Safe journeys,
every time.



2025-26 ANNUAL REPORT

SAFE TRANSPORT VICTORIA

Safe Transport Victoria acknowledges First Peoples throughout Victoria and their enduring connection to Country, culture and community. We pay our respects to Elders past and present and recognise the strength and resilience of Aboriginal peoples in maintaining the world's oldest living culture. We acknowledge the ongoing contribution of First Peoples to Victoria and recognise the importance of Aboriginal self-determination.

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Chief Executive Officer's foreword

When I stepped into the role of Interim Chief Executive, I was struck by the breadth of work Safe Transport Victoria (ST Vic) delivers every day.

ST Vic regulates industries that Victorians rely on to move safely - commercial passenger vehicles (CPVs), buses and maritime. These are practical, operational sectors. They involve people travelling to work, kids getting to school, passengers using taxis and rideshare services, and families spending time on the water.

This year, ST Vic continued to keep safety at the centre of those journeys. As a regulator, this means setting clear expectations, supporting industry to understand and meet its obligations, acting on risk, and taking enforcement action where required.

One of the most significant pieces of work this year was the rollout of major CPV reforms. These reforms empower passengers and support their safety, improve transparency and accountability, and give ST Vic stronger tools to respond to unsafe, unfair or non-compliant behaviour.

The reform program was one of ST Vic's largest cross-organisational bodies of work for the year, requiring coordinated input across our policy, legal, compliance, operations, data, ICT, customer service, communications, stakeholder engagement and frontline teams. It is a strong example of what can be achieved when teams work together to deliver a clear safety outcome.

We also continued to build the systems and capability needed to regulate effectively into the future. The Future Systems Program, consolidated data platform and improvements to complaints and notifiable incident processes are about more than technology. They are strengthening the information, workflows and oversight ST Vic needs to make timely, evidence-based regulatory decisions.

Across the year, our teams delivered work that directly supports safer journeys. This included harm reduction programs focused on driver fatigue, wheelchair accessible vehicle (WAV) safety and children on buses; maritime campaigns encouraging safer behaviour on the water; and intelligence-led compliance operations targeting high-risk behaviour across major events, waterways, transport hubs and peak travel periods.

Our Safety Inspectorate played a critical role in this work. Inspectors are often our most visible regulatory presence, engaging directly with drivers, operators, passengers, waterway users and the broader community. Through inspections, audits, education, warnings, defect notices, infringements and investigations, they helped address non-compliance, reinforce safer behaviour and focus regulatory effort where it can have the greatest impact.

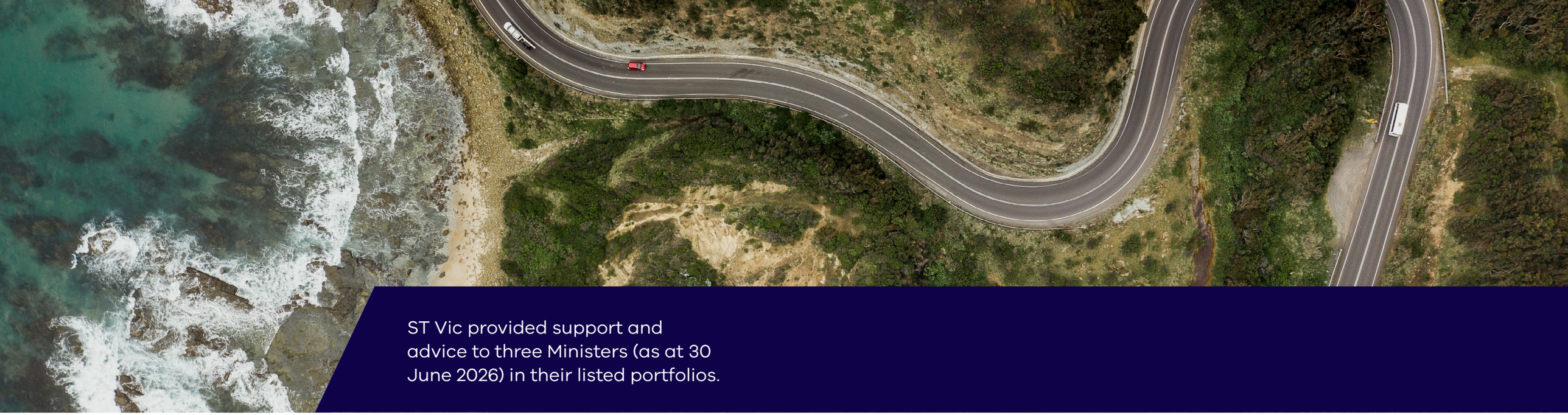
I also want to acknowledge the teams working behind the scenes — the people improving processes, answering customer enquiries, analysing data, updating systems, developing guidance, supporting legal and policy work, and communicating changes to industry. This work is not always visible, but it is essential to effective regulation.

Safety regulation is practical work. It is delivered every day through clear decisions, consistent effort, effective partnerships and a willingness to keep improving.

This report reflects a year of significant delivery for ST Vic. There is more to do, and we will keep doing it with a clear focus on safety, fairness and accountability for the Victorian community.



Tracey Williams
Interim Chief Executive Officer



ST Vic provided support and advice to three Ministers (as at 30 June 2026) in their listed portfolios.

Our Ministers

During 2025-26, ST Vic was responsible to the Victorian Ministers for Public and Active Transport, Ports and Freight, Roads and Road Safety, and Outdoor Recreation. The Ministers for these portfolios as at 30 June 2026 were:



Hon Gabrielle Williams

Minister for Public and Active Transport



Hon Melissa Horne

Minister for Ports and Freight



Hon Enver Erdogan

Minister for Outdoor Recreation



Hon Ros Spence

Minister for Roads and Road Safety

Portfolio

ST Vic is part of Victoria's transport and planning portfolio, led by the Department of Transport and Planning (DTP)

DTP delivers an integrated approach to transport and planning, helping create connected, liveable and sustainable communities across the state while supporting economic growth and social inclusion.

ST Vic's work also contributes to Victoria's outdoor recreation objectives through close collaboration with the Department of Jobs, Skills, Industry and Regions (DJSIR). DJSIR supports thriving industries, strong regional economies and vibrant communities, including through its leadership of the Outdoor Recreation portfolio. Together, DJSIR and ST Vic work to enhance safety, accessibility and participation across Victoria's recreational boating and maritime sectors.

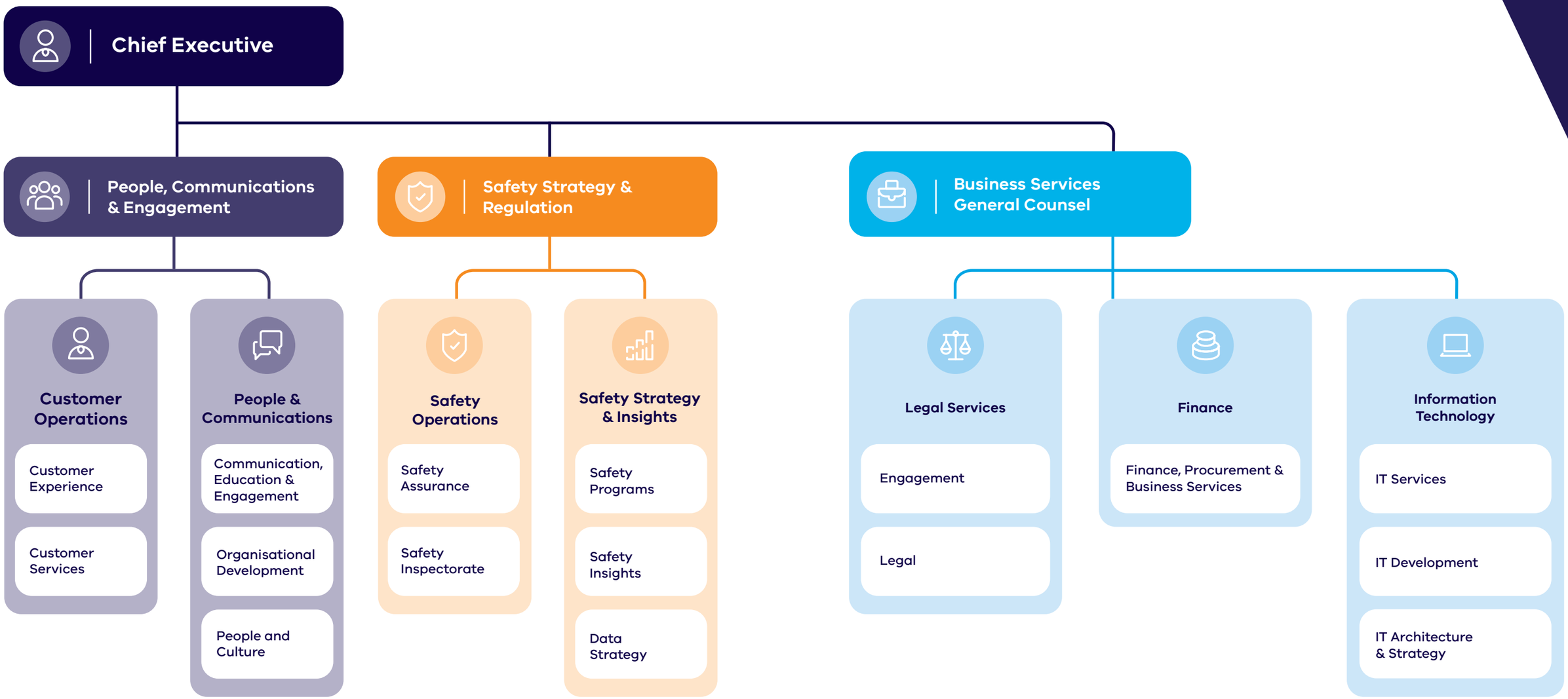
As the safety regulator for the CPV, bus and maritime regulatory sectors, ST Vic works closely with both departments and provides advice and support to responsible Ministers.

Our vision: Safe journeys, every time.

Our purpose

Working with industry and community to achieve safe transport outcomes. This short, simple phrase guides and unites ST Vic with a clear reminder: to keep safety front and centre for everyone using or operating transport - on our roads or on the water. It reflects our commitment to working with partners to achieve more together and strengthen our impact in the community.

Organisational design



Our impact:

A safe transport system
that inspires confidence.



This year, we strengthened safety outcomes through reform, innovation and targeted harm-reduction initiatives. Working with industry, government and community stakeholders, we delivered CPV reforms, enhanced regulatory oversight and addressed emerging risks through evidence-based programs and research.

Our initiatives focused on reducing risks for wheelchair users travelling in CPVs, children travelling on buses, and drivers and passengers affected by fatigue, while promoting greater inclusion and accessibility across the transport network.

We expanded our education, engagement, compliance and enforcement activities through targeted safety campaigns, major event operations, waterway patrols, transport hub inspections and industry audits. This work helped industry understand and meet its obligations, identified non-compliance, deterred unsafe behaviour and supported enforcement action where required.

We also improved customer experience, complaints management and digital services, making it easier for passengers to report concerns and make informed choices. These improvements strengthened the intelligence available to guide future regulatory priorities and interventions.

Understanding driver fatigue

During the year, we continued our partnership with the Monash University Accident Research Centre (MUARC) through the Driver Fatigue Harm Reduction Program to deepen our understanding of the factors contributing to fatigue-related harm.

Recognising that fatigue can be difficult to identify through any single source, the project combines datasets covering CPV trips, road crashes, driver licensing and infringements.

Analysing these datasets collectively will provide a more complete view of crash and driver behaviour trends associated with fatigue and help reveal relationships that may not be apparent when the datasets are considered separately, including links between fatigue risk, operator behaviour and drivers working across multiple booking platforms.

This year, the project progressed into its analysis phase, marking an important step in establishing a stronger evidence base for fatigue-related decision-making. The insights generated will help us better identify new and emerging risks, prioritise regulatory activity and target interventions where they can have the greatest safety impact.

The project will also support the development of practical, evidence-based guidance for industry and lay the groundwork for ongoing fatigue monitoring and analytics. This will strengthen our ability to move beyond responding to fatigue-related incidents and take a more proactive approach to regulating fatigue risk.

Reducing risks for wheelchair passengers

Passengers who rely on wheelchair accessible vehicles (WAVs) should be able to travel safely, confidently and with dignity. Through our WAV Safety Harm Reduction Program, we worked with passengers, drivers, industry and disability advocates to improve safety and reduce risks associated with wheelchair transport.

A key achievement was the development of the *Guide to Transporting Passengers in a WAV*. Co-designed with industry stakeholders and the Accessible Transport Advisory Committee, the guide provides practical advice on safely loading, securing and transporting passengers, helping drivers apply safety requirements consistently and confidently.

The guidance clarifies key safety risks and controls across the industry and is already being incorporated into driver training programs by booking service providers (BSPs). It has also strengthened collaboration between regulators, industry and passengers, supporting a more consistent approach to safe and accessible transport.

This guidance was supported by targeted WAV compliance activity. Through the year, authorised officers conducted 638 inspections to check key safety requirements including wheelchair lift servicing, WAV fit-out condition, tyre condition, operational cameras, driver accreditation, vehicle registration and restraint arrangements. Where issues were identified, officers provided education on safe loading and unloading techniques, shared practical guidance with drivers and took compliance action where required.

This work supports a safer WAV fleet, helps drivers understand their obligations and gives passengers who use wheelchairs greater confidence when travelling.

Improving bus safety for children

Through our Child Bus Safety Harm Reduction Program, we worked with industry to better understand and address the factors that can contribute to children being unintentionally left unattended on buses.

This year we hosted a Child Bus Safety Industry Symposium attended by more than 50 stakeholders from across metropolitan and regional Victoria, including bus operators, industry associations and government representatives. The symposium provided an opportunity to share insights, discuss safety expectations and identify practical ways to strengthen child safety.

The discussions improved our understanding of the factors that can contribute to these incidents and informed the development of guidance to support safer practices across the industry. The strong level of participation demonstrated a shared commitment to continuous improvement and protecting children travelling on Victorian buses.

By bringing industry together to identify practical solutions, we are helping to strengthen safety practices, improve awareness of risks and support safer outcomes for children and their families.



Spotlight on: Compliance

This engagement was complemented by targeted audit activity to assess whether operators had practical controls in place to manage the risk of children being left unattended.

ST Vic delivered a targeted school bus safety audit program focused on systems and processes to reduce the risk of children being left unattended on buses. In 2025–26, 12 audits of Department of Education contracted bus services were conducted, resulting in more than 30 recommendations to support continuous safety improvement.

Recommendations included introducing electronic manifests and physical vehicle walk-throughs, strengthening driver training and improving monitoring systems. This work helped operators identify practical improvements to strengthen safeguards for vulnerable passengers.

Safer journeys through fatigue management

In the third year of our Best Rest campaign, we continued to promote the importance of rest, sleep and fatigue management, helping drivers make safer decisions before getting behind the wheel.

Throughout 2025–26, we worked with BSPs, bus operators and other industry stakeholders to deliver practical fatigue-safety messages and encourage positive behaviours. This included face-to-face activations at Melbourne Airport and bus depots, where we spoke directly with more than 400 drivers and distributed practical health and wellbeing resources.

The campaign's "Plan, Optimise, Sleep" message encouraged drivers to plan rest breaks, use downtime effectively and prioritise quality sleep. Interactive activities and direct engagement also provided valuable insights into fatigue-management practices, helping ensure future education and engagement remain relevant to industry needs.

70K+
bus drivers received messaging through ST Vic eNews

1.8k
social media engagements

2k+
website landing page views

441
wellness bags containing fatigue management resources distributed

449
face-to-face engagements during activations

808.6k
audience reach through paid social media activity

Driving inclusion for passengers with assistance animals

We worked with industry, accessibility advocates and community organisations through our Drive with Heart program to promote inclusive transport and support positive experiences for passengers who rely on assistance animals.

To ensure the campaign was evidence-based, our Behavioural Science team undertook targeted qualitative and quantitative research to better understand the factors influencing assistance animal refusals across the CPV industry. A survey of 255 CPV drivers identified operational and hygiene concerns, including cleaning time and costs, as common factors influencing refusal behaviour. The research also identified gaps in drivers' understanding of their legal obligations.

These insights directly shaped the campaign's messaging and educational resources. The campaign addressed practical concerns, reinforced legal obligations and positioned assistance animals as highly trained working animals. Resources were delivered through trusted industry communications, online channels, stakeholder networks and direct engagement with drivers, helping ensure messages reached drivers through channels they already use.

Partnerships with organisations including Guide Dogs Victoria helped extend the campaign's reach and reinforce its credibility. The research has also established a valuable evidence base to inform future education, communications and stakeholder engagement.

By combining behavioural science, industry collaboration and targeted education, we are helping to reduce barriers for passengers travelling with assistance animals and support a more accessible and inclusive transport system for all Victorians.



90K+
CPV drivers directly messaged through eNews communications

285k+
people reached through paid social activity.

1.2k+
visits to the *Drive with Heart* campaign webpage.

1.8k+
visits to the *assistance animal complaint guideance* pages.

228
face-to-face engagements with CPV drivers at Melbourne Airport.

540
campaign resources and promotional items distributed.

7
community groups engaged to support campaign delivery and awareness.

Respecting the way of the water

Through our new Respect the Way of the Water campaign, we promoted safer decision-making during Victoria's busiest boating period.

Throughout 2025–26, we used research, compliance data and industry insights to target behaviours including complacency, routine decision-making and reduced situational awareness. Tailored safety messages for skippers, fishers and paddlers were delivered through relatable boating personalities and trusted community voices.

The campaign reached people as they planned, prepared for and spent time on the water, with messages appearing on major routes to boating destinations, at boating and fishing events, and across digital, social media, community radio and industry channels.

Key information was also translated into multiple community languages, improving access for Victoria's diverse boating community and helping support safer behaviour on the water.

1.7+ million
Victorians reached with boating safety messages.

144k+
marine licence holders reached directly through boating safety communications

850
face-to-face engagements at boating events.

Empowering passengers through improved complaint resolution

As part of the CPV reform rollout, ST Vic introduced mandatory in-vehicle QR codes to make it easier for passengers to report unsafe or unfair behaviour. This change was expected to increase the number of complaints and reports received by ST Vic by giving passengers a simpler and more direct reporting pathway.

To support this, ST Vic established a dedicated Complaint Resolution Team, with assessment and triage capability to provide a more specialised approach to complaint handling. The team helps ensure concerns are assessed, prioritised and resolved efficiently, including complex matters that may require compliance follow-up, enforcement action or broader regulatory response.

The initiative has improved the timeliness and consistency of complaint handling while strengthening our ability to identify and respond to emerging safety and consumer issues. It also improves transparency and makes it easier for passengers to raise concerns and receive timely outcomes.

Complaints also provided an important source of regulatory intelligence. Information from passengers, including reports made through QR code pathways, helped ST Vic identify recurring issues, emerging risks and matters requiring compliance follow-up. This strengthened the link between customer experience, frontline intelligence and enforcement activity.

Dedicated team established to manage complex and high-risk complaints and support timely resolution.

4,056
complaints received across all transport modes during 2025–26

37.5% reduction
in average complaint closure times, due to team establishment

Turning inspection insights into safer operations

ST Vic's compliance, assurance and inspection work helps build a clearer picture of safety risks across the CPV, bus and maritime sectors. During 2025–26, inspections, audits and investigations were used to identify non-compliance, educate industry participants, address immediate safety risks and take enforcement action where required.

Between 1 July 2025 and 30 June 2026, ST Vic conducted 7,256 vehicle safety inspections, including 6,859 CPV inspections and 395 bus inspections. We also completed 37 safety system audits across the CPV and bus industries.

This activity identified common risks across the CPV and bus sectors, including poor vehicle condition, cancelled or unregistered CPV registrations, missing or non-operational cameras, inactive meters, driver accreditation issues and unsafe WAV loading and unloading practices. Maritime compliance activity included 659 vessel inspections, which also identified risks including missing lifejackets, required safety equipment not being carried, unregistered vessels, unlicensed operation and speeding, resulting in 104 infringement notices issued.

Authorised officers used a graduated regulatory response, including education, warnings, defect notices, infringements and investigations. This approach helped address immediate safety concerns while building a stronger evidence base for future targeting, education and enforcement activity.

Inspection findings also helped identify higher-risk periods, locations and behaviours, including during periods of high demand and at some major cultural and community events. In response, ST Vic increased its presence at targeted locations to deter unsafe behaviour, support compliance and provide reassurance to passengers, waterway users and the broader community.

Compliance activity, 1 July 2025 to 30 June 2026	Result
Vehicle safety inspections	7,254
CPV inspections	6,859
WAV inspections	638
Bus inspections	395
DIA inspections	75
BSP safety system audits	15
Bus operator safety system audits	22
Local port audits	4
Waterway assessments	31
Maritime accredited training provider audits	20
BSP safety system reviews	37
Bus operator safety system reviews	158
Improvement notices issued	2
Prohibition notices issued	21

Keeping Victorians safe where demand is highest

Major events, holiday periods and peak boating seasons increase activity across Victoria's transport networks and waterways. During these periods, ST Vic takes an intelligence-led, risk-based approach to focus compliance resources where they can have the greatest safety impact.

Throughout the year, inspectors maintained a visible presence at major events, transport hubs, airports and key waterways. In CPV settings, officers focused on vehicle registration, driver accreditation, roadworthiness, meter activation, QR code and camera requirements, and behaviours such as touting. In maritime settings, officers focused on lifejacket use, vessel registration, licensing, safety equipment, speed and waterway rules.

Where non-compliance was identified, officers used a graduated response, including education, official warnings, defect notices and infringements. These operations helped address immediate safety concerns, deter unsafe behaviour and reinforce expectations with drivers, operators and waterway users.

Inspection outcomes also informed future targeting. Higher rates of non-compliance at some major and cultural events reinforced the importance of a visible regulatory presence and helped ST Vic focus future education and enforcement activity on the locations, behaviours and periods of greatest risk.

Operation	Focus	Outcomes
Australian Open 2025	Vehicle registration, driver accreditation, roadworthiness, meter activation and driver misconduct such as touting	1,014 inspections, 44 infringements, 11 official warnings and 71 vehicle defect notices.
Grand Prix 2025	Vehicle registration, driver accreditation, roadworthiness, meter activation, QR code requirements and touting	414 vehicle inspections, 56 defect notices, 5 official warnings and 24 infringements, including 3 for illegal fare touting.
Spring Racing Carnival	CPV compliance during a period of high passenger demand	203 inspections, 6 infringements, 1 official warning, 9 ST Vic defect notices and 3 VicRoads defect notices.
Lake Eildon, Easter period	Vessel safety and waterway compliance during peak boating activity	103 inspections, with non-compliance identified through targeted maritime patrols.
Lake Nagambie	Vessel registration, safety equipment, licensing, speed and waterway rule compliance	24 vessel inspections, including infringements for unregistered vessels and operation in a prohibited area, as well as warnings for equipment, licensing and waterway rule issues.



Streamlining our customer experience

We have continued to improve how customers access information and interact with ST Vic, making it easier to find answers, resolve enquiries and access services.

We focused on reducing friction across key service channels while improving the consistency and quality of customer interactions. This included strengthening frontline customer service capability through targeted training, refining call handling processes and ensuring staff had the tools and information needed to provide accurate and consistent advice.

We also enhanced our phone system navigation and refined our most important and heavily used web pages to help customers find information more quickly and increase opportunities for self-service, reducing the need for repeat contact.

2.5% decrease
decrease in call volumes, as customers accessed information through a broader range of channels.

25% reduction
in call wait times

~10% reduction
in call abandonment

The CPV industry



96,444
accredited CPV drivers

282
BSPs



1,225
WAVs

6,738
Unbooked

68,843
Booked



2,417
average driver applications per month

The recreational boating industry



202,028
registered vessels

29,232
registered PWCs



4,055
restricted licences

308,388
PWC endorsed

135,859
non-PWC endorsed



444,247
general licences

Rollout of key CPV reforms

This year, ST Vic worked closely with DTP to support the implementation of a comprehensive reform package for the CPV industry, announced in May 2025.

Delivered progressively throughout 2025 and 2026, the reforms are designed to improve passenger safety, strengthen industry accountability, support evidence-based enforcement and give ST Vic stronger tools to respond to unsafe, unfair or non-compliant behaviour.

The reforms strengthen requirements for CPV drivers to obtain and maintain accreditation, particularly for drivers servicing vulnerable passengers, while also increasing penalties for fare and safety-related non-compliance and expanding ST Vic's enforcement options.

A cross-organisational delivery program

Delivery of the reforms included policy implementation, regulatory design, system changes, data pathways, operational procedures, compliance planning, customer service readiness, website updates and industry communications.

ST Vic worked closely with DTP throughout the program to support implementation planning, manage delivery risks, sequence reform activity and ensure industry guidance was aligned with the policy intent of the reforms.

This coordinated approach helped ST Vic prepare for a complex rollout while continuing to deliver day-to-day regulatory services.

A staged reform rollout

ST Vic supported the staged rollout of reforms to help industry understand what was changing, when changes would take effect, and what drivers, vehicle owners and BSP needed to do.

1 January 2026

- Increased penalties for meter-related offences.

1 March 2026

- Mandatory in-vehicle QR codes to make it easier for passengers to report unsafe or unfair behaviour.
- Introduction of the "two strikes and you're out" framework for repeat serious fare offences.
- Strengthened requirements around BSP signage.
- Amendments to the Public Care Objective.

1 July 2026

- New driver and BSP affiliation requirements.
- Changes to the CPV Public Register.
- Camera and audio reforms.
- QR code responsibilities for BSPs.
- Further requirements around correct BSP signage.

Later in 2026

- A new service refusal offence.
- Expanded notifiable incident reporting categories.
- Expansion of the two-strikes framework to include relevant service refusal offences, including assistance animal refusals.

Key reform milestones included:

These changes give ST Vic greater visibility of how the industry operates and stronger regulatory tools to respond to unsafe, unfair or non-compliant behaviour.

Supporting industry to understand and comply

A key focus of the reform rollout was supporting industry to understand the changes before they commenced.

Because the reforms affected drivers, vehicle owners, BSPs and passengers in different ways, ST Vic developed targeted communications and guidance for different audiences. This included:

- website updates
- direct emails
- newsletters
- SMS reminders
- social media
- customer service scripting.

ST Vic also engaged with industry and stakeholders throughout the program, including BSPs, industry associations and other government partners. Engagement supported consultation and implementation planning across key reform areas, including the CPV Code of Practice, QR code rollout, BSP and driver affiliation requirements, camera and audio changes, and commencement timeframes.

This helped ensure industry participants had access to clear and practical information about their obligations, while also supporting ST Vic's frontline teams to provide consistent advice.

ST Vic also engaged with industry and stakeholders throughout the program, including consultation on the CPV Code of Practice, QR code rollout, BSP and driver affiliation requirements, camera/audio changes and implementation timeframes.

Reform communication activity	Result
Direct emails sent to industry participants	718,593
SMS reminders sent about QR codes	113,336
CPV reform webpage visits *https://safetransport.vic.gov.au/on-the-road/cpv-industry/cpv-industry-reforms/*	4,990
Major reform emails	179,520
Major reform email open rates	64.92 per cent

Making it easier for passengers to report unsafe or unfair behaviour

One of the first visible reform changes was the rollout of mandatory QR codes in CPVs.

The QR code gives passengers a simple and consistent way to report unsafe or unfair behaviour directly to ST Vic. It also supports better intelligence gathering by helping ST Vic identify trends, recurring issues and areas where education, compliance or enforcement may be needed.

ST Vic supported the rollout through direct communications, SMS reminders, website guidance, customer service scripting and practical information for drivers, vehicle owners and BSPs.

- As of 30 June 2026, 32,000 QR codes had been downloaded from the ST Vic website. Each code can be printed and displayed multiple times.
- A further 10,000 QR codes ordered and distributed directly to drivers and CPV vehicle o

wners.

- Since the introduction of the QR code, there have been 625 complaints received through the QR code pathway which represents an increase of approximately 15 per cent compared with the same time last year.
- Average daily complaints increased from 10 to 12 following the introduction of QR code reporting.

Stronger systems for safer services

The reform package strengthens ST Vic's ability to respond to serious or repeated non-compliance across the commercial passenger vehicle industry. They allow ST Vic to better align operational procedures, customer service guidance, data pathways and industry communications with the expectations of the industry and community.

The reforms also strengthen the connection between passenger reporting, regulatory intelligence and enforcement. QR code reporting, expanded notifiable incident categories and stronger obligations on drivers and BSPs will help ST Vic identify patterns of non-compliance earlier and target regulatory action where it is most needed.

These changes are intended to improve transparency, support safer passenger experiences and reinforce accountability across the commercial passenger vehicle industry.

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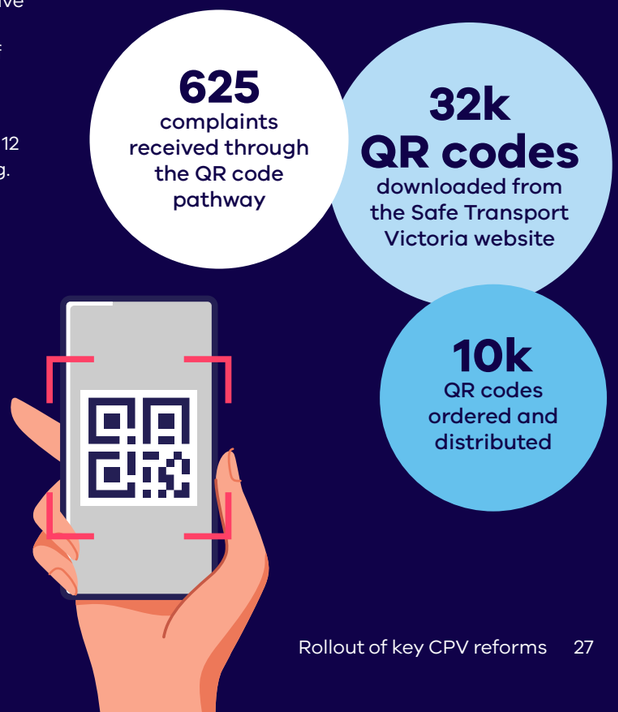


Our ways of working:

An intelligence-led, outcomes-focused regulator equipped to deliver.



We continued to strengthen the foundations that support effective regulation by investing in modern systems, data capability and continuous improvement. This included progressing our digital transformation program, expanding our intelligence-led regulatory capability through centralised data and analytics, and improving project governance to support the delivery of major reforms.

We also streamlined internal processes and enhanced customer service through better complaints management, improved self-service options and more consistent access to information and guidance. Across every area of our work, we remained focused on building a smarter, more connected and future-ready regulator that can respond to emerging risks and deliver better outcomes for the Victorian community.

Consolidating our regulatory systems – Phase one

To support efficient, responsive and contemporary regulation, we are progressing a major digital transformation through our Future Systems Program.

The program is consolidating key regulatory functions into a modern, integrated digital platform, strengthening service delivery, safety oversight and support for future regulatory reforms. Simplifying processes and improving access to information will lead to a more connected and efficient regulatory environment for industry and the community.

Phase one of the program was delivered across 2025-26, focusing on uplifting the DIA accreditation, and new complaints and Notifiable Incidents services, while strengthening integration with key government systems. These improvements will make it easier for industry participants to access services, meet their regulatory obligations and engage with us through streamlined digital channels.

This work will also strengthen our use of data and insights to support risk-based regulation, identify emerging issues, respond more effectively to industry and community needs and support informed decision-making.

Significant progress was made during 2025–26, with the delivery phase continuing until 2028.

Improving our data management

This year, we continued to strengthen our data and reporting capabilities through the development of a consolidated data platform, bringing together information from across our regulatory activities into a single source of insight.

The platform will improve how we identify emerging risks, monitor industry performance and target regulatory activity across the CPV, bus and maritime sectors. Improved data on complaints, inspections, enforcement outcomes, accreditation and registration activity is also helping ST Vic identify high-risk operators, locations, behaviours and time periods.

During the year, the next stage of the project delivered new data integrations and reporting tools across key regulatory functions, including accreditation, inspections, enforcement, licensing and registration activities. These capabilities provide greater visibility of industry trends and compliance outcomes, supporting more proactive, risk-based regulation.

The platform will also support future integration with broader transport datasets, creating new opportunities to strengthen insights and improve understanding of safety risks across Victoria's transport network.

Work will continue in 2026–27 as we further expand the platform's capabilities.

- Integrated 18 datasets from legacy systems into a modern enterprise data platform.
- New self-service reporting dashboards that provide timely insights into trends, emerging risks and compliance outcomes.
- Strengthened risk identification, compliance monitoring and regulatory targeting through enhanced reporting across accreditation, compliance and enforcement activities.

Streamlining complaints management

During the year, we strengthened our complaints management framework to improve consistency across the organisation and provide a clearer experience for customers.

Working with subject matter experts and teams across the business, we refined processes from initial receipt through to resolution. This included standardising correspondence and developing practical guidance to support consistent decision-making and communication.

We also introduced a complaints factsheet outlining the process, expected timeframes, privacy arrangements, available support and what customers can expect.

These improvements have established a more streamlined, organisation-wide approach to complaints handling, better supporting staff and providing customers with clearer, more timely and professional communication.

Building a stronger knowledge base

During the year, we introduced "Compass", a centralised knowledge management system to help staff access accurate and up-to-date information more easily.

The system brings together customer service processes, guides and supporting resources in a single, searchable repository. It contains 357 documents, including standard operating procedures, quick reference guides, templates, process maps, policies and over 100 guides, with filters and tags helping staff quickly locate relevant information.

Since its introduction, Compass has become an important resource for customer service teams, with almost 92,000 visits to content.

By consolidating information in one location, we have improved accessibility and version control while reducing duplication across teams. This supports more consistent decision-making, strengthens staff capability and confidence, and helps deliver better outcomes for customers and industry.

Channel improvement

In 2025-26 we enhanced our phone and digital channels to make it easier for customers to access information, resolve enquiries and complete routine tasks.

A review of our phone system simplified call pathways, improved messaging and enhanced the overall caller experience. Clearer prompts and more intuitive navigation helped customers reach the right information and services more efficiently, while updated messaging improved consistency and clarity.

At the same time, we continued to enhance our website and digital content, making information easier to find and expanding self-service options. These improvements provide customers with greater flexibility and enable more enquiries to be resolved online, at a time that suits them.

These changes supported strong first-contact resolution, with around 91 per cent of enquiries resolved at first contact, while also reducing average wait times by around four seconds.

Turning frontline insights into better service delivery

Our Customer Experience Officers are using their everyday interactions with customers to identify opportunities to improve services. During the year, we strengthened how frontline feedback is captured and acted on through a new process improvement framework.

The framework provides a clear pathway for staff to suggest improvements to systems, processes and customer communications. It also supports the prioritisation and management of initiatives, helping ensure ideas are assessed and progressed consistently.

The framework has enabled almost 200 improvements, including 74 system improvements and 110 process updates. These included standardising templates and emails, updating collateral, procedures and guides, and improving call and email scripting to support more consistent customer interactions.

Insights also informed practical changes to customer channels, including the addition of 10 self-service options to the ST Vic website and a simplified phone menu, reducing menu and submenu options from 16 to four to support more efficient call routing.

These improvements have supported better service outcomes, including a reduction in call abandonment from 31 per cent in 2024–25 to 20 per cent in 2025–26, first-contact resolution of 91.23 per cent, and an average wait time of 9 minutes and 29 seconds.

The framework has also encouraged greater collaboration across teams and reinforced the important role frontline employees play in shaping better services. It will continue to support continuous improvement and better outcomes for our customers.

468,165
general transactions processed

116,597
customers called us

130,333
customers emailed us

52%
of customers interactions were by phone

30,501
CPV driver accreditations processed

23,451
MPTP member applications

Victorian bus industry



2,697
bus operators

10,000
buses*



* approximately

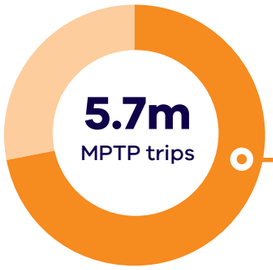
The MPTP



3,650
WAV-endorsed drivers



70,000
over the age of 65



2.2m
wheelchair trips

Our people:

A diverse and connected workforce that is empowered, innovative and adaptable.



As we continue to mature as a modern, multi-modal regulator, investing in our people remains critical to our success. Building a capable, inclusive and resilient workforce ensures we have the skills, leadership and organisational capability needed to respond to emerging challenges, deliver effective regulation and support safer outcomes for the Victorian community.

During 2025–26, we continued to strengthen the foundations that support a high-performing organisation. This included investing in leadership development, workplace culture, wellbeing, diversity and inclusion, gender equality and employee safety, while enhancing the systems and programs that support our people to learn, grow and succeed.

These initiatives are helping to foster a workplace where employees feel supported, valued and empowered to contribute their best. They also strengthen our ability to operate as a contemporary, intelligence-led regulator that is adaptable, responsive and equipped to meet the evolving needs of the sectors and communities we serve.

Enhancing our leadership

Strong leadership underpins our overall effectiveness as a regulator. Leaders who communicate clearly, coach their teams and foster psychologically safe workplaces lift engagement, strengthen collaboration and support better decision-making across the organisation.

A more capable and effective organisation is better placed to deliver consistent regulatory outcomes, work constructively with industry, and ensure the transport services Victorians rely on every day are safe.

To support this, we launched the ST Vic Leadership Academy, a structured development program designed to build leadership capability across the organisation.

The Academy provided tailored learning pathways for aspiring leaders, people leaders and senior executives, supporting the development of core leadership skills including communication, coaching, self-awareness and how to foster psychologically safe workplaces.

A total of 68 employees participated across the Academy's four programs:

- Aspiring,
- Foundations,
- Step Up, and
- Executive Edge.

The programs were reviewed through participant interviews and feedback, with one-on-one coaching particularly valued for helping participants apply their learning in day-to-day work.

Leadership development remains a key focus in 2026–27 as we continue investing in the people and capabilities that support ST Vic's success.

Advancing gender equality

This year, we developed our Gender Equality Action Plan 2026–2029, establishing a clear roadmap to advance gender equality across ST Vic over the next four years.

The plan was informed by extensive consultation with 53 employees, supported by independent expertise and analysis. Through surveys, focus groups and engagement activities, staff shared their experiences and perspectives on workplace culture, leadership, career development, flexible work and other factors influencing gender equality.

The consultation identified opportunities to improve gender representation in leadership roles and address factors contributing to remuneration outcomes.

These insights informed actions across workforce composition, recruitment, career progression, flexible work and workplace culture. The plan also recognises the importance of intersectionality and the diverse experiences of employees across the organisation.

Completed and submitted in accordance with legislative requirements, the plan provides a strong foundation for ongoing progress. Its implementation will continue through to 2029, supporting a more inclusive workplace and helping ensure ST Vic attracts, develops and retains a diverse and capable workforce.



Diversity, Equity and Inclusion Strategy 2026-2029

Diverse perspectives, inclusive practices and a strong sense of belonging help create better workplaces and better outcomes. During the year, we launched ST Vic's first Diversity, Equity and Inclusion (DEI) Strategy, establishing a roadmap to strengthen inclusion across the organisation through to 2029.

Developed with specialist expertise and informed by organisational data and staff insights, the strategy complements broader initiatives focused on culture, wellbeing and gender equality. It sets out a coordinated approach to building inclusive capability, supporting employee wellbeing and fostering a workplace where all employees can contribute and succeed.

The strategy is centred on four focus areas: capability uplift and allyship, attraction and retention, health, safety and wellbeing, and monitoring, evaluation and transparency. Early actions included the development of DEI resources, the integration of inclusion content into employee onboarding, and organisation-wide awareness and engagement activities.

To support delivery, a dedicated DEI Working Committee was established to guide progress and champion inclusive practices across the organisation.

Implementation will continue through to 2029, helping to strengthen organisational culture, employee wellbeing and outcomes for the Victorian community.

Culture Program

We progressed an organisation-wide Culture Program in 2025-26 to strengthen employee experience, build capability and reinforce our guiding values.

The program brought together initiatives focused on wellbeing, values and behaviours, recognition, and organisational development. Employees participated in learning activities covering respectful behaviours, workplace wellbeing and psychological safety.

We also refined the behaviours that underpin our core values, helping build a shared understanding of effective leadership, teamwork and performance. Leadership sessions were attended by 39 leaders in the organisation. Together, these initiatives are supporting a culture of collaboration, accountability, inclusion and continuous improvement.

The program has established a strong foundation for further development, with this work continuing in 2026–27 to strengthen the culture that supports our people and purpose.

A proactive safety culture

Safe workplaces rely on people having the confidence, knowledge and tools to identify risks and take action early. During the year, we strengthened safety capability across the organisation through the SafeT and Take 5 programs, supporting safer decision-making in both office and field environments.

SafeT provides a consistent approach to incident reporting and management, helping improve the visibility of workplace risks and support informed decision-making. Take 5 encourages employees working in the field to pause and assess potential hazards before commencing a task, promoting a proactive approach to risk management.

Training was delivered through two optional, in-person workshops, online learning resources and ongoing reinforcement by leaders, ensuring employees had access to practical tools and guidance that could be applied in their day-to-day work.

Together, these initiatives have strengthened safety awareness, improved engagement with safety processes and reinforced a culture where everyone plays a role in supporting the wellbeing of themselves and their colleagues.

Declaration

In accordance with the Financial Management Act 1994, I am pleased to present Safe Transport Victoria's Annual Report for the year ending 30 June 2026

Tracey Williams
Chief Executive Officer
Safe Transport Victoria

5/10/ 2026

Appendices

Appendix 1: Output performance measures 2025-26

Our performance against service delivery and performance targets included in the Victorian Government's 2025-26 Department Performance Statement are set out here:

Appendix 1: Output performance measures 2025-26

Our performance against service delivery and performance targets included in the Victorian Government's 2025-26 Department Performance Statement are set out here:

Performance Measures	Unit of measure	Actual 2025-2026	Target 2025-2026	Performance Variation %
Accredited State maritime training providers audited in accordance with risk-based annual audit plan	number	21	21	0.0%
Applications for bus operator accreditation processed on time in accordance with Bus Safety Act 2009 requirements	per cent	100	100	0.0%
Average wait time for conventional commercial passenger vehicles booked to arrive during daytime periods of demand *Due to stronger vehicle availability which caused better observed wait times	minutes	6	6.5	-7.7%
Average wait time for wheelchair accessible commercial passenger vehicles booked to arrive during daytime periods of demand *Due to stronger vehicle availability which caused better observed wait times	minutes	9.5	10.1	-5.9%
Calls to Safe Transport Victoria resolved at the first point of contact *Due to continued improvement in rostering and cross-functional training for staff members.	per cent	91.3	80	14.1
Commercial passenger vehicle service complaints and intelligence reports investigated and closed within 45 days	per cent	90.6	92	-1.5%
Commercial passenger vehicle service providers that meet expected safety requirements	per cent	75	75	0.0%
Commercial passenger vehicles inspected by Safe Transport Victoria that meet safety standards *Due to enhanced intelligence-led, risk-based compliance activity.	per cent	89	85	4.7%
Completed driver accreditation applications processed *Due to ST Vic receiving less driver applications than target	number	30944	35000	-11.6%
Compliance inspections of commercial maritime duty holders other than vessel owners and operators audited in accordance with legislative requirements and timelines	per cent	100	100	0.0%
Multi-Purpose Taxi Program: applications assessed and completed within 14 days	per cent	94.9	97	-2.2%
Multi-Purpose Taxi Program: number of trips subsidised *Due to higher than expected demand for subsidised conventional trips	number (thousand)	5721	5000	14.4%
Multi-Purpose Taxi Program: number of wheelchair and scooter lifting fees paid *Due to higher than expected demand for subsidised wheelchair trips	number (thousand)	2224	1750	27.1%
Overall satisfaction with level of commercial passenger vehicle regulatory service provided by Safe Transport Victoria *Due to increased regulatory activities and enforcement action, including following recent CPV sector reforms	per cent	73.4	80	-8.2%
Prosecutions that meet model litigant guidelines and court procedures and requirements *Due to ST Vic complying with all model litigant guidelines and court requirements	per cent	100	95	5.3%
Risk assessment of managed and unmanaged Victorian waterways with high levels of boating activity and competing use.	number	30	30	0.0%
Risk-based vessel inspections undertaken to determine compliance with State marine safety law *The result is higher than target due to warmer weather continuing into May 2026 increasing recreational activity which enabled ST Vic to inspect more vessels than expected in a normal year	number	658	500	31.6%
Road vehicle and driver regulation: new and renewed driving instructor authority applications processed within 20 business days	per cent	87.9	90	-2.3%
Safety audits of bus safety duty holders conducted in accordance with risk-based plan	per cent	100	100	0.0%
Valid driver accreditation applications determined within 20 business days in accordance with statutory requirements	per cent	87.5	85	2.9%

* Explanation where variance from target of 5% or greater was observed

Appendix 2: Financial summary and review

Financial summary

The financial statements presented later in this report are prepared in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards (AAS).

Financial result for the year ended 30 June extract	2025-26 $000	2024-25 $000	2023-24 $000
Income from government	208,957	185,841	172,640
Total income from transactions	209,596	186,473	172,972
Total expenses from operations	207,794	190,240	170,237
Net result from transactions	1,802	(3,767)	2,735
Net cash flow from/ (used in) operating activities	9,440	8,059	(4,752)
Total assets	31,718	25,255	27,292
Total liabilities	17,096	12,684	11,217
Net assets	14,622	12,571	16,075

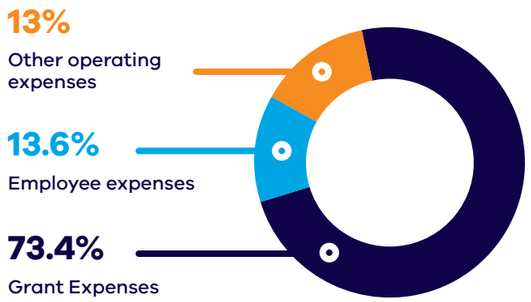
Overview

The Victorian Government considers the net result from transactions to be the appropriate measure of financial management that can be directly attributed to government policy. This measure excludes the effects of revaluations (holding gains or losses) arising from changes in market prices and other changes in the volume of assets shown under 'other economic flows' on the comprehensive operating statement, which are outside the control of ST Vic.

Financial performance

In 2025-26, the net result from transactions was a surplus of $1.8 million. This is mainly due to a timing difference between funds received and payment of expenses and unfunded non-cash items, such as depreciation and amortisation. The grant received from DTP does not fund ST Vic for depreciation and amortisation as these are considered to be non-controllable transactions, which has a cumulative impact on the accumulated equity balance in future financial years.

ST Vic's budget is primarily funded from government grants received from DTP for the delivery of outputs and associated ST Vic transport regulator initiatives. The increase in income in 2025-26 was mainly due to an increase in grant received.



Total expenses in 2025-26 were $207.8 million. Of this expenditure:

- $152.5 million was for grant payments for MPTP related subsidies, and
- $55.2 million was for administration of regulatory services.

The increase in expenses in 2025-26 as compared to the previous financial year is mainly due to higher MPTP subsidy payments.

Transactions on behalf of Victorian Government and other government agencies

ST Vic administers the collection of certain registration fees and other fees on behalf of the Victorian Government and state government agencies. Regulatory fees collected by ST Vic include commercial passenger vehicles, maritime and bus licensing, accreditation, registration and other fees payable under related safety legislation, except for maritime license monies which are collected by VicRoads and reported in the administered statements of DTP. These amounts are not recognised as ST Vic's income but are paid to Victorian Government's Consolidated Fund or other government agencies.

Financial position - balance sheet

Total assets of $31.7 million mainly comprise cash and receivables balances reflecting the timing cash drawn down from DTP and of payment of expenses accrued not yet paid as of 30 June 2026, and the receipt of funding to be applied to activities in 2026-27.

Total liabilities increased by $4.4 million, primarily due to higher year-end payables for expenses incurred but not yet paid and an increase in employee-related provisions.

Cash flows

Total cash on hand at the end of the 2025-26 financial year was $21.8 million. This included cash inflows of $9.4 million from operating activities, cash outflows of $0.6 million from investing activities, primarily due to intangible assets additions and cash outflows from financing activities of $0.2 million.

Net cash inflow from operating activities increased by $1.4 million compared to 2024-25, mainly due to a timing difference in the receipt of grant revenue and in the payment of expenditure.

Grants Program

ST Vic administers a wheelchair accessible vehicle (WAV) subsidy scheme which aims to:

- maintain and improve the availability of WAVs for people with disabilities living in country, urban and regional areas
- make the operation of WAVs more cost effective for the providers of commercial passenger vehicle services.

The following grants were approved for payment in 2025-26.

Grants program	$
Ashita Enterprises Pty Ltd	40,000
Ballarat Taxis Ltd	40,000
Geelong Radio Cabs Ltd	160,000
Singh's Taxi Service Pty Ltd	40,000
Sixat Services Pty Ltd	33,000
South Coast Taxi	40,000
Taxis Associated of Bendigo Co-operative Ltd	36,000
Other WAV subsidy recipients (individuals and partnerships)	182,500
Total	**571,500**

Subsequent Events

On 19 June 2026, the Government announced a Machinery of Government change under which the functions and operations of ST Vic will become part of the Department of Transport and Planning, with some maritime functions being transferred to Ports Victoria. Further details are provided in Note 9.6 of the financial statements.



Appendix 3: People and workplace

Public sector values and employment principles

We continue to live our values by creating and maintaining a workplace that embraces diversity, mandates and promotes workplace safety, supports flexible work arrangements, provides our people with professional development opportunities, and offers recognition and reward in response to individual and team achievements. This year, we continued to promote high standards of ethical behaviour in line with government policies outlined in the Code of Conduct for Victorian Public Sector Employees 2015 and the Victorian Public Service Enterprise Agreement 2020. We also embedded our values in everyday practice and anchored them across policies and procedures.

Embedding ST Vic's values

Our values have been optimised and integrated into everything we do, through our recruitment practices, learning and development programs, policies and procedures, strategy development and corporate communications. This year, a mandatory performance goal was introduced to build collaboration through our value of Work as One.

Diversity and inclusion

We believe our workforce should reflect the diversity of the Victorian community and the industries that we regulate. Our rich and diverse workforce brings unique life experiences and innovative perspectives that help us build stronger connections with the community we serve. Our work towards equality in the workplace continues to focus on increasing our representation of women, culturally and linguistically diverse (CALD) communities, people with disability, and Aboriginal and Torres Strait Islander peoples, and creating a workplace that values and celebrates LGBTIQA+ people.

Gender Equality Act 2020

The Gender Equality Act 2020, which came into effect on 31 March 2021, requires Victorian public sector organisations, local councils and universities to take proactive and meaningful action towards achieving workplace gender equality. Safe Transport Victoria remains firmly committed to the objectives of the Act. Building on the foundations of our first Gender Equality Action Plan (GEAP) 2024–2025, we have now launched our GEAP 2026–2029 — a multi-year plan informed by a workplace gender audit. The plan sets a clear, long-term direction for fostering an inclusive and equitable workplace for all.

Transport portfolio Aboriginal Self-Determination Plan

As part of the transport portfolio, we are aspiring to enable Victorians from all walks of life to have safe, simple and connected journeys. Aboriginal Victorians and their communities are a critical part of this collective aspiration.

One way we are undertaking this is by supporting the Scholarship Program coordinated through DTP. We contributed $20k to support both secondary and TAFE scholarships to First Peoples students.

ST Vic and other entities across the portfolio aim to combine their skills and expertise to support the development and implementation of self-determined transport solutions that meet the local needs and aspirations of Victorian Aboriginal communities. Under the plan, we aim to strengthen Aboriginal participation across our workforce, with the goal of achieving a 2 per cent Aboriginal employment target and 1 per cent Aboriginal procurement target.

Occupational health and safety

The health, safety and wellbeing of every employee, contractor and visitor remained a priority as we continued to work in hybrid ways in 2025-26. Our people were protected from potential physical or psychological harm or injury, as far as practicable.

Ongoing collaboration on issues relating to safety and wellbeing was achieved through the regular Health, Safety, and Wellbeing Committee (HSW), comprising management and health and safety representatives elected from designated work groups reflecting different areas of the organisation.

This committee serves as the central forum for discussing and managing occupational health and safety issues, bringing together senior leaders and representatives from across ST Vic. The HSW Committee addressed such issues as the operability and safety of one of our education trailers, the requirements for our Safety Inspectorate's operational uniform and equipment, and a review of fire warden coverage.

Diversity, equity and inclusion

The Disability Act 2006 reaffirms and strengthens the rights of people with disability and recognises this requires support across government and the community.

We continue to promote and implement inclusive practices for employing people with disability or accessibility needs by creating an accessible work environment.

We communicate to all potential candidates that our employment opportunities are open to all. We offer reasonable adjustments in both our recruitment processes and ongoing employment.

Data from anonymous employee surveys is actively used to shape our engagement strategies for people with disability or accessibility needs.

Workforce inclusion policy

Active Employees by Gender and Role – 2025–26			
Type of active employee	Self-described	Male	Female
The Accountable Officer and Executives	0	6	4
Other	1	72	83

The following table discloses the total number of executive officers by gender and class employed during 2025-26.

	All		Male		Female	
Employment class	Number	Variation	Number	Variation	Numbers	Variation
SES3	1	n/a	0	n/a	1	n/a
SES2	2	n/a	2	n/a	0	n/a
SES1	4	n/a	2	n/a	2	n/a
Total	**7**		**4**		**3.0**	

The following table provides a reconciliation of executive numbers including separations (executives who left during the year) between the report on operations and section 9.4, Remuneration of executives, in the Financial Statements.

Executive Employment Summary – 2025–26	
Executives (Financial Statements section 9.4)	10
Total executive numbers at 30 June	10

The following definitions are applied to workforce classifications:

Classification	Definition
Executives	A person, other than a statutory office holder or an accountable officer, who is employed as an executive under part 3 of the *Public Administration Act 2004* (Financial Reporting Direction 15D, section 5.2).
Other	Other employees who are not classified as executives

Performance against OH&S management measures

Occupational Health and Safety (OHS) Performance – 2024–25	
Measures (KPI)	2025-26
Incidents	
Number of incidents	34
Rate per 100 FTE	20.7
Claims	
Number of standard claims	1
Rate per 100 FTE	0.61
Number of lost time claims	2
Rate per 100 FTE	1.22
Number of claims exceeding 13 weeks	1
Rate per 100 FTE	0.61
Fatalities	
Number	0
Claims costs	
Average cost per standardised claim	N/A
Return to work	
% of claims with a return to work plan <30 days	0
Management commitment	
Evidence of policy statement, OHS objectives and plans signed by CEO	Complete
Consultation and participation	
Evidence of agreed DWGs, HSRs, and issue resolution procedures	Complete
Risk management	
% of internal audits/inspections conducted as planned	100%
% of issues actioned from audits/inspections	100%
Training	
% of health and safety representatives trained	100%

Based on actual FTW of 164 as at 30 June 2026

The following table discloses the headcount and full-time staff equivalent (FTE) of all employees, employed in the last full pay period in June 2026.

Details of employment levels in June 2026

Employment Characteristics	June 2026			
	Ongoing		Fixed Term & Casual	
	Employee (Headcount)	FTE	Employee (Headcount)	FTE
Gender				
Male	79	78.6	16	15.6
Female	83	80.1	6	6.0
Self-described	2	2.0	0	0.0
Total	**164**	**160.7**	**22**	**21.6**
Age				
Under 25	3	3.0	1	1.0
25–34	23	22.3	2	2.0
35–44	61	59.2	7	7.0
45–54	41	40.6	9	8.6
55–64	34	34.0	3	3.0
Over 64	2	1.6	0	0.0
Total	**164**	**160.7**	**22**	**21.6**
Classification				
VPS 1	0	0.0	0	0.0
VPS 2	0	0.0	0	0.0
VPS 3	39	38.0	5	5.0
VPS 4	58	57.1	2	2.0
VPS 5	46	45.4	4	4.0
VPS 6	17	16.2	3	2.6
STS VPS 7	4	4.0	1	1.0
Executives	0	0.0	7	7.0
Other	0	0.0	0	0.0
Total	**164**	**160.7**	**22**	**21.6**



Appendix 4: Governance and compliance

About ST Vic

ST Vic is an entity constituted by a single member, that person being its Chief Executive. The Chief Executive position is held by Tracey Williams, who was appointed to the role on an interim basis from 16 March 2026.

Through the exercise of its powers and the performance of its functions, ST Vic contributes to an integrated transport system in Victoria, led by DTP and its responsible Ministers.

ST Vic is a 'transport body' under the Transport Integration Act 2010 (TIA). As such, ST Vic must have regard for the 'transport system objectives' and the 'decision-making principles' set out in Part 2 of the TIA when exercising its powers, performing its functions and making decisions. These are displayed in the following table:

The transport system objectives provide for:	The decision-making principles provide for
Social and economic inclusion	Integrated decision making
Economic prosperity	Triple bottom line assessment
Environmental sustainability	Equity
Integration of transport and land use	Transport system user perspective
Efficiency, coordination, and reliability	The precautionary principle
Safety, health, and wellbeing	Stakeholder engagement and community participation
	Transparency

Nature and range of services

ST Vic regulates the CPV, bus and maritime industries in accordance with various acts, regulations and other legislative instruments including the:

- Transport Integration Act 2010 (TIA)
- Commercial Passenger Vehicle Industry Act 2017
- Commercial Passenger Vehicle Industry Regulations 2018
- Transport (Compliance and Miscellaneous) Act 1983
- Road Safety Act 1986
- Road Safety (Driving Instructors) Regulations 2020
- Bus Safety Act 2009
- Bus Safety Regulations 2020
- Transport (Safety Schemes Compliance and Enforcement) Act 2014
- Marine Safety Act 2010
- Marine Safety Regulations 2023.

Objectives, functions and powers

ST Vic's primary objects are set out in section 115E of the Transport Integration Act 2010 (TIA). The TIA is available at *legislation.vic. gov.au*.

ST Vic's objects are to regulate the commercial passenger vehicle, bus and maritime industries in a manner that:

- Promotes the provision of commercial passenger vehicle services that are customer responsive, safe, competitive, efficient and accessible.
- Is consistent with the vision statement and the transport system objectives of the Transport Integration Act 2010.
- Seeks the highest bus safety and marine safety standards that are reasonably practicable, and consistent with the vision statement and transport system objectives.

ST Vic's primary functions and powers are set out in Part 5 of the TIA, Division 1 of Part 8.1 of the Marine Safety Act 2010, the Bus Safety Act 2009 (including the powers of the 'Safety Director'), and the Commercial Passenger Vehicle Industry Act 2017 (powers of the 'regulator').

Executive leadership team (ELT)

The ST Vic ELT comprises the Chief Executive and Executive Directors who report to the Chief Executive.

The ELT is responsible for the day-to-day operation of ST Vic in accordance with the law, the decisions of the Chief Executive and government policies.

The ELT's primary responsibilities are to drive capability and performance throughout the organisation and ensure that day-to-day decisions are consistent with the purpose, strategic objectives and values of ST Vic.

ST Vic committees

Audit and Risk Committee

Members of the Audit and Risk Committee (ARC), as at 30 June 2026, were Steve Schinck (Chairperson), Vicky Hudson and Effie Doumis. Shaun Condron resigned from the ARC effective 1 April 2026.

The ARC oversees and advises ST Vic on matters of accountability and internal controls affecting ST Vic's operations regarding financial and risk management. As such, it assists ST Vic in fulfilling its corporate governance and oversight responsibilities regarding:

- Financial and regulatory compliance and reporting
- Accounting policies
- Risk management
- Internal control
- Internal and eternal audit
- Financial and risk management policies and practices

Committee Member	Meetings Eligible to Attend	Meetings Attended
Steve Schinck (Chairperson) (1 July 2025 to 30 June 2026)	5	5
Vicky Hudson (1 July 2025 to 30 June 2026)	5	5
Shaun Condron (1 July 2025 to 1 April 2026)	4	4
Effie Doumis (2 April 2026 to 30 June 2026)	1	1

Compliance statements

Freedom of information

The *Freedom of Information Act 1982* (Vic) (FOI Act) provides the public with a general right to access documents held by ST Vic subject to limited exceptions and exemptions.

For the 2025–26 financial year, ST Vic received 78 Freedom of Information applications. Requests were received from the general public and a Member of Parliament. Of the total requests received by ST Vic, 45 were finalised, 31 were transferred to other government departments and agencies and 2 are currently in progress.

Requests for access to documents held by ST Vic made under the FOI Act may be made in writing and submitted to the address below:

Freedom of Information Officer

Safe Transport Victoria

GPO Box 1716

Melbourne VIC 3000

Requests may be emailed to:
foi@safetransport.vic.gov.au

FOI requests can also be made online via the Office of the Victorian Information Commissioner (OVIC) website: *ovic.vic.gov.au/freedom-of-information/for-the-public/ make-your-request-online/*

Requests should be made in writing and should identify as clearly as possible which specific documents are being requested. Requests should be accompanied by the appropriate application fee ($34.50 for the 2025–26 financial year). The application fee may be waived if payment of the fee would cause hardship to the applicant.

Access charges, such as photocopying and retrieval charges, may also apply once documents have been processed and a decision on access has been made.

In accordance with the FOI Act's objective to make government information available to the public promptly and inexpensively, in some circumstances, ST Vic will release certain information to the public outside the FOI process where it is practicable and legal to do so.

Visit for further information regarding Freedom of Information.

Compliance with the Building

ST Vic did not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993*.

National Competition Policy

Under the National Competition Policy, the guiding principle is that legislation, including future legislative proposals, should not restrict competition unless it can be demonstrated that:

- The benefits of the restriction to the community, as a whole, outweigh the costs.
- The objectives of the legislation can only be achieved by restricting competition.

ST Vic complied with the requirements of the National Competition Policy during 2025–26. Competitive neutrality seeks to enable fair competition between government and private sector businesses.
Any advantages or disadvantages government businesses may experience that arise solely from their government ownership must be removed if they are not in the public interest.

Government businesses are required to cost and price these services as if they were privately owned and, thus, be fully cost-reflective. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service.

Compliance with the Public Interest Disclosures Act

The Public Interest Disclosures Act 2012 (PID Act), (formerly known as the Protected Disclosure Act 2012), encourages and assists people in making disclosures of improper conduct by public officers and public bodies and detrimental action taken in reprisal against a person making a disclosure.

The PID Act provides protection to people who make disclosures in accordance with the PID Act and establishes a system for the matters disclosed to be investigated and any rectifying action to be taken.

ST Vic does not tolerate improper conduct by employees, or the taking of reprisal against those who disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources or conduct involving a substantial risk to public health and safety or the environment.

ST Vic takes all reasonable steps to protect people who make such disclosures from any detrimental action taken in reprisal. It also affords natural justice to persons who are the subject of a disclosure to the extent legally possible.

Disclosures of improper conduct or detrimental action by ST Vic or any of its employees or officers can be made directly to ST Vic via its Public Interest Coordinator for consideration on whether the matter should be provided to the Independent Broad-based Anti-corruption Commission (IBAC) for assessment.

In accordance with section 58 of the PID Act, ST Vic has prepared written procedures for the protection of persons from detrimental action taken in reprisal for making a public interest disclosure.

Disclosures about other public entities and staff should generally be made to IBAC:

Level 1, North Tower

459 Collins Street

Melbourne VIC 3000

Phone: 1300 735 135

Internet: Refer to the Independent Broad-based Anti-corruption Commission website at for the secure email disclosure process, which also provides for anonymous disclosures.

Implementation of the Local Jobs First Policy

The Local Jobs First Act 2003 (formerly known as the Victorian Industry Participation Policy Act 2003) requires departments and public sector bodies to report on the implementation of the Local Jobs First Policy.

Departments and public sector bodies are required to apply the Local Jobs First Policy in all procurement activities valued at $3 million or more in metropolitan Melbourne and state-wide projects; $1 million or more in regional Victoria; and any projects declared by the Minister to be a Standard or Strategic Project under the Local Jobs First Act 2003.

During 2025–26, ST Vic had no contracts to which the Local Jobs First Policy applied.

Compliance with the Carers Recognition Act 2012

ST Vic has taken all practical measures to comply with its obligations under the Act. These include considering the care relationships principles set out in the Act when setting policies and providing services, including, reviewing our employment policies of flexible working arrangements and leave provisions, to ensure these comply with the statement of principles in the Act.

Social Procurement Framework

In 2018, the Victorian Government launched the Social Procurement Framework (SPF) to enable government buyers and suppliers to deliver social, economic and environmental outcomes that benefit the Victorian community, economy and environment.

Social procurement occurs when organisations use their buying power to generate social value above and beyond the value of the goods, services or construction being procured.

The SPF applies to the procurement of all goods, services and construction undertaken by, or on behalf of, the Government, and is defined by the following objectives:

i) Opportunities for Victorian Aboriginal people.

ii) Opportunities for Victorians with disability.

iii) Women's equality and safety.

iv) Opportunities for disadvantaged Victorians.

v) Supporting safe and fair workplaces.

vi) Sustainable Victorian social and Aboriginal business sectors.

vii) Sustainable Victorian regions.

viii) Environmentally sustainable outputs.

ix) Environmentally sustainable business practices.

x) Implementation of the climate change policy objectives.

In 2025–26, ST Vic undertook several activities to support the SPF:

- Continued to make progress against initiatives set out in its Accessibility Action Plan 2021–25.
- Undertook activities in furtherance of its success measures relating to actions outlined in the transport portfolio Aboriginal self determination plan.
- Contributed to VPS-wide social procurement policy submissions and initiatives, where required.



Government advertising, information and communication technology expenditure, consultancies and major contracts

Government advertising

There were no government advertising campaigns a total media spend of $100,000 or greater (GST exclusive) during 2025–26 (2024–25: nil).

Consultancies

In 2025-26, there were three consultancies where the total fees payable to the consultant were $10,000 or greater. The total expenditure during 2025-26 in relation to the consultant was $134,069.89 (excluding GST). Details of the consultancies are outlined in the table below.

Consultant	Purpose of Consultancy	Start date	End date	Expenditure 2025-26 (Excl GST)
Ernst & Young	Review of CPV specifications and Code of Practice	27 May 2025	20 September 2025	**$28,601.99**
Nine Squared Pty Ltd	Review of the current waterway management legislative framework	12 May 2025	30 September 2025	**$57,460.00**
FTI Consulting (Australia) Pty Limited	Undertake independent review into conduct of permission holder	1 July 2025	30 June 2026	**$48,007.90**

Review and studies expenditure

During 2025–26, ST Vic undertook no reviews or studies that incurred reportable expenditure.

Details of information and communication technology expenditure

For the 2025–26 reporting period, ST Vic had a total Information and Communication Technology (ICT) expenditure of $11,251,507, with the details outlined below.

Business as usual (BAU) ICT expenditure	Non business as usual (Non-BAU) ICT expenditure (i)	Operational expenditure	Capital expenditure
$7,624,275	$3,627,232	$11,251,507	

Note: (i) Total equals operating and capital expenditure

ICT expenditure refers to ST Vic'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 extending or enhancing ST Vic'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.

Disclosure of major contracts

ST Vic did not enter into contracts greater than $10 million in value during 2025–26 (2024–25: nil).

Office-based environmental impacts

In 2024–25, ST Vic had an agreement in place with the Accommodation, Carpool and Library Services (ACLS) (formerly Shared Service Provider) for the Department of Government Services for the provision of occupancy and facilities management services relating to ST Vic's head office at 1 Spring Street, Melbourne and its secondary site at 10 Mareno Road, Tullamarine.

Data on environmental impacts is included in the Department of Government Services' annual report.

Fleet vehicles

ST Vic has a Service Level Agreement in place with VicFleet for the provision of fleet services.

As at 30 June 2026, ST Vic's car fleet comprises 19 vehicles. The fleet consists of hybrid, diesel and petrol vehicles.

Employee travel to work 2025–26	Train	Tram	Car	Walk/Run	Other
Percentage of employees regularly using public transport, cycling, walking to and from work, or working from home (>75% of work attendance days)	n/a	n/a	n/a	n/a	n/a

Competitive neutrality policy

Competitive neutrality requires government businesses to ensure where services compete or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest.

Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation.

This policy does not override other policy objectives of government and focuses on efficiency in the provision of service. We continue to comply with the requirements of the Competitive Neutrality Policy where applicable.

Appendix 5: Disclosure index

Our Annual Report 2025-26 was prepared in accordance with all relevant Victorian legislation and pronouncements. This index was prepared to facilitate identification of ST Vic's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
Standing Directions & Financial Reporting Directions **Report of operations** **Charter and purpose**		
FRD 22H	Purpose, functions, powers and duties	9, 42
FRD 22H	Key initiatives and projects	12-41
FRD 22H	Nature and range of services provided	56
Management and structure		
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FRD 8	Performance against output performance measures	46-47
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FRD 22	Application and operation of the Carers Recognition Act 2012	59
FRD 22	Details of consultancies over $10 000	62
FRD 22	Disclosure of government advertising expenditure	62
FRD 22	Disclosure of ICT expenditure	62
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SD 5.2.3	Declaration in report of operations	41
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Other disclosures as required by FRDs in notes to the financial statements (a)		
FRD 11	Disclosure of ex gratia expenses	98
FRD 13	Disclosure of parliamentary appropriations	81
FRD 21	Disclosures of responsible persons, executive officers and other personnel (contractors with significant management responsibilities) in the financial report	98
FRD 110	Cash flow statements	93
FRD 114	Financial Instruments – general government entities and public non-financial corporations	95

Note: (a) References to FRDs have been removed from the Disclosure Index if the specific FRDs do not contain requirements that are of the nature of disclosure

Legislation
Freedom of Information Act 1982
Building Act 1993
Public Interest Disclosures Act 2012
Carers Recognition Act 2012
Disability Act 2006
Local Jobs Act 2003
Financial Management Act 1994

A financial reporting direction, FRD 30D 'Standard requirements for the publication of annual reports', outlines specification requirements for annual reports including for their design, use of colour and images, standard sizing, paper stocks and other publishing requirements. All departments and government agencies defined as public bodies must comply with the requirements of this FRD. FRD 30D can be found on the Department of Treasury and Finance website www.dtf.vic.gov.au under Financial Reporting Directions.

Appendix 6: Additional information available upon request

In compliance with the requirements of the Standing Directions of the Minister for Finance, details in respect of the items listed below have been retained by ST Vic and are available upon request, subject to the provisions of the Freedom of Information Act 1982.

- Accreditation of CPV drivers, CPV driver agreements, registration of commercial passenger vehicles and booking service providers, and licence holders in bus and maritime industries, including application forms and accompanying information received from applicants and other agencies, such as Victoria Police, VicRoads, medical practitioners or the courts
- Action plans
- Annual reports
- Correspondence – corporate and Ministerial, or emails and letters
- Financial statements/records – grants, remunerations and salaries, procurement materials
- Meeting records, minutes and agendas
- Multi Purpose Taxi Program applications
- Operational and compliance programs
- Policies, procedures, guidelines and specifications
- Administrative materials
- Compliance materials
- Instructional materials
- Program materials
- Project materials
- Training and educational materials
- Registers – compliance and operational
- Stakeholder surveys
- Wheelchair Accessible Commercial Passenger Vehicle Subsidy Scheme applications and accompanying documents

Appendix 7: Acronyms

AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
AMSA	Australian Maritime Safety Authority
ARC	Audit and Risk Committee
BSP	Booking Service Provider
CALD	Culturally and Linguistically Diverse
CE	Chief Executive
CPV	Commercial Passenger Vehicle
DTF	Department of Treasury and Finance
DJSIR	Department of Jobs, Skills, Industry and Regions
FRD	Financial Reporting Direction
FTE	Full Time Equivalent
GST	Goods and Services Tax
MP	Member of Parliament
MPTP	Multi Purpose Taxi Program
OH&S	Occupational Health and Safety
TI Act	Transport Integration Act 2010
VPS	Victorian Public Sector
WAV	Wheelchair Accessible Vehicle

Financial statements

for the year ended 30 June 2026

Safe Transport Victoria is a government agency of the State of Victoria.

For queries in relation to our financial statements please call 1800 638 802.

SAFE TRANSPORT VICTORIA

Financial Statements

for the year ended 30 June 2026

Safe Transport Victoria is a government agency of the State of Victoria.

For queries in relation to our financial statements please call 1800 638 802.

Report Structure

Safe Transport Victoria (ST Vic) has presented its audited general-purpose financial statements for the financial year ended 30 June 2026 in the following structure, to provide users with the information about ST Vic's stewardship of resources entrusted to it.

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Chief Executive Officer and Chief Finance Officer's Declaration

The attached financial statements for Safe Transport Victoria 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, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and financial position of Safe Transport Victoria at 30 June 2026.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 19 October 2026.



Tracey Williams
Chief Executive Officer
Safe Transport Victoria
(for the year ended 30 June 2026)
Melbourne
19 October 2026



Lola Makdissi
Chief Finance Officer
Safe Transport Victoria
(for the year ended 30 June 2026)
Melbourne
19 October 2026

Independent Auditor's Report

Victorian Auditor-General's Office

To the Chief Executive Officer of Safe Transport Victoria

Opinion

I have audited the financial report of Safe Transport Victoria (the entity) which comprises the:

- balance sheet as at 30 June 2026
- comprehensive operating statement for the year then ended
- statement of changes in equity for the year then ended
- cash flow statement for the year then ended
- notes to the financial statements, including material accounting policy information
- Chief Executive Officer and Chief Finance Officer's Declaration.

In my opinion, the financial report presents fairly, in all material respects, the financial position of the entity as at 30 June 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards - Simplified Disclosures.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975.* My staff and I are independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Chief Executive Officer's responsibilities for the financial report

The Chief Executive Officer of the entity is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the *Financial Management Act 1994,* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the authority'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.

evel 31 / 35 Collins Street, Melbourne Vic 3000
03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

uditor's sponsibilities r the audit of e financial port

As required by the *Audit Act 1994,* 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 professiona 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 entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer
- conclude on the appropriateness of the Chief Executive Officer'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 entity'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 entity to cease to continue as a going concern.
- 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 Chief Executive Officer 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.

MELBOURNE
20 October 2026

Paul Martir
as delegate for the Auditor-General of Victoria

Comprehensive Operating Statement

for the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Income from transactions			
Grants	2.1.1	208,957	185,841
Interest	2.1.2	639	632
Total income from transactions		**209,596**	**186,473**
Expenses from transactions			
Employee expenses	3.1.1	(28,208)	(27,902)
Depreciation and amortisation	5.1.1	(786)	(829)
Grant expenses	3.2	(152,545)	(133,106)
Administration and information technology	3.3	(16,390)	(17,951)
Other operating expenses	3.4	(9,865)	(10,452)
Total expenses from transactions		**(207,794)**	**(190,240)**
Net result from transactions (net operating balance)		**1,802**	**(3,767)**
Other economic flows included in net result			
Net gain on non-financial assets [(a)]		249	182
Total other economic flows included in net result		**249**	**182**
Net result		**2,051**	**(3,585)**
Other economic flows – other comprehensive income			
Changes in physical asset revaluation surplus		-	81
Comprehensive Result		**2,051**	**(3,504)**

The above statement should be read in conjunction with the accompanying notes.

Notes:

(a) 'Net gain/(loss) on non-financial assets' includes disposals of all physical assets and intangible assets, except when these are taken through the asset revaluation surplus.

Balance Sheet

As at 30 June 2026

	Note	2026 $'000	2025 $'000
ASSETS			
Financial assets			
Cash and deposits	7.3	21,794	13,193
Receivables	6.1	4,902	7,462
Total financial assets		**26,696**	**20,655**
Non-financial assets			
Prepayments		347	430
Plant and equipment	5.1	1,850	1,918
Intangible assets	5.2	2,825	2,252
Total non-financial assets		**5,022**	**4,600**
TOTAL ASSETS		**31,718**	**25,255**
LIABILITIES			
Payables	6.2	10,426	6,831
Borrowings	7.1	662	461
Employee related provisions	3.1.2	5,263	4,517
Other provisions	6.3	745	875
Total liabilities		**17,096**	**12,684**
NET ASSETS		**14,622**	**12,571**
EQUITY			
Accumulated surplus/(deficit)		7,367	5,316
Physical asset revaluation surplus		81	81
Contributed capital		7,174	7,174
Net worth		**14,622**	**12,571**

The above statement should be read in conjunction with the accompanying notes.

Cash Flow Statement

for the financial year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities			
Receipts			
Proceeds from grant contributions by Victorian Government		211,922	195,540
Goods and Services Tax recovered from ATO [(a)]		17,724	14,839
Interest received		639	632
Total receipts		**230,285**	**211,011**
Payments			
Payments to suppliers and employees		(68,263)	(69,839)
Payments of grant expenses		(152,545)	(133,106)
Interest paid		(37)	(7)
Total payments		**(220,845)**	**(202,952)**
Net cash flows from/ (used in) operating activities		**9,440**	**8,059**
Cash flows from investing activities			
Payments for intangible assets		(925)	(1,543)
Payments for plant and equipment		(38)	(275)
Proceeds from sale of plant and equipment		353	188
Net cash flows from/(used in) investing activities		**(610)**	**(1,630)**
Cash flows from financing activity			
Repayment of lease liabilities [(b)]		(229)	(148)
Net cash flows used in financing activity		**(229)**	**(148)**
Net increase/(decrease) in cash and cash equivalents		**8,601**	**6,281**
Cash and cash equivalents at beginning of the financial year		13,193	6,912
Cash and cash equivalents at end of the financial year	7.3	**21,794**	**13,193**

The above statement should be read in conjunction with the accompanying notes.

Notes:

(a) Goods and Services Tax recovered from the ATO is presented on a net basis.

(b) ST Vic 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 2026

	Physical asset revaluation surplus $'000	Contributions by owner $'000	Accumulated surplus/(deficit) $'000	Total $'000
Balance at 1 July 2024	**-**	**7,174**	**8,901**	**16,075**
Net result for the year	-	-	(3,585)	(3,585)
Other comprehensive income for the year	81	-	-	81
Balance at 30 June 2025	**81**	**7,174**	**5,316**	**12,571**
Balance at 1 July 2025	**81**	**7,174**	**5,316**	**12,571**
Net result for the year	-	-	2,051	2,051
Other comprehensive income for the year	-	-	-	-
Balance at 30 June 2026	**81**	**7,174**	**7,367**	**14,622**

The above statement should be read in conjunction with the accompanying notes.

1. ABOUT THIS REPORT

Safe Transport Victoria (ST Vic) is an independent statutory authority established on 1 July 2022 by way of a Transport Restructuring Order and an associated Transfer Order (Transfer Orders) issued under the Transport Integration Act 2010 (Vic) (TI Act).

Its principal address is 1 Spring Street, Melbourne VIC 3000.

A description of the nature of ST Vic's 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 are Tier 2 general purpose financial statements prepared in accordance with *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The accrual basis of accounting has been applied in preparing these financial statements, 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 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 ST Vic.

Judgements, estimates and assumptions are required to be made about 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 circumstance. 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 AAS that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

These financial statements cover ST Vic as an individual reporting entity and include all the controlled activities of ST Vic.

All amounts in the financial statements have been rounded to the nearest $1,000 unless otherwise stated.

Compliance information

These general-purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable AASs, which include Interpretations, issued by the Australian Accounting Standards Board (AASB).

Where appropriate, those AASs 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.

2. FUNDING OF OUR SERVICES

Introduction

ST Vic's objectives are to deliver an integrated, sustainable and safe transport system, with better safety outcomes consistent with the vision statement and transport system objectives in the *Transport Integration Act 2010* . ST Vic's focus is on regulating the industry to promote customer-responsive, safe, competitive and accessible transport services.

ST Vic is predominantly funded by accrual based Parliamentary appropriations for the provision of outputs. These appropriations are received by the Department of Transport and Planning (DTP) and on-forwarded to ST Vic in the form of operating government grants and capital contributions.

Structure

2.1 Income from transactions

2.1 Income from transactions

2.1.1 Grants

	2026 $'000	2025 $'000
Grants from government	197,448	174,557
Better Boating Fund grant	11,259	11,084
Other grants	250	200
Total grants	**208,957**	**185,841**

Grants recognised under AASB 1058

ST Vic has determined that the income of not-for-profit entities in the table above under AASB 1058 has been earned under arrangements that are either not enforceable and/or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations, or that are not enforceable, is recognised when ST Vic has an unconditional right to receive cash which usually coincides with receipt of cash.

Grants from government are recognised as they are received or receivable. The operating government grant contributions are recognised as operating revenue and capital contributions as equity.

Better Boating Fund grant is provided by government to support the delivery of the Victorian Recreational Boating Strategy and is recognised as revenue when it is received or receivable. The Better Boating Fund was established in 2021 and is funded through revenue collected from marine licences and vessel registration. Management of the Better Boating Fund Trust is undertaken by Department of Jobs, Skills, Industry and Regions.

2.1.2 Interest

Interest income includes interest received on cash at bank.

3. THE COST OF DELIVERING SERVICES

Introduction

This section provides an account of the expenses incurred by ST Vic in delivering services. In Section 2, the funds that enable the provision of services were disclosed and in this note, the costs associated with provision of services are disclosed.

Structure

3.1 Expenses incurred in delivery of services
3.2 Grant expenses
3.3 Administration and information technology
3.4 Other operating expenses

3.1 Expenses incurred in delivery of services

	Note	2026 $'000	2025 $'000
Employee expenses	3.1.1	28,208	27,902
Grant expenses	3.2	152,545	133,106
Administration and information technology	3.3	16,390	17,951
Other operating expenses	3.4	9,865	10,452
Total expenses incurred in delivery of services		**207,008**	**189,411**

3.1.1 Employee expenses in the comprehensive operating statement

	2026 $'000	2025 $'000
Salaries and wages	20,631	19,997
Annual leave and long service leave expense	3,009	2,712
Defined contribution superannuation expense	2,628	2,452
Termination benefits	2	-
Other on-costs (fringe benefits tax, payroll tax and work cover levy)	1,938	2,741
Total employee expenses	**28,208**	**27,902**

Employee expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, termination payments 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.

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when ST Vic is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

3.1.2 Employee-related Provisions

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2026 $'000	2025 $'000
Current provisions:		
Annual leave	1,778	1,642
Long service leave	2,142	1,770
Provisions for on-costs	805	713
Total current provisions for employee benefits	**4,725**	**4,125**
Non-current provisions:		
Employee benefits	445	323
On-costs	93	69
Total non-current provisions for employee benefits	**538**	**392**
Total provisions for employee benefits	**5,263**	**4,517**

Wages and salaries, annual leave and sick leave

Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as current liabilities, because ST Vic does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As ST Vic expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as ST Vic does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

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-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 ST Vic 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 either:

- undiscounted value - if ST Vic expects to wholly settle within 12 months
- present value - if ST Vic does not expect to wholly settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional 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 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.

3.2 Grant expenses

	2026 $'000	2025 $'000
Multi Purpose Taxi Program (MPTP)	152,545	133,106
Total grants and other transfers	**152,545**	**133,106**

Grant expenses are recognised as an expense in the reporting period in which they are paid or payable.

The MPTP grants are subsidised taxi fares for Victorians with severe and permanent disability who also experience financial hardship. These expenses relate to costs associated with the subsidy and lifting fee.

3.3 Administration and information technology

Administration and information technology expenses represent day-to-day running costs incurred in normal operations, maintaining the information technology environment and also includes processing charges associated with the MPTP scheme.

3.4 Other operating expenses

Other operating expenses constitute expenditures for contractors and consultants, accommodation, insurance, legal and other ad-hoc costs incurred in normal operations.

ST Vic engages specialist contractors and consultants in implementing and maintaining IT systems, providing analysis and advice on technical, economic and regulatory matters on an as-needs basis.

Accommodation includes rental expense and other associated costs such as parking, utilities and repairs and maintenance.

	2026 $'000	2025 $'000
Accommodation	2,442	2,795
Contractors and consultants	6,611	7,163
Other operating expenses	812	494
Total other operating expenses	**9,865**	**10,452**

4. ADMINISTERED (NON-CONTROLLED) ITEMS

Introduction

This section provides information on items administered and a restructuring of administrative arrangements in connection with the activities of ST Vic.

Structure

4.1 Administered items

4.1 Administered items

Administered items includes the collection of regulatory fees on behalf of the State and payments of these fees into the Consolidated Fund. ST Vic does not gain control over assets arising from regulatory fees, consequently income is not recognised in ST Vic's financial statements.

Regulatory fees collected by ST Vic include commercial passenger vehicles, maritime and bus licencing, accreditation, registration and other fees payable under related safety legislation, except for maritime licence monies which are collected by VicRoads and reported in the administered statements of DTP.

Except as otherwise disclosed, administered income is recognised either when an accreditation or registration monies are received (commercial passenger vehicle fees) or when the invoice is issued (bus and maritime fees), Both controlled and administered items of ST Vic are consolidated into the financial statements of the State.

	2026 $'000	2025 $'000
Administered income from transactions		
Regulatory fees	10,891	10,226
Interest income	320	284
Total administered income from transactions	**11,211**	**10,510**
Administered expenses from transactions		
Other expenses	(57)	(52)
Revenue remitted back to the State[(i)]	(10,194)	(9,964)
Total administered expenses from transactions	**(10,251)**	**(10,016)**
Administered net result	**960**	**494**
Administered financial assets		
Cash and deposits	4,301	3,640
Receivables	1,124	823
Total administered financial assets	**5,425**	**4,463**
Administered financial liabilities		
Other payables	(13)	(12)
Total administered financial liabilities	**(13)**	**(12)**
Total administered net assets	**5,412**	**4,451**

Note:

(i) *The difference between total administered income and revenue remitted back to the State is due to a timing difference between when revenue is collected and when it is remitted back to the State.*

5. KEY ASSETS TO SUPPORT SERVICE DELIVERY

Introduction

ST Vic controls assets that are utilised in fulfilling its objectives and conducting its activities.

Where the assets included in this section 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 plant and equipment

5.2 Intangible assets

5.1 Total plant and equipment

	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Plant and equipment	1,580	1,565	(926)	(763)	654	802
Vehicles (ROU Assets)[(a)]	995	1,041	(335)	(560)	660	481
Infrastructure assets	635	635	(99)	-	536	635
Total	**3,210**	**3,241**	**(1,360)**	**(1,323)**	**1,850**	**1,918**

Note:

(a) *As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value.*

Items of plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment.

5.1.1 Depreciation and amortisation

	2026 $'000	2025 $'000
Depreciation		
Right-of-use assets (vehicles)	145	148
Plant and equipment	190	174
Infrastructure	99	62
Total depreciation	**434**	**384**
Amortisation		
Intangible assets	352	445
Total amortisation	**352**	**445**
Total depreciation and amortisation	**786**	**829**

All plant and equipment, vehicles, infrastructure and intangible produced assets that have finite useful lives are depreciated. Depreciation is calculated on a straight-line basis at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life.

Right-of-use assets (vehicles) are depreciated on a straight-line basis to their residual value (cost less estimated projected market value) over the period of the lease. Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

The following are typical estimated useful lives for the different asset classes for current and prior years.

Asset	Useful life
Plant and equipment:	
- Computer equipment	1-4 years
- Plant and equipment	4-10 years
- Infrastructure assets	4-30 years
Right-of-use assets	
- Vehicles	3 years or 60,000kms whichever occurs first
Intangible produced assets:	
- Capitalised software development	3-8 years

Depreciation begins when the asset is available for use, that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

5.1.2 Impairment of plant and equipment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is 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.

5.1.3 Reconciliation of movements in carrying amount of plant and equipment

	Infrastructure assets 2026 $'000	Plant and equipment 2026 $'000	Vehicles 2026 $'000	Total 2026 $'000
Opening balance	**635**	**802**	**481**	**1,918**
Additions	-	38	430	468
Disposals	-	4	(106)	(102)
Transfers	-	-	-	-
Depreciation	(99)	(190)	(145)	(434)
Revaluation	-	-	-	-
Closing balance	**536**	**654**	**660**	**1,850**

5.1.4 Right-of-use assets (vehicles)

Initial measurement

ST Vic has updated FRD 104 to mandate the use of the cost model for all right-of-use assets for reporting periods ending on or after 30 June 2026. On transition to the cost model, there was no impact on ST Vic's financial statements. No impairment was identified by ST Vic for the right-of-use asset held as at 30 June 2026.

Subsequent measurement

ST Vic depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. In addition, the right-of-use assets are subsequently measured at cost less accumulated depreciation, impairment and any adjustments for remeasurement of the lease liability.

5.2 Intangible assets

	Capitalised software 2026 $'000	Work in progress 2026 $'000	Total 2026 $'000
Gross carrying amount			
Opening balance	33,600	1,543	35,143
Additions	-	925	925
Disposals	-	-	-
Closing balance	**33,600**	**2,468**	**36,068**
Accumulated amortisation			
Opening balance	(32,891)	-	(32,891)
Amortisation expense	(352)	-	(352)
Closing balance	**(33,243)**	**-**	**(33,243)**
Net book value at end of financial year	**357**	**2,468**	**2,825**

Initial recognition
Purchased intangible assets are initially recognised at cost. An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated, including:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale
- an intention to complete the intangible asset and use or sell it
- the ability to use or sell the intangible asset
- the intangible asset will generate probable future economic benefits
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Subsequent measurement
Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to ST Vic.

Impairment of intangible assets
Intangible assets with finite useful lives are tested for impairment whenever an indication of impairment is identified.

Significant intangible assets
ST Vic has capitalised software development expenditure for the development of its Victorian Taxi Management System (VTMS), the Commercial Passenger Vehicle System (CPVS), the Data Warehouse and the Consolidated Data Platform (CDP). VTMS and CPVS are the core information systems for the accreditation and registration of the commercial passenger vehicle industry participants. The Data Warehouse processes industry relevant data, also receives data from booking service providers and provides reporting capabilities. Work in progress is being undertaken in the CDP project to centralise all data and deliver enhanced insights and reporting capability. The carrying amount of the capitalised software development expenditure is $2.8 million (2025: $2.3 million).

6. OTHER ASSETS AND LIABILITIES

Introduction
This section sets out those assets and liabilities that arose from ST Vic's controlled operations.

Structure
6.1 Receivables
6.2 Payables
6.3 Other provisions

6.1 Receivables

	2026 $'000	2025 $'000
Contractual		
Other receivables	316	1
Statutory		
Amounts owing from Victorian Government	-	2,462
GST input tax credit recoverable	4,586	4,999
Total receivables	**4,902**	**7,462**
Represented by		
Current receivables	**4,902**	**7,462**

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. ST Vic holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently 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. ST Vic 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 cost.

6.1.1 Impairment of financial assets
ST Vic records the allowance for expected credit loss for the relevant financial instruments applying AASB 9's Expected Credit Loss approach. ST Vic's contractual receivables and statutory receivables are subject to AASB 9 impairment assessment. Contract assets recognised applying AASB 15 also subject to impairment requirements of AASB 9 however it is immaterial.

Contractual receivables at amortised cost
ST Vic applies 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. Based on low levels of historical impairment losses and current year collection experience, no provision for expected credit loss has been recognised.

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.

Statutory receivables at amortised cost
The 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 the result, the loss allowance recognised for these financial assets during the period was limited to 12 months of expected losses. No loss allowance has been recognised.

6.2 Payables

	2026 $'000	2025 $'000
Contractual - current		
Supplies and services	9,612	6,316
Other payables	280	275
Total contractual payables	**9,892**	**6,591**
Statutory - current		
FBT payable	395	(9)
Other taxes payable	139	249
Total statutory payables	**534**	**240**
Total payables	**10,426**	**6,831**

Payables consist of:

- **Contractual payables**: Classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to ST Vic prior to the end of the financial year that are unpaid.
- **Statutory payables**: Recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

The average credit period for creditors is 30 days, a period in which no interest is charged.

6.3 Other provisions

	2026 $'000	2025 $'000
Make-good provision [(i)]	745	875
Total non-current other provisions	**745**	**875**
Total other provisions	**745**	**875**

Note:

(i) This constitutes make good provision for 1 Spring Street, Melbourne premises on expiry of lease. The balance of the provision is assessed by Management at each reporting date, and any changes to the provision is adjusted to reflect the current estimate.

The make-good provision is recognised in accordance with the lease agreement over the leased facilities. ST Vic must remove any leasehold improvements from the leased facilities and restore the premises to its original condition at the end of the lease term.

Reconciliation of movement in other provision

	2026 $'000
Opening balance	**875**
Reductions resulting from settlement without cost	(130)
Closing balance	**745**

7. HOW WE FINANCED OUR OPERATIONS

Introduction

This section provides information on the source of finance utilised by ST Vic during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of ST Vic. 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 Leases
7.3 Cash flow information and balances
7.4 Commitments for expenditure

7.1 Borrowings

	2026 $'000	2025 $'000
Current borrowings		
Lease liabilities [(i)]	231	342
Non-current borrowings		
Lease liabilities [(i)]	431	119
Total borrowings	**662**	**461**

Note:

(i) *Secured by the assets leased. Leases liabilities are effectively secured as the rights to the leased assets revert to the lessor in the event of default.*

Borrowings' refer to interest bearing liabilities from leases of vehicles and are classified as financial instruments.

Interest bearing liabilities are classified at amortised cost and recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

Terms and conditions of borrowings

	Weighted average interest rate (%)	Carrying amount	Nominal amount	Maturity Dates: Less than 1 month	1-3 months	3 months- 1 year	1-5 years
		$'000	$'000	$'000	$'000	$'000	$'000
2026							
Lease liabilities	3.28	662	730	166	17	75	472
Total		**662**	**730**	**166**	**17**	**75**	**472**
2025							
Lease liabilities	2.46	461	475	320	5	24	126
Total		**461**	**475**	**320**	**5**	**24**	**126**

Interest expense

Interest expense' includes the interest component of lease repayments and is recognised in the period in which it is incurred. Interest expense incurred on lease liabilities for the year ended 30 June 2026 is $36,604 (30 June 2025: $7,169).

7.2 Leases

7.2.1 Right-of-use assets

ST Vic leases motor vehicles. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected on the Statement of Financial Position as a right-of-use asset and a lease liability. ST Vic classifies its right-of-use assets in a consistent manner to its plant and equipment (see Note 5.1).

7.2.2 Short-term leases and leases of low-value assets

ST Vic has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

7.2.3 Recognition and measurement of leases as a lessee

For any new contracts entered into, ST Vic considers whether a contract is or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition ST Vic assesses whether the contract meets three key evaluations:

- whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to ST Vic and for which the supplier does not have substantive substitution rights
- whether ST Vic has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and ST Vic has the right to direct the use of the identified asset throughout the period of use
- whether ST Vic has the right to make decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or ST Vic's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee
- payments arising from purchase and termination options reasonably certain to be exercised.

Lease liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Presentation of right-of-use assets and lease liabilities

ST Vic presents right-of-use assets as 'total plant and equipment' '(refer to note 5.1). Lease liabilities are presented as 'borrowings' in the balance sheet (refer to note 7.1).

Future lease payments

	Minimum future lease payments	
	2026 $'000	2025 $'000
Not longer than one year	258	349
Longer than one year but less than five years	472	126
Minimum future lease payments	**730**	**475**
Less future finance changes	(68)	(14)
Present value of minimum lease payments	**662**	**461**

The lease liability entered into by ST Vic relates to motor vehicles with lease terms of three years or 60,000 kilometres, whichever occurs first.

7.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank. ST Vic's bank accounts are held in the Central Banking System (CBS) under the *Standing Directions 2018* .

	2026 $'000	2025 $'000
Cash at bank and on hand [(a)]	21,794	13,193
Balance as per cash flow statement	**21,794**	**13,193**

Note:

(a) Cash and deposits bear variable interest rate with a weighted-average interest rate of 3.84% during 2025-26.

7.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of note at their nominal value and inclusive of GST.

Total commitments payable

	Less than 1 year $'000	Between 1 and 5 years $'000	Total $'000
2026			
Operating and lease commitments	181	-	181
Intangible assets commitments	-	-	-
Other commitments	2,141	141	2,282
Total commitments (inclusive of GST)	**2,322**	**141**	**2,463**
Less GST payable	(211)	(13)	(224)
Total commitments (exclusive of GST)	**2,111**	**128**	**2,239**
2025			
Operating and lease commitments	-	-	-
Intangible assets commitments	629	-	629
Other commitments	944	138	1,082
Total commitments (inclusive of GST)	**1,573**	**138**	**1,711**
Less GST payable	(143)	(13)	(156)
Total commitments (exclusive of GST)	**1,430**	**125**	**1,555**

8. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

It is often necessary for ST Vic to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for ST Vic related mainly to fair value determination.

Structure

8.1 Financial instruments specific disclosures
8.2 Contingent assets and contingent liabilities
8.3 Fair value determination

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 ST Vic'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.*

Categories of financial assets

Financial assets at amortised cost
Financial assets are measured at amortised costs 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 ST Vic to collect the contractual cash flows
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

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.

ST Vic recognises the following assets in this category:

- cash and deposits
- receivables (excluding statutory receivables)

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
- ST Vic 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
- ST Vic has transferred its rights to receive cash flows from the asset and either:
  - has transferred substantially all the risks and rewards of the asset
  - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where ST Vic has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of ST Vic's continuing involvement in the asset.

Categories of financial liabilities

Financial liabilities at amortised cost
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 initial 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.

ST Vic recognises the following liabilities in this category:

- Payables (excluding statutory payables)
- Borrowings (including lease liabilities)

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 – Net gain/(loss) on financial instruments by category

	Carrying Amount		Interest income/(expense)		Impairment Loss	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Financial assets at amortised costs						
Cash and deposits	21,794	13,193	639	632	-	-
Other receivables	316	1	-	-	-	-
Total financial assets at amortised cost [(i)]	**22,110**	**13,194**	**639**	**632**	**-**	**-**
Financial liabilities at amortised cost						
Payables	9,892	6,591	-	-	-	-
Borrowings: Lease Liabilities	662	461	(37)	(7)	-	-
Total Financial liabilities at amortised cost [(i)]	**10,554**	**7,052**	**(37)**	**(7)**	**-**	**-**

Note:
(i) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian Government and GST input tax credit recoverable).

8.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

8.2.1 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 ST Vic.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

There are no contingent assets to report (2024-25: Nil).

8.2.2 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 ST Vic
- 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
  - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

There are no contingent liabilities to report (2024-25: Nil).

8.3 Fair value determination

This section sets out information on how ST Vic 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.

Plant and equipment balances are carried at fair value. In addition, the fair values of other assets and liabilities which are carried at amortised cost, also need to be determined for disclosure purposes.

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.

ST Vic 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 ST Vic's independent valuation agency. In conjunction with VGV, ST Vic monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- valuation techniques
- details of significant assumptions used in the fair value determination.

8.3.1 Fair value determination: Non-financial physical assets

Valuation techniques
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 *Fair Value Measurement* 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 process (whichever is earlier).

An independent valuation of ST Vic's infrastructure assets was performed by VGV with an effective date of 30 June 2025. All annual fair value assessments thereafter will continue compliance with Appendix F. For other classes of non-financial physical assets, ST Vic has assessed the carrying amount to be a fair approximation of their fair values.

Plant and equipment is held at fair value. When an item is specialised in use, such that it is rarely sold, fair value is determined using the current replacement cost method.

Vehicles are valued using the current replacement cost method. ST Vic 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 who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Infrastructure assets are valued using the current replacement cost method. This cost generally represents the replacement cost of the asset after applying depreciation rates on a useful life basis.

Description of significant assumptions applied to fair value measurement

	Valuation technique	Significant unobservable inputs
Leased vehicles	Current replacement cost	Cost per unit
		Useful life of leased vehicles
Infrastructure assets	Current replacement cost	Cost per unit
		Useful life of infrastructure assets
Plant and equipment	Current replacement cost	Cost per unit
		Useful life of plant and equipment

Depreciation rates for all asset categories remained the same for the current and prior year reporting periods.

9. OTHER DISCLOSURES

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of these financial report.

Structure

9.1 Ex gratia expenses
9.2 Responsible persons
9.3 Remuneration of executives
9.4 Related parties
9.5 Remuneration of auditors
9.6 Subsequent events

9.1 Ex gratia expenses

Ex gratia expenses are the voluntary payments of money or other non-monetary benefit (e.g. a write off) that are 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 ST Vic.

	2026 $'000	2025 $'000
Employee expenses [(a)]	47	-
Total ex-gratia expenses [(b)]	47	-

Notes:

(a) Represent discretionary payments made to ST Vic employees outside of their existing contractual entitlements primarily in connection with the resolution or settlement of legal matters.

(b) The total for ex gratia expenses includes ex gratia expenses for both individual items and in aggregate that are greater than $5,000 and is also presented in 'employee expenses' of Note 3.1.

9.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Minister and Accountable Officers in ST Vic are as follows:

Minister for Public and Active Transport	The Hon. Gabrielle Williams	1 July 2025 to 30 June 2026
Minister for Ports and Freight	The Hon. Melissa Horne	1 July 2025 to 30 June 2026
Minister for Roads and Road Safety	The Hon. Melissa Horne	1 July 2025 to 14 April 2026
Minister for Roads and Road Safety	The Hon. Ros Spence	15 April 2026 to 30 June 2026
Minister for Outdoor Recreation	The Hon. Steve Dimopoulos	1 July 2025 to 14 April 2026
Minister for Outdoor Recreation	The Hon. Enver Erdogan	15 April 2026 to 30 June 2026
Chief Executive Officer	Tammy O'Connor	1 July 2025 to 13 March 2026
Interim Chief Executive Officer	Tracey Williams	16 March 2026 to 30 June 2026

Remuneration

Remuneration received or receivable by the Accountable Officers in connection with the management of ST Vic during the reporting period was between $770,000-$780,000 (2024-25: $410,000 -$420,000).

9.3 Remuneration of executives

The number of executive officers, other than Ministers and the Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents 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 service rendered, and is disclosed in the following categories.

Remuneration of executive officers	2026 $'000	2025 $'000
Total remuneration	2,287	2,473
Total number of executives [(i)]	12.0	9.0
Total annualised employee equivalents [(ii)]	7.4	9.0

Notes:

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (Note 9.4).

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period.

9.4 Related parties

ST Vic is a wholly owned and controlled entity of the State of Victoria. Related parties of ST Vic include:

- all key management personnel (KMPs) 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

During the year, ST Vic had the following government-related entity transactions:

Related party and nature of transaction	2026 $'000
Receipts/(Payments)	
DTP	
- Operating grant revenue	163,703
- Provision of outsourced services and reimbursement of expenditure	(5,165)
- Remittance of administered revenue for payment back to Consolidated Fund	(10,194)
Department of Families, Fairness and Housing	
- Multi Purpose Taxi Program funding	37,212
Department of Jobs, Skills, Industry and Regions	
- Provision of Better Boating Fund Trust grant	11,176
Cenitex	
- Provision of ICT services	(2,023)
Department of Justice and Community Safety	
- Provision of goods, services and software licences	(338)
Victorian Managed Insurance Authority	
- Provision of insurance	(166)
Receivables/(Payables)	
DTP	
- Provision of outsourced services and reimbursement of expenditure	(383)
Department of Families, Fairness and Housing	
- Multi Purpose Taxi Program funding	(965)
Department of Government Services	
- Provision of accommodation	(2,571)
Cenitex	
- Provision of ICT services	(1,101)
Department of Treasury and Finance	
- Business Acceleration Fund grant	250

KMPs

ST Vic KMPs include the Portfolio Ministers, The Hon. Gabrielle Williams, The Hon. Melissa Horne, The Hon. Ros Spence, The Hon. Steve Dimopoulos, The Hon. Enver Erdogan, the Chief Executive Officer, Tammy O'Connor, the Interim Chief Executive Officer, Tracey Williams and members of the Senior Executive Team, which includes:

- Executive Director People, Communications and Engagement, Ayten Erkul
- Executive Director Safety Strategy and Regulation, Chris Banks
- Executive Director Business Services, Adam Cusack

Remuneration of KMPs

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

Compensation of KMPs	2026 $'000	2025 $'000
Total [(a)]	**1,576**	**1,301**

Note:

(a) *Note that KMPs are also reported in the disclosure of remuneration of executive officers (Note 9.3)*

Transactions and balances with KMPs 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 e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occurs 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 Purchasing Board requirements.

Outside of normal citizen type transactions with the ST Vic, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

9.5 Remuneration of auditors

	2026 $'000	2025 $'000
Victorian Auditor-General's Office		
Audit or review of the financial statements	73	63
Total remuneration of auditors	**73**	**63**

9.6 Subsequent Events

On 19 June 2026, the Government announced a Machinery of Government change under which the functions and operations of ST Vic will become part of the Department of Transport and Planning (the Department), with some maritime functions being transferred to Ports Victoria. Effective 1 October 2026, the change represents a restructure of administrative arrangements which will result in the transfer of all ST Vic's assets and liabilities, employees and contracts to the Department. At the date of authorisation of these financial statements, the full financial impact of the move into the Department could not be reliably quantified.

Safe Transport Victoria Financial Management Compliance Attestation Statement

I, Tracey Williams, certify that Safe Transport Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.



Tracey Williams
Interim Chief Executive Officer
Safe transport Victoria
16 September 2026

SAFE TRANSPORT VICTORIA