

Our vision

An integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible state.

Our purpose

Simple, safe, connected journeys

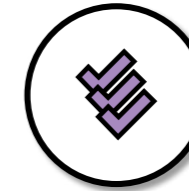
Our Cultural Values



Act with integrity



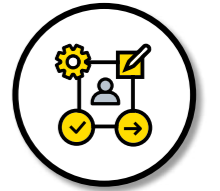
Care about our impact



Take accountability



Respect each other



Empower our people

Who we are

We are one department, which includes Public Transport Victoria, VicRoads, Road Safety Victoria, Regional Roads Victoria, Freight Victoria and Active Transport Victoria.

We have two administrative offices:

- **Major Transport Infrastructure Authority**
- **Suburban Rail Loop Authority**

We serve three Ministers and one Parliamentary Secretary:

- **The Hon. Jacinta Allan**
Minister for Transport Infrastructure
Minister for the Suburban Rail Loop
- **The Hon. Ben Carroll**
Minister for Public Transport
Minister for Roads and Road Safety
- **The Hon. Melissa Horne**
Minister for Ports and Freight
Minister for Fishing and Boating
- **Ms Vicki Ward MP**
Parliamentary Secretary for Transport

Together, we are more than 6,000 transport professionals working across metropolitan Melbourne and regional Victoria.

Secretary **Paul Younis** is head of our department.

What we do

We are the Victorian Government's integrated transport department. We plan, build, operate and maintain an integrated, sustainable and safe transport system to meet the needs of people and freight that travel on it, both now and into the future.

The department is, for example:

- Delivering \$80 billion of transport infrastructure investment
- Managing \$100 billion of assets
- Managing \$16 billion in expenditure annually
- Maintaining 23,000km of road network each year
- Renewing and issuing 900,000 driver licences a year
- Scheduling 260 million kilometres of bus, train/coach and tram services each year
- Handling 110 million tonnes of trade through our ports each year.

We work with

Transport portfolio partners and agencies

- Chief Investigator Transport Safety
- Commercial Passenger Vehicles Victoria
- Development Victoria
- North East Link State Tolling Corporation
- Port of Hastings Development Authority
- Ports Victoria
- Transport Accident Commission
- Transport Safety Victoria
- Victorian Fisheries Authority
- VicTrack
- V/Line

Transport operators including

- Metro Trains Melbourne
- Yarra Trams
- EastLink
- CityLink
- Peninsula Link
- SkyBus
- Bus operators
- Port operators

Challenges we face

- Our population is expected to keep growing
- How we work and live is rapidly changing
- Transport is undergoing a technology-led revolution
- Transitioning to net-zero carbon emissions and adapting to climate change
- Victoria's recovery from the COVID-19 pandemic

Every day we engage

Every day we engage with people in the community and a variety of groups to help achieve simple, safe, connected journeys.

This includes entities such as the National Heavy Vehicle Regulator, the Office of the National Rail Safety Regulator, the Australian Maritime Safety Authority and the Australian Rail Track Corporation.

We have a far-reaching community and stakeholder engagement program, to ensure we are connected to the people we are here to serve.

We also work with industry and industry bodies, unions, the Victorian public sector, local, state and territory governments and the Commonwealth, international transport agencies, education providers, academia and research partners, user advocacy groups, and other representative groups.

Strategic directions






- Diverse journeys
- New travel patterns
- New and evolving technologies
- Service and network reforms
- Environmentally sustainable transport
- Test and trial new ideas

Focus areas and priorities for 2021-25

How our work brings the strategic directions to life

1. 	2. 	3. 	4. 	5. 	6. 	7. 
<p>Safe journeys for all</p> <p>Operate a transport system that is safe and inclusive, and inspires confidence for all journeys and users</p>	<p>New travel patterns and places</p> <p>Deliver a people-focused system that enhances communities with sustainable new travel patterns, public and active transport and shared mobility services</p>	<p>Advance technology and assets</p> <p>Leverage new technologies and optimise the performance of transport system assets</p>	<p>Service and network reforms</p> <p>Maximise and reform how transport policy, plans, infrastructure and services deliver social outcomes and drive economic recovery</p>	<p>Environmental sustainability</p> <p>The transport network is public space that contributes to healthy, sustainable and liveable communities</p>	<p>Innovation through engagement</p> <p>Strengthen industry and community partnerships to test, trial and rapidly deploy improvements</p>	<p>Empower our people</p> <p>Be a diverse, adaptable and connected workforce, empowered to deliver simple, safe, connected journeys</p>
<p>1.1 Instil public confidence in the transport system and keep it COVIDSafe for everyone who uses it.</p> <p>1.2 Improve the safety and accessibility of the transport system and boating activities.</p> <p>1.3 Prepare and respond to significant incidents and emergencies in and around our transport networks.</p>	<p>2.1 Use data and digital capabilities to develop new travel options and ways to plan journeys to reflect changing behaviours and expectations.</p> <p>2.2 Connect communities through service reforms, regular services and service types such as ‘turn up and go’ and ‘rapid running.’</p> <p>2.3 Ensure places and transport networks are developed in ways that encourage cycling and walking.</p> <p>2.4 Use the transport system to plan and deliver land outcomes and precinct developments that increase liveability.</p>	<p>3.1 Invest efficiently in asset maintenance systems and strategies that strengthen the reliability and resilience of the transport system.</p> <p>3.2 Plan and deliver ways to leverage more from our assets and support the introduction of new technology and services.</p> <p>3.3 Enable faster and more reliable freight supply chains.</p>	<p>4.1 Deliver integrated activities and reforms that maximise efficiencies of the transport network, complement the Big Build and assist Victoria’s recovery from COVID-19.</p> <p>4.2 Invest in new and upgraded trains, trams, buses and infrastructure across metropolitan and regional Victoria to drive efficiencies, sustainability, innovation, social outcomes and economic recovery.</p> <p>4.3 Ensure balanced and responsible financial management to maximise efficiency and value for money within our budget.</p> <p>4.4 Demonstrate whole-of-government leadership to help shape Victoria’s recovery and connect people to jobs, schools, freight, services and each other.</p>	<p>5.1 Reduce greenhouse gas emissions from transport activity to contribute to the Government’s Transport Emission Reduction Pledge for net-zero emissions by 2050.</p> <p>5.2 Seize opportunities in the circular economy to improve sustainability and reduce waste from the transport system.</p> <p>5.3 Reduce harmful effects of transport on health and the natural environment, and prepare and adapt the transport system for the effects of climate change through Victoria’s Climate Change Strategy.</p>	<p>6.1 Partner with stakeholders, industry and the private sector to increase innovation and to test, trial and rapidly deploy improvements.</p> <p>6.2 Actively manage contracts, franchises and relationships with service providers to maximise the public value and innovation they deliver.</p> <p>6.3 Achieve government targets and objectives for local job creation and industry participation.</p> <p>6.4 Recognise, celebrate and partner with Traditional Owners of our land and be active leaders of government’s Aboriginal policy commitments, including treaty and self-determination.</p>	<p>7.1 Actively support the safety, wellbeing and mental health of our workforce, and new ways of working that are flexible and support engagement.</p> <p>7.2 Increase inclusion and diversity to ensure our organisation reflects the community we serve.</p> <p>7.3 Demonstrate leadership at all levels to live our values and continuously prioritise culture and performance.</p> <p>7.4 Deliver business improvement activities that enable our workforce to operate as one department in a hybrid working environment.</p> <p>7.5 Proactively develop our workforce, talent and skills so we have the capability to sustain delivery and drive innovation.</p>

Key initiatives for 2021-25

1. 	2. 	3. 	4. 	5. 	6. 	7. 
Safe journeys for all	New travel patterns and places	Advance technology and assets	Service and network reforms	Environmental sustainability	Innovation through engagement	Empower our people
<ul style="list-style-type: none"> COVID-19 recovery activities and COVIDSafe practices Off-peak fare discount and myki registration Continue communicating network disruptions <i>Road Safety Strategy 2021-30 and 2021-23 Action Plan</i> Safer Roads Program, investing in road safety infrastructure <i>Accessible Public Transport Action Plan 2020-24 and associated programs</i> Rolling stock investment for train programs, such as the new X'Trapolis trains, Comeng Further Life Extension and Classic Fleet Sustainability programs, and boosting of accessibility across the network Network safety, security and resilience and personal safety Better boating fund and infrastructure upgrades Emergency management and response, including landslips, bushfire and flood recovery and support for local communities 	<ul style="list-style-type: none"> Suburban Rail Loop PTV app enhancements and RideSpace More trains, more often across metropolitan and regional Victoria through driver training and recruitment Demand responsive transport including FlexiRide bus Active transport initiatives to support walking and cycling, including new and upgraded bike lanes and pop-up bike lanes, shared paths, cycling prioritisation pilots, school crossings and pedestrian infrastructure Precinct design and planning including Arden, Sunshine and Richmond to Flinders Victoria's living transport network 	<ul style="list-style-type: none"> Metro rail infrastructure renewal program Rail infrastructure maintenance and improvements, including focus on regional rail Road asset maintenance program and local road upgrades Pier and jetty projects Critical bridge strengthening Management and maintenance of bridge assets, such as FiBridge technology Keeping Victorians Moving package Pavement maintenance and renewal program Next Generation Ticketing strategy Heavy vehicle improvement program, including training new drivers Port rail shuttle network Mode Shift Incentive Scheme program Keeping Freight Moving <i>Integrated Asset Management Framework</i> 	<ul style="list-style-type: none"> Big Build projects* Building Works stimulus package Legislative and regulatory reforms Murray Basin Rail Project Design and manufacture of 100 Next Generation Trams Replacement of regional trains with VLOCITY carriages Tram improvements, including delivery of E-Class trams and tram infrastructure program Better bus services including <i>Victoria's Bus Plan</i>, zero emission bus trial and Better Bus Fund Metropolitan Network Modernisation Program Intersection upgrades across Victoria, including Keeping Ballarat Moving Better train services for Bendigo and central Victoria Car parks and station upgrades <i>Victorian Ports Strategy</i> Network pipeline management 	<ul style="list-style-type: none"> <i>Transport Emissions Reduction Pledge – Zero emission bus fleet trial</i> <i>Transport Emissions Reduction Pledge – Delivery of \$5 million Zero Emission Vehicles Commercial Sector Innovation Fund</i> Leader in the adoption of zero emission vehicles including expert panel Ecologia program and the Recycled First policy <i>Transport Climate Change Adaptation Action Plan</i> Environmental management system 	<ul style="list-style-type: none"> Digitisation of registration and licensing services, including online learners permits VicRoads Modernisation Project Victoria's MR4 train and tram franchise agreements V/Line governance reform Interstate Rail Network Lease Agreement (ARTC) <i>National Rail Action Plan including Rail Skills Initiative</i> Victorian Tunnelling Centre and Certificate II in Heavy and Light Rail Fundamentals <i>Women in Transport Strategy</i> Aboriginal Self-Determination Plan 2020-2023 Strategic communications and engagement framework 	<ul style="list-style-type: none"> <i>Health Safety and Wellbeing Strategic Plan 2020-23</i> COVID-19 corporate response and recovery, and hybrid working arrangements <i>Inclusion and Diversity Strategy</i> Our Cultural Values implementation Technology, cyber and data strategy Internal communications strategy Strategic workforce planning Youth employment program <i>Leadership and Management Development Strategy 2019-23</i>

* **Big Build projects** include: Level Crossing Removal Projects, Metro Tunnel, High Capacity Metro Trains, M80 Upgrade, Western Rail Plan including Geelong Fast Rail, West Gate Tunnel, North East Link, Melbourne Airport Rail Link, Regional Rail Revival, Cranbourne Line Upgrade, Hurstbridge Line Upgrade, Rural and Regional Roads Package, Monash Freeway Upgrade. See <https://bigbuild.vic.gov.au/projects>

Measuring success

We know we are successful when we boldly deliver what we must, in ways that are greater than the sum of their parts and have positive impact beyond the transport system.

We track progress and impact in over 150 performance measures and report this publicly in our Annual Report, to the Public Accounts and Estimates Committee and in other reports required for the Victorian Public Sector.

Examples from Budget Paper 3: Service Delivery and Budget Paper 4: State Capital Program				Examples from public reports		
Safe journeys for all	New travel patterns and places	Advance technology and assets	Service and network reforms	Environmental sustainability	Innovation through engagement	Empower our people
<ul style="list-style-type: none"> Customer satisfaction index Road safety initiatives completed Safety audits and regulatory interventions of public transport operators Transport safety offence prosecutions 	<ul style="list-style-type: none"> Passengers on public transport Public transport service punctuality and delivery Travel time reliability Cycling and pedestrian projects completed 	<ul style="list-style-type: none"> Roads meeting standards Roads asset management Road-based freight accessibility and reliability projects completed 	<ul style="list-style-type: none"> Projects completed within agreed scope, timeframes and budget Major road improvement projects completed Containers transported by rail under the Mode Shift Incentive Scheme program 	<ul style="list-style-type: none"> Office-based environment performance Key achievements included in the Annual Report 	<ul style="list-style-type: none"> Local jobs first Social procurement and Aboriginal Business Engagement 	<ul style="list-style-type: none"> Workforce inclusion targets Occupational Health and Safety management People Matter Survey Employee Engagement Index

This helps Victoria become more:

- **Prosperous** People and goods can get where they need to go
- **Connected** People are connected to each other and the places they work, study and relax
- **Liveable** Reliable and comfortable journeys that get people home safely