

Route	To	Bus	Route	To
216	Caroline Springs	7	410	P
216	Wrighton Beach	7	420	V
216	Sunshine West	7	427	S
219	Gardenale	7	428	S
219	Gardenale	7	456	M
220	Gardenale	13	471	V
400	Laverton Station	2	903	M
400	Highpoint SC	2	903	A
408	St Albans Station	5		

OD5 ↗

FITZROY ST

↖ To:  **Princes Hwy**
 **Nepean Hwy**

JACKA BVD

Brighton  ↗

To: **Acland St** **Shopping Centre**
Carlisle St

vic roads



Message from the Secretary

I'm pleased to present the first strategic plan for the new Department of Transport.

On 1 July 2019, VicRoads and Public Transport Victoria (PTV) came together with the Department of Transport (DoT) to create an integrated transport department – in step with other global cities.

The way people travel is integrated – we drive to the station, catch our train, then walk to work – and the way we plan, deliver and operate the system is integrated too.

The new DoT gives us a single focus on tackling the big issues – from improving buses in growing suburbs to making it easier to walk and cycle places and embrace new technology.

Our job is to make journeys simpler, safer and more reliable for everyone.

23 million trips are made each day in Victoria, and this is expected to increase to 38 million by 2050.

People are moving to Victoria because it is a great place to live and do business.

To keep it that way, everyone needs easy access to jobs, schools, shops and services close to their homes, whether they live in Tarneit or Torquay, Camberwell or Cranbourne.

Freight needs to reach our doors, ports, shops and markets both interstate and overseas.

DoT will plan and operate the transport system in a way that responds to the needs of the people and freight that travel on it – focused on where people and goods need to go, rather than what mode they use.

23 million trips are made each day in Victoria, and this is expected to increase to 38 million by 2050.

The new Department's structure reflects the importance of working with the Major Transport Infrastructure Authority (MTIA). Working together will allow us to meet the transport needs of Australia's fastest-growing state and economy, and deliver a record \$70 billion investment in infrastructure.

The new DoT is all about our people. We're using our collective skills and knowledge to deliver the integrated transport system Victorians deserve.

Paul Younis
Secretary

A new Department of Transport

The new integrated department brings together VicRoads and PTV with DoT to plan, deliver and operate Victoria's transport system.

The new Department of Transport will:

- respond much faster and give people the information they need to make the best travel choices - especially around major network disruptions
- make better use of existing road and rail, shifting more journeys onto rail and prioritising public transport on roads
- respond much quicker to innovation and new transport technologies
- take a holistic view in planning for the future, to meet demand for more than 38 million journeys a day and a tripling of freight by 2050
- partner with others to address a range of issues, from safety to reducing environmental impacts.

We work closely with the MTIA. The new DoT will adopt a whole-of-system approach to improve coordination and management of disruptions during the delivery of new infrastructure, and as we integrate new infrastructure to operate as part of the transport system.

As the Victorian Government's central transport agency, DoT is accountable for all portfolio funding provided through the State Budget.

Our role and purpose

DoT's purpose is to deliver simple, connected journeys.

As we plan, deliver and operate the transport system, we ensure that it safely and sustainably meets the needs of the people and freight that travel on it, both now and in the future. We bring together management of ports, boating and fisheries for commercial and recreational uses.

We ensure that transport agencies and operators work towards a common goal of an integrated transport system that contributes to an inclusive, prosperous and environmentally responsible state.

DoT puts people at the centre of everything we do.

Our legislation

The ***Transport Integration Act 2010*** (the TIA) is Victoria's main transport statute. It brings together the transport portfolio under one framework with the aim of developing 'an integrated and sustainable transport system that contributes to an inclusive, prosperous and environmentally responsible State'.

The TIA aims to ensure that Victoria's transport system delivers balanced economic, environmental and social outcomes. Agencies responsible for urban and regional planning must have regard to the TIA when making land use decisions that impact on the transport system.

Transport legislation will be amended in 2019 to formalise the integration of VicRoads and PTV into the Department of Transport.

People first

People and their diverse journeys are at the centre of every decision

Our vision

Our vision is to **meet the aspirations of Victorians for a transport system that is simple, connected, accessible, reliable, safe and supports a productive, growing economy.**

In realising our vision, we apply the objectives of the TIA to deliver:

- social and economic inclusion
- economic prosperity
- environmental sustainability
- integration of transport and land use
- efficiency, coordination and reliability
- safety, health and wellbeing.

Our system-wide outcomes

- People and goods can get where they need to go efficiently
- People are connected to each other and the places they work, study and relax
- Our system is reliable, comfortable and safe

Our Ministers

DoT provides independent advice and is accountable to three ministers:

Hon Jacinta Allan MP
Minister for Transport Infrastructure

Hon Melissa Horne MP
Minister for Public Transport
Minister for Ports & Freight

Hon Jaala Pulford MP
Minister for Roads
Minister for Road Safety and the TAC
Minister for Fishing and Boating

Our portfolio

Our department includes:

- Transport for Victoria
- Public Transport Victoria
- VicRoads
- Road Safety Victoria
- Regional Roads Victoria
- Better Boating Victoria
- Freight Victoria
- Active Transport Victoria.

Our portfolio partners include:

- Major Transport Infrastructure Authority
- Transport Safety Victoria
- Chief Investigator, Transport Safety
- VicTrack
- Transport Accident Commission

Our transport agencies include:

- Commercial Passenger Vehicles Victoria
- Victorian Ports Corporation Melbourne
- Victorian Regional Channels Authority
- Port of Hastings Development Authority
- Gippsland Ports
- Victorian Fisheries Authority

Our transport operators include:

- Metro Trains Melbourne
- Yarra Trams
- V/Line
- EastLink
- CityLink
- SkyBus
- Bus operators
- Port operators.



Our challenges

The way we do transport in Victoria is changing

The new DoT combines the expertise of the former department, VicRoads and PTV. By having one team for planning, delivering and operating transport, we can give people a common picture of what's going on, and more effectively operate the system to improve everyone's journeys. Working together - across roads, public transport, ports and freight - is the key to delivering the Victorian Government's transport agenda.

Our new boom – meeting the demands of unprecedented growth

Victoria's population is growing fast, driving demand and powering the economy. Understanding changing patterns of movement – where and how people and goods want to go – is critical to meeting future transport demand and sustaining Victoria's economic success.

Keeping people moving through a decade of major construction

Population growth is driving the government's record \$70 billion investment in new transport infrastructure to expand and modernise the system. Building this modern system does involve disruption. Coordinating a reliable transport system is critical to keeping people moving.

Choosing the right investments to unlock more benefits, for more people

An integrated approach to system challenges, like increased traffic and public transport patronage, can be met in ways that don't always involve large infrastructure projects. It makes the best use of what we have now, plans for the future and establishes a blueprint to take advantage of the opportunities.

Embracing technology for a smarter future

Victoria is undergoing a generational shift in transport technologies which will transform the way we use our system. Emerging technology and future mobility services are rapidly changing the nature of transport and empowering people in their transport choices, requiring a new vision for innovation.

Outcomes focused Simple, safe and connected journeys for everyone

Our focus and priorities

Victoria is growing faster than any other state or territory, and our growth is among the highest in the world. By 2050, 10 million people will live in Victoria and Melbourne will be a global city of 8 million. For the first time, as many people will live to the west of the Yarra as they do to the east. Our focus and key priorities need to reflect this.

At DoT, we take a strategic approach to delivering the Victorian Government's significant transport agenda. As an integrated transport department, we incorporate the skills and expertise of a large portfolio. Our focus is to:

- **Operate a safe and inclusive system** - creating a safe system where it's easy for everyone to get around, no matter when or why they are travelling.
- **Design and plan a people-focused system** - planning for the future by understanding and responding to the changing patterns of where people work, study and relax, how technology is used and where freight needs to go.
- **Optimise the system for sustainable and reliable travel** - making sure roads and public transport are easy to use and well-kept so that people are better connected.
- **Deliver investments that unlock system-wide benefits** - delivering a record investment in transport infrastructure and upgrades and coordinating improvements so people's journeys are simpler, and the economy keeps growing.
- **Innovate and engage with partners, industry and the community** - ensuring the whole system and its many operators and partners work as one, to deliver better services and outcomes for us all.
- **Empower our people** - giving our people what they need to do their jobs well and respond to the challenges facing the transport system.

One system Integrated operations for connected journeys

Our focus

Operate a safe and inclusive system

Creating a safe system where it's easy for everyone to get around, no matter when or why they are travelling.

Our priorities

- Travel is safe, reliable and more secure for everyone
- Trains, trams, buses, stations and stops will be more accessible
- Technology, design and research makes travel easier during disruptions, major events and everyday trips
- Improving everyone's access to transport, no matter where people live
- Boating and fishing are more accessible to more people.

Our initiatives

- Establishing Road Safety Victoria, a dedicated office of road safety, to focus our efforts to tackle Victoria's road toll
- Working with our road safety partners to deliver the Toward Zero road safety strategy and develop a new road safety strategy to replace Toward Zero after 2020
- Removing 75 dangerous level crossings and upgrading dangerous country level crossings, making them safer and creating more accessible communities

- Upgrading intersections, installing new traffic lights and building safer pedestrian crossings in regional Victoria and our suburbs
- Making school crossings safer by supporting crossing supervisors
- Creating safer construction sites
- Rolling out safer cycling and pedestrian infrastructure, creating more pedestrian crossings, continuing Active Transport Victoria and building new bike lanes to make cycling on St Kilda Road safer
- Reviewing regulations for cars and drivers, to make our roads safer
- Making boating safer, cheaper and easier for all Victorians by establishing Better Boating Victoria
- Maintaining the safety of commercial passenger vehicles and increasing the number of accessible services
- Training more truck and train drivers
- Developing a more accessible tram network, building more accessible stops and planning Next Generation Trams
- Incorporating accessibility improvements into our new, bigger, better trains

- Building new train stations that are accessible to everyone
- Keeping commercial passenger vehicles customer-focused, with high standards of service
- Delivering digital train radio system upgrades
- Making public transport safer through more Protective Services Officers and more Authorised Officers
- Lifting public transport network safety and resilience.

Our outcomes

- People and places are better connected by Victoria's transport system
- A public transport network that is safer and more accessible
- A road network that is well maintained, efficient and safe to use
- More reliable and frequent public transport services for our regions and suburbs
- Improved safety for pedestrians and cyclists
- Easier and more affordable ways for Victorian families to get out on the water.



Our focus

Design and plan a people-focused system

Planning for the future by understanding and responding to the changing patterns of where people work, study and relax, how technology is used and where freight needs to go.

Our priorities

- Put people and their diverse journeys at the centre of every planning decision
- Anticipate and plan for changes to where people live and how and why they travel
- Continuously improve data gathering and analytics for better transport modelling and planning.

Our initiatives

- Upgrading suburban arterial roads in the north, west and south-eastern suburbs, cutting travel times and connecting communities
- Continuing to upgrade regional roads through Regional Roads Victoria
- Undertaking detailed planning and pre-construction for the Suburban Rail Loop, connecting more people to more jobs and more locations

- Adding more services across the rail network as the network grows – including after the completion of the Ballarat line upgrade, the Cranbourne-Pakenham line upgrade and the opening of the Metro Tunnel
- Developing the Airport Rail Link, getting ready for regional fast rail and progressing the Western Rail Plan
- Planning the duplication of the Cranbourne line, in response to growth in the south-eastern suburbs
- Delivering better information and interchanges that help people to make better travel decisions and use multiple transport modes to get where they need to go
- Implement two transport studies for communities – Hobsons Bay and North & West Melbourne and Docklands – in response to the West Gate Tunnel
- Continuing Regional Rail Revival to improve regional rail lines and add more services
- Recontracting regional bus services to deliver better services to towns across the state
- Building new bike paths to connect communities
- Planning for transport connections between Fishermans Bend and the Melbourne CBD
- Delivering new local transport solutions for country Victorians
- Developing new approaches to data analytics and transport modelling, making us more able to predict future needs
- Opening new fishing spots so more people can fish more often.

Our outcomes

- Infrastructure that transforms the way Victorians travel
- More public transport services where they are needed
- Support for a growing economy
- Transport makes the economy more efficient.

Our focus

Optimise the system for sustainable and reliable travel

Making sure roads and public transport are easy to use and well-kept so that people are better connected.

Our priorities

- Deliver a turn-up-and-go metropolitan public transport network
- Create simpler ways for people to plan and pay for their journeys
- Manage the system so it responds to people's changing needs
- Reduce transport emissions to meet Victorian Government targets
- Make freight more efficient
- Encourage more people to walk, ride bicycles or use public transport
- Maintain our roads, rails, tracks, bridges, stations and stops.

Our initiatives

- Utilising new infrastructure and technologies that will increase capacity, delivering a turn-up-and-go public transport network
- Delivering more real time information and taking a whole-of-system approach to help people travel during the Big Build
- Developing a digital one-stop-shop for transport information
- Investing in road upgrades and building better suburban arterial roads

- Investing more in the maintenance and renewal of key road assets that support the most important movement of people and freight
- Upgrading and renewing bridges, improving safety and productivity
- Improving regional rail infrastructure for more reliable journeys and to deliver more services
- Building commuter carparks to encourage more people to take the train and un-clog local streets
- Delivering our freight strategy, *Delivering the Goods*, shifting freight to rail by working with industry on freight rail shuttles, renewing the Principal Freight Network and planning for new intermodal freight terminals
- Shifting freight from road to rail by investing in a port-rail shuttle network
- Introducing better bus services for growing communities to connecting people to stations and other places
- Adding new train services as the Ballarat and Cranbourne line upgrades are completed
- Building new trains, trams and buses to meet growing demand
- Building new walking and cycling infrastructure as part of the North East Link, West Gate Tunnel and other infrastructure projects
- Upgrading boat ramps and working with councils to remove ramp parking fees
- Contributing to the Government's carbon emissions reduction target of net zero by 2050, by undertaking a pledge as part of the new Climate Change Act
- Increasing fish stocks, including a new hatchery and improving access and facilities for Victorian waterways.

Our outcomes

- A better experience for people, with a system that is easy to use and provides simple, connected journeys
- People are more satisfied with public transport services
- More people choosing public transport
- A more productive and efficient road network
- More people cycling and walking in Melbourne and the regions
- More commuter car parks and more bus services, connecting people to stations and linking people to more transport options
- Sustainable fish stocks.

Our focus

Deliver investments that unlock system wide benefits

Delivering a record investment in transport infrastructure and upgrades and coordinating improvements so people's journeys are simpler, and the economy keeps growing.

Our priorities

- Deliver the Big Build and other transport infrastructure projects
- Improve transport for people in our suburbs and our regions
- Leverage transport infrastructure for commercial returns and community benefits
- Work with industry to grow capability and capacity to build projects.

Our initiatives

- Building North East Link – Victoria's biggest ever infrastructure project – fixing the missing link between the Eastern Freeway and the M80, cutting travel times, increasing freight capacity, creating a dedicated busway and removing trucks from local roads
- Building the Metro Tunnel – twin rail tunnels and five underground stations – North Melbourne, Parkville, State Library, Town Hall and Anzac – and a new tram interchange

- Building the West Gate Tunnel – adding capacity to the freight network, improving access to the Port of Melbourne and taking trucks off western suburban streets
- Undertaking a major upgrade of the Sunbury line – the state's most significant line upgrade – connecting it to the Cranbourne line via Metro Tunnel and making it ready for bigger, better trains
- Delivering Stage 2 of the Hurstbridge line upgrade to respond to a growing population
- Making the most of the Ballarat line upgrade by adding new services across the rail network and opening a new station at Cobblebank
- Preparing for detailed planning and pre-construction for the Suburban Rail Loop
- Removing 75 dangerous and congested level crossings, building new stations and creating new public places
- Continuing Regional Rail Revival to upgrade every regional line in the state
- Progressing the Murray Basin Rail Project
- Progressing the Waurn Ponds Duplication, adding capacity to the Geelong and Warrnambool lines
- Planning for the redevelopment of Station Pier

- Pursuing commercial opportunities and community benefits from the delivery of major infrastructure projects, including the Level Crossing Removals Project and other projects that create urban renewal
- Keeping Ballarat Moving by improving traffic flow and reducing congestion through intersection, road and traffic light upgrades
- Progressing Bendigo Metro stage 3, new stations for one of Victoria's biggest regional centres
- Completely rebuilding the iconic, 50-year-old St Kilda Pier.

Our outcomes

- Improved connectivity of people and places across the public transport network
- A metro network with trains every 10 minutes or less on busy lines, and trains every 20 minutes or less during peak periods for key regional centres
- Better traffic flow and access to suburban arterial roads, easing congestion and improving safety
- Fewer trucks on streets in the inner west
- Boosted tourism and a preserved St Kilda Pier for future generations to enjoy
- New stations and public places as level crossings are removed.



"Data analytics and data science let us see how our travel patterns are changing; as new technologies, innovative vehicles and the sharing economy shape the choices we make."

Our focus

Innovate and engage with partners, industry and the community

Ensuring the whole system and its many operators and partners work as one, to deliver better services and outcomes for us all.

Our priorities

- Engage with people across the community to build a shared understanding and collective response to challenges
- Inform people about the Big Build and how new transport infrastructure will improve their journeys
- Use the purchase of new trains, trams and buses to drive innovation
- Pursue ethical procurement practices and invest in local jobs and communities
- Make innovation part of our culture to seize new opportunities
- Respect, recognise, promote and celebrate Aboriginal and Torres Strait Islander culture and heritage.

Our initiatives

- Collaborating across the transport sector and industry on design solutions for infrastructure and rolling stock
- Planning for new technologies in partnership with industry, to help us understand and plan the system

- Implementing road upgrades and intelligent transport technologies that will help cars, trucks, buses and trams move around more efficiently
- Working with public transport franchisees to deliver enhanced services
- Keeping the commercial passenger vehicle industry competitive and open to innovation
- Procuring new trains, trams and buses, creating thousands of local jobs directly and indirectly, including new jobs in Ballarat
- Recontracting regional bus services to deliver better services, in collaboration with industry
- Working with industry to deliver our freight plan
- Supporting the uptake of electric vehicles, autonomous vehicles and new rideshare options
- Developing Next Generation Trams and buying more E Class trams fitted with new technology
- Extending mobile myki to other platforms
- Putting free phone charging points in city stations
- Installing high capacity signalling and getting ready for Metro Tunnel
- Informing and engaging the community on local disruptions, challenges and the benefits of the Big Build
- Providing high-quality registration and licensing services that meet the needs of the community

- Taking innovative approaches to getting more people fishing more often, by increasing fish stock and education
- Engaging the community via Our Say on the DoT website and talking to communities directly about new projects and seeking their input
- Consulting with First Nations and traditional owners and creating indigenous employment through procurement policies
- Supporting Victoria's treaty negotiations by advancing the self-determination framework including partnerships that support Aboriginal economic development.

Our outcomes

- A better experience for people, with a system that is easy to use and that provides simple, connected journeys
- Greater community satisfaction with public transport services
- More people choosing public transport
- More jobs for more Victorians in building and maintaining rolling stock and in infrastructure delivery
- Easy ways to plan travel during periods of construction and disruption
- Improved access to waterways for Victorians.



Our focus

Empower
our people to
succeed

Giving our people what they need to do their jobs well and respond to the challenges facing the transport system.

Our priorities

- Unite people, processes and systems to form an integrated and efficient Department of Transport
- Create a culture where our people are safe, diverse, engaged, valued and high performing
- Attract and retain the best people to build an innovative, collaborative and resilient workforce
- Employ more women, Aboriginal and Torres Strait Islander and LGBTI peoples, people with a disability and from culturally diverse backgrounds.

Our initiatives

- Sharing and exchanging knowledge at events across the transport portfolio
- Developing better information and technology systems and support
- Delivering better career pathways and workforce planning
- Expanding options for transport staff to work flexibly and collaborate
- Supporting enhanced professional networks for women in the transport sector
- Creating a culture with more opportunities for women, Aboriginal and Torres Strait Islander and LGBTI peoples, people with a disability and from culturally diverse backgrounds
- Contributing to whole of Victorian Government initiatives
- Building an organisation that benefits from the unique skills and experience that Aboriginal employees bring to our workplace through our commitment to Barring Djinang, the new 5-year Aboriginal Employment Strategy for the Victorian Public Sector.

Our outcomes

- Improved staff retention
- Improved staff satisfaction
- Enhanced workplace systems and tools
- Efficient use of resources
- Improved workplace safety
- Accessibility and equity for all staff
- A diverse workforce
- Innovation through collaboration
- Greater integrity.

Our performance

To see how we evaluate our performance against our priorities, more detailed information on measures and targets is available on our departmental performance statement, which is published in Budget Paper No. 3 Service Delivery, available on the Department of Treasury and Finance website.

Smarter journeys

New technology gives us many opportunities to make transport safer, simpler, more efficient and sustainable. Real time data, sensors and automation technology is just as important as physical infrastructure.

Since March 2019, more than 100,000 people have used their Android smart phones to top up and touch on Mobile myki. We're developing Mobile myki for other operating systems as well.

Our data powers the multi-modal travel information provided by Google Maps, Citymapper, Moovit and Transit, and has been integrated into the RACV's mobility-as-a-service app.

We are supporting University of Melbourne's Australian Integrated Multi-Modal Test Bed, a living laboratory in inner city Carlton that tests driverless cars and other future transport technologies.

Advanced traffic management, such as ramp metering, lane management and variable speed limits are central to the CityLink-Tulla widening project, M80 upgrade and the Monash Freeway M1 corridor.

From 2022, the West Gate Tunnel will be the longest managed motorway of this kind in Australia, and one of the longest in the world.

The future

The world of transport is changing, and we are positioning ourselves at the forefront.

We will adapt and change as new technologies and opportunities emerge. There will be new ride-share services, new ways to move freight, alternatives to owning your own car, a rapid emergence of autonomous vehicles, advances in hydrogen fuel cell technologies and new approaches to data and analytics that will give us new levels of understanding. Uber Air will be operating in Melbourne.

How and where we work will change as new employment locations emerge and new ways of working evolve. Our population will continue to grow and settlement patterns will change. Denser populations in inner urban areas will require a focus on active transport for short trips.

We will be nimble in responding to the need for simple new regulations for emerging modes of transport and we will forecast changes so the infrastructure we build is fit for the distant future.

Transport will be key to our future economic success and the liveability of our towns, cities and regions.

At the Department of Transport, we are looking forward to meeting new challenges and delivering innovative solutions that benefit all Victorians.

Transport will be key to our future economic success and the liveability of our towns, cities and regions.



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