

## 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 the Victorian Government’s integrated transport department. We include the public-facing brands of Public Transport Victoria, VicRoads, Road Safety Victoria, Regional Roads Victoria, Freight Victoria, and Active Transport Victoria.

We have one administrative office, Major Transport Infrastructure Authority (MTIA).

We serve four Ministers and one Parliamentary Secretary:

- **The Hon. Jacinta Allan**  
Deputy Premier  
Minister for Transport Infrastructure  
Minister for the Suburban Rail Loop  
Minister for Commonwealth Games Delivery
- **The Hon. Ben Carroll**  
Minister for Public Transport  
Minister for Roads and Road Safety
- **The Hon. Melissa Horne**  
Minister for Ports and Freight
- **The Hon. Sonya Kilkenny**  
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.

## ACKNOWLEDGEMENT OF COUNTRY

We proudly acknowledge Victoria’s First Nations peoples and their ongoing strength in practising the world’s oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present.

## WHAT WE DO

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. We implement network-wide solutions to Victoria’s biggest transport challenges.

We are committed to:

- Delivering more than \$125 billion of transport infrastructure investment
- Managing more than \$100 billion of assets
- Managing more than \$20 billion in expenditure annually
- Maintaining 23,000km of road network each year
- Support the policy development and regulatory assurance and oversight for the management of more than 6 million vehicle and vessel registrations and 11 million driver licences per year
- Scheduling 260 million kilometres of bus, train, coach and tram services each year
- Handling 125 million tonnes of trade through our ports each year
- Stocking Victorian waterways with 10.2 million fish.

## OUR PEOPLE

We are committed to advancing an inclusive workplace culture where our people are safe, diverse, engaged, valued and high performing. Through embedding inclusion into our workplace culture, our people are empowered to contribute fully to the organisation’s success and represent the rich and diverse needs of the Victorian community.

## WE WORK WITH

Transport portfolio partners and agencies

- Chief Investigator Transport Safety
- Development Victoria
- Melbourne Port Lessor
- North East Link State Tolling Corporation
- Port of Hastings Corporation
- Ports Victoria
- Registration, Licensing and Custom Plates Joint Venture Partner
- Safe Transport Victoria
- Suburban Rail Loop Authority
- Transport Accident Commission
- Victorian Fisheries Authority
- VicTrack
- V/Line.

Transport operators including

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

## CHALLENGES WE FACE

- Our population is projected 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 Victoria’s transport system to meet the challenges and impacts of climate change
- Continual focus on improving the safety, inclusiveness, and accessibility of the transport system.

## 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 transport specific 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 and the Commonwealth governments, 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 2022-2026

1. Safe journeys for all	2. New travel patterns and places	3. Advance technology and assets	4. Service and network reforms	5. Environmental sustainability	6. Innovation through engagement	7. Empower our people
<p>Operate a transport system that is safe and inclusive, and inspires confidence for all journeys and users.</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>Leverage new technologies and optimise the performance of transport system assets.</p>	<p>Maximise and reform how transport policy, plans, infrastructure and services deliver social outcomes and drive economic recovery.</p>	<p>The transport network is public space that contributes to healthy, sustainable and liveable communities.</p>	<p>Strengthen industry and community partnerships to test, trial and rapidly deploy improvements.</p>	<p>Be a diverse, adaptable and connected workforce, empowered to deliver simple, safe, connected journeys.</p>
<ul style="list-style-type: none"> <li>1.1 Instil public confidence in the transport system and keep it COVIDSafe for everyone who uses it.</li> <li>1.2 Improve the safety, accessibility and inclusivity of the transport system, and fishing and boating activities.</li> <li>1.3 Prepare and respond to significant incidents and emergencies in and around our transport network.</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Use data and digital capabilities to develop new travel options and ways to plan journeys to reflect changing behaviours and expectations.</li> <li>2.2 Connect communities through network reforms, regular services, and service types such as 'turn up and go' and 'rapid running.'</li> <li>2.3 Ensure places and transport networks are developed in ways that encourage cycling and walking.</li> <li>2.4 Use the transport system to plan and deliver land use outcomes and precinct developments that increase liveability.</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Invest efficiently in asset maintenance systems and strategies that strengthen the reliability and resilience of the transport system.</li> <li>3.2 Plan and deliver ways to leverage more from our assets and support the introduction of new technology and services.</li> <li>3.3 Enable more efficient and reliable freight supply chains.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>4.2 Invest in new and upgraded trains, trams, buses and infrastructure across metropolitan and regional Victoria in ways that drive efficiencies, sustainability, innovation, social outcomes and economic recovery.</li> <li>4.3 Ensure balanced and responsible financial management to maximise efficiency and value for money within the budget.</li> <li>4.4 Demonstrate whole-of-government leadership to help shape Victoria's recovery and connect people to jobs, schools, freight, services and each other.</li> </ul>	<ul style="list-style-type: none"> <li>5.1 Reduce greenhouse gas emissions from transport activity to contribute to the Government's <i>Transport Emission Reduction Pledge</i> for net-zero emissions by 2050.</li> <li>5.2 Seize opportunities in the circular economy to improve sustainability and reduce waste from the transport system.</li> <li>5.3 Reduce the risk of harmful effects of transport on health and the natural environment.</li> <li>5.4 Prepare and adapt the transport system for the effects of climate change.</li> </ul>	<ul style="list-style-type: none"> <li>6.1 Partner with stakeholders, industry and the private sector to increase innovation and to test, trial and rapidly deploy improvements.</li> <li>6.2 Actively manage contracts, franchises and relationships with service providers to maximise the public value and innovation they deliver.</li> <li>6.3 Achieve government targets and objectives for local job creation and industry participation.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>7.1 Actively support the safety, wellbeing and mental health of our workforce, and new ways of working that are flexible and support engagement.</li> <li>7.2 Increase inclusion and diversity to ensure our organisation reflects the community we serve.</li> <li>7.3 Demonstrate leadership at all levels to live our values and continuously prioritise culture and performance.</li> <li>7.4 Deliver business improvement activities that enable our workforce to operate as one department in a hybrid working environment.</li> <li>7.5 Proactively develop our workforce, talent and skills so we have the capability to sustain delivery and drive innovation.</li> </ul>

## KEY INITIATIVES FOR 2022-2026



### 1. Safe journeys for all

- COVID-19 recovery activities and COVIDSafe practices
- Continue communicating network disruptions
- *Road Safety Strategy 2021-2030 and Road Safety Action Plan 2021-2023*
- Safer Roads Program, investing in road safety infrastructure
- *Inclusive Victoria: State Disability Plan 2022-2026 and Accessible Public Transport Action Plan 2020-2024* and associated programs
- Accessibility and amenity improvements across the metropolitan and regional railway network and tram stop upgrades
- 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 activities including landslips, bushfire and flood recovery and support for local communities.

### 2. New travel patterns and places

- Suburban Rail Loop
- PTV app enhancements and RideSpace
- More train services 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
- Embed 20-minute neighbourhood principles
- Movement and Place Framework.

### 3. Advance technology and assets

- 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
- Keeping Victorians Moving package
- Pavement maintenance and renewal program
- Next Generation Ticketing Project
- Heavy vehicle improvement program, including training new drivers
- Port Rail Shuttle Network
- Mode Shift Incentive Scheme program
- Keeping Freight Moving
- Train radio system upgrade.

### 4. Service and network reforms

- 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
- Better bus services *Victoria's Bus Plan*, and Better Bus Fund
- Metropolitan Network Modernisation Program
- Intersections upgrades across Victoria, including Keeping Ballarat Moving
- Better train services for Bendigo and central Victoria
- Car parks and station upgrades
- *Victorian Ports Strategy* and Ports Victoria Start-Up
- Fishing regulation and quota management
- Network pipeline management
- Western Interstate Freight Terminal
- Northern Corridor Transport and Land Use Plan
- Commercial negotiations for metropolitan train, tram, and ticketing service.

### 5. Environmental sustainability

- *Transport Sector Emissions Reduction Pledge 2021-2025* – Zero Emission Bus Trial
- *Transport Sector Emissions Reduction Pledge 2021-2025* – Delivery of \$5 million Zero Emission Vehicles Commercial Sector Innovation Fund
- Ecologiq program and the Recycled First policy as part of Victoria's Big Build
- *Transport Climate Change Adaptation Action Plan 2022-2026*
- Environmental management system.

### 6. Innovation through engagement

- Embed and deliver on the VicRoads Modernisation objectives, together with the Joint Venture Partner, including upgraded technology systems and more user-friendly and accessible customer services with a continued focus on an expanded digital (online) product offering
- Victoria's MR4 train and tram franchise agreements
- V/Line governance reform
- Interstate Rail Network Lease Agreement (ARTC)
- *National Rail Action Plan* including Rail Skills Initiative
- Victorian Tunnelling Centre and Certificate II in Heavy and Light Rail Fundamentals
- *Women in Transport Strategy 2021-2024*
- *Aboriginal Self-Determination Plan 2020-2023*
- Strategic communications and engagement framework
- Victorian Fisheries Authority's Go Fishing Victoria plan.

### 7. Empower our people

- *Health, Safety and Wellbeing Strategy 2020-2023*
- COVID-19 corporate response and recovery, hybrid and flexible working arrangements
- *DoT Inclusion and Diversity Strategy 2020-2023*
- Culture and people experience strategy
- *Technology, Data & Cyber Strategy 2021-2024*
- Internal communications strategy
- Workforce mobility and building capability
- Youth employment program
- *Leadership Development Strategy 2022-2026*
- Customer Strategy
- Customer Experience Framework and Implementation Plan.

\* Big Build projects including 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, Mickleham Road Update (Stage 1). 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 and to the Public Accounts and Estimates Committee.

Examples from Budget Paper 3: Service Delivery, Budget Paper 4: State Capital Program, and public reports

<p><b>1. Safe journeys for all</b></p> <ul style="list-style-type: none"> <li>• Customer experience index</li> <li>• Road safety initiatives completed</li> <li>• Safety audits and regulatory interventions of public transport operators</li> <li>• Transport safety offence prosecutions.</li> </ul>	<p><b>2. New travel patterns and places</b></p> <ul style="list-style-type: none"> <li>• Passengers on public transport</li> <li>• Public transport service punctuality and delivery</li> <li>• Cycling and pedestrian projects completed .</li> </ul>	<p><b>3. Advance technology and assets</b></p> <ul style="list-style-type: none"> <li>• Roads meeting standards</li> <li>• Roads asset management</li> <li>• Road-based freight accessibility and reliability projects completed .</li> </ul>	<p><b>4. Service and network reforms</b></p> <ul style="list-style-type: none"> <li>• Projects completed within agreed scope, timeframes and budget</li> <li>• Major road improvement projects completed</li> <li>• Containers transported by rail under the Mode Shift Incentive Scheme program.</li> </ul>	<p><b>5. Environmental sustainability</b></p> <ul style="list-style-type: none"> <li>• Sector resilience plans endorsed by State Crisis and Resilience Council</li> <li>• Key achievements as reported in the Annual Report including:                             <ul style="list-style-type: none"> <li>- Office-based environment performance.</li> </ul> </li> </ul>	<p><b>6. Innovation through engagement</b></p> <ul style="list-style-type: none"> <li>• Key achievements as reported in the Annual Report including:                             <ul style="list-style-type: none"> <li>- Local jobs first</li> <li>- Social procurement and Aboriginal Business Engagement.</li> </ul> </li> </ul>	<p><b>7. Empower our people</b></p> <ul style="list-style-type: none"> <li>• Key achievements as reported in the Annual Report including:                             <ul style="list-style-type: none"> <li>- Workforce inclusion targets</li> <li>- Occupational Health and Safety management.</li> </ul> </li> </ul>



**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.