

DEPARTMENT OF TRANSPORT AND PLANNING

# Strategic Plan 2023-27

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Thriving places  
and connected  
communities



Department  
of Transport  
and Planning



Victoria's Department of Transport and Planning brings together key transport, planning, land, precinct and policy functions within a single department to create thriving places and connected communities.

Together with our key agencies we are responsible for planning, building, operating, and maintaining Victoria's transport and planning system for use by all.





## Our vision

We create thriving places and connected communities.

## Our purpose

Ensuring Victoria's transport network and land use is safe, sustainable, and integrated.

## Our mission

We are here to:

- Integrate Victoria's transport, land and planning system to create an inclusive, successful, and sustainable state.
- Plan, build and operate a transport network that keeps people and freight moving now and into the future.
- Manage precinct and policy, land, planning, building and heritage systems to shape places and communities.
- Understand the social, economic, and physical needs of communities so that we can develop meaningful connections and thriving local places.
- Oversee the delivery of the major transport infrastructure program to build a better transport future for Victoria.

A photograph of the Ballarat Station entrance. A purple signpost on the left indicates the station name and directions for Lydiard Street, Coaches, and Buses. People are walking along a paved path towards the station building. The sky is blue with light clouds.

# Challenges and opportunities of the future

Our population is continuing to grow, with Victoria the fastest growing state in Australia and Melbourne expected to become our largest city by the early-2030s. Sound and responsible decision making is needed to achieve a transport network and planning framework that can accommodate this growth, while keeping everything that makes our state great.

This strategic plan provides a blueprint for ensuring we meet these challenges, and embrace the opportunity to deliver safe, inclusive, accessible places and journeys for all.

## Acknowledgement of country

We proudly acknowledge Victoria's First Nations people as the Traditional Owners of the lands and waters on which we live and work and pay our respects to their Elders past and present. As we integrate our transport, land use and planning systems with the aim of creating thriving places and connected communities, we acknowledge the use of traditional songlines routes as an integral part of First Nations culture in connecting with the land.

# To achieve success our focus areas for 2023-27 are:



Driving strategic  
and operational  
reform



Improving  
integrated  
services



Enabling  
our people



Strengthening  
engagement and  
collaboration



Enhancing  
environmental  
sustainability



Improving  
social  
outcomes



## Driving strategic and operational reform

### Driving reform strategies to deliver state priorities across the planning and building sectors efficiently and effectively.

- Undertaking planning and building system reforms to focus on delivering the investment, infrastructure and services Victorians need.
- Building a smarter, more sustainable, and future ready Victoria through the digital twin program.
- Making transport simpler and more convenient by upgrading the transport ticketing system and digitising registration and licensing services.
- Delivering strategies to improve the operation of our network, including a 10-year road maintenance strategy, arterial road upgrades and Victoria's bus plan.
- Supporting government land reforms including development of a new government land system and identification of underutilised government land in strategic locations.
- Supporting the Aboriginal Self-Determination Plan and Yoorrook Justice Commission and Treaty Readiness.
- Supporting urban renewal through precinct design and planning at Arden, Sunshine, and Fishermans Bend.

### Measuring success

- ✓ Increased utilisation of mapping and spatial data products.
- ✓ Simpler and more convenient public transport ticketing system.
- ✓ Improved liveability, sustainability and inclusiveness of public spaces and neighbourhoods.
- ✓ Streamlined and efficient planning and building processes.
- ✓ Greater use of data and digital tools to improve services to the community and support efficient ways of working.



## Improving integrated services

### Maintaining and operating a safe and integrated planning, land and transport system that inspires confidence and is continuously improving.

- Delivering Victoria's Big Build projects and integrating them into the transport network, including the Metro Tunnel, West Gate Tunnel, the removal of level crossings and upgrades to regional roads and passenger rail lines.
- Implementing Victoria's rolling stock strategy, including delivering state of the art Next Generation Trams, X'Trapolis trains and VLocity trains.
- Setting and implementing a strategy for supporting jobs, housing, and transport, while building on Melbourne's distinctiveness, liveability, and sustainability.
- Overseeing the rectification of private residential and government buildings deemed as having an unacceptable cladding risk.
- Implementing Budget 2023-24 timetable change commitments to deliver more services, more often across Victoria.

### Measuring success

- ✓ Major transport infrastructure projects completed and successfully integrated into the network.
- ✓ Improved public transport service punctuality and delivery, enhanced customer service and improved patronage.
- ✓ Greater housing choices in locations closer to jobs and services, including greater transport choices.
- ✓ Improved reliability and safety on the transport network, including integration of transport modes, greater travel time reliability and more accessible infrastructure.
- ✓ Cladding rectification works completed on government and privately-owned buildings.



## Enabling our people

### Building a capable, connected, and diverse workforce that is enabled to deliver outcomes for Victoria.

- Building culture and career growth opportunities to attract and retain the best talent to serve the Victorian community.
- Strengthening our resiliency and response to cyber and other security threats.
- Working together as one DTP, including implementing one digital workplace.
- Integrating our Health Safety and Wellbeing Framework and management and reporting system.
- Driving organisational effectiveness, improving foundational practices and developing our capability.
- Implementing our *Gender Equality Action Plan 2022-25* and driving cultural change through our focus on inclusion and diversity.

### Measuring success

- ✓ Implemented one digital workplace program.
- ✓ Improved resilience to cyber and other security threats.
- ✓ Improved health and safety assurance management and reporting, including psychosocial program reporting.
- ✓ Improved engagement of our people as measured in People Matter Survey results.
- ✓ The Department of Transport and Planning reflects the diverse community it serves.
- ✓ Meeting our inclusion and diversity targets.



## Strengthening engagement and collaboration

### Strengthening community and stakeholder engagement to achieve local and state outcomes. Strengthening collaboration across DTP.

- Gaining community input into plans for supporting jobs, housing and transport, while building on Victoria's distinctiveness, liveability, and sustainability.
- Enhancing community engagement and marketing to support the delivery of Victoria's Road Safety Strategy.
- Leading the delivery of transport and planning requirements in relation to the Victorian Treaty process.
- Delivering the transport and logistics industry-based heavy vehicle driver training program.
- Implementing the National Rail Action Plan that draws together governments and industry to overcome the legacy of different rail gauges, trains and signalling.
- Upgrading the VicTraffic website to provide enhanced traffic information specific to customer location.
- Communicating our vision and purpose to enable us to deliver our extensive program together as one DTP.

### Measuring success

- ✓ Improved customer and community engagement initiatives and performance.
- ✓ Development and implementation of transport and land use plans and precincts that meet the needs and expectations of communities.
- ✓ Successful implementation of the new department with clear definition of its objectives, roles, and responsibilities.



## Enhancing environmental sustainability

### Implementing initiatives that support climate and sustainability goals, and create healthy and liveable communities and places.

- Supporting plans for decarbonisation and reducing emissions in Victoria's transport sector.
- Implementing the *Transport Sector Emissions Reduction Pledge 2021-25*.
- Implementing the *Transport Climate Change Adaptation Action Plan 2022-26*.
- Supporting active transport programs to encourage walking and cycling initiatives.
- Implementing the zero emissions bus trials.
- Supporting transitioning to zero emissions through train, tram and bus design and industry engagement.
- Undertaking the Victorian Renewable Energy Terminal development.
- Supporting the ecologiQ program and the Recycled First policy as part of Victoria's Big Build.
- Implementing the Built Environment Climate Change Adaptation Action Plan and facilitating planning approvals for a transition to renewable energy.
- Delivering the Greener Government Buildings program to improve the energy efficiency of existing buildings.

### Measuring success

- ✓ Contribute to reduced transport emission targets.
- ✓ Increased public transport patronage.
- ✓ Greater use of recycled and re-used material on transport infrastructure projects.
- ✓ Completed cycling and pedestrian improvement projects.
- ✓ Improved office-based environmental performance.



## Improving social outcomes

### Contributing to and improving social outcomes and liveability for all Victorians, especially First Peoples and disadvantaged Victorians.

- Delivering Victoria's Road Safety Strategy that sets us on a path towards zero road deaths by 2050.
- Implementing *Yani Bangal First Peoples Careers Strategy* and *First Peoples Cultural Safety Framework and Action Plan*.
- Supporting community led flood recovery and other emergency management and resilience programs.
- Implementing the Flexible Local Transport Solutions Program to give Victorians more transport options and improve access to essential services.
- Implementing programs to make transport more affordable for more Victorians, including Regional Fare Cap, registration discount for veterans and free registration for tradespeople.
- Unlocking new communities and affordable housing options to enhance urban renewal and improve connectivity.
- Implementing the *Transport Personal Safety Strategy* designed to help make each journey on our transport network a safe one.
- Implementing the Women in Transport Program to remove barriers that limit gender representation in the sector.

### Measuring success

- ✓ Reduced fatalities and serious road injuries on the transport network, as well as improved personal safety on the transport network.
- ✓ Increased representation and participation of Aboriginal businesses in procurement processes.
- ✓ Improved employment and career development outcomes and cultural safety for First Peoples.
- ✓ Increased Aboriginal representation in senior leadership positions.
- ✓ Improved regional train, bus patronage and service kilometres.