public sector represents the consolidated transactions and assets and liabilities of the general government and PNFC sectors. In compiling statistics for the non-financial public sector, transactions and debtor/creditor relationships between sub-sectors are eliminated to avoid double counting.

Non-produced assets are assets needed for production that have not themselves been produced. They include land, subsoil assets, and certain intangible assets. Non-produced intangibles are intangible assets needed for production that have not themselves been produced. They include constructs of society such as patents.

Operating result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'. Refer also 'net result'.

Other economic flows included in net result are changes in the volume or value of an asset or liability that do not result from transactions. In simple terms, other economic flows are changes arising from market remeasurements. They include gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets; actuarial gains and losses arising from defined benefit superannuation plans; fair value changes of financial instruments.

Other economic flows – other comprehensive income comprises items (including reclassification adjustments) that are not recognised in net result as required or permitted by other Australian Accounting Standards. They include changes in physical asset revaluation surplus; share of net movement in revaluation surplus of associates and joint ventures; and gains and losses on remeasuring available-for-sale financial assets.

Other operating expenses generally represent cost of goods sold and the day to day running costs, including maintenance costs, incurred in the normal operations of the department.

Payables include short and long-term accounts payable, grants, taxes and interest payable.

Produced assets include buildings, plant and equipment, inventories, cultivated assets and certain intangible assets. Intangible produced assets may include computer software, motion picture films and research and development costs (which do not include the start-up costs associated with capital projects).

Public financial corporations (PFC) are bodies primarily engaged in the provision of financial intermediation services or auxiliary financial services. They are able to incur financial liabilities on their own account (for example by taking deposits, issuing securities or providing insurance services). Estimates are not published for the public financial corporation sector.

Public non-financial corporation (PNFC) sector comprises bodies mainly engaged in the production of goods and services (of a non-financial nature) for sale in the marketplace at prices that aim to recover most of the costs involved (for example water and port authorities). In general, PNFCs are legally distinguishable from the governments which own them.

Receivables include amounts owing from government through appropriation receivable, short and long-term accounts receivable, accrued investment income, grants, taxes and interest receivable.

Rental income and income from services includes rental income and income from the provision of user-charged services.

Service Concession Arrangement is a contract effective during the reporting period between a grantor and an operator in which:

- (a) the operator has the right of access to the service concession asset (or assets) to provide public services on behalf of the grantor for a specified period of time
- (b) the operator is responsible for at least some of the management of the public services provided through the asset and does not act merely as an agent on behalf of the grantor, and
- (c) the operator is compensated for its services over the period of the service concession arrangement.

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Taxation is regarded as mutually agreed interactions between the government and taxpayers. Transactions can be in-kind (for example assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the government.

9.13 Style conventions

Figures in the tables and in the text have been rounded. Discrepancies in tables between totals and sums of components reflect rounding. Percentage variations in all tables are based on the underlying unrounded amounts.

The notation used in the tables is as follows:

- – zero, or rounded to zero
- (xxx.x) negative numbers
- 20xx year end
- 20xx–xx year period.

The financial statements and notes are presented based on the illustration for a government department in the 2024–25 model report for Victorian Government departments. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the department's annual reports.

Section 6: Appendices

Appendix 1: Budget portfolio outcomes

Comprehensive operating statement for the financial year ended 30 June 2025

	2024–25 Actual \$M	2024–25 Published budget \$M	Variation to published budget %	Notes
Net result from continuing operations				
Income from transactions				
Output appropriations	6,307	5,089	23.9	(a)
Special appropriations	101	72	40.5	(b)
Grants	41	29	42.7	
Other income	3	0	–	
Total income from transactions	6,452	5,189	24.3	
Expenses from transactions				
Employee benefits	875	681	28.4	(c)
Depreciation	45	50	(9.9)	
Interest expense	1	3	(50.5)	
Grants and other transfers	1,363	1,155	18.0	(d)
Other operating expenses	4,319	3,304	30.7	(e)
Total expenses from transactions	6,602	5,193	27.1	
Net result from transactions (net operating balance)	(150)	(4)	3,651.2	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	3	(4)	(193.0)	
Net gain/(loss) on financial instruments and statutory receivables/payables	2	–	–	
Other gains/(losses) from other economic flows	(18)	–	–	
Total other economic flows included in net result	(13)	(4)	237.1	
Net result	(162)	(8)	1,197.7	
Other economic flows – other comprehensive income				
Changes in non- financial asset revaluation surplus	(6)	–	–	
Total other economic flows – other comprehensive income	(6)	–	–	
Comprehensive result	(168)	(8)	2,074.0	

The comprehensive operating statement should be read in conjunction with the notes to the financial statements.

- (a) Actual output appropriation was higher than the published budget mainly due to additional funding from the Commonwealth to deliver the Energy Bill Relief concession payments and the government's investments in the Regional Housing Fund, High-Rise Redevelopment program and Big Housing Build. In addition, the one-off cost-of-living payments under the Victorian Public Service Enterprise Agreement, civil claims associated with historical institutional child abuse and Victorian Redress also contribute to the increase.
- (b) Actual special appropriation was higher than the published budget mainly reflects the increase in accessing Commonwealth funding for family, domestic and sexual violence responses under s. 10 of the *Financial Management Act 1994*.
- (c) Higher actual employee benefits expenditure than the published budget was primarily driven by the one-off cost-of-living payments under the Victorian Public Service Enterprise Agreement and the Government's additional investments for service delivery.
- (d) Higher Grants and other transfers than the published budget primarily relate to the government's investment in the Big Housing Build, Regional Housing Fund and the High-Rise Redevelopment program.
- (e) Actual in Other operating expenses were higher than the published budget primarily reflects increased expenditure as part of the contribution from the Commonwealth including the Energy Bill Relief concession payments, increased service contract payments, and the government policy commitments including civil claims costs for historical institutional child abuse.

Balance sheet as at 30 June 2025

	2024–25 Actual \$M	2024–25 Published budget \$M	Variation to published budget %	Notes
Assets				
Financial assets				
Cash and deposits	63	60	4.0	
Receivables from government	793	675	17.4	(a)
Other receivables	136	100	35.9	
Total financial assets	992	836	18.7	
Non-financial assets				
Non-financial assets classified as held for sale including disposal group assets	0	2	(82.1)	
Property, plant and equipment	1,621	1,637	(1.0)	
Intangible assets	39	27	44.3	
Other	11	6	79.0	
Total non-financial assets	1,671	1,673	(0.1)	
Total assets	2,663	2,509	6.2	
Liabilities				
Payables	332	377	(11.9)	(b)
Borrowings	42	42	0.6	
Provisions	978	598	63.5	(c)
Total liabilities	1,352	1,017	32.9	
Net assets	1,311	1,492	(12.1)	
Equity				
Accumulated surplus/(deficit)	(327)	(172)	89.9	
Reserves	271	277	(2.1)	
Contributed capital	1,367	1,387	(1.4)	
Total equity	1,311	1,492	(12.1)	

(a) The receivables balance was higher than the published budget primarily due to an increase in the State Administration Unit inter-entity accounts as a result of timing of funding accessed to settle payments to creditors and other accrued obligations, which occurred post the 2024–25 Published Budget.

(b) The payables balance was lower than the Published Budget primarily due to timing of funding accessed to settle payments to creditors and other accrued obligations.

(c) The provisions balance was higher than the published budget primarily due to increases in provisions for civil claims associated with historical institutional child abuse and Victorian Redress.

Statement of cash flows for the financial year ended 30 June 2025

	2024–25 Actual \$M	2024–25 Published budget \$M	Variation to published budget %	Notes
Cash flows from operating activities				
Receipts				
Receipts from government	6,422	5,291	21.4	(a)
Receipts from other entities	36	29	26.0	
Other receipts	(30)	6	(642)	
Total receipts	6,428	5,325	20.7	
Payments				
Payments of grants and other transfers	(1,372)	(1,155)	18.8	(b)
Payments to suppliers and employees	(5,018)	(4,136)	21.3	(c)
Interest and other costs of finance	(1)	(3)	(50.5)	
Total payments	(6,391)	(5,294)	20.7	
Net cash flows from/(used in) operating activities	36	31	15.0	
Cash flows from investing activities				
Net investment	3	–	–	
Payments for non-financial assets	(57)	(69)	(18.2)	
Proceeds from sale of non-financial assets	11	–	–	
Net loans to other parties	2	2	(0.0)	
Net cash flows from/(used in) investing activities	(41)	(67)	(39.2)	
Cash flows from financing activities				
Owner contributions by state government	22	35	(37.6)	
Repayment of right-of-use leases	(14)	–		
Net borrowings	(4)	(2)	105.0	
Net cash flows from/(used in) financing activities	4	33	(87.0)	
Net increase (decrease) in cash and cash equivalents	(1)	(3)	(78.5)	
Cash and cash equivalents at the beginning of the financial year	64	64	–	
Cash and cash equivalents at the end of the financial year	63	60	4.0	

(a) Actual receipts from government was higher than the published budget mainly due to the increased contributions from the Commonwealth including the Energy Bill Relief concession payments; and the government's policy commitments including civil claims associated with historical institutional child abuse, Big Housing Build and Regional Housing Fund.

(b) Payments of grants and other transfers was higher than the published budget mainly reflects the government's policy commitments including Big Housing Build, Regional Housing Fund and High-Rise Redevelopment program.

(c) The actual payments to suppliers and employees were higher than the published budget primarily due to increased expenditure as part of government policy commitments including civil claims associated with historical institutional child abuse and the Energy Bill Relief concession payments funded by the Commonwealth.

Statement of changes in equity for the financial year ended 30 June 2025

	Accumulated surplus/(deficit) \$M	Contributions by owner \$M	Revaluation surplus/(deficit) \$M	Other reserves \$M	Total equity \$M
Opening balance 1 July 2024	(164)	1,352	277	–	1,465
Comprehensive result	(162)	–	(6)	–	(168)
Transactions with owners in their capacity as owners	–	15	–	–	15
Closing balance 30 June 2025 (actual)	(327)	1,367	271	–	1,311
Comprehensive result	(8)	–	–	–	(8)
Transactions with owners in their capacity as owners	–	35	–	–	35
Closing balance 30 June 2025 (published budget)	(172)	1,387	277	–	1,492
Actual variation to published budget (%)					
Comprehensive result	1,998	–	–	–	2,074
Transactions with owners in their capacity as owners	–	(57)	–	–	(57)
Closing balance 30 June 2025	90	(1)	(2)	–	(12)

Administered items statement for the financial year ended 30 June 2025

	2024–25 Actual \$M	2024–25 Published budget \$M	Variation to published budget %	Notes
Administered income				
Appropriations – payments made on behalf of the state	2,976	2,965	0.4	
Sales of goods and services	43	40	6.5	
Grants	23	16	45.0	(a)
Other income	1	1	53.7	
Total administered income	3,042	3,021	0.7	
Administered expenses				
Expenses on behalf of the state	0	1	(87.6)	
Grants and other transfers	2,977	2,965	0.4	
Payments into the Consolidated Fund	66	62	6.7	
Total administered expenses	3,043	3,028	0.5	
Income less expenses	(1)	(6)	(81.8)	
Other economic flows included in net result				
Net gain/(loss) on non-financial assets	1	6	(86.9)	
Total other economic flows included in net result	1	6	(86.9)	
Net result	(0)	–	–	
Comprehensive result	(0)	–	–	
Administered assets				
Receivables	3	4	(8.8)	
Other financial assets	0	–	–	
Total administered assets	3	4	(8.8)	
Administered liabilities				
Provisions	0	0	(18.2)	
Total administered liabilities	0	0	(18.2)	
Net assets	3	4	(8.8)	
Equity				
Accumulated surplus/(deficit)	1	1	(31.0)	
Contributed capital	3	3	–	
Total equity	3	4	(31.0)	

(a) The actual grants was higher than the published budget mainly due to higher funding requirement in 2024–25 to deliver services related to the Unattached Refugee Children program.

Appendix 2: Homes Victoria

Comprehensive operating statement for the financial year ended 30 June 2025

	2025 \$M	2024 \$M
Revenue and income from transactions		
Grant from the Department of Families, Fairness and Housing	788.3	585.5
Rental income	594.6	555.5
Grants	247.8	388.3
Other income	50.7	41.1
Total revenue and income from transactions	1,681.4	1,570.4
Expenses from transactions		
Employee benefits	213.0	183.2
Depreciation and amortisation	490.7	367.3
Grants and other transfers	681.9	821.8
Other operating expenses	116.5	100.4
Property management expenses	523.7	526.3
Total expenses from transactions	2,025.8	1,999.0
Net result from transactions (net operating balance) ⁽ⁱ⁾	(344.4)	(428.6)
Other economic flows included in net result		
Net gain/(loss) on non-financial assets	(9.9)	(14.3)
Other gains/(losses) from other economic flows	(5.4)	(2.8)
Total other economic flows included in net result	(15.3)	(17.1)
Net result	(359.7)	(445.7)
Other economic flows – other comprehensive income		
Items that will not be reclassified to net result		
Changes in physical asset revaluation surplus ⁽ⁱⁱ⁾	4.2	1,238.9
Remeasurement of superannuation defined benefit plans	(1.2)	2.0
Total other economic flows – other comprehensive income	3.0	1,240.9
Comprehensive result	(356.7)	795.2

Notes:

- (i) The 2024–25 net result from transactions is a deficit of \$344.4 million. This includes a non-cash depreciation and amortisation charge of \$490.7 million on homes owned by Homes Victoria. The net operating result from transactions (excluding depreciation and amortisation) is a surplus of \$146.3 million due to the timing of government investment to grow social and affordable housing in Victoria.
- (ii) The 2023–24 change in the physical asset revaluation surplus reflects the outcomes of the scheduled land and building revaluation undertaken in 2023–24.

Balance sheet as at 30 June 2025

	2025 \$M	2024 \$M
Assets		
Financial assets		
Cash and deposits ⁽ⁱ⁾	982.2	536.9
Restricted cash	267.1	121.3
Receivables	160.9	267.4
Loans	66.7	28.2
Total financial assets	1,476.9	953.8
Non-financial assets		
Non-financial physical assets classified as held for sale	8.4	2.1
Property, plant and equipment	37,334.3	36,879.2
Intangible assets	26.8	28.8
Other non-financial assets	1.8	19.4
Total non-financial assets	37,371.3	36,929.5
Total assets	38,848.2	37,883.3
Liabilities		
Payables	165.6	156.1
Borrowings	694.9	463.5
Employee related provisions	85.5	79.9
Other liabilities	119.8	86.3
Total liabilities	1,065.8	785.8
Net assets	37,782.4	37,097.5
Equity		
Accumulated surplus/(deficit)	(652.0)	(291.1)
Physical asset revaluation surplus	8,483.4	8,479.2
Contributed capital	29,951.0	28,909.4
Net worth	37,782.4	37,097.5

Note:

- (i) The increase in cash at bank reflects contractual commitments not yet expended. These funds will be used to continue improving the condition and growth of social housing in Victoria.

Cash flow statement for the financial year ended 30 June 2025

	2025 \$M	2024 \$M
Cash flows from operating activities		
Receipts		
Output appropriations	783.2	580.1
Special appropriations	5.0	5.4
Funds from other entities	352.0	232.3
Rent received	587.2	557.1
Interest received	37.3	32.4
Other receipts	8.7	12.1
GST recovered from Australian Taxation Office ⁽ⁱ⁾	79.1	77.9
Total receipts	1,852.5	1,497.3
Payments		
Grants and other transfers	(770.3)	(858.0)
Employee benefits	(208.6)	(184.6)
Supplies and services	(55.8)	(56.5)
Interest and other costs of finance paid	(37.3)	(23.1)
Property management expenses	(495.6)	(514.7)
Total payments	(1,567.6)	(1,636.9)
Net cash flows from/(used in) operating activities	284.9	(139.6)
Cash flows from investing activities		
Proceeds from the sale of non-financial assets	94.8	290.5
Repayments of loans from other parties	0.4	1.8
Payments for non-financial assets	(783.6)	(978.8)
Client loans granted	(38.9)	–
Net cash flows from/(used in) investing activities	(727.3)	(686.5)
Cash flows from financing activities		
Net receipts / (payments) for advances	(1.0)	(1.9)
Owner contributions by Victorian Government – appropriation for capital expenditure purposes	1,041.6	809.7
Repayment/ proceeds of borrowings and principal portion of lease liability	(7.1)	30.2
Net cash flows from/(used in) financing activities	1,033.5	838.0
Net increase/(decrease) in cash and deposits	591.1	11.9
Cash and deposits at beginning of financial year	658.2	646.3
Cash and deposits at the end of the financial year	1,249.3	658.2

Note:

(i) GST recovered from the Australian Taxation Office is presented on a net basis.

Statement of changes in equity for the financial year ended 30 June 2025

	Physical asset revaluation reserve \$M	Accumulated surplus / (deficit) \$M	Contributed capital \$M	Total \$M
Balance at 1 July 2023	7,240.3	152.6	28,099.6	35,492.5
Net result for the year	–	(445.7)	–	(445.7)
Remeasurement of superannuation defined benefit plans	–	2.0	–	2.0
Changes in physical asset revaluation surplus	1,238.9	–	–	1,238.9
Capital contribution by Victorian State Government	–	–	809.8	809.8
Balance at 30 June 2024	8,479.2	(291.1)	28,909.4	37,097.5
Net result for the year	–	(359.7)	–	(359.7)
Remeasurement of superannuation defined benefit plans	–	(1.2)	–	(1.2)
Changes in physical asset revaluation surplus	4.2	–	–	4.2
Capital contribution by Victorian State Government	–	–	1,041.6	1,041.6
Balance at 30 June 2025	8,483.4	(652.0)	29,951.0	37,782.4

Appendix 3: Grants and transfer payments

The department supported a broad range of not-for-profit community organisations, local governments and schools to deliver services, supports and projects across Victoria.

The department uses the definition of a grant being ‘money given to organisations for a specified purpose directed at achieving goals and objectives consistent with government policy’. The department focused on grants delivered using the standard Victorian Common Funding Agreement, the required contract for Victorian Government grant delivery.

Under this definition, grants payments made in 2024–25 are categorised by departmental output below:

Community Participation – community funding initiatives

Organisation	Payment (\$)
Akoonah Park Men's Shed Inc.	3,036
Alphington Community Centre	26,400
Ararat Neighbourhood House Inc.	33,750
Aspendale Gardens Community Service Inc.	12,870
Australia Hindu Maha Sabha Inc.	23,250
Badger Creek and District Men's Shed Inc.	10,000
Bairnsdale Neighbourhood House Inc.	25,500
Ballarat Regional Multicultural Council	24,375
Banksia Gardens Community Centre	26,250
Banyule Support and Information Centre Inc.	28,076
Baw Baw Shire Council	17,882
Bayside Community Care Inc.	10,000
Belgium Avenue Neighbourhood House	31,021
Bellarine Living and Learning Centre (Whittington Neighbourhood House)	14,851
Bendigo and District Aboriginal Cooperative	22,033
Bendigo and District Aboriginal Cooperative	34,552
Birallee Park Neighbourhood House	40,137
Boorndawan Willam Aboriginal Healing Service	29,250
Box Hill Baptist Church	3,100
Bruthen & District Neighbourhood House	8,979
CareNet Ltd	37,500
CareWorks SunRanges Inc.	11,100
Carlton Neighbourhood Learning Centre	23,625
Castlemaine Community House	42,900
Castlemaine Men's Shed	9,886
Centre for Participation	30,000
Cheltenham Community Centre	32,478
Chevra Hatzolah Melbourne	12,500
Clunes Neighbourhood House	10,000

Organisation	Payment (\$)
Cobram Community House Inc.	16,800
Colac Area Health	30,000
Common Ground Project	30,000
Community Support Frankston	25,000
Corinella & District Community Centre Inc.	16,083
Cornerstone Contact Centre Inc.	24,000
Cranbourne Casey Men's Shed	6,400
Cranbourne Community House	13,000
Creswick Neighbourhood Centre INC	31,012
Crossenvale Community Group Inc.	31,381
Dallas Neighbourhood House Inc.	33,750
Darebin Information Volunteer Resource Service	31,839
Darley Neighbourhood House and Learning Centre	13,745.00
Deans Marsh Community Cottage	13,224
Djerriwarrh Employment & Education Services	8,526
Donald Learning Group Inc	18,543
Doveton Neighbourhood Learning Centre	22,500
Dromana Community House Inc.	23,737
Duke Street Community House	30,141
Dunolly & District Neighbourhood Centre Inc.	10,000
Eaglehawk Community House Inc.	33,865
East Gippsland Shire Council	75,000
Flowerdale Community House Inc.	23,595
Follow Bless Collective	28,995
Forrest & District Neighbourhood House	29,227
Foundation Murrindindi	24,476
Frankston Churches Community Breakfast Inc. – Frankston Brekky Club	50,000
Gathering Place	30,000
Geelong Foodshare Inc.	162,500
Glen Park Community Centre Inc.	29,133
Glenroy Neighbourhood Learning Centre	19,875
Greenhills Neighbourhood House	30,000

Organisation	Payment (\$)
Halal Food Bank Melbourne Inc.	23,625
Hararian Organisation Inc.	95,000
Hare Krishna Food For Life	32,625
Heywood Mens Talk Group Inc.	27,400
Indigeeekare Services Pty Ltd	35,625
Inverloch Men's Shed	49,932
Kangaroo Flat Community Group Inc.	29,550
Kensington Neighbourhood House	16,594
Khalsa Shaouni Inc.	30,375
Kilmore District Men's Shed Inc.	3,581
Kinglake Ranges Mens Shed Inc.	1,236
Kinglake Ranges Neighbourhood House	20,649
Knox Infolink Inc.	32,040
Koha Community Café Inc.	13,400
Kyneton Community House	29,156
Lalor Neighbourhood House	33,750
Lancefield Neighbourhood House	25,000
Link Neighbourhood House	13,430
Living and Learning at Ajani Inc.	31,837
Living Learning Pakenham Inc.	21,000
Maffra Neighbourhood House	13,000
Manna Gum Community House Inc.	30,649
Marrar Woon Neighbourhood House	19,237
Mensheds Bendigo Inc.	9,866
Milpara Community House Inc.	27,927
Monash Mens Shed Inc.	8,030
Montrose Community Cupboard	27,744
Moonee Valley City Council	14,699
Mooroopna Education and Activity Centre	18,000
Mooroopna Men's Shed	3,662
Moriac Community Network	48,221
Mount Alexander Vintage Engine Club Inc.	76,000
Murchison Men's Shed	100,000
Myrtleford Neighbourhood Centre	27,037
Nairn Marr Djambana	32,500
Nalderun Education Aboriginal Corporation	93,705
Nillumbik Community Health Service Ltd	9,903
Norlane Community Centre	36,114
North Balwyn Community Men's Shed Inc.	10,000
Notting Hill Neighbourhood House	33,750
Nourishing Neighbours	31,998
Numurkah Community Learning Centre	11,400
Olympic Village Exodus Community	16,682
Ouyen District Men's Shed Inc.	26,139
OzHarvest Limited	130,000

Organisation	Payment (\$)
Port Phillip Mens Shed Association	2,940
Prahran Place Ltd	13,094
Pulse with Purpose Inc.	15,786
Pyrenees Shire Council	100,000
Pyrenees Shire Council	400,000
Quantin Binnah Community Centre	11,942
Regional Food Security Alliance Inc.	130,000
Reservoir Neighbourhood House Inc.	28,882
Rochester Community House	39,926
Rye Community House	18,000
SecondBite	250,000
Seymour & District Community House Inc.	31,585
Soul food Program Inc.	16,686
South East Community Links	26,250
South Shepparton Community House	20,025
Springvale Learning and Activities Centre	33,750
Springvale Neighbourhood House	10,000
St Arnaud Neighbourhood House Inc.	30,075
Sunbury Aboriginal Corporation	37,500
Sunraysia Mallee Ethnic Communities Council	24,375
Sustain: The Australian Food Network	43,125
Sustainable King Valley Inc.	44,815
Tangambalanga Kiewa Men's Shed Inc.	80,000
The Earth Village Community Ltd	36,114
The Give Where You Live Inc.	23,625
The Grain Shed Church of Christ Inc	16,000
The Nelson Men's Shed Inc.	70,084
The Sephardi Association of Victoria	17,500
The Venny Inc.	10,300
Transit Soup Kitchen and Food Support	40,312
Victorian Aboriginal Community Controlled Health Organisation Inc.	400,000
Wahgunyah and District Men's Shed	57,655
Waminda Community House	46,582
Warracknabeal Neighbourhood House and learning Centre Inc.	15,225
Warrnambool Neighbourhood & Community Centre Inc.	21,195
Wellsprings for Women	26,640
Wendouree Neighbourhood Centre	34,125
Western Emergency Relief Network Inc.	50,000
Whittlesea Community Connections	26,250
Whittlesea Community House Inc.	29,562
Winchelsea Community House	30,000
Wingate Avenue Community Centre	33,281
Wyndham Park Community Centre	37,440
Yarram Neighbourhood House Inc.	31,687

Organisation	Payment (\$)
Yarrawonga Mulwala Community & Learning Centre	32,625
Yarrunga Community Centre Inc.	13,498
Total	5,532,192

Disability Services

Organisation	Payment (\$)
African Women's And Families Network Inc.	10,700
All Abilities Advocacy Network	9,740
Anne McDonald Centre	8,000
Aphasia Victoria	11,600
Ashwood ParkinSong Peer Support Group	14,000
Aspergers Victoria Incorporated	41,420
Assist Ability Australia	14,000
Autism Family Support Association Inc.	14,000
Ballarat Autism Network	13,010
Bendigo Autism Asperger Group	7,000
BPD Community Victoria Ltd	14,000
Cald MS Peer Support Group Footscray	9,678
Chinese Parents Special Support Network	14,000
Cloverdale Community Centre	7,000
Cranbourne Stroke Support Group	12,000
Different Journeys	7,000
Disability Resources Centre	28,000
Disabled QBIPOC Collective	7,000
East African Women's Foundation	14,000
Essendon Parkinsons Support Group Inc.	7,785
Glenroy Neighbourhood Learning Centre	14,000
Hampton Park Uniting Church	3,120
Inclusive Rainbow Voices	14,000
Kindred Clubhouse Inc.	12,875
Kyabram Community and Learning Centre	14,000
Macedon Ranges Autism Network Inc.	9,400
Maine Connection	8,150
Manningham Inclusive Community Housing Inc.	8,352
Manningham Walking Group For Carers	6,995
Mansfield Support Group for Carers and People with Special Needs Inc.	12,000
Mill Park MS Peer Support Group	7,000
Mixed Nuts Media Inc.	14,000
MS Blackburn Peer Support Discussion Group	5,000
MS Dinner Group Warrnambool	1,400
MS Mixed Peer Support Group	12,608

New Wave Morwell	6,666
New Wave Rainbow Pride	6,742
New Wave South Gippsland	6,666
Norlane Community Centre	14,000
Northern Autism Network	14,000
ParKanDo	14,000
Peninsula Autism Friendship Group	14,000
People with Multiple Sclerosis Vic. Inc.	13,600
Positive Powerful Parents	6,950
Post Polio Victoria Inc.	14,000
PS My Family Matters	14,000
Rainbow Rights and Advocacy	12,628
School Can't Australia	7,000
Serbian Community Association of Australia Inc.	14,000
Shepparton MS Peer Support Group	13,700
South East Muscular Dystrophy Adult Support Group	4,400
Stroke A Chord Choir	7,000
Sunspec Support Group for Family/Carers of people with Disabilities Inc.	14,000
Syndromes Without A Name (SWAN) Australia	13,996
The Clubhouse Social Group	5,064
The Oasis Zone	13,590
Their Wonderful World	6,800
Uniting Wimmera	10,000
UsherKids Australia Ltd	7,000
VALID (Victorian Advocacy League for Individuals)	28,000
Victorian Mental Illness Awareness Council	3,000
Vietnamese Families with Special needs Inc.	12,922
Warrnambool Polio Support Group Inc.	7,700
Watton Group	9,646
Westgate Support Group Inc.	8,240
Wimmera Parkinsons Peer Support Group	2,000
Young@Park peer support group	7,000
Total	739,146

Housing Support and Homelessness Assistance

Organisation	Payment (\$)
Australian Muslim Social Services Agency (AMSSA)	66,000
Belgium Avenue Neighbourhood House	300,250
Community Pop-Up Markets Ltd trading as The Community Grocer	250,000
Emerald Hill Mission	66,000
Essendon Baptist Community Ministries	66,000
Merri Outreach Support Service Ltd	66,000
Park Towers Community Pantry Ltd	250,000
Reaching Out In the Inner West of Melbourne Inc.	66,000
St Mary's House of Welcome	66,000
St Vincent de Paul Society Victoria	66,000
Stonnington Community Assist Inc.	66,000
The Outpost	52,000
The Wellington Inc	83,605
Uniting (Victoria and Tasmania) Ltd	66,000
Yarra City Council	576,600
Total	2,106,455

LGBTIQA+ equality policy and programs

Organisation	Payment (\$)
Africare Community Services Inc.	11,300
Amaze Inc	18,000
Auspicious Arts Projects Inc.	20,000
Australian GLBTIQ Multicultural Council (AGMC Inc.)	5,000
Australian Queer Archives Inc (AQuA)	32,000
BEAT Entertainment	10,000
Bendigo Queer Arts Festival	1,000
Bi Plus Pride Victoria Inc.	41,150
Castlemaine Community House	9,748
ClimbingQTs	25,150
Clunes Neighbourhood House	9,820
Cypher Culture Inc.	7,500
DPV Health	5,850
Drummond Street Services Inc.	1,014,000
Filipino Community Council of Victoria Inc.	22,500
Flat Out	140,000
Forcibly Displaced People Network	20,024
Gaytimes Pty Ltd	32,000
Geelong Pride Film Festival	9,700
Gippsland Pride Initiative Inc.	50,000
GLOBE Victoria	19,000
Goulburn Valley Pride Incorporated	38,700

Organisation	Payment (\$)
Inclusive Rainbow Voices	10,000
InterAction for Health and Human Rights	50,000
Joy Melbourne Inc.	207,500
La Trobe University	1,452,000
Lalala OutPick	10,000
Latin American and Hispanic Rainbow Community (LAHRC)	15,000
LINE Wangaratta	82,120
Many Coloured Sky	97,000
Melanated in Melbourne	7,985
Melba Support Services Limited	10,000
Melbourne Frontrunners Inc.	5,105
Melbourne Queer Film Festival Inc	50,000
Midsumma Festival Inc.	1,880,000
Minus18 Foundation Inc.	89,550
Our Point 3 Incorporated	18,000
People with Disability Australia (PWDA)	7,500
Pride in Sport (ACON)	17,700
Q-Lit: Victoria's Queer Festival of Words	18,400
Queer Arabs Australia	10,000
Queer Town	9,000
Rainbow Dads Victoria Incorporated	18,500
Seventh Gallery	10,000
Switchboard (Victoria) Inc.	1,235,500
T Generation Gyms	1,500
The Melbourne Gay and Lesbian Chorus	17,000
The Village Festival of New Performance Inc.	22,500
Thorne Harbour Health	143,000
tilde: Melbourne Trans and Gender Diverse Film Festival	25,000
Trans Space Pty Ltd	18,330
Transcend Australia	96,500
Transgender Victoria	584,718
Victorian Aboriginal Child Care Agency Co-operative Limited	33,000
Victorian Aboriginal Community Controlled Health Organisation Inc.	50,000
Victorian Pride Centre	117,500
Youth Affairs Council of Victoria Inc.	10,000
Total	7,9725,351

Primary Prevention of Family Violence

Organisation	Payment (\$)
AfriAus iLEAC Inc.	60,000
African Family Services Ltd	250,000
AMES Australia	110,000
Annie North Inc.	170,000
Australian Childhood Foundation	150,000
Australian Muslim Women's Centre for Human Rights	660,000
Ballarat Regional Multicultural Council	340,000
Banksia Gardens Community Centre	100,000
Benevolence Australia	70,000
Berry Street Victoria Inc.	170,000
Body Safety Australia	150,000
Brotherhood of St Laurence	110,000
Buddhist Council of Victoria Inc.	50,000
Centre Against Sexual Assault Central Victoria	150,000
Centre for Multicultural Youth	280,000
Community Abundance Inc.	70,000
Cultura (Multicultural Community Services Geelong Inc.)	620,000
Drummond Street Services Inc.	100,000
Ethnic Council of Shepparton and District Inc.	70,000
Gateway Health	110,000
GenWest Inc.	265,455
Gippsland Women's Health	265,455
IndianCare Incorporated	80,000
inTouch Multicultural Centre Against Family Violence	340,000
Jesuit Social Services	670,000
Latin Stories Australia	60,000
Migrant Information Centre (Eastern Melbourne)	510,000
Multicultural Centre for Women's Health	375,455
Municipal Association of Victoria	400,000
Nillumbik Community Health Service Ltd	200,000
Our Watch Limited	100,000
Safe and Equal	815,000
Safe Steps Family Violence Response Centre	170,000
Sexual Assault Services Victoria (SASVic)	220,000
Sexual Health Victoria	150,000
South East Community Links	450,000
Sunraysia Mallee Ethnic Communities Council	340,000
The Man Cave Pty Ltd	150,000
Victorian Aboriginal Child Care Agency Co-operative Ltd	150,000
Victorian Playgroup Association	180,000

Organisation	Payment (\$)
Wellsprings for Women	90,000
Whittlesea Community Connections	280,000
Women with Disabilities Victoria Inc.	560,000
Women's Health and Wellbeing Barwon South West	265,455
Women's Health East	415,455
Women's Health Goulburn North East	265,455
Women's Health Grampians Inc.	265,455
Women's Health In the North	415,455
Women's Health in the South East	265,455
Women's Health Loddon Mallee	265,455
Women's Health Victoria Inc.	265,455
Young People's Legal Rights Centre (Youthlaw)	150,000
Youth Affairs Council of Victoria Inc.	150,000
AfriAus iLEAC Inc.	60,000
African Family Services Ltd	250,000
AMES Australia	110,000
Annie North Inc.	170,000
Australian Childhood Foundation	150,000
Australian Muslim Women's Centre for Human Rights	660,000
Total	13,335,005

Support to Veterans in Victoria

Organisation	Payment (\$)
Adventure Works Australia Ltd	150,000
Ararat Legacy Inc.	4,551
ARVN Rangers Association of Victoria	28,000
Aussie Veterans Pty Ltd	100,000
Australian National Veterans Arts Museum	50,000
Australian Vietnamese Women's Association	20,000
Ballan RSL Sub-Branch	49,541
Ballarat RSL Sub-Branch Inc.	40,734
Ballarat Veterans Assistance Centre	10,800
Birchip RSL Sub-Branch	27,710
Borough of Queenscliffe	24,622
Buninyong Mt Helen Fire Brigade	23,983
Carisbrook Historical Society Inc.	3,925
Carry On (Victoria)	117,016
Caulfield RSL Sub-Branch	20,000
Charlton RSL Sub-Branch	10,000
Coburg RSL Sub-Branch	2,000
Darwin Defenders 1942–45 Melbourne Branch	5,455
Digby Recreation Reserve and Hall Committee of Management	20,407
Dookie Lions Club Inc.	30,000

Organisation	Payment (\$)
Emerald RSL Sub-Branch	14,130
Fawkner Rsl Sub-Branch Inc.	13,584
Flemington / Kensington RSL Sub-Branch	80,000
Friends of Malmsbury Gardens & Environs	27,492
Frontline Yoga	50,000
Gembrook RSL Sub-Branch	30,000
Gisborne RSL Sub-Branch Inc.	20,000
Hawthorn RSL Sub-Branch	74,072
Keilor East RSL Sub-Branch	26,123
Kerang Neighbourhood house	30,000
Kilmore Soldiers Memorial Hall	29,187
Kilmore Wallan RSL Sub-Branch	4,137
Kingston, Friends of the Avenue Inc.	30,000
Kongwak Community Group	10,000
Korumburra RSL Sub-Branch	15,565
Lang Lang RSL Sub-Branch	1,000
Limelight Touring Company	13,700
Macedon Ranges Group of Bendigo Legacy Inc.	6,930
Mansfield RSL Sub-Branch	43,492
Melbourne Legacy	152,000
Millewa Advisory Group	6,600
Mirboo North RSL Sub-Branch	47,137
Monash Mens Shed Incorporated	2,890
Mt Macedon ANZAC Day Dawn Service Incorporated	29,309
Myrtleford RSL Sub-Branch Inc	17,000
Nillumbik Shire Council	30,000
Numurkah RSL Sub-Branch	5,027
Oakleigh Carnegie RSL Sub-Branch	18,000
Path of the Horse Ltd	50,000
Returned & Services League of Australia Victorian Branch	290,000
Ripon-Beaufort RSL Sub-Branch patriotic fund	20,973
Rotary Club of Boronia	3,120
Rotary Club of Glen Waverley	6,072
Rotary Club of Manningham City Inc.	6,020
Save our services Australia	30,000
Sea Lake RSL Sub-Branch	25,000
Seymour RSL Sub-Branch	10,000
Seymour RSL Sub-Branch Building Patriotic Fund	50,000
Shrine of Remembrance	3,556,627
Soldier On	142,993
St Arnaud RSL Sub-Branch	7,535
Stawell RSL Sub-Branch	13,395
Sunshine RSL Sub-Branch	10,000

Organisation	Payment (\$)
Swan Hill RSL Sub-Branch	47,152
Tawasul Foundation	28,500
This Story Australia Ltd	29,500
Tooborac Mechanics Hall and Reserve Committee of Management Inc.	30,000
Upwey Belgrave RSL Sub-Branch	46,350
Vasey RSL Care	175,000
Veteran Gaming Australia	20,000
Victorian College of the Arts	7,775
Vietnam Veterans Association of Australia (VVAA)	29,750
Vietnam Veterans Federation Vic. Branch Inc.	10,000
Vietnamese Community in Australia – Victoria Chapter	26,000
Wedderburn Korong Vale RSL Sub-Branch Inc.	23,021
Whitehorse City Council	25,510
Wimmera Veterans Centre	8,839
Wodonga Institute of TAFE	200,000
Wodonga RSL Sub-Branch	6,000
Woodend RSL Inc. Sub-Branch Patriotic Fund B2537	24,900
Total	6,526,157

Women's policy

Organisation	Payment (\$)
Australian Women in Solar Energy (AWISE)	10,000
Automotive Food Metals Engineering Printing & Kindred Industries Union	12,000
Clean Energy Council	2,000
Fitted For Work Limited	10,000
Gender Equity Victoria (GEN VIC)	177,000
McClelland Sculpture Park + Gallery	1,090,000
Multicultural Centre for Women's Health	10,000
National Association for Women in Operations	10,000
Ngarrimili Ltd	10,000
Our Community Pty Ltd	288,000
Queen Victoria Women's Centre	447,000
Springvale Monash Legal Service Inc.	480,000
Victorian Chamber of Commerce and Industry	600,000
Victorian Trades Hall Council	1,210,000
Whittlesea Community Connections	2,000
Women of Colour Australia	270,000
Women's Information Referral Exchange	10,000
Total	4,638,000

Youth

Organisation	Payment (\$)
Africa Day Australia Inc.	17,500
African Youth Collective	2,000
Africare Community Services Inc.	15,000
Al-Hussein Arabic School	2,000
Alpine Shire Council	62,250
AMES Australia	22,500
Anglicare Victoria	2,000
Ararat Rural City Council	27,500
Ardoch Limited	22,500
Arts Access Society Inc.	22,500
Ashwood High School	2,000
Aspergers Victoria Incorporated	1,980
Auspicious Arts Projects Inc.	17,500
Australian Filipino Community Services	22,500
Australian Vietnamese Women's Association	2,000
Ballarat Specialist School (Farm Campus)	12,000
Banksia Gardens Community Centre	22,500
Banyule City Council	87,834
Barwon Valley School	12,000
Bass Coast Shire Council	28,600
Baw Baw Latrobe Local Learning and Employment Network Inc.	55,000
Baw Baw Shire Council	92,751
Bayside City Council	37,500
Bellarine Community Health	30,000
Benalla Rural City Council	57,750
Bendigo and District Aboriginal Cooperative	67,500
Bendigo Kangan Institute	2,000
Berry Street Victoria Inc.	27,500
Bhuminanda Dhaulidevi Foundation Incorporated	2,000
Birchip Neighbourhood House	39,750
Birchip P-12 School	14,000
Bluebird Foundation	24,500
Bonnie Doon Community Group Inc.	22,500
Boroondara City Council	42,000
Braemar College	2,000
Brimbank City Council	37,500
Buloke Shire Council	2,000
Bunjilwarra Koori youth healing service	152,800
Campaspe Cohuna Local Learning and Employment Network	2,000
Campaspe Shire Council	88,876
Cardinia Shire Council	85,000
Castlemaine Secondary College (Senior Campus)	12,000

Organisation	Payment (\$)
CatholicCare Victoria Ltd	65,000
Central Goldfields Shire Council	87,750
Central Grampians Local Learning and Employment Network Inc.	45,000
Centre for Multicultural Youth	5,037,022
Charles La Trobe College – The Pavilion School (Preston Campus)	17,500
Charlton Neighbourhood House Incorporated	4,000
Cheltenham Community Centre	26,667
City of Ballarat	64,750
City of Casey	62,000
City of Greater Bendigo	64,750
City of Greater Dandenong	87,500
City of Greater Geelong	75,250
City of Monash	67,500
City of Port Phillip	44,500
City of Stonnington – Youth Services	2,000
City of Whittlesea	37,500
Clunes Neighbourhood House	12,000
Cobden Technical School	12,000
Colac Otway Shire Council	55,333
Colac Specialist School	12,000
Committee of Management Woody Yaloak Recreation Facility – Smythesdale	2,000
Community Bike Hub	20,000
Community Health Advancement and Student Engagement Inc.	52,000
Corangamite Shire Council	82,609
Corryong Neighbourhood House Inc.	22,500
Create Foundation	2,000
Croydon Community School	9,800
Croydon Special Developmental School	12,000
Cultural Infusion Foundation Ltd	70,000
Cypher Culture Inc.	15,000
Cyprus Turkish Islamic Community of Victoria Inc.	2,000
Dallas Neighbourhood House Inc.	2,000
Darebin City Council	37,633
Daylesford Secondary College	2,000
Deaf Hub Bendigo	25,000
Different Journeys	50,000
Dimboola Memorial Secondary College	15,000
Drummond Street Services Inc.	67,000
EACH	62,000
East Gippsland Shire Council	47,750
East Wimmera Health Service	2,000
Echuca Twin Rivers Specialist School	12,000

Organisation	Payment (\$)
Emerald Centre for Hope and Outreach Incorporated	22,500
Emerson School	12,000
Epping Secondary College	12,000
Expression Australia	14,000
Forrest & District Neighbourhood House	2,000
Frankston City Council	62,000
Future Forte	2,000
Gateway Health	18,833
Gathering Place	30,000
Geelong Gallery	2,000
Gippsland East Local Learning and Employment Network Inc.	30,000
Gippsland Youth Spaces Incorporated	2,000
Girl Guides Association of Victoria	250,000
Glen Eira City Council	39,500
Glenelg Shire Council	89,750
Golden Plains Shire Council	93,084
Grampians Community Health	37,750
Greater Shepparton City Council	60,250
Greater Shepparton Secondary College	12,000
Green Citizens Australia Network	2,000
Hamlyn Views School	15,000
Headspace Craigieburn (Orygen)	2,000
Heatherwood School	12,000
Hepburn Shire Council	37,750
Heywood and District Secondary College	15,000
Hindmarsh Shire Council	89,250
HipHopopportunities for Youth Inc	61,338
Hobsons Bay City Council	76,584
Home Ground Hub	2,000
Hopetoun P–12 College	12,000
Horsham Rural City Council	90,251
Hume City Council	92,000
Indian Cultural Association of Australia	2,000
Indigo Shire Council	62,750
Karuna Compassion In Action Inc.	2,000
Kashmiri Pandits Cultural Association (KPCA) Inc.	2,000
Keilor Downs College	12,000
Khalsa Education Society Inc.	2,000
Kingston City Council	40,000
Know Your Roots	17,750
Knox City Council	36,250
Knox City Council – Youth Services	25,000
Koorie Youth Council	464,000
Kyneton Community House	25,000
Lalor North Secondary College	9,800

Organisation	Payment (\$)
Launch Housing	15,000
Liberty Unity Organisation Life Global Foundation Australia	2,000
Linden New Art	2,000
LINE Wangaratta	2,000
Little Dreamers Australia Co. Ltd	65,000
Macedon Ranges Shire Council	88,750
Mallee Sports Assembly Inc.	2,000
Mansfield Shire Council	85,584
Maribyrnong & Moonee Valley Local Learning and Employment Network Inc.	22,500
Maribyrnong City Council	87,500
Maroondah City Council	44,500
Melbourne Chapter of Vedanta Centre of Sydney	2,000
Melbourne Konkan Community Inc.	2,000
Melton City Council	59,500
Merri Community Health Services Ltd trading as Holstep Health	578,800
Merri-Bek City Council	35,833
Migrant Information Centre (Eastern Melbourne)	2,000
Mildura Rural City Council	92,251
Minus18 Foundation Inc.	57,500
Mitchell Shire Council	94,751
Moira Shire Council	39,750
Monbulk College	2,000
Moonee Valley City Council	87,834
Moorabool Shire Council	75,250
Mordialloc College	2,000
Mornington Peninsula Shire Council	40,483
Mornington Peninsula Shire Youth Services	2,000
Mount Alexander Shire Council	98,084
Mountain District Radio Inc.	2,000
Mountain District Womens Cooperative Ltd	2,000
Moyne Shire Council	94,751
Mullum Mullum Indigenous Gathering Place Ltd	152,800
Murrindindi Shire Council	57,750
Murtoa College	12,000
MYLI – My Community Library	2,000
Nathalia Secondary College	7,300
Nelson Park School	15,000
Nillumbik Shire Council	69,500
North Central Local Learning & Employment Network	80,000
Northern District Community Health	129,501
Nourish Nation Foundation	2,000
Oakwood School	9,800

Organisation	Payment (\$)
Officer Specialist School	15,000
Open House Christian Involvement Centres	2,000
Operation Newstart Inc.	45,000
Orbost Community College	9,800
Orygen	22,500
Peninsula Specialist College	9,800
Preston Neighbourhood House	58,333
Pyrenees Shire Council	42,500
Queenscliff Music Festival Inc.	37,750
Raise Foundation	65,000
Ranges Academy of Performing Arts (RAPA) Inc.	8,750
Red Cliffs Secondary College	12,000
Rite Mentoring Incorporated	57,500
River Nile School	2,000
Rumbalara Football and Netball Club Inc	152,800
Rural City of Wangaratta	85,250
Selby Community House	2,000
SENVIC	25,000
Shamama Association of Australia Inc.	2,000
Shugoofa Incorporated	2,000
Simpson and District Community Centre	2,000
South East Community Links	137,500
South Gippsland Shire Council	60,250
Southern Grampians Shire Council	37,750
Standing Tall in Warrnambool Inc.	40,000
Stonnington City Council	51,250
Strathbogie Shire Council	94,250
Stride Mental Health	2,000
Student Youth Network Inc.	102,000
Sudaroli Inc	2,000
Sunraysia Community Health Services	25,000
Surf Coast Shire Council	114,750
Sussex Neighbourhood House	24,500
Swan Hill College	15,000
Swan Hill Rural City Council	77,750
Templestowe College	2,000
The Bridge Youth Service Inc.	25,000
The Foundation for Young Australians	22,500
The Girls Who Decide	2,000
The Kevin Heinze Garden Centre Inc.	8,750
The Learning and Life Centre (Huddle) Ltd	578,800
The Push – Youth Music Organisation Ltd	450,000
The Reach Foundation	42,500
The Rural Foundation Ltd (t/a You thrive Victoria)	25,000
The Salvation Army	102,167

Organisation	Payment (\$)
The Scout Association of Australia Victorian Branch	413,500
The Wirrpanda Foundation Limited	22,500
Towong Shire Council	16,775
TRY Australia	1,950
Tyrrell College	2,000
Umeed Psychology	2,000
UN Youth Victoria	4,000
Uniting (Victoria and Tasmania) Ltd	580,800
Unity Libyan Youth Inc Incorporated	2,000
Upfield Soccer Club	2,000
VICSEG New Futures	25,000
Victorian Aboriginal Child Care Agency Co-operative Limited	47,500
Victorian Arabic Social Services Inc.	23,000
Victorian Bangladeshi Community Foundation (VBCF) Inc.	2,000
Victorian YMCA Community Programming Pty Ltd	42,750
Victorian YMCA's Youth and Community Services	167,758
Virtual School Victoria	14,000
Vision Hub Australia Inc.	2,000
Wakakirri Story–Dance Association Incorporated	10,000
Wangaratta District Specialist School	9,800
Warragul and District Specialist School	14,000
Warrnambool City Council	94,751
Weenthunga Health Network	105,000
Weeroona College Bendigo	12,000
Wellington Shire Council	39,750
West Wimmera Shire Council	87,750
Western Bulldogs Spirit West Services (SWS)	15,000
Western District Health Service	47,500
Western Port Secondary College	15,000
Whitehorse City Council	19,500
Whittlesea Community Connections	50,000
Winda-Mara Aboriginal Corporation	105,000
Wodonga City Council	37,750
Wodonga Institute of TAFE	2,000
Wodonga Middle Years College	12,000
Wodonga Senior Secondary College (Wodonga Flexible Learning Centre)	17,000
Workways Australia Ltd	22,500
Wrangler Studios Melbourne Inc.	35,000
Wyndham City Council	60,000
Wyndham Community and Education Centre Inc.	1,276,600
Yarra City Council	42,500
Yarra Ranges Shire Council	64,085

Organisation	Payment (\$)
Yarram and District Health Service	45,000
Yarram Secondary College	12,000
Yarrawonga Mulwala Community & Learning Centre	20,000
Yarriambiack Shire Council	42,750
Yoruba Language School Australia Ltd	7,500
Young Australian Film Festival	2,000
Young Change Agents Ltd	22,500
Young Men's Christian Association of Ballarat Youth Services Inc.	51,667
Youth Affairs Council of Victoria Inc.	795,228
Youth Albury Wodonga Inc.	50,000
Youth Insearch Foundation (Aust) Inc.	22,500
Youth Projects Ltd	92,833
Zimbabwean Community in Australia – Victoria	2,000
Total	19,552,311

Additional departmental information available on request

In compliance with the requirements of the Standing Directions 2018 under the *Financial Management Act 1994*, details in respect of the items listed below have been retained by the department and are available on request, subject to the provisions of the *Freedom of Information Act 1982*:

- > a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- > details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- > details of publications produced by the entity about itself, and how these can be obtained
- > details of changes in prices, fees, charges, rates and levies charged by the entity
- > details of any major external reviews carried out on the entity
- > details of major research and development activities undertaken by the entity
- > details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- > details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services
- > details of assessments and measures undertaken to improve the occupational health and safety of employees
- > a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- > a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved
- > details of all consultancies and contractors including consultants/contractors engaged; services provided; and expenditure committed to for each engagement.

Requests for additional information may be made in writing to the following:

Executive Director, Strategy and Reform
GPO Box 1774 Melbourne Vic 3001

Email DFFHcorporate.reporting@dffh.vic.gov.au

Disclosure index

The annual report of the Department of Families, Fairness and Housing is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the department's compliance with statutory disclosure requirements (FRD 10).

Click on the page number (Ctrl + click in Microsoft Word) to refer to the relevant requirements for the corresponding disclosure requirements, or alternatively, refer to the corresponding page references.

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Note: FRD = Financial Reporting Direction; SD = Standing Direction

⁴² References to FRDs have been removed from the disclosure index if the specific FRDs do not contain requirements that are in the nature of disclosure.

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