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# Secretary’s foreword

In 2017–18 the Department of Economic Development, Jobs, Transport and Resources (DEDJTR) made great progress in creating jobs, connecting Victorians and improving our State’s liveability.

The amount of work produced this year by DEDJTR people, and its quality and innovation, is a high watermark in the delivery of our services and is unprecedented in my experience as a department head.

The integration of key economic functions added further value to our work through increased collaboration, both within DEDJTR and with key partners across and outside government. This involved all portfolio areas and whole-of-government programs such as precinct and regional development, energy, climate change, emergency management and regulation reform.

In its first full year of operation, Transport for Victoria (TfV) made considerable progress in designing, building and operating our transport networks as one system. This was evident in the better management of the network impacts of our growing construction program, and the initial planning of the Airport and Regional Rail project (ARRP).

Good progress was also made on delivering the government’s $38 billion of major infrastructure and technology projects and the further $10 billion of upgrades and improvements across rail, road and ports.

The Major Transport Infrastructure Program (MTIP) has included the removal of the 25th level crossing of 50 and the letting of contracts for the Tunnel and Stations Public Private Partnership and Rail Systems Alliance for the Metro Tunnel Project. Progress has also been made to deliver the Regional Rail Revival program, which will see every regional passenger train line in the state upgraded, and the West Gate Tunnel Project, offering a vital alternative to the West Gate bridge.

Risks and pressures on MTIP projects were managed proactively and the North East Link project and the ARRP were added to the program of works to be delivered in the coming years.

The impact of the MTIP goes beyond our transport network. Mandated levels of Victorian content in the projects, and employment and training requirements, will magnify the benefits to local businesses and job seekers.

The Employment, Investment and Trade (EIT) group drove the creation of jobs by connecting Victoria to global markets and attracting the investments we need to grow while ensuring all Victorians share in the benefits of our strong economy.

Whether it be supporting small businesses, start-ups and social enterprises or attracting investments from major global corporations, EIT contributed to driving economic growth for Victoria.

Major investments secured included a world first hydrogen energy project in the Latrobe Valley using coal with carbon capture and storage that will create hundreds of jobs and has the potential to make a significant contribution to future energy security.

Jobs Victoria provided tailored services to connect long-term jobseekers who face barriers to work with supportive employers. At 30 June 2018, it had helped over 7,000 Victorians into work.

We are on track to reach the targets set out in the Victorian Visitor Economy Strategy to increase visitor spending to $36.5 billion and the number of jobs in the sector to 320,700 by 2025. Our thriving tourism industry now employs 214,000 Victorians, while our creative industries achieved a record number of visits to our cultural institutions.

The Future Industries Fund continued to invest in key future growth sectors, achieving success with these sectors creating 38,500 new jobs over the past 12 months.

Victoria’s key economic precincts such as Fishermans Bend, Arden Macaulay, Docklands, Monash and Latrobe are continuing to develop under the Major Projects team as we prepare for Melbourne’s future population growth. Major projects that were substantially advanced this year, and near completion, include the upgrade works to the Administration Building of Flinders Street Station including the Dome and the major expansion of the Melbourne Convention and Exhibition Centre.

Building stronger regions remained a high priority. In addition to the regional projects and investments mentioned above, Regional Partnerships in their third year gave regional Victoria an increasingly effective voice and an unprecedented opportunity to connect directly with government and play a real role in decisions. And the Connecting Regional Communities Program tackled key challenges that regional Victorians face when doing business, accessing information and making calls.

Supporting this important work, our Strategy and Planning and Corporate Services groups delivered good support to staff and ministers, and made excellent progress on modernising DEDJTR’s systems and accommodation to further increase our productivity and collaboration.

Over 2017–18, our many portfolios worked well together to increase jobs, connection and liveability, and DEDJTR’s staff and our agencies did a great job in delivering the government’s programs. On behalf of our ministers and my Executive Board, I’d like to acknowledge their contribution and thank them for their hard work over the year.

# Accountable Officer’s declaration

In accordance with the Financial Management Act 1994, I am pleased to present the Department of Economic Development, Jobs, Transport and Resources’ Annual Report for the year ended 30 June 2018.

Richard Bolt Secretary

# About the department

The Department of Economic Development, Jobs, Transport and Resources (DEDJTR) was established on 1 January 2015. The department brings together many of the main areas driving Victoria’s economic development and job creation, including:

* transport and ports
* investment attraction and facilitation
* trade
* innovation
* regional development
* small business
* key services to sectors such as agriculture, the creative industries, resources and tourism.

Our work supports nine ministers, spans 14 portfolios and operates across metropolitan, regional and international offices. We also oversee various public entities, including:

* public corporations
* infrastructure development entities
* asset management agencies
* regulatory authorities
* specialist boards.

We work with many government, industry and community stakeholders to sustainably develop Victoria’s economy by growing employment and improving the lives and prosperity of all Victorians.

## Our vision

A productive, competitive and sustainable Victorian economy that contributes to a prosperous and inclusive society.

## Our mission

The mission of the department is to get our economy and society working together for the benefit of all Victorians – by creating more jobs for more people, connecting people and businesses, and maintaining Victoria’s envied reputation for liveability now, and for the future.

This means:

* **More jobs for more people** – we are creating and maintaining jobs so that more people have meaningful work that is safe and secure. We are doing this by supporting businesses and workers, developing and growing our future industries, attracting investment to our regions and supporting industries in transition. We are also creating jobs by leveraging our natural assets, including fostering our visitor economy, creativity and innovation.
* **Making connections** – we are connecting Victorians to work, education, family and recreation. We are connecting businesses to each other and their customers. We are doing this by growing our transport services, making them more reliable and accessible, and by building new infrastructure, across Melbourne and our regions, and across all transport modes. We are also connecting Victoria to the world by attracting investment and talent, and helping Victorian businesses trade into global markets.
* **Maintaining Victoria’s liveability** – we are helping to create places, towns and cities that are accessible, well connected, culturally rich, diverse, resilient and safe. We are doing this for all Victorians.

### Major departmental changes during 2017–18

#### Victorian Fisheries Authority

Established on 1 July 2017, the Victorian Fisheries Authority (VFA) manages Victoria’s fisheries. It supports the development of recreational and commercial fishing and aquaculture in Victoria, regulates fisheries and advises government on fisheries management opportunities.

#### Victorian Small Business Commission

Established on 1 July 2017, the Victorian Small Business Commission (VSBC) aims to create a fair, competitive environment for Victorian small business to operate, grow and prosper through its four functions:

1. advocacy
2. dispute resolution
3. monitoring
4. engagement.

#### Animal Welfare Victoria

Animal Welfare Victoria commenced operations on 28 February 2018. Its operating model brings together domestic animal and animal welfare research, policy, education and compliance to better support animal welfare. [animalwelfare.vic.gov.au](http://www.animalwelfare.vic.gov.au) has more.

#### Tourism Victoria

When the Tourism Victoria Act 1992 was repealed on 1 June 2018, Tourism Victoria ceased, as did the terms of its existing Board members.

#### Rail Projects Victoria

On 26 April 2018, Melbourne Metro Rail Authority was renamed Rail Projects Victoria in recognition of its broadening scope of projects including:

* Metro Tunnel Project
* Regional Rail Revival program
* leading the investigation into options for, and subsequent development and delivery of, the Airport Rail Link and a high-speed rail link between Melbourne and Geelong.

### Ministers

The department supports nine ministers across 14 portfolios. As at 30 June 2018, ministers were:

|  |  |
| --- | --- |
| The Hon. Jacinta Allan MP | Minister for Public Transport  Minister for Major Projects |
| The Hon. Ben Carroll MP | Minister for Industry and Employment |
| The Hon. Philip Dalidakis MLC | Minister for Trade and Investment  Minister for Innovation and the Digital Economy  Minister for Small Business |
| The Hon. Luke Donnellan MP | Minister for Roads and Road Safety  Minister for Ports |
| The Hon. John Eren MP | Minister for Tourism and Major Events |
| Martin Foley MP | Minister for Creative Industries |
| The Hon. Natalie Hutchins MP | Minister for Industrial Relations |
| Tim Pallas MP | Minister for Resources |
| The Hon. Jaala Pulford MLC | Minister for Agriculture  Minister for Regional Development |

The department also provides advice and support to parliamentary secretaries. As at 30 June 2018, they were:

|  |  |
| --- | --- |
| Ms Danielle Green MP | Parliamentary Secretary for Tourism, Major Events and Regional Victoria |
| Mr Shaun Leane MLC | Parliamentary Secretary for Infrastructure |
| Mr Hong Lim MP | Parliamentary Secretary for Multicultural Affairs and Asia Engagement |
| Mr Frank McGuire MP | Parliamentary Secretary for Small Business and Innovation |
| Ms Ros Spence MP | Parliamentary Secretary for Public Transport and Roads |
| Ms Vicki Ward MP | Parliamentary Secretary for Industry and Employment |

### Executive Board

The DEDJTR Executive Board is the department’s primary governance body. At 30 June 2018, its members were:

|  |  |
| --- | --- |
| Richard Bolt | Secretary |
| Corey Hannett | Coordinator-General, Major Transport Infrastructure Program |
| Justin Hanney | Head, Employment, Investment and Trade |
| Tess Hughes | Chief Communications Officer |
| Graeme Maddern | Acting Lead Deputy Secretary, Strategy and Planning |
| Gillian Miles | Head, Transport for Victoria |
| Emily Phillips | Chief Executive, Agriculture Victoria |
| Luke Wilson | Lead Deputy Secretary, Corporate Services |

### Departmental groups

The department is made up of two service delivery groups, two enabling groups and a major infrastructure delivery group. The Office of the Lead Scientist and Industrial Relations Victoria report directly to the Secretary.

### Lead Scientist

The Lead Scientist works across government engaging with business, the research sector and the federal government to foster links and identify economic opportunities.

### Industrial Relations Victoria

Industrial Relations Victoria (IRV) is the government's lead agency for managing public sector industrial relations matters across Victoria and advising on relevant private sector matters. It works across government to develop regulatory and other solutions to meet the government’s industrial relations policy aims, and oversees public sector enterprise bargaining and dispute management. It also implements and ensures compliance with laws governing long service leave, child employment and owner drivers.

IRV works closely with industry and unions to promote positive industrial relations and improve the working standards and conditions of all Victorians. It leads government responses and submissions to major workplace relations reviews and inquiries and regularly lobbies the Commonwealth for improvements to national workplace relations laws.

### Employment, Investment and Trade

The Employment, Investment and Trade (EIT) Group is focused on policy and actions impacting business. It grows jobs investment, trade and productivity by:

* working with priority industry sectors
* supporting innovation and technology opportunities for businesses
* regulating effectively and practicably
* delivering economic projects
* investing in regional Victoria
* connecting Victorian businesses to international opportunities.

EIT strengthens Victoria’s creative industries and promotes and markets Victoria as a competitive destination for culture, tourism, major events and international students.

EIT facilitates investment and generates jobs through the sustainable development of the state’s earth resources, including extractives and minerals and petroleum. It also works with agribusiness and key industry and community stakeholders, to support the agriculture, food and fibre sectors become more globally competitive, innovative and resilient.

EIT delivers through its network of Victorian offices and international Victorian Government Trade and Investment offices. It delivers for the whole of Victoria, but uses detailed knowledge of industry sectors and their growth requirements to tailor effective strategies and actions to organisations, industries and locations as required, meeting their needs and increasing investment.

### Transport for Victoria

Transport for Victoria (TfV) is the lead agency in Victoria’s integrated transport portfolio and includes key agencies Public Transport Victoria and VicRoads, as well as VicTrack, V/Line, Taxi Services Commission and Ports authorities.

As the high-level planner, developer and manager of Victoria’s transport system, Transport for Victoria looks beyond individual modes and projects to create a seamless transport network that meets our travel needs and responds to changes in growth, demand and technology.

TfV’s focus on user-centred outcomes guides smart, long-term investments which support connectivity, prosperity and liveability. Its strategic design and management of the network is creating a modern transport system which makes “everyone’s travel easy”

From a “turn up and go’ public transport system to fast trains to regional cities, smarter and safer roads, more efficient freight movement and intuitive technology, TfV is addressing transport network challenges like congestion and a tripling freight task through a joined-up planning approach.

TfV works across agencies to ensure the significant investment in transport infrastructure and smart technology, being delivered through the Major Transport Infrastructure Program, supports the needs of current users, while looking ahead and planning for future journeys.

This includes planning future transport networks, delivering the next generation of rolling stock (trains and trams) and preparing for new technologies.

### Major Transport Infrastructure Program

The Major Transport Infrastructure Program (MTIP) is being delivered on behalf of TfV. It’s providing significant transport infrastructure projects through four Administrative Offices which are accountable to the Coordinator-General.

1. Rail Projects Victoria is delivering the Metro Tunnel Project and Regional Rail Revival (including the Ballarat Line Upgrade), along with developing further network development projects.
2. Level Crossing Removal Authority is removing 50 level crossings across Melbourne and delivering the Mernda Rail Extension.
3. Western Distributor Authority is delivering the West Gate Tunnel Project.
4. North East Link Authority is delivering the North East Link Project.

Each of these projects will enable major improvements in capacity, reliability and efficiency, and better connect regional and metropolitan Victorian communities. They’ll also build social inclusion and grow Victoria’s prosperity.

### Corporate Services

Corporate Services Group helps ministers and DEDJTR’s portfolio groups create sustainable economic development and employment growth. It includes:

* Financial Management
* Ministerial and Portfolio Services
* People and Workplace Services
* Strategic Procurement
* Technology Services
* Service Centre
* Office of the Chief Corporate Strategy Officer.

It works collaboratively to deliver excellence in integrated and operational functions to DEDJTR, its partners, stakeholders and clients; enhancing governance, people, culture, systems and capability in the process.

### Strategy and Planning

The Strategy and Planning Group supports the department’s wider work through:

* strategic communications
* emergency management response
* legal and legislative advice
* strategic planning
* research and analysis
* delivering economic projects.

Its key leadership role involves:

* integrating strategic advice across the department into an overarching economic strategy and narrative
* embedding rigorous and consistent frameworks and evidence-based decision-making
* embedding a reputation strategy and messaging framework across the department
* preparing for, responding to and supporting recovery from emergencies, and coordinating programs to develop safer and more resilient communities
* managing legal risks and coordinating and supporting the department’s legislative reform program.

### Audit, Risk and Integrity Committee (ARIC)

Standing Directions 3.2.1 and 3.2.2 of the Minister for Finance under the Financial Management Act 1994 require the Secretary to appoint an audit committee and to establish and maintain an internal audit function as part of its governance arrangements.

The ARIC provides the Secretary with independent assurance on the department’s:

* financial and performance reporting
* risk oversight and management
* internal control systems
* legislative and policy compliance.

ARIC communicates with external auditors, and considers recommendations from internal and external auditors. The Secretary appoints all members, including the Chair. The Chief Finance Officer and the Chief Audit Executive are standing invitees to all ARIC meetings.

ARIC membership during 2017–18 was:

|  |  |  |
| --- | --- | --- |
| **Name** | **Role** | **Period of membership** |
| Michael Perry | Chair and independent member | July 2017 – June 2018 |
| Pam Mitchell | Independent member | July 2017 – June 2018 |
| Patricia Neden | Independent member | July 2017 – June 2018 |
| Tim Ada | DEDJTR executive member | July 2017 – June 2018 |

ARIC’s functions and membership are defined in a formal charter that is regularly reviewed in accordance with the Standing Directions.

### Legislation administered by the department

[economicdevelopment.vic.gov.au](http://economicdevelopment.vic.gov.au) details DEDJTR administered legislation between 1 July 2017 and 30 June 2018.

# Entities

As at 30 June 2018

## Employment, Investment and Trade

* Agriculture Victoria Services Pty Ltd (AVS)
* Arts Centre Melbourne (ACM)
* Australian Centre for the Moving Image (ACMI)
* Australian Grand Prix Corporation (AGPC)
* Dairy Food Safety Victoria (DFSV)
* Development Victoria (DV)
* Docklands Studios Melbourne (DSM)
* Emerald Tourist Railway Board
* Fed Square Pty Ltd
* Film Victoria
* Game Management Authority (GMA)
* Geelong Performing Arts Centre (GPAC)
* Geoffrey Gardiner Dairy Foundation
* Greater Sunraysia Pest Free Area Industry Development Committee
* LaunchVic
* Melbourne Convention and Exhibition Trust (MCET)
* Melbourne Market Authority (MMA)
* Melbourne Recital Centre
* Murray Valley Wine Grape Industry Development Committee
* Museums Victoria
* National Gallery of Victoria (NGV)
* Office of the Latrobe Valley Mine Rehabilitation Commissioner
* Office of the Mining Warden
* PrimeSafe
* Regional Development Victoria (RDV)
* State Library Victoria (SLV)
* Veterinary Practitioners Registration Board of Victoria
* VicForests
* [Victorian Fisheries Authority](https://vfa.vic.gov.au/)
* Victorian Small Business Commission
* Victorian Strawberry Industry Development Committee
* Visit Victoria.

## Transport Portfolio

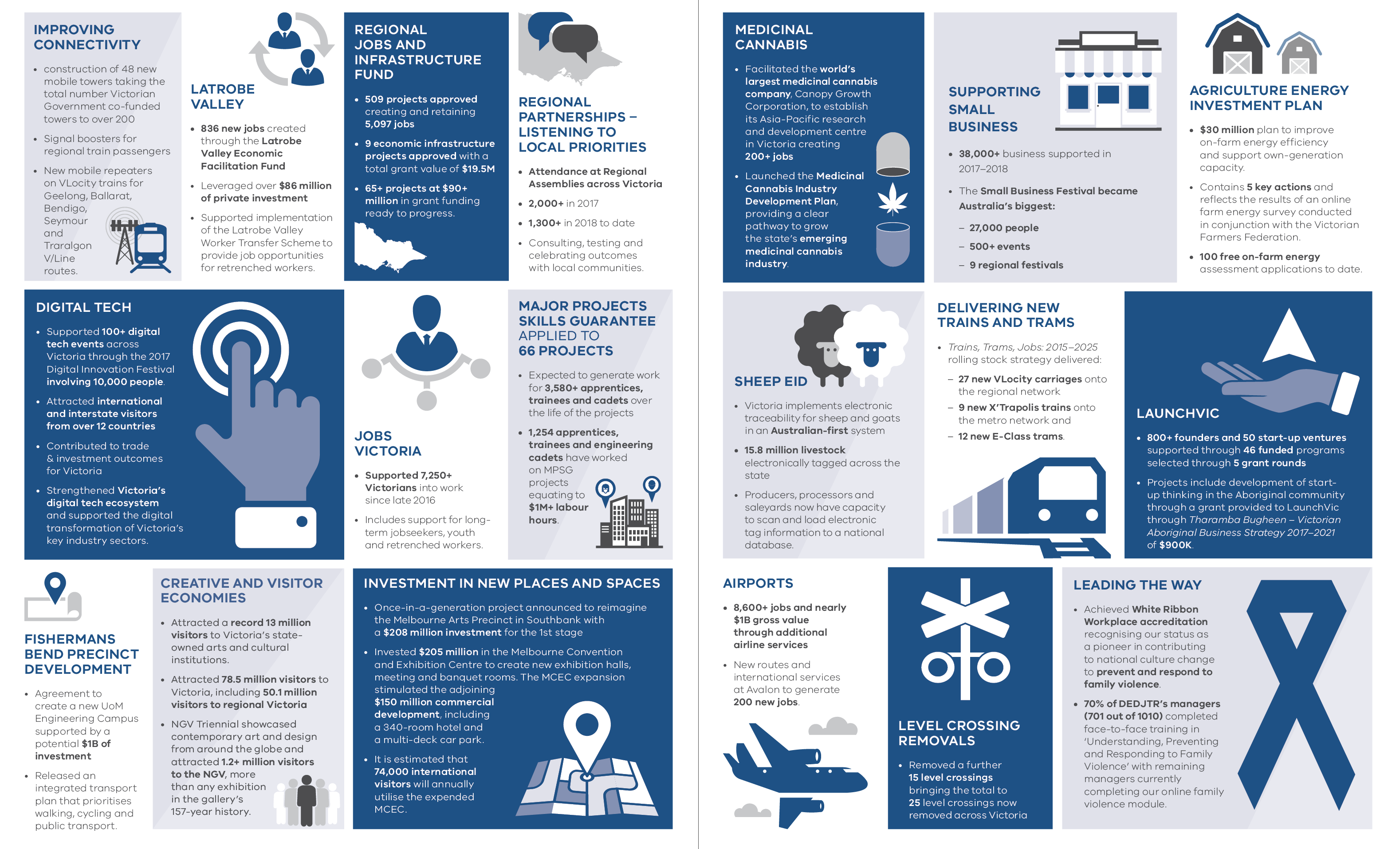
### Transport for Victoria

* Head, Transport for Victoria
* Public Transport Development Authority (Public Transport Victoria)
* Roads Corporation (VicRoads)
* V/Line Corporation
* Taxi Services Commission (Commercial Passenger Vehicles Victoria)
* Victorian Ports Corporation (Melbourne)
* Victorian Regional Channels Authority
* Port of Hastings Development Authority
* Melbourne Port Lessor Pty Ltd.

### Other transport agencies

* Chief Investigator, Transport Safety
* Director, Transport Safety Victoria
* Transport Accident Commission
* Victorian Rail Track (VicTrack)
* Gippsland Ports.

Achievements 2017–18



# Achievements 2017–18

## Employment, Investment and Trade

### Jobs, connection and liveability

* Supported the implementation of the Victorian Industry Participation Policy, providing local businesses and workers with full and fair opportunity to supply into billions of dollars’ worth of Victorian Government projects.
* Developed the Victorian Industry Participation Policy (Local Jobs First) Amendment Bill 2018 to strengthen and integrate the Local Jobs First – Victorian Industry Participation Policy and the Major Projects Skills Guarantee, to support local industry development and jobs from government projects. The Bill was introduced into Parliament in June 2018.
* Continued improvement of regional Victoria’s mobile connectivity with the construction of 48 new mobile towers taking the total number Victorian Government co-funded towers to over 200.
* Improved mobile connectivity on the Geelong, Ballarat, Bendigo, Seymour and Traralgon V/Line commuter routes by commencing installation of new mobile repeaters on VLocity trains and new mobile towers. Installation to be completed in 2018.
* Delivered the Automotive Transition Plan, assisting businesses and workers affected by the cessation of passenger car manufacturing, including delivery of jobs fairs with over 6,000 jobs on offer and 10,000 participants.
* Delivered the Domestic Animals Amendment (Puppy Farm and Pet Shops) Act 2017, the Domestic Animals Amendment (Restricted Breed Dogs) Act 2017 and Victoria’s first Animal Welfare Action Plan. The Code of Practice for the Keeping of Racing Greyhounds was finalised after 1,300 public submissions.
* Continued facilitation of business transition through the Latrobe Valley Economic Facilitation Fund. Since its creation, the fund has helped to create 836 new jobs and leveraged over $86 million of private investment.
* Facilitated the progression of more than 65 projects under the Regional Jobs and Infrastructure Fund as well as the Regional Tourism Infrastructure Fund realising the delivery of over $90 million in grant payments against a total project value of $560.5 million.
* Engaged with over 300 large energy using businesses via the Industry Energy Support Stream (IESS) program, providing support to numerous business by way of energy and financial assessments, feasibility studies and capital grants to optimise energy efficiency and productivity.
* The delivery of the Regional Jobs and Infrastructure Fund (RJIF) continued in 2017–18. Key deliverables included:
* 509 projects formally approved by the Minister for Regional Development, which equates to grant funding of $342.1 million
* The total project cost of all RJIF approved projects is $1.352 billion, generated from a funding requirement of $342.1 million which equates to a funding ratio of 1:3.95
* The number of jobs expected to be created/retained in RJIF-supported projects is estimated to be 5,097
* Facilitated the approval of nine economic infrastructure projects under RJIF, with a total grant value of $19.5 million towards total project costs of $36.7 million.
* Supported the significant work of Victoria’s Regional Partnerships. Regional communities continue to be consulted, with their local priorities tested and outcomes celebrated at the annual Regional Assemblies. More than 2,000 people from around the state attended the 2017 Regional Assemblies and more than 1,300 people have attended the 2018 assemblies to date.
* Attracted a record of 13 million visitors to Victoria’s state-owned arts and cultural institutions. Highlights of the year included the NGV Triennial, a massive showcase of contemporary art and design from around the globe which attracted more than 1.2 million visitors to the National Gallery of Victoria, more than any exhibition in the gallery’s 157-year history.
* Attracted a total number of 78.5 million visitors to Victoria, including 50.1 million visitors to regional Victoria (as at year ending March 2018)
* Announced an investment of $208 million for the first stage of a major reimagining of the Melbourne Arts Precinct in Southbank. This once-in-a-generation project will include an iconic new contemporary art and design gallery, NGV Contemporary; the revitalisation of Arts Centre Melbourne’s Theatres Building; new and renewed public spaces; new pedestrian connections; and a new creative hub. A major redevelopment of the Australian Centre for the Moving Image in Federation Square was also announced, with design underway.
* Collaborated with Visit Victoria to facilitate more than 550 events including more than 60 major events, more than 330 business events and more than 160 regional events.
* The Major Events Act 2009 came into effect on 1 June 2018, which will protect consumers against ticket scalping by making it an offence to resell (or to advertise for resale) any ticket to a declared major event for more than 10 per cent above the face value of the ticket.
* Continued implementation of the Victorian Visitor Economy Strategy. Victoria is on track to reach the target to increase visitor spending to $36.5 billion by 2025, and increase employment in the sector to 320,700 jobs.
* Achieved the milestone of more than 7,250 Victorians supported into work through Jobs Victoria services since late 2016. This includes long-term jobseekers supported into work, young people gaining employment through the Youth Employment Scheme and retrenched workers supported into new roles.
* Applied the Major Projects Skills Guarantee (MPSG) to 66 projects, which are expected to generate work opportunities for over 3,580 apprentices, trainees and cadets over the life of the projects. The policy requires principal contractors delivering publicly funded construction and infrastructure, valued over $20 million, to use apprentices, trainees and engineering cadets for at least 10 per cent of the projects’ labour hours. As of 30 June 2018, 1,254 apprentices, trainees and engineering cadets have been engaged on the MPSG projects, collectively completing over 1 million labour hours.
* Launched the Victorian Social Procurement Framework in April 2018, which will be applied to all purchases of goods, services and construction by the Victorian Government and is expected to have a total combined value of over $20 billion each year. This whole-of-government approach to social procurement is an Australian first, and will help build a fair and inclusive Victoria by putting social and sustainable outcomes at the centre of Government’s procurement activity.
* Expanded the International Student Work Rights Legal Service (ISWRLS) to provide free, private and independent legal advice to international students experiencing work issues. The service is being delivered through Victorian Legal Aid in partnership with a network of community legal centres – including JobWatch, Springvale/Monash and West Justice.
* Launched a new public education program to provide communities with better environmental assessment information for resources developments.

### Trade

* Delivered 30 trade missions (inbound and outbound) in 2017–18 with participants reporting immediate export sales of $8 million and an estimated $216 million of projected total export sales.
* Delivered the first women-only trade mission to China in April 2018, as part of a drive to engage more women in Victorian Government trade missions and programs.
* Strengthened the global profile and export potential of Victoria’s creative industries through 18 outbound delegations and Victorian showcases involving more than 150 representatives from across the state’s digital games, design, screen, music and arts sectors. This included major delegations to Hong Kong Business of Design Week, GamesCom Cologne and Game Developers Conference in San Francisco. In addition, 8 inbound delegations brought over 450 international industry leaders to the state, resulting in new collaborations and initiatives.
* Launched Globally Connected: Victoria’s Trade Statement – the first trade statement for Victoria in over a decade; the India Strategy and the Latin America Trade and Investment Strategy.
* Launched the Asia Gateway Stream of the Boost Your Business voucher program to help Victorian companies build their Asia capabilities and grow their business with Asian markets.
* Launched the Business Ambassadors Program, which has enlisted high profile business leaders and influencers with a strong connection to Victoria to extend the Victorian Government’s international reach. Business Ambassadors use their specialist knowledge and high-level networks to connect the Victorian Government to key international decision makers and promote its trade and investment agendas. The Ambassadors are:
* Ms Maggie Zhou (China market)
* Professor Ian Meredith (America market)
* Ms Kiran Mazumdar Shaw (India market)
* Supported over 100 digital tech events across Victoria through the 2017 Digital Innovation Festival (DIF2017), which have involved around 10,000 people. DIF2017 attracted international and interstate visitors from over twelve countries and contributed to trade and investment outcomes for the state, including significantly lifting Victoria’s profile in key markets such as China. DIF2017 helped to build and strengthen Victoria’s digital tech ecosystem and supported the digital transformation of Victoria’s key industry sectors.
* Addressed 12 significant animal and plant biosecurity incidents including anthrax, bluetongue virus, varroa mite, tomato potato psyllid, chestnut blight and chocolate-banded snail – and provided 96 agriculture relief and recovery responses including responses to significant fires in south-west Victoria and major frost and hail events in the Wimmera.

### Investment

* Facilitated projects worth an estimated $2.47 billion in new capital investment and expected to create an estimated 6,510 jobs and 18 new headquarters.
* Achieved regional investment targets of projects worth an estimated $709 million in new capital investment and expected to create 1,779 jobs.
* Major investments attracted include:
* Launched the world first Hydrogen Energy Supply Chain (HESC) pilot project in the Latrobe Valley, in a major partnership with Japanese energy and infrastructure companies, the Commonwealth and the Japanese government. The Victorian Government will fund over $50 million in addition to co-funding of $50 million from the Commonwealth, creating 400 jobs
* Facilitated Melbourne-born US-based tech company LiveTiles to establish its new global innovation centre and Asia-Pacific headquarters in Geelong, creating 500 jobs
* Facilitated the world’s largest medicinal cannabis company, Canopy Growth Corporation, to establish its Asia-Pacific headquarters and research and development centre in Victoria, creating more than 200 jobs
* Secured new international airlines and direct international services to the state. Currently, Victoria has 35 international airlines flying in and out of Melbourne Airport. New airlines to Victoria in 2018–19 include Japan Airlines, LATAM Airlines, SriLankan Airlines, Tianjin Airlines and Air Canada with new direct services to Tokyo, Santiago, Colombo, Chongqing and Vancouver respectively. In September 2018, Qantas will commence a direct service between San Francisco and Melbourne
* In late 2018, Victoria will see the establishment of its second international airport with the commencement of a double daily AirAsia X service from Kuala Lumpur to Avalon Airport. This new service is expected to be one of many new international services at Avalon, creating up to 200 jobs in Geelong and the surrounding regions over the coming years
* In 2017–18, additional international airline services to the state are estimated to have contributed nearly a billion dollars in gross value add and over 8,600 jobs.
* Invested $205 million in the Melbourne Convention and Exhibition Centre (MCEC) to create a flexible, multi-purpose events and conferencing space, including 9,000 square metres of new exhibition halls, meeting and banquet rooms. The MCEC expansion stimulated the adjoining $150 million commercial development, including a 340-room hotel and a multi-deck car park. It is estimated that 74,000 international visitors will utilise the expanded MCEC annually.
* Progressed settlement of the former General Motors Holden (GMH) site at Fishermans Bend. The GMH site is proposed to become a world leading Precinct of Excellence with leaders in advanced manufacturing, education, design and engineering and technology. In December 2017, the Victorian Government and the University of Melbourne (UoM) entered into agreements to create a new UoM Engineering Campus at Fishermans Bend supported by a potential $1 billion of investment.
* Delivered the ‘There’s a place for you in Melbourne’ (first major international marketing campaign) promoting Victoria as a premium study destination, and launched Unlock Melbourne (new Study Melbourne app) designed to support new international students in Victoria.

### Industry Development

* Established the Johnson & Johnson Innovation Partnering Office at Monash University which is working with Victoria’s medtech and pharmaceutical sector to deliver training, mentoring and networking programs to support the next generation of entrepreneurs to help patients globally.
* Developed and launched the Advancing Victorian Manufacturing statement with $12 million funding to support the delivery of new initiatives.
* Launched the Advanced Manufacturing stream of the Boost Your Business voucher program and the Regional Manufacturing Clusters to support businesses across Victoria develop new products and services, enhance manufacturing processes, enter new export markets and secure global supply chain opportunities.
* Delivered the 2018 Victorian Manufacturing Hall of Fame Awards recognising exemplary companies and individuals in the manufacturing industry.
* Formalised an agreement with the China Education Association for International Exchange (CEAIE) to deliver an eight-week language and internship program in China for up to 50 Victorian university students during 2018 and 2019, to further strengthen linkages and grow Asia capabilities.
* Established a new Innovation Hub at the historic Goods Shed North in Docklands, which will be home to start-up organisations including LaunchVic, Stone & Chalk, SproutX, and the Medtech Actuator, with space for 350 entrepreneurs.
* Victoria implemented Australia’s first robust electronic traceability system for sheep and goats. Since 1 January 2017, 15.8 million electronic NLIS (sheep) tags have been purchased, and over 468,000 electronically tagged sheep have been scanned and the information uploaded to the national livestock identification database.
* Developed and launched the Medicinal Cannabis Industry Development Plan, providing a clear pathway to grow the state’s emerging medicinal cannabis industry.
* Established the DairyBio and DairyFeedbase innovation partnerships as joint ventures with the Australian dairy industry. These initiatives attract $100 million investment over five years delivering high impact research for improved animal and plant breeding, animal nutrition and feedbase productivity.
* Released a $30 million Agriculture Energy Investment Plan to improve on-farm energy efficiency and support own-generation capacity. The plan contains five key actions and reflects the results of an online farm energy survey conducted in conjunction with the Victorian Farmers Federation. Applications have been received for over 100 free on-farm energy assessments since the program commenced in May 2018.
* Introduced significant reforms to Victoria’s land use planning system for animal industries including new land use definitions and planning controls for the major intensive animal industries.
* Launched and commenced delivery of the Victorian Wine Industry Development Strategy 2017–2021. This included the launch of the $1.0 million Tackling Phylloxera program, a program of trade missions in key export markets, and a $1.2 million round of the Wine Growth Fund for Victorian wine businesses. The Wine Growth Fund (2017) funded 65 wine industry projects with a total value of approximately $5 million.
* Facilitated the approval of infrastructure projects under the Agriculture Infrastructure and Jobs Fund - including the Local Roads to Market Program, the Cattle Underpass Scheme, the GrainCorp’s Regeneration Project, and the Wimmera Southern Mallee Doppler weather radar station.
* Renewed a research and innovation strategic partnership for the grains industry representing a collective $52 million investment over five years. The innovation partnership, formalised under a bilateral agreement, will continue to focus on the delivery of practical outcomes that underpin the future capacity of grain production in Victoria.
* Victoria’s first creative industries strategy, Creative State, reached its halfway point with all 40 actions implemented or well underway. Key actions delivered this year include a new creative industries accelerator program Foundry658, the establishment of a Creators Fund and major new social impact and diversity and inclusion programs.
* Delivered the final elements of the Victorian Government’s landmark $22.2 million Music Works initiative, which has significantly boosted Victoria’s contemporary and live music industry. These include the establishment of a new Victorian Music Development Office to drive new opportunities for the sector and the opening of the Australian Music Vault at Arts Centre Melbourne which has attracted almost half a million visitors since opening in December 2017.
* Continued the delivery of a $5.3 million initiative to support and guide the game hunting industry’s long-term growth through the Sustainable Hunting Action Plan (SHAP). SHAP is a four-year plan which contains 22 key actions to grow the benefits of responsible, sustainable and safe hunting now and into the future.
* Film Victoria had a strong year in 2017–18, investing in 66 local screen projects, which provided 8,245 job opportunities for the local industry and injected $212.7 million into the Victorian economy.
* Supported more than 800 founders and 50 start-up ventures through 46 funded programs selected through five grant rounds by LaunchVic. The grant rounds included the first funding round to develop start-up thinking in the Aboriginal community through a grant provided to LaunchVic through Tharamba Bugheen, Victorian Aboriginal Business Strategy 2017–2021 of $900,000.
* Supported almost 40,000 business owners in 2017–18 comprising: 4,775 Small Business Workshop attendees, 27,339 Small Business Festival participants, 4,673 Small Business Bus engagements throughout metropolitan and regional Victoria, and 3,120 Small Business mentoring sessions delivered.
* The Small Business Festival became Australia’s biggest with 27,000 people attending more than 500 events and including nine regional festivals.
* Launched the Australian Supplier Payment Code in conjunction with the Business Council of Australia to help small businesses get paid on time.
* Tharamba Bugheen, Victorian Aboriginal Business Strategy 2017–2021 has supported a new position to coordinate the development of Aboriginal Tourism in Victoria. The funding of $960,000 over three years provides Visit Victoria with an Aboriginal Tourism Business Manager and funds to support the development and marketing of Aboriginal Tourism businesses especially internationally.
* Launched Victoria’s Extractive Resources Strategy – Helping Victoria Grow, to support new materials for housing and major infrastructure development.
* Launched a new tender for 11 exploration blocks as part of the Stavely minerals initiatives in western Victoria to attract new investment.
* Launched the Victorian Coal Statement, Future Uses of Brown Coal. The Statement provides a framework for new proposals that seek to develop the State’s brown coal resource, creating new jobs and investment, and ensures new projects comply with Victoria’s commitment to net zero emissions by 2050.
* Launched the Getting the Groundwork Right: Implementation Plan in May 2018 to improve earth resources regulation. Key priorities include speeding up approvals for quarries in the extractives sector for low-risk projects, developing improved guidance materials, working with DELWP to improve the interface with earth resource regulation and developing standard risk management plans.
* Delivered the first Victorian Gas Program (VGP) Progress Report in January 2018. Evidence delivered through the VGP work program will inform future government decisions and planning for the exploration and potential development of conventional gas resources in Victoria.
* Finalised new collaborative research agreements with CSIRO and industry that will support the VGP.
* Completed a new 511 kilometre geological seismic survey in May 2018 mapping key areas of north-east Victoria. This new information will help to highlight potential new opportunities to explore and develop the state’s earth resources.
* Released five new exploration blocks in the offshore Otway Basin to encourage new gas exploration.
* Completed a marine seismic survey in February 2018 as part of the work program for the CarbonNet project which is investigating the development of a Carbon Capture and Storage (CCS) network in Victoria.
* Appointed the Latrobe Valley Mine Rehabilitation Commissioner.
* Opened three parcels of land in the Latrobe Valley for new economic development that were subject to coal protection overlays.
* The Future Industries Fund supported:
* Food Innovation Vouchers as part of the successful Boost Your Business Voucher Program. Over 100 projects totalling over $3.0 million were approved for funding
* The Food Innovation Network as an online single source of information for Victorian food businesses to engage with innovation service providers such as universities, with research and design capabilities. Over 320 businesses are currently registered users of the network and an additional 40 service providers form the network's Community of Practice
* The Food Innovation Centre at Monash University facilitated engagement with 2,500 food and beverage businesses across Australia, New Zealand, Indonesia, Singapore, Malaysia and China. 1,500 businesses have visited this world-class facility. 20 innovation workshops have assisted 150 businesses through its innovation services
* Ethical Clothing Australia by providing $1.0 million to support safe working conditions for workers in the clothing industry
* Invested in DEDJTR’s advanced scientific computing, plant phenomics and next generation DNA sequencing research infrastructure.

## Transport

### Transport for Victoria

#### Metropolitan focus

* Introduced new contracts to operate Melbourne’s metropolitan train and tram networks, with stronger targets for performance and punctuality and new measures for customer experience, to drive better outcomes for passengers.
* Developed nation-leading reforms to rideshare services, establishing Commercial Passenger Vehicles Victoria (CPVV), introducing low cost taxi and hire care licences and making the rideshare industry safer, more accessible and more responsive.
* Commenced planning for an integrated airport rail link to boost the capacity, speed and frequency of rail lines in Melbourne’s west and provide faster, more reliable services to regional Victoria.
* Created Freight Victoria and developed a statewide freight plan “Delivering the Goods” to ensure Victoria’s freight and logistics system supports our growing population and economic prosperity.
* Commenced construction of Victoria’s new high capacity metro trains; a Victorian transport milestone, which will support 1100 jobs in local manufacturing, including supply chains.
* Developed the legislative framework to support the trial of automated vehicles in Victoria in the future.
* Delivered $290 million in safety improvements on high-risk roads under Towards Zero and the Safer System Roads Infrastructure program.
* Released the Victorian Cycling Strategy 2018-28 to increase the number of people cycling for transport, including commuter and local trips.
* Delivered an integrated transport plan for Fishermans Bend which prioritises walking, cycling and public transport.
* Secured new performance-based contracts for Melbourne’s bus networks with greater emphasis on on-time running and customer service, with flexibility to improve and expand services where they are most needed.
* Introduced a new performance-based contract for SkyBus which will modernise, expand and upgrade Melbourne’s airport bus services.
* Continued delivery of Victoria’s rolling stock strategy “Trains, Trams, Jobs: 2015–2025” with nine new X’Trapolis trains for the metropolitan network and 12 new E-Class trams.
* Undertook cleaning and restoration of the Flinders Street Station dome and began upgrades of the historic Elizabeth Street and Degraves Street subways as part of the $100 million revitalisation of Flinders Street Station.
* Began a trial of new mobile ticketing technology across multiple transport modes for myki.
* Commenced a major upgrade to the Frankston station precinct, including the removal of the Skye and Overton Road level crossing.
* Shortlisted EOI respondents for the $58 million Port Rail Shuttle to move more freight by rail and reduce road congestion.
* Coordinated the management of impacts and disruption from the Major Transport Infrastructure Program through road system changes, bus replacement services and customer information.
* Released an EOI to build the final stage of the $2.25 billion M80 Ring Road Upgrade.
* Awarded the contract for the first stage of the $81 million O’Herns Road upgrade which will reduce congestion on key outer Melbourne arterial roads.
* Completed work to upgrade the CityLink Tulla Freeway between Bulla Road and Power Street, delivering faster and safer journeys to and from Melbourne Airport
* Shortlisted contractors to submit tenders to build the $375 million Mordialloc Freeway, which will deliver travel time savings and divert vehicles from nearby arterial roads
* Commenced construction of the Chandler Highway Upgrade project, which will build a new bridge of the Yarra River at Alphington, widening the Chandler Highway to six lanes
* Opened the first of two new bridges over the Cranbourne rail line being constructed as part of the Thompsons Road Upgrade project.
* Planned the establishment of the Major Road Projects Authority (MRPA) to deliver over $14.9 billion of major road projects.
* Undertook early works on a $1.8 billion package of upgrades to eight high-volume arterial roads in Melbourne’s west.
* Released an EOI to build the $711 million second stage of the Monash Freeway upgrade to reduce peak hour trips between Pakenham and the city by nine minutes.
* Began the $131 million Yan Yean Road upgrade to widen it from one to two lanes in each direction and upgrade key intersections.
* Opened a new lane on the Swan Street Bridge to reduce journeys between City Road and Hoddle Street by five minutes and widened the footpath for pedestrians and cyclists to improve safety.
* Improved safety at 36 road crossings and 33 pedestrian crossings under the Safer Country Crossing Program, State Level Crossing Upgrade Program and the Warrnambool Upgrade Program.
* Launched the road safety program, Road Smart, and increased supervised night driving hours for learner drivers from 10 to 20 hours.
* Introduced new three or six-month registration options which have been taken up by 24,000 Victorians a week.
* Introduced a 100 per cent concession on registration for drivers with disabilities, whose vehicles have been significantly modified.
* Opened a new VicRoads service centre in Sunshine.
* Introduced a new digital dashboard on the VicRoads website to track progress on road upgrades, pot-hole repairs and other maintenance.
* Launched a 12-month mentoring program as part of the Women in Transport program, to build a network of female engineers and attract more women to the sector.

#### Regional focus

* Commenced planning and delivery of the $1.75 billion Regional Rail Revival package, supported by securing Federal Government funding for the planning and development of Geelong, Gippsland, Warrnambool upgrades and the Avon River Bridge replacement project.
* Undertook planning to establish Regional Roads Victoria (RRV), supporting our regional road network, including a dedicated call centre for regional Victorians.
* Delivered 27 new VLocity carriages for the regional rail network.
* Introduced 151 extra regional train services including 69 for Geelong, Victoria’s busiest regional rail corridor, increasing service frequency every day (from 7 am–7 pm) to at least every 40 minutes.
* Rolled out new mobile signal boosters to V/Line’s Vlocity trains for regional train passengers.
* Introduced changes to regional public transport fares which will save public transport users up to $1696 a year.
* Introduced more late-night coach services between Melbourne and major regional centres on Friday and Saturday nights as part of the Night Network.
* Reopened the Ararat to Maryborough freight line after 15 years as part of the Murray Basin Rail Project, which will provide the state’s producers with more reliable and efficient freight services and better access to markets.
* Awarded the contract for the first stage of the Echuca Moama Bridge Project, the first step towards construction of a more efficient, safer bridge over the Murray River between Echuca and Moama.
* Awarded the contract to build a 12.5 kilometre duplication of the Western Highway between Buangor and Ararat.
* Commenced the third stage of the $363.47 million Princes Highway West project, with work beginning on the duplication of an 8.5 kilometre section from Warncoort to Colac East.
* Completed the seventh of nine sections of upgrades to the Princes Highway East between Traralgon and Sale.
* Delivered a new dredge for the Port of Gippsland Lakes, the Tommy Norton, to deliver safe and reliable ocean access for vessels that cross the Lakes Entrance bar
* Released the design of the new bus interchange at Ballarat Station which will remove buses from local streets and incorporate pedestrian crossings, CCTV, lighting, shelters and seating for better passenger comfort and safety.
* Began improvement works on the Echuca to Deniliquin freight line to ensure a safe, reliable pathway through the state’s north.
* Awarded the contract to upgrade accessibility, usability and amenity at Bendigo and Eaglehawk stations.
* Continued funding for the Boating Safety and Facilities Program to develop and upgrade infrastructure and facilities for waterways across Victoria.

### Major Transport Infrastructure Program

* Removed 15 level crossings under the Level Crossing Removal Program, bringing the total to 25, the halfway mark for the program.
* Built six new train stations, bringing stations built or upgraded under the Level Crossing Removal Program to 14.
* Completed major construction of the Mernda Rail Extension project, due to be commissioned on 26 August 2018.
* Appointed Rail Projects Victoria (then the Melbourne Metro Rail Authority) as delivery agency for the $1.7 billion Regional Rail Revival (RRR), which includes the:
* Ballarat Line Upgrade
* Gippsland Rail Corridor Upgrade, including the Avon River Bridge Upgrade
* Warrnambool and Geelong Line Upgrade
* Bendigo-Echuca Line Upgrade
* North-East Line Upgrade
* Shepparton Corridor Upgrade
* In December 2017, executed the agreements for the Tunnel and Stations Project, Rail Systems Project Alliance and Ballarat Line Upgrade Project Alliance. These major milestones paved the way for start of major construction on the Metro Tunnel Project and Ballarat Line Upgrade. The Rail Infrastructure Alliance Project Alliance Agreement is the last of the Metro Tunnel Project work packages to be executed, with the contract award scheduled for September 2018.
* In April 2018, the Melbourne Metro Rail Authority was renamed Rail Projects Victoria and given responsibility for investigating options for a high-speed rail link between Melbourne and Geelong, as part of planning for a Melbourne Airport Rail Link. It will also deliver the Metro Tunnel Project and the Regional Rail Revival program.
* Released the North East Link Business Case in May 2018. With an estimated value of $15.8 billion, the project will connect Melbourne’s freeway network between Springvale Road and the M80 Ring Road and include a 5km long tunnel from Bulleen Road to near Lower Plenty Road.
* Completed a three month Environmental Effects Statement (EES) for the West Gate Tunnel Project on 27 November 2017. This resulted in a series of design improvements and ensured possible environmental effects are well managed.
* Achieved contract and financial close of the West Gate Tunnel Project ahead of schedule on 11 December 2017. Construction commenced soon after.

## Industrial Relations Victoria

* Provided support and advice for public sector bargaining matters, including approving 32 final agreements.
* Helped finalise major enterprise agreements for medical scientists, specialist doctors and doctors in training.
* Supported the Minister for Industrial Relations in terminating industrial action in medical laboratory and pathology services to ensure patient safety and welfare.
* Developed new long service leave laws to provide greater flexibility to women, families and those transitioning to retirement; and supported passage of the Long Service Leave Act 2018.
* Prepared legislation to establish a Victorian licensing scheme for labour hire providers and supported passage of the Labour Hire Licensing Act 2017.
* Prepared and introduced the Long Service Benefits Portability Bill 2018 to establish portability of long service leave entitlements in the contract cleaning, security and community services industries.
* Provided advice regarding the establishment of the Victorian Wage Inspectorate to promote fair industrial relations practices and better education, compliance and enforcement of state-based employment laws.
* Hosted the Women@Work Conference to tackle the gender pay gap and provide practical support to Victorian businesses to boost gender equality.
* Completed a review of the Owner Drivers and Forestry Contractors Act 2005 and identified reforms to improve industry enforcement and compliance.
* Led Victorian Government participation in major Fair Work Commission cases including the annual wage review and modern award review of hospitality and retail penalty rates.
* Engaged Victoria Legal Aid to provide specialist employment law advice to migrant workers in regional communities.
* Helped implement Latrobe Valley Worker Transfer Scheme to provide job opportunities for workers retrenched following the Hazelwood Power Station closure.
* Ensured protection of children working in Victoria by administering child employment laws, including issuing 11,000 child employment permits.
* Finalised 68 investigations into breaches of long service leave laws and retrieved over $225,000 in outstanding long service leave entitlements for employees.
* Provided critical industrial relations support and advice for the Victorian Government’s major building and infrastructure projects, particularly the Major Transport Infrastructure Program.

## Corporate Services

* Enabled increased accessibility, flexibility and collaboration through the delivery of new personal computing tools, allowing DEDJTR to reimagine the way we work.
* Delivered efficiencies and service enhancements through the establishment of a Service Centre and system improvements, including the creation of a common financial management and reporting platform.
* Continued to embed a culture of safety and wellbeing, including the establishment of a Mental Health and Wellbeing program to assist in building a positive, inclusive workplace that supports the mental health and wellbeing of our people.
* Achieved White Ribbon Workplace accreditation – recognition of the department’s status as a pioneer in contributing to national culture change to prevent and respond to family violence.
* Launched a workforce diversity and inclusion framework to increase diversity across all areas of our workforce, so that we can make the most of the valuable contributions that diverse experiences bring to our work.
* Developed a DEDJTR social procurement policy to promote the opportunity to engage with suppliers owned by or employing Victorians underrepresented in the economy.

## Strategy and Planning

### Economic Strategy and Performance

* Produced DEDJTR Delivers – Strategic Plan 2017–2018 Update, our plan for a shared vision over the next 10 years.
* Established a web-based economic data tool to support monitoring and analysis of the department’s progress in achieving its long-term outcomes for Victoria.
* Delivered retail sector and visitor economy sector reviews under the government’s small business regulatory review program. Reforms are expected to save small businesses $78 –138 million a year.
* Analysed key economic trends, risks and opportunities facing Victorian communities, businesses and the economy in designing and delivering our strategies and programs.
* Through extensive research and a stakeholder symposium with The Mandarin, we examined ways to improve social mobility.

### Emergency Management

* Developed and delivered four emergency exercises that tested response, relief and recovery activities for DEDJTR areas impacted by emergency events.
* Participated in whole-of-government support for response to emergencies including the Flinders Street incident, south west fires and multiple severe weather events.
* Coordinated whole-of-department responses to reviews and ensured representation in strategic reforms including Resilient Recovery, Disaster Recovery funding reform, councils and emergencies review and the Hazelwood Mine Fire Inquiry.
* Coordinated across the critical infrastructure sectors to support resilience development, including oversight of resilience improvement cycles and development of statements of assurance.
* Led the development and delivery of a system and processes for DEDJTR groups to plan for business continuity and associated activities.

### Legal and Legislation

* Provided a full suite of legal services to support the department’s portfolios deliver their work programs, including:
* advice on commercial, public and administrative law
* management of litigation and dispute resolution
* delivery of the legislation program.
* A new projects team will focus on the development and delivery of training modules for clients to support their legislative obligations.
* Managed the department’s involvement in the whole-of-Victorian-government legal services panel arrangements.

### Stakeholder Communications and Channels

* Developed and implemented a research- informed departmental Reputation and Strategic Communications Strategy – Jobs, Connection, Liveability.
* Fostered inclusion by delivering training for departmental staff to improve accessibility across the intranet and external websites.
* Supported the Secretary’s Office and department-wide internal communications and engagement activities.

# Our organisation

The Department of Economic Development, Jobs, Transport and Resources is headed by Richard Bolt, Secretary. Three offices sit under him: Matt O’Connor, Deputy Secretary for Industrial Relations Victoria; Amanda Caples, Lead Scientist for the Office of the Lead Scientist; and Sharn Enzinger, Director for the Office of the Secretary.

There are also four main groups that make up DEDJTR: Employment, Investment and Trade; Corporate Services/, Strategy and Planning and Transport together with Major Transport Infrastructure Program.

## Employment, Investment and Trade (Executive Board)

* Justin Hanney, Head
* Emily Phillips, Chief Executive, Agriculture Victoria  
  Deputy Secretary Agriculture, Food and Fibre

### Employment, Investment and Trade Group

* Monique Dawson, Chief Operating Officer, Division: Office of the Chief Operating Officer
* Lill Healy, Deputy Secretary, Division: Policy, Programs, Small Business and Employment
* German Spangenberg, Deputy Secretary, Division: Agriculture Victoria Research
* Andrew Abbott, Deputy Secretary, Division: Creative and Visitor Economies and   
  Chief Executive , Creative Victoria
* Matt Carrick, Deputy Secretary, Division: Investment and Economic Projects
* Tim Ada, Deputy Secretary, Division: Industry Development and Innovation
* James Flintoft, Chief Executive, Division: Regional Development Victoria
* Peter Betson, Deputy Secretary, Division: Resources
* Ylva Carosone, Acting Deputy Secretary, Division: Trade Victoria

## Corporate Services (Executive Board)

* Luke Wilson, Lead Deputy Secretary

### Corporate Services/ Strategy and Planning Group

* Jennifer Fleming, Chief Corporate Strategy Officer, Division: Corporate Strategy
* Vicki Lahey, Executive Director, Division: People and Workplace Services
* Gordon Caris, Executive Director, Division: Corporate Services Centre
* Simon Burrage, Executive Director, Division: Financial Management
* James Kelly, Executive Director, Division: Ministerial and Portfolio Services
* Lisa Williams, Chief Procurement Officer, Division: Strategic Procurement
* Peter Lane, Chief Information Officer, Division: Technology Services
* Graeme Maddern, Executive Director, Division: Economic Strategy and Performance
* Mark Duckworth, Executive Director, Division: Emergency Management
* Annette Wiltshire, Executive Director, Division: General Counsel, Legal and Legislation

## Strategy and Planning (Executive Board)

* Graeme Maddern, Acting Lead Deputy Secretary, Strategy and Planning
* Tess Hughes, Chief Communications Officer, Strategic Communications

### Strategy and Planning Group

* Graeme Maddern, Executive Director, Division: Economic Strategy and Performance
* Mark Duckworth, Executive Director, Division: Emergency Management
* Annette Wiltshire, Executive Director, Division: General Counsel, Legal and Legislation

## Transport (Executive Board)

* Gillian Miles, Head, Transport For Victoria
* Tess Hughes, Chief Communications Officer, Strategic Communications

### Transport Group

* Paul Younis, Deputy Head, Division: Asset and Networks
* Michael Hopkins, Deputy Head, Division: Policy and Reform
* Wendy McMillan, Chief Executive Officer, Division: Rolling Stock Development
* Melanie Nanscawen, Deputy Secretary, Division: Operational Coordination
* Melinda Collinson, Acting Deputy Secretary, Division: Investment and Business
* Jeroen Weimar, Chief Executive Officer, Agency: Public Transport Victoria
* Kerry Thompson, Acting Chief Executive, Agency: Vicroads

## Major Transport Infrastructure Program (Executive Board)

* Corey Hannett, Coordinator General, Major Transport Infrastructure Program

## Major Transport Infrastructure Program

* Kevin Devlin, Chief Executive Officer, Authority: Level Crossing Removal Authority
* Evan Tattersall, Chief Executive Officer, Authority: Rail Projects Victoria
* Duncan Elliott, Chief Executive Officer, Authority: North East Link Authority
* Peter Sammut, Chief Executive Officer, Authority: Western Distributor Authority