

DEPARTMENT OF TRANSPORT AND PLANNING

Strategic Plan 2023-27

Thriving places
and connected
communities



Department
of Transport
and Planning





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Acknowledgement of Country

We proudly acknowledge Victoria's First Nations people 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 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 songlines as an integral part of First Nations culture which allowed our First Nations people to easily connect their journeys across the land. We recognise the cultural significance of songlines as trade routes and ceremonial paths, and that much of the transport networks and assets we use today are on those traditional songline routes.

We recognise that there are long-lasting, far-reaching, and intergenerational consequences of colonisation and dispossession.

The reality of colonisation involved establishing Victoria with the specific intent of excluding First Nations people and their laws, cultures, customs, and traditions. Over time, the development of Victorian laws, policies, systems, and structures explicitly excluded First Nations Victorians, resulting in, and entrenching systemic and structural racism. We acknowledge that the impact and structures of colonisation still exist today.

Warning: Aboriginal and Torres Strait Islander Peoples should be aware this publication contains images and names of deceased persons.

DESCRIPTION OF ARTWORK

Aaron (Gunaikurnai) 'Movements Between the Five Clans' 2019, acrylic on canvas.

'The tracks are going between the five clans of the Gunaikurnai and the hands are the symbols of my spirit travelling around the campsites.'

This artwork was created through programs provided by the Torch. The Torch provides art, cultural and arts industry support to Indigenous offenders and ex-offenders in Victoria. The Torch aims to reduce the rate of re-offending by encouraging the exploration of identity and culture through art programs to define new pathways upon release.



Message from the Secretary

I'm pleased to introduce the Department of Transport and Planning's (DTP) four-year Strategic Plan, the first published since the integration of transport and planning in January 2023.

Our vision is clear: *we create thriving places and connected communities*. Having a place to call home and efficient connections to jobs, services and each other is essential to our way of life. Our Strategic Plan 2023-27 provides the blueprint for ensuring this liveability is retained through the delivery of safe, sustainable, and integrated transport and land use outcomes for all Victorians.

Victoria is the fastest-growing state in Australia and is expected to reach a population of more than 10 million by 2050. Melbourne is set to become Australia's biggest city in the next decade. Planning for this growth, while ensuring we retain our lifestyle, is a key reason that transport, planning, land, precinct, and policy functions have been united within our department.

The 2023-27 Strategic Plan has a renewed focus on both *how we move* and *how we live*.

It will drive strategic and operational reform to make our transport network simpler, fairer, and more convenient for all. This includes upgrading our transport ticketing system to offer more convenient ways to pay, digitising our licensing services, and improving the safe operation of our network through the delivery of a 10-year road maintenance strategy. Travel should be safe for everyone, with Victoria's Road Safety strategy setting us on a path towards zero deaths by 2050.

Our transport and planning services will be enhanced through major investments in Victoria's Big Build, with the Metro Tunnel, West Gate Tunnel, level crossing removals and major road and passenger rail upgrades being progressively integrated into the transport network during the delivery of this four-year plan. Construction will commence on the

missing section of the metropolitan ring road as well as the suburban rail loop designed to connect our middle suburbs.

Importantly, we'll deliver initiatives to ensure greater housing choices in locations closer to jobs and services, as well as better transport options. *Victoria's Housing Statement* initiatives will transform our planning regime to boost the supply of safe, high quality, affordable, accessible housing across our suburbs, cities and regions. We'll ask communities all over the state to contribute to a bold and aspirational vision of Victoria's future, including mapping our path to get there as part of the development of a plan for Victoria.

Victoria's energy transition is well-underway and the transport sector is gearing up for further decarbonisation. We'll leverage the success of our zero-emission bus trial into other forms of freight and passenger transport, while improving the energy efficiency of our buildings through the Greener Government Buildings program and supporting the Recycled First program.

Ultimately, the passion and dedication of our people will drive the success of our Strategic Plan.

With strategies in place to enhance diversity, we're well on the way to becoming a workplace that brings out the best in our people and reflects the community we serve. These strategies include our Gender Equality Action Plan, Aboriginal Self-Determination Plan, Yarni Bangal: First Peoples Careers Strategy, LGBTIQ+ Inclusion Action Plan, CaLD Intercultural Action Plan and Accessibility Action Plan.

I look forward to continuing our journey together with our people and industry partners to create thriving places and connected communities for all Victorians.



Paul Younis

Secretary of the Department of Transport and Planning



About this document

Our Strategic Plan brings together the Department of Transport and Planning's vision, purpose and mission across six focus areas, consistent with Government objectives, priorities and budget decisions.

It describes actions we will take over the medium term and feeds into a range of planning activities. It also informs the corporate plans of transport, planning and land services portfolio agencies to support an integrated and sustainable transport, planning and land services system.

Our Strategic Plan meets the corporate plan requirements of the Department of Treasury and Finance Resource Management Framework. It is reviewed each year to take account of changes in our operating environment.

A summary of the Strategic Plan 2023-2027 has been prepared to support easy reference to key information about the Department. This can be found on our website at vic.gov.au/departments-of-transport-and-planning-strategic-plan.



Vision, purpose, mission and strategic priorities

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.

Our Strategic Priorities

1. Deliver on the government's priorities

Ensure the Department is prioritising its efforts and delivering the reforms and initiatives that will have the most positive impact on Victoria and Victorians.

2. Maintain and operate a safe, modern land use planning and transport system.

Deliver a system that is connected, well-maintained and always evolving. Prioritise safety.

3. Explore and respond to the changing needs of communities

Establish the mechanisms to always listen to and respond to changing community needs and expectations.

4. Build the culture and capabilities we'll need to deliver on our purpose

Ensure our people are unified around our shared purpose and equipped and enabled to deliver. Ensure the workforce is representative of the communities we serve.



Kitty Johnson

📍 Nangara Reserve, Nangara Rd, Jindivick, 3818

Our stories

New *Finding Her* digital resource puts Victorian women and gender diverse people on the map

The Department has supported the development of *Finding Her*, a groundbreaking digital map dedicated to making the stories, lives and achievements of women and gender diverse people visible in Victoria's public spaces.

Finding Her currently connects the stories of 60 women across 35 physical sites, and 40 more stories are already in development. These sites, such as statues, murals, place names and monuments, link to the stories of those being honoured, including important stories of First Nations women and recognise their contributions to our State and nation.

Take a virtual tour on the website findingher.mitija.com or visit the locations yourself using QR codes at the sites to reveal the stories of some truly remarkable people. Visit a plaque celebrating the life of disability advocate Tilly Aston in Carisbrook; a seat for suffragist Vida Goldstein in Portland; a statue for philanthropist Dame Elisabeth Murdoch at Frankston Art Centre; or a statue for Kurnai matriarch of Gippsland, Kitty Johnson (also known as Youwali or Kitty of Cunningham).

The Department's very own Michelle Sheppard was also honoured with a digital statue for her work as a highly respected presenter, advocate and trainer in the gender equity space.

The visibility of women's achievements and ensuring women are depicted accurately and respectfully in public life are both key to progressing gender equality in Victoria. The Department acknowledges the importance of place naming in recognising and celebrating the diversity in our communities and preserving Aboriginal languages.

Finding Her is a collaboration between Gender Equity Victoria and the Her Place Museum and is supported by the Department through Geographic Names Victoria, which works to promote greater diversity and equity in place naming.

Kitty Johnson at Tyers Lake

Thank you to East Gippsland Historical Society Collection and Aunty Cheryl Drayton for permission to use this image



Our stories

X'Trapolis 2.0 – Modern trains for a modern Melbourne

The new X'Trapolis 2.0 trains will provide more reliable journeys, better passenger information, and improved accessibility, energy efficiency and comfort. They will gradually take over from our longest-serving Comeng trains on the Craigieburn, Upfield and Frankston lines.

The new trains are being built right here in regional Victoria and will include a minimum of 60 per cent local content. This will support up to 750 local jobs across the supply chain and up to 150 in the local Ballarat area.

These new trains will be built by the local arm of international train and tram manufacturer Alstom and will be the next phase of renewal for Melbourne's train fleet, following the rollout of our new High Capacity Metro Trains.

"The X'Trapolis 2.0 public engagement has been an exercise in true co-design for people with disabilities," said Tricia. "We had so many people with so many accessibility needs do a tour, both virtually and at the mock up, and all agreed that they felt heard and included. Seeing their suggestions included in the mock up is a testament to the way the teams at DTP, Alstom and partners worked together to listen to the community to come up with the best possible product." – **Tricia Malowney OAM**



About the Department of Transport and Planning

We enable Victorian communities to better connect with one another and the services that are expected of contemporary metropolitan and regional cities.

We bring 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, planning and land services for use by all.

Our Department currently includes the public-facing brands of Public Transport Victoria, VicRoads, Road Safety Victoria, Regional Roads Victoria, Freight Victoria, Active Transport Victoria, Heritage Council Victoria, and Land Use Victoria.

We also have two administrative offices, the Major Transport Infrastructure Authority (MTIA) and Office of the Victorian Government Architect (OVGA). MTIA includes Level Crossings Removal Project, Rail Projects Victoria and Major Roads Projects Victoria. Together, we ensure the delivery of integrated outcomes for the benefit of all Victorians.

We serve five Ministers and one Parliamentary Secretary:

The Hon. Danny Pearson
Assistant Treasurer (Government Land Sales)
Minister for Transport Infrastructure
Minister for the Suburban Rail Loop

The Hon. Gabrielle Williams
Minister for Public and Active Transport

The Hon. Melissa Horne
Minister for Ports and Freight
Minister for Roads and Road Safety

The Hon. Sonya Kilkenny
Minister for Planning
Minister for the Suburbs

The Hon. Colin Brooks
Minister for Development Victoria
Minister for Precincts

Mr Josh Bull MP
Parliamentary Secretary for Transport
Parliamentary Secretary for Level Crossing Removals

Secretary, Paul Younis, is the head of our Department.

The Department, MTIA and OVGA together are more than 7,000 staff working across metropolitan Melbourne and regional Victoria.

Department of Transport and Planning structure



Hon Danny Pearson MP
 Assistant Treasurer
 (Government Land Sales)
 Minister for Transport Infrastructure
 Minister for the Suburban Rail Loop



Hon Gabrielle Williams
 Minister for Public and Active Transport



Hon Melissa Horne MP
 Minister for Roads and Road Safety
 Minister for Ports and Freight



Hon Sonya Kilkenny MP
 Minister for Planning
 Minister for the Suburbs



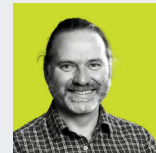
Hon Colin Brooks MP
 Minister for Development Victoria
 Minister for Precincts



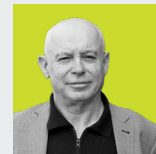
Hon Josh Bull MP
 Parliamentary Secretary for Transport
 Parliamentary Secretary
 for Level Crossing Removals



Paul Younis
 Secretary



Rob Pearce
 General Counsel



Lachlan McDonald
 Executive Director
 Intergovernmental
 Relations



Jo Weeks
 Chief Communications
 & Experience Officer

OFFICE OF THE SECRETARY



Andrew McKeegan
Deputy Secretary
Planning & Land Services

Creates liveable, inclusive and sustainable communities by managing the state's planning, building and heritage systems.



Natalie Reiter
Deputy Secretary
Strategy & Precincts

Drives future transport opportunities, legislative and policy reform, and embeds a deep understanding of the user and innovative technology.



William Tieppo
Deputy Secretary
Network Design
& Integration

Delivers transport priorities through the development and delivery of an integrated pipeline of projects and supports the Major Transport Infrastructure Program.



Fiona Adamson
Head of Transport Services
Transport Services

Delivers safe, reliable and accessible transport infrastructure and services to all Victorians.



Dean Tighe
Deputy Secretary
Investment & Technology

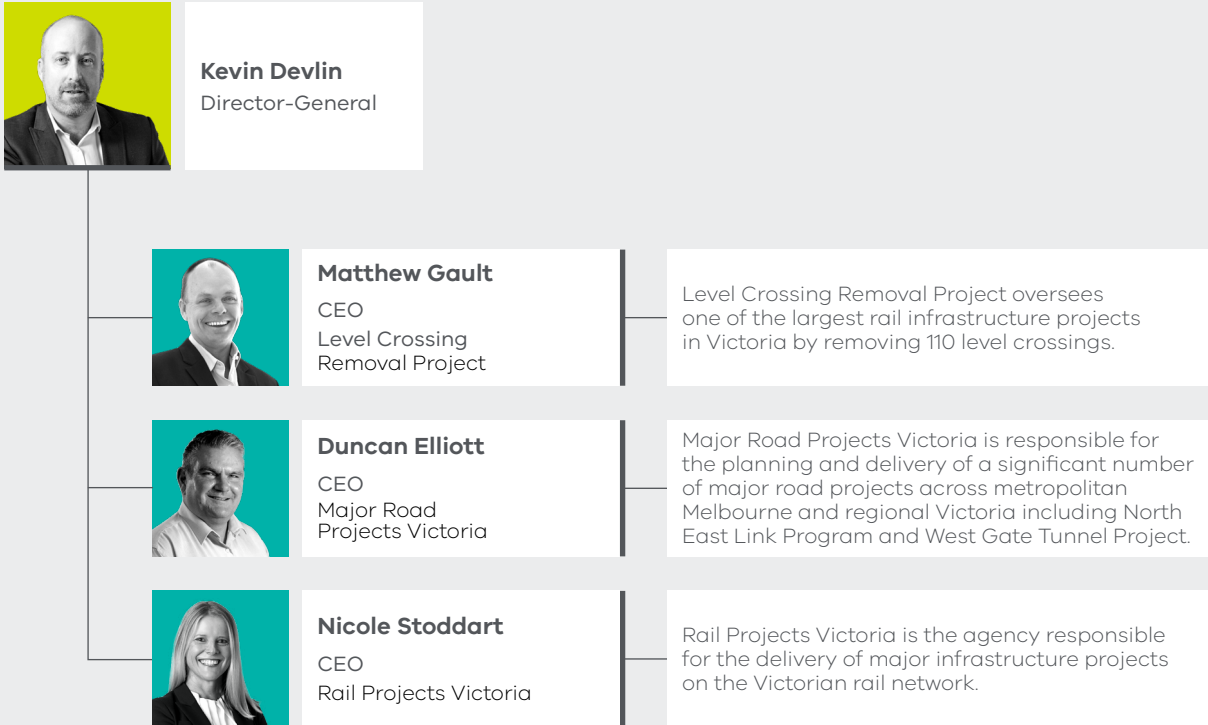
Provides investment strategy and delivers commercial and information technology services to drive high performance and improved commercial outcomes for the State.



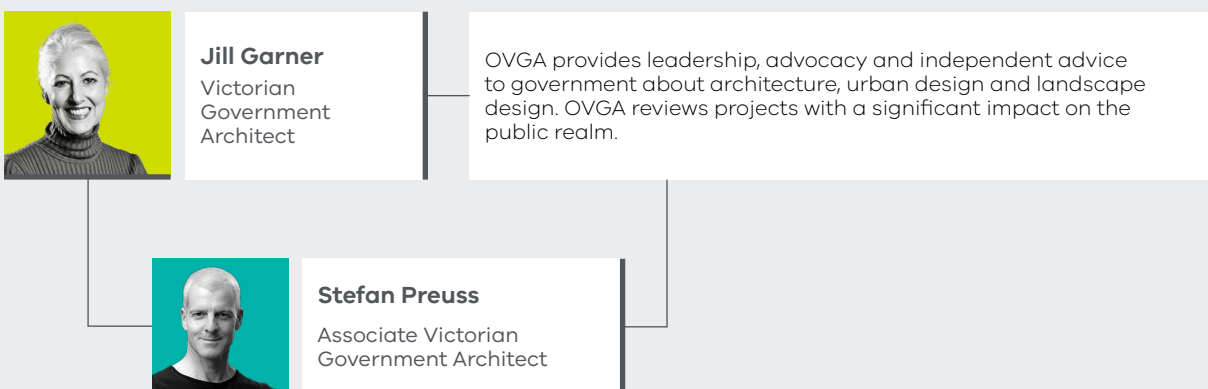
Melinda Collinson
Deputy Secretary
People & Business Services

Provides business enabling people and corporate services functions, to drive a high-performance culture and to support integrated operations.

MTIA structure



OVGA structure



Why transport and planning matters

We need to ensure that our communities are designed to adjust to population growth and the demand for increased essential services.

- Fair, safe and sustainable land use and development is important in Victoria for now and in the future.
- Transport ensures people can access services, social connections, tourism and employment.
- Road and public transport networks have a significant role in shaping and linking public spaces, contributing to the growth of new precincts and creating community hubs.
- Land use and planning play a vital role in increasing housing diversity and ownership through the supply of social and affordable housing in surplus government land.
- Victorians can support their health and wellbeing through access to essential services and recreational spaces, fostering a sense of community and promoting a healthier lifestyle.
- Victorians are connected to the world through a network of international and domestic ports and reliable, efficient freight and logistics services, keeping shelves stocked for families and generating opportunities for thousands of businesses, factories and farms all over the State.
- Victorians can minimise their impact on the environment through safe, sustainable transport choices.

What we do

Each year, we are:

- Maintaining more than \$135 billion of infrastructure investment
- Maintaining 24,000km of road network
- Managing nearly \$170 billion in assets
- Delivering major road and rail projects as part of Victoria's Big Build
- Managing more than \$23 billion in expenditure
- Overseeing the renewal and issuing of approximately 1.15 million driver licences
- Supporting \$160 billion worth of land transactions
- Handling 126 million tonnes of trade through the ports
- Managing 3.3 million property valuations totalling \$3.1 trillion
- Managing 674 shipwrecks and nine protected zones in Victorian waters

- Providing spatial data services for more than 10,000 customers, accessed over 500 million times
- Developing 770.7 MW of renewable energy as well as 1,890 MW of battery storage
- Providing strategic advice on the \$300 billion government land estate
- Managing over 2,900 State significant heritage places and objects

Who we work with

We work with portfolio partners, planning statutory authorities, advisory bodies, and agencies, including:

- Accessible Transport Advisory Committee
- Architects Registration Board of Victoria
- Building Appeals Board
- Chief Investigator Transport Safety
- Cladding Safety Victoria
- Development Victoria
- Gippsland Ports Committee of Management
- Heritage Council Victoria
- Motorcycling Community Engagement Panel
- North East Link State Tolling Corporation
- Planning Panels Victoria
- Port of Hastings Corporation
- Ports Victoria
- Public Transport Ombudsman
- Safe Transport Victoria
- Suburban Rail Loop Authority
- Surveyors Registration Board of Victoria
- Transport Accident Commission
- V/Line
- Victorian Building Authority
- Victorian Planning Authority
- VicTrack

Our operators and joint venture partners include:

- Bus operators
- CityLink
- EastLink
- Freight operators
- Metro Trains Melbourne
- Registration and licensing joint venture
- Peninsula Link
- Port operators
- Secure Electronic Registries Victoria (SERV)
- SkyBus
- Yarra Trams

How we engage

We conduct extensive community engagement and information sessions, as well as work with the following representative groups and industries to ensure Victorians are engaged and well informed:

- Industry bodies
- Unions
- Victorian public sector
- Local, state, territory and commonwealth governments and agencies
- Education and health providers
- Research partners
- User advocacy and other representative groups.

We also engage with organisations who help to ensure a safe and sustainable transport and planning system, including:

- Australian Building Codes Board
- Australian Energy Market Operator
- Australian Maritime Safety Authority
- Australian Radiation Protection and Nuclear Safety Agency
- Australian Rail Track Corporation
- National Heavy Vehicle Regulator
- Office of the National Rail Safety Regulator
- Safe Work Australia

Our people

We foster a safe, inclusive and constructive place to work. We advocate for flexible work, provide personal and professional development programs and support ways of working that help our people balance their work and lives. We strive for a workforce that represents the community that we serve.

To support this commitment, we have an *Inclusion & Diversity Strategy*. The strategy adopts an ethical, evidence based and intersectional approach for inclusion and diversity that focuses on equity rather than equality. We also have an all-inclusive Employee Resource Group called *IDentity* which connects employees with an interest in inclusion and diversity across the Department.

Consistent with this Strategic Plan, our *Inclusion & Diversity Strategy* prioritises the additional challenges faced by three groups traditionally marginalised in the workplace.

These are:

1. Lesbian, gay, bisexual, trans, intersex and queer + (LGBTIQ+) people

– We strive to fully represent the diverse Victorian public that we serve by appreciating the unique differences of our people. The *LGBTIQ+ Action Plan 2022-2025* establishes a clear pathway to achieving psychologically safe workplaces with an understanding and acceptance for LGBTIQ+ people across our Department. It aligns to deliverables and commitments within the Victorian Government's LGBTIQ+ Strategy.

2. People with disability – We aim to provide accessible and inclusive workplaces without barriers for people with disability. We recognise that people with disability face unique challenges that need to be addressed to achieve equal employment outcomes. Our *Accessibility Action Plan 2020-2024* (AAP) has been designed to increase accountability and disability confidence of our staff and to facilitate greater engagement and productivity.

3. Culturally and linguistically diverse (CaLD) people

– Australia is one of the most multicultural countries in the world, and this cultural diversity translates into our recruitment policies. We are continuing to focus on increasing the number of CaLD employees in leadership positions. This includes removing barriers to the full and equal participation of CaLD people in the workforce, access to all occupations and industries, and elimination of discrimination on the basis of race, religion, cultural or linguistic backgrounds. The *CaLD Intercultural Inclusion Action Plan 2023-2026* provides the roadmap for us to meet these commitments and ensure our department is a culturally inclusive and confident organisation.

Another two groups that have faced historical discrimination in the workplace are Women and Indigenous Australians. Through partnership with external groups, we are committed to breaking down these barriers even further by:

4. Women – We aim to remove the barriers that have previously limited diverse gender representation in the transport sector. We encourage more women to join and stay in transport through initiatives like scholarships, mentoring and targets for gender diversity as supported through the *Women in Transport Strategy 2021-2024*. Women in Transport is an industry wide partnership across both public and private sector transport agencies that aims to increase the number of women working in the transport sector. In addition to the focus on 'Women' as a priority group, Gender Equality is a core pillar of our inclusion and diversity work. We are committed to a culture of gender equality that is free from sexual harassment, everyday sexism and gender stereotypes. These goals are reflected in the *Gender Equality Action Plan (GEAP) 2022-2025*. We ensure it is accessible to all genders through Gender Impact Assessments when developing or reviewing a policy, program or service that has a direct and significant impact upon the public.

5. Aboriginal and/or Torres Strait Islander Australians – We are committed to self determination and working closely with First Nations people to drive reform and improve the impact of outcomes. Our *Aboriginal Self-Determination Plan 2020-2023* is a whole-of-portfolio approach to embedding self determination and ensuring the transport network and planning functions are informed by the voices of First Nations people. The plan details our approach and actions to implement self determination reform and Treaty readiness.

Our values

We uphold the Victorian Public Sector values:



Responsiveness



Integrity



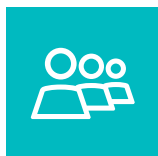
Impartiality



Accountability



Respect



Leadership



Human Rights

Responsiveness

- Providing frank, impartial and timely advice to the Government
- Providing high quality services to the Victorian community
- Identifying and promoting best practice.

Integrity

- Being honest, open and transparent in their dealings
- Using powers responsibly
- Reporting improper conduct
- Avoiding any real or apparent conflicts of interest
- Striving to earn and sustain public trust of a high level.

Impartiality

- Making decisions and providing advice on merit and without bias, caprice, favouritism or self interest
- Acting fairly by objectively considering all relevant facts and fair criteria
- Implementing Government policies and programs equitably.

Accountability

- Working to clear objectives in a transparent manner
- Accepting responsibility for their decisions and actions
- Seeking to achieve best use of resources
- Submitting themselves to appropriate scrutiny.

Respect

- Treating colleagues, other public officials and members of the Victorian community fairly and objectively
- Ensuring freedom from discrimination, harassment and bullying
- Using their views to improve outcomes on an ongoing basis.

Leadership

- Actively implementing, promoting and supporting these values.

Human Rights

- Making decisions and providing advice consistent with human rights
- Actively implementing, promoting and supporting human rights.

Our stories

Tricia Malowney OAM as Chief Accessibility Advocate

Tricia Malowney OAM was appointed as Chief Accessibility Advocate in November 2021. Tricia has been working across the Department of Transport and Planning with our executives and operators to achieve a significant uplift in the Department's capability to embed accessibility across everything we do.

Tricia has been out with her peers putting our transport services and infrastructure to the test, providing feedback on their experiences across the State. As the Chief Accessibility Advocate, Tricia has also facilitated many workshops bringing together people with various accessibility requirements (people with disability, the elderly, parents with prams/toddlers) with engineers, managers and planners.

She has provided advice to numerous work groups across the Department, including wayfinding, infrastructure and rolling stock areas.

In May 2023, Tricia convened a panel to discuss the importance of using big events to increase accessibility at the Accessible and Inclusive Tourism Conference Asia Pacific and spoke at the Smart Urban Futures Conference.

In June 2023, Tricia was the MC at the Conference on Railway Excellence. Since becoming the Chief Accessibility Advocate, Tricia has been made a Paul Harris Fellow and has received a Rodney Warmington Estate Churchill Fellowship, travelling to North America and Europe to look at end to end journeys for people with disabilities.

"The best workshops I have facilitated have been those where we have had people with disabilities, engineers and planners in the room at the same time and have been able to come up with mutual solutions. There is a great deal of good will from all sides." – **Tricia Malowney OAM**



Our stories

Digital Twin Victoria is helping to create connected communities and thriving places

Imagine being able to fly over a 3D model of Melbourne, zoom in to caves along the Great Ocean Road, walk through a future train station or place a new building into a virtual model of our state.

Now you can do all this and more with Digital Twin Victoria, the most comprehensive digital model ever assembled for Victoria, bringing together more than 4,000 local, state and national datasets including 2D, 3D and live data.

Digital twins are like virtual building blocks. They help to integrate and visualise masses of data in one virtual place, creating a 3D, digital version of the world to support advanced visualisation, analytics, modelling and simulation.

The Digital Twin Victoria platform is one piece of a Departmental program of geospatial innovation that's helping to revolutionise how we plan and manage our built and natural environments.

Digital Twin Victoria is free and easy to use in a standard web browser and mobile devices.

Importantly, you don't need to be a geospatial specialist to use it, opening the power of geospatial intelligence to more audiences than ever before.

With vast applications for projects large and small, Digital Twin Victoria gives government, industry and the community more power than ever to make better data-led decisions and enrich our collaboration across workspaces and with our communities.

It allows designers, planners and builders to virtually manage their development precinct or project area. They can digitally model what their places will look like; understand overshadowing impacts; compare against historical maps; and map the location of underground utilities – all before shovels hit the ground.

Digital Twin Victoria continues to evolve and build over time, with more data and user feedback unlocking new opportunities across our growing digital economy.







Challenges and opportunities

Our population is projected to keep growing

Victoria is the fastest growing state in Australia and is expected to be the largest by the early 2030s. Victoria is seeing a strong recovery post the COVID-19 pandemic, welcoming an influx of overseas and interstate migrants. Understanding where and how this growth will occur, and intrastate/interstate patterns of movement are key to accelerating property and infrastructure development.

This population growth will be accompanied by economic, environmental and demographic changes across the state and is a key consideration when planning to meet property, infrastructure and transport demand.

Connecting key areas of growth will ensure that people, goods, services and freight can get to where they need to be in a timely, sustainable and efficient manner.

The availability of rentals and affordable housing is a significant challenge faced by Victorians. Our land supply program has been a key lever for Government to unlock land for growth in strategic locations to support projected population growth. The program also ensures that new communities have the infrastructure they need to thrive. Our new Housing Statement clearly states our commitment to meet and overcome these challenges.

How we work and live continues to change

The transport and land use system is evolving to respond to shifting social and economic factors such as rising living costs, housing affordability stress and an aging population, while providing affordable and accessible options to more Victorians.

The COVID-19 pandemic impacted the way people live, work and travel in both metropolitan and regional areas. The growing trend of working from home and flexible travel patterns will drive demand for the development and renewal of peri-urban and regional infrastructure, leading to opportunities for improved network efficiencies, land use and transport integration.

Public transport patronage is surpassing pre-pandemic levels and continues to be crucial in ensuring equitable transport access for essential workers and vulnerable cohorts. The network will need to expand its service to key growth areas and precincts, while accommodating an increase in local travel patterns outside traditional peak times.

The COVID-19 pandemic has also accelerated sustained changes in freight logistics and distribution models.

Victoria's Planning system considers the diverse housing needs of Victorians and facilitates appropriate housing for people with specific or diverse needs, such as people living with disability, women and single-parent families. Designing medium density housing to accommodate a range of family types and adult-share arrangements means more people can be located in well-serviced and established suburbs, closer to essential services.

Our future is digital

Emerging technologies are already shifting the way people live, work and travel, presenting challenges and opportunities for innovation.

We are adopting modern digital approaches to visualising and managing our land and property information. This will not only deliver greater efficiencies in our services and bring cost savings to Victorians, it will also reduce the cost of business for government and put better data into the hands of decision-makers and the community.

There is ongoing transformation through process automation and new ways of creating knowledge with further developments in machine learning and artificial intelligence, as well as the better integration of data to provide enhanced and value-added services for stakeholders and the community.

Intelligent transport systems harness data to optimise the efficiency of the transport and freight network, ease congestion, significantly increase safety for all road users and provide new ways of travelling.

New shared transport services and a data driven public transport system creates a significant opportunity to enhance customer outcomes and support a more inclusive Victoria.

Transitioning to net-zero carbon emissions to meet present and future challenges

The transport, planning and building systems have an important role in supporting sustainability objectives, climate adaptation and emission reduction targets.

The transport sector is a major source of carbon emissions in Victoria, second only to the energy sector, and is the fastest growing sector for emissions. We are committed to a transition to low emissions transport, recognising that its contribution will be vital in supporting Victoria's pledge of net-zero emissions by 2050. Increasing the uptake of electric vehicles and electrification of the rail network will accelerate the shift to a sustainable transport system. Already, Melbourne's tram network is 100 per cent offset by renewable energy through the Solar Trams Initiative. Better integrated land use and transport planning encourages more people to choose active and sustainable transport options.

Climate change is affecting Australia's weather and oceans, with extreme events more frequent and severe. Victoria's transport system and infrastructure will adapt to better meet the present and future challenges and effects of climate change to ensure that the network remains resilient and accessible. Innovative techniques are being implemented to improve road durability and strength to withstand fluctuation in temperatures and conditions, as well as minimise the impacts on passenger rail services during extreme heat.

Waste reduction through recycle and reuse innovations is also an important focus for DTP. By 2046 Victoria is expected to generate 40 per cent more waste a year, highlighting the need to grow the state's domestic recycling capabilities and create local markets for recycled content. Innovative material recycling initiatives are becoming business-as-usual in Big Build projects with the release of the *Recycled Materials in Road Infrastructure* reference guide. This guide builds on the considerable work already undertaken across government to encourage the use of recycled materials in construction and more broadly.

Effective planning protects important biodiversity and open spaces. Melbourne's Green Wedges were created to safeguard areas for agriculture, biodiversity, recreation, open space, natural resources, heritage and landscape conservation and to preserve locations for service industries and infrastructure away from urban uses. Planning policy recognises robust planning controls for Melbourne's Green Wedges. These controls are needed to deliver ongoing environmental, cultural and health and wellbeing benefits to the community, while supporting agricultural businesses and jobs.

Continual focus on improving the safety, inclusiveness and accessibility of places and journeys

The transport system must be safe, inclusive and accessible for all. Usability, safety, and perceptions of safety affect how some people use the transport system, which impacts their access to social and economic opportunities. Some users also face barriers which limit their access to the transport system including people with a disability, people living in regional communities, and people from culturally and linguistically diverse communities.

Reformative public transport solutions are already in the trial phase, aiming to enhance access to alternative transportation options and provide more flexible and reliable solutions for the public. Simultaneously, the supply of well-designed, medium density, and family-friendly apartments and houses plays a critical role in offering increased housing options for future Victorians. These homes are strategically situated around existing infrastructure and services, promoting liveable neighbourhoods.

Additionally, we remain committed to improving occupant safety and accessibility in all new constructions while actively addressing the issue of combustible cladding in specified dwellings. To achieve this, we collaborate with local councils, registered housing agencies, and the development sector to deliver more affordable housing options. Through these combined transport, planning and land use efforts, the aim is to create a more inclusive, accessible, and sustainable future for all residents of Victoria.

Optimising efficiency

Over the last three years, the COVID-19 pandemic has significantly altered the state's financial landscape.

Given current fiscal limitations, there is an opportunity to consolidate and refine the functions and processes within DTP, thereby reducing duplication and enhancing efficiencies. Transport priorities and investments require careful evaluation to ensure optimal utilisation of existing assets. The focus is on investments that yield substantial impact while guaranteeing value and sustainability. Harnessing data and technology can augment network efficiency and user experience, and integrating transport and land use planning remains crucial. Collaboration across government sectors and external stakeholders is pivotal to address pressing transport and planning concerns with cost-effective solutions.



Focus areas and flagship initiatives

Our Strategic Plan 2023-2027 has six focus areas and 43 flagship initiatives.



Driving strategic and operational reform



Improving integrated services



Enabling our people



Strengthening engagement and collaboration



Enhancing environmental sustainability



Improving social outcomes

Flagship initiatives demonstrate how we are working towards each focus area and achieving our vision and purpose. The initiatives illustrate the breadth and depth of activity and key government investment across metropolitan and regional Victoria. Some initiatives may contribute to more than one focus area or strategic priority, and may move between these over time, particularly large programs of work.

We track progress and impact in over 200 performance measures which are reported publicly in our Annual Report and to the Public Accounts and Estimates Committee (PAEC).



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 through Victoria's Housing Statement 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.

Our stories

Next generation of licensed surveyors helping deliver Victoria's major projects

Graduate Georgia Webster is training to become a Licensed Surveyor for the Department. Once she becomes licensed, Georgia will join a group of only 18 women who are licensed surveyors, out of a total of 414, in Victoria. In fact, she'll be one of only 22 women to have ever practised the profession since Victorian registrations began 138 years ago.

Licensed surveyors, sometimes called land surveyors or cadastral surveyors, record exact measurements and collect evidence of features and monuments that help to accurately define our property boundaries.

Licensed surveying underpins the state's significant work and plays an essential role in the delivery of Victoria's major transport projects. This includes preparing, approving and registering new boundaries for land, supporting the appropriate transfer of land, and approving the work of licensed surveyors on projects.

In March 2023, Georgia represented the Department at the Avalon Airshow to help spread the word about future careers in land surveying. Exhibiting within the education pavilion, the team met thousands of young people over three days, sharing experiences and demonstrating cutting-edge survey drone technology.

This was part of the Department's broader program of work to help improve diversity and the pathways for young people to take up opportunities in surveying, including the annual sponsorship of four university scholarships for women and indigenous students to progress them towards a career in surveying and geospatial sciences.

A review into how surveyors are licensed was completed in 2022 and recommendations were adopted by the Surveyors Registration Board of Victoria (SRBV). These recommendations will be implemented by SRBV with support from the Department to help ensure that Victoria has a sustainable surveying workforce to deliver property and infrastructure development throughout the state into the future.



Our stories

Moving towards data-driven management of transport assets

An important feature of our road environment, safety barriers aim to protect people by directing vehicles away from roadside hazards and allowing them to come safely to a stop. There are more than 31,000 different sections of safety barrier on Victoria's arterial roads, totalling 6,400 km.

To improve the management and maintenance of this important resource, the Department has developed a new asset management application that creates an inventory of safety barriers and tracks the maintenance that the Department's contractors complete on damaged barriers.

The system uses geo-spatial capability to map the safety barriers across the State and consolidates this information into a single inventory.

With the foundation now established, planning is underway to develop safety barrier performance indicators and build on this platform to improve the efficiency for safety barrier data collection.



Strategic risk

The Victorian transport and planning system is complex and underpins the social and economic health and liveability of the state. Risk is inherent throughout the system and effective risk management is essential for us to maximise opportunity and minimise loss associated with achieving our objectives.

We adhere to the Victorian Government Risk Management Framework (VGRMF) which requires all departments to develop and implement formalised risk management processes. We maintain a robust risk management framework that underpins risk management activities such as managing strategic and shared risks, engagement in State significant risk activities, risk mitigation plans and risk appetite initiatives.

Our key strategic risk themes and risk management strategies are outlined below:

Risk	How we manage this risk
<p>Network safety and accessibility</p> <p>Ensuring the safety of staff and customers on and around the network and accessibility of required services</p>	<p>We have a range of mechanisms focused on the safety of customers and staff on the network, such as the Asset Management Program, Road Safety Strategy, monitoring of safety measures, the <i>Transport Accessibility Policy</i> and <i>Accessible Public Transport Action Plan 2020-2024</i>, formal agreements with research partners and predictive modelling.</p> <p>Our incident management and emergency management processes respond to emergency events that may impact customer safety and service delivery. We also collaborate with other transport bodies to understand and address changing network user requirements and needs.</p>
<p>Network resilience</p> <p>Continually strengthening the resilience of the network to unplanned incidents and emergencies that could result in severe harm to network operations</p>	<p>We have a range of measures to plan for, respond to and recover from unplanned events and maintain continuity of service.</p> <p>Our incident management and emergency management processes monitor the environment and support early responses to unplanned events.</p> <p>More recent initiatives to further address this challenge include the Network Management and Smarter Roads programs to improve incident response.</p> <p>In addition, the <i>Transport Climate Change Adaptation Action Plan 2022-2026</i> and <i>Built Environment Adaptation Plan</i> are in place to respond to increasing extreme weather events and strengthen transport related resilience.</p>
<p>Network growth</p> <p>Managing the challenge of ensuring network growth continues to meet the needs of customers to provide safe and connected journeys</p>	<p>We utilise a range of measures such as real time information gathering, system modelling, forecasting, asset planning, management and maintenance to inform network planning, investment and optimisation decisions.</p> <p>Victoria is investing in a wide range of initiatives to meet the demands of network growth, as well as technology innovations to support faster travel times, congestion management and improved travel planning.</p> <p>Reform opportunities are also maximised to ensure fleet and operations are resilient and meet the needs of the community.</p> <p>Preparation for the operational delivery of the Metro Tunnel is underway to manage the expansion of passenger services. Planning includes development of new timetables, dynamic testing plans and trials to maximise efficiency when services commence.</p>

Risk	How we manage this risk
<p>Working with our partners</p> <p>Maintaining industry and private sector partnerships to achieve desired outcomes and meet community expectations</p>	<p>We achieve desired results and meet community expectations through strong stakeholder relations with our industry and private sector partnerships and the successful management of third-party contracts. These are guided by various strategies, frameworks and operating models at the enterprise level such as the <i>Corporate Partnership Strategy, Engagement Framework, and Commercial Operating Model</i>. Operationally, desired results are achieved through contract design, embedded processes, governance and stakeholder engagement.</p> <p>In maintaining community expectations, we are enabling continuous improvement by enhancing the <i>DTP Contract Management Framework</i> and developing a Third-Party Assurance Framework to consolidate and guide a consistent approach to assurance over third party contracts.</p> <p>Working with our partners to deliver high volume customer facing registration, licensing and custom plate operations is a high priority for the Department, with assurance and governance processes in place to enable continuous service improvement to Victorians.</p>
<p>Cyber security</p> <p>Impacts of cyber security attack on sensitive information or critical systems</p>	<p>We manage cyber risks in accordance with the Victorian Government's standards, policy and processes to protect the security and availability of critical data and infrastructure.</p> <p>The Disaster Recovery Program defines recovery capability and arrangements in place to respond to a cyber incident.</p> <p>Cyber related initiatives are guided by the <i>Technology, Data and Cyber Strategic Plan 2021-2024</i>, associated roadmap and annual plan.</p> <p>We are further strengthening our cyber security posture through initiatives such as transformation of corporate systems, strategic partnerships and education programs.</p>
<p>Planning for sustainable population growth and liveability</p> <p>Effectively planning and responding to population change to create liveable, sustainable communities</p>	<p>We manage Victoria's planning, building and heritage systems, including developing long-term, integrated land use strategies and policies, and facilitating urban development. Working closely with state and local government, agencies and the community enables a collaborative approach to delivering strategic plans such as <i>Plan Melbourne 2017 – 2050</i> and <i>Victoria's Housing Statement</i> to plan for Victorian urban development, support housing choice, affordability and connectivity.</p>



An aerial photograph of a coastal area. In the foreground, there is a sandy beach with shallow turquoise water. A paved road curves along the coast, with a parking lot on the left side containing several cars. To the left of the road, there are several buildings, including a large one with a blue roof. The background shows a mix of green grass, trees, and a winding river or stream. A white rectangular box is overlaid on the top right of the image, containing the title and subtitle.

Financial outlook and assets

The *Victorian State Budget 2023-24*
was delivered on 23 May 2023.

The following budget commitments will enable us to continue to focus on delivering outcomes for Victoria and the community:

Output initiatives over the next four years (\$ million)

	2022-23	2023-24	2024-25	2025-26	2026-27
COVID19 impacts on the transport network	389.9	238.3
Building					
Building reforms to secure Victoria's economic recovery	..	2.5	1.2
Bus Services					
Delivering Victoria's Bus Plan	..	2.2	6.7	12.7	12.9
Planning and Heritage					
Championing Victoria's outstanding heritage	..	1.6	1.1	1.1	..
Delivering the investment, infrastructure and services Victorians need	..	11.4	12.0
Plan Melbourne implementation	..	4.9	4.2
Unlocking new communities and affordable housing	..	3.5
Ports and Freight					
Clean air for the Western suburbs	..	5.0	5.0	5.0	5.0
Mode Shift Incentive Scheme	..	3.5
More piers, jetties and opportunities	..	3.7	3.2
Victorian Renewable Energy Terminal development ^(a)	6.1	21.2
Regulation of Commercial Passenger Vehicle Services					
MultiPurpose Taxi Program	4.0	6.5
Road Asset Management					
Road maintenance and renewal ^(b)	..	30.0	50.0	80.0	80.0
Road Operations					
Delivering Better Local Roads	..	6.1	5.3
Free registration for our hardworking apprentices and tradies ^(c)	..	3.0	2.4	2.5	2.6
School Crossing Supervisor Program	..	15.7
Train Services					
Cheaper public transport fares for the regions	9.5	41.1	44.0	46.4	48.4
More trains, more often	0.3	6.4	35.9	90.1	86.7
Regional rail sustainability	..	54.6	8.9	9.3	9.6
Tram Services					
Preparing the network for Next Generation Trams ^(d)	..	0.0	0.0	0.3	0.5
Transport Infrastructure					
Melton Line Upgrade	..	9.0
Metro Tunnel readiness	..	100.5
Road blitz to get families home sooner and safer ^(e)	2.0	5.0	10.0	3.0	..
South Dynon Train Maintenance Facility Stage 2	..	1.2	8.1	12.7	13.1
Total output initiatives ^(f)	411.9	577.1	197.9	263.0	258.8

Source: Department of Treasury and Finance

Notes:

(a) This initiative includes funding of \$8.0 million announced in the 2022 Victorian Economic and Fiscal Update and funding of \$7.3 million from the Port of Hastings Corporation.

(b) Total output funding amount to 2032-33 is \$1.065 billion.

(c) The figures reflect the total cost of the initiative, including foregone revenue.

(d) Funding represented as 0.0 due to rounding.

(e) This initiative includes \$10.0 million of Commonwealth Government funding.

(f) Table may not add due to rounding.

Asset initiatives over the next four years (\$ million)

	2022-23	2023-24	2024-25	2025-26	2026-27	TEI
Bus Services						
Delivering Victoria's Bus Plan	..	1.9	1.9
Ports and Freight						
More piers, jetties and opportunities	..	5.8	8.2	9.9	16.1	40.0
Road Asset Management						
Road maintenance and renewal ^(a)	..	50.0	50.0	150.0	150.0	1250.0
West Gate Bridge maintenance	..	31.7	31.7
Road Operations						
Delivering Better Local Roads	..	5.8	11.4	15.1	17.9	50.2
Train Services						
More VLocity trains ^(a)	..	309.0	83.7	109.2	76.8	600.8
Regional rail sustainability	..	14.2	14.2	28.4
Tram Services						
Preparing the network for Next Generation Trams	..	10.0	26.7	20.2	2.4	59.3
Transport Infrastructure						
Boronia Station Upgrade	9.1	47.3	3.6	60.0
Kananook Train Maintenance Facility Stage 2 ^(b)	15.2	173.6	142.1	22.1	..	352.9
Melton Line Upgrade ^(c)	..	tbc	tbc	tbc	tbc	641.0
Metro Tunnel readiness	33.7	204.4	238.1
Road blitz to get families home sooner and safer ^(d)	4.0	31.5	146.0	321.0	144.0	674.0
South Dynon Train Maintenance Facility Stage 2 ^(e)	..	107.5	164.6	14.4	..	286.6
Total asset initiatives ^(f)	52.9	945.5	656.1	709.1	410.8	4 314.9

Source: Department of Treasury and Finance

Notes:

(a) The TEI includes funding beyond 2026-27.

(b) This initiative excludes funding of \$12.6 million announced in the 2022 Victorian Economic and Fiscal Update.

(c) Cashflows to be confirmed following development of a detailed business case.

(d) This initiative includes \$170.0 million of Commonwealth Government funding. The TEI includes funding beyond 2026-27.

(e) This initiative excludes funding of \$10.2 million announced in the 2022 Victorian Economic and Fiscal Update.

(f) Table may not add due to rounding. Totals exclude estimated expenditure for the initiative with a 'tbc'.

(f) The TEI includes funding beyond 2025-26.

Operating performance

We are expected to report an operating surplus of \$133 million in 2023-24, compared with an operating surplus in 2022-23 of \$53 million for the revised budget.

Balance sheet

Our net assets position is estimated to increase by \$6.8 billion in 2023-24, compared with the 2022-23 revised budget, reflecting a significant increase in total assets of \$5.9 billion and a decrease in total liabilities of \$942 million.

Investing and finance

Cash flows from investing activities primarily reflects investment as part of the Government's infrastructure program, including the following asset projects funded in the *2023-24 Budget*:

- Kananook Train Maintenance Facility Stage 2
- Metro Tunnel readiness
- Preparing the network for Next Generation Trams
- Road blitz to get families home sooner and safer.

Asset outlook and investment

We manage a significant and growing asset portfolio to deliver effective transport services for Victorians. The asset portfolio includes roads, bridges, rolling stock (such as trains, trams, and buses), rail infrastructure and port assets.

For 2023-24, our total assets are budgeted at just under \$170 billion. More than \$15 billion has been committed in 2023-24 for new and existing capital projects and over \$70 billion remaining expenditure committed for future capital works.

Further financial detail on our asset portfolio is available in the 2023-24 State Budget Paper 4: State Capital Program.

We use the *Asset Management Accountability Framework* (Department of Treasury and Finance, AMAF) which is a coordinated, risk-based, whole-of life approach to maintain and continuously improve its asset management.

Accumulated State Administration Unit surplus

In accordance with the Resource Management Framework, we will make a formal request if it wishes to access and use the surplus balance in 2023-24.

Our stories

Aboriginal Flag permanently on the West Gate Bridge

At the end of NAIDOC Week 2022, the then Minister for Roads and Road Safety, Ben Carroll, and the then Minister for Treaty and First Peoples, Gabrielle Williams, announced the Aboriginal Flag will be flown on the West Gate Bridge permanently alongside the Australian Flag.

Since 2019, the Aboriginal and Torres Strait Islander flags were flown on rotation atop the West Gate Bridge only during Reconciliation and NAIDOC Weeks. The flags represent a symbol of unity, identity and resilience used proudly by many Aboriginal and Torres Strait Islander people across Australia.

In June 2022, the Department worked closely with the First Peoples Assembly of Victoria, the Minister for Treaty and First Peoples, and the registered Aboriginal Party, Bunurong Land Council Aboriginal Corporation, on whose Country the West Gate Bridge is located.

All supported the permanent installation of the Aboriginal Flag in preparation of the Aboriginal Flag raising during NAIDOC week.

The installation of additional flagpoles will form part of future investigations which will ensure that the bridge remains structurally safe.

Flying the Aboriginal Flag permanently demonstrates Victoria's commitment to Aboriginal self-determination and acknowledges and celebrates Aboriginal and Torres Strait Islander people, history, heritage and culture. It is now a permanent fixture in the Victorian skyline.





Measuring success and reporting performance

Under our current performance reporting approach, we track the progress and impact of over 200 objective indicators and output performance measures which are published in the State Budget papers and in our Annual Report.

Examples of how our focus areas, priorities, initiatives and measures align have been included in this plan. We report publicly on our performance through our Annual Report and PAEC hearings. We also contribute to a range of other publicly available reports required of the Victorian Public Sector. Internal initiatives are also regularly monitored and reported to ensure progress.

We will continuously improve how we measure performance in accordance with the Department of Premier and Cabinet's *Outcomes Framework* (March 2021) and the audit report *Measuring and Reporting on Service Delivery* (May 2021) prepared by the Victorian Auditor-General.

Our stories

Bent Transport Program gives confidence to go further

Jake is a 30-year-old gay man who is dad to three cats and several dozen houseplants. He loves video games, coffee and also works as an advisor in the Diversity and Inclusion team at Yarra Trams. Jake is part of the Bent Transport Program.

Bent Transport is a Department-led initiative that brings together all of the LGBTIQ+ groups from across the Department, public transport operators, portfolio partners and agencies in the Victorian transport industry to have a unified voice and a stronger LGBTIQ+ peer network. Through a series of targeted advocacy and awareness sessions, and in conjunction with various networking events and forums, Bent Transport aims to build safer and more respectful workplaces for LGBTIQ+ people.

Jake has really enjoyed being part of a group of likeminded individuals who want to create more welcoming and inclusive workplaces across the transport industry.

Jake found Bent Transport has helped him find his way and new opportunities within the industry. Jake was most impacted by the Bent Transport Wear it Purple Day event held at Yarra Trams. He welcomed a group of LGBTIQ+ young people to the new Preston Depot to learn about Yarra Trams' operations, careers in rail, and how the transport industry is working to be more diverse and inclusive.

"I, and people like me, are here fighting to make the industry and workplaces more accessible and inclusive for LGBTIQ+ people and all other underrepresented communities."

This experience has motivated Jake to continue his work in making sure that the LGBTIQ+ community is included in the transport industry. He wants to make sure that the next generation of LGBTIQ+ young people entering the workforce don't have to struggle to be accepted as their authentic selves.



Our stories

Improving the Victorian Planning System by making faster decisions for priority projects

The Development Facilitation Program (DFP) was established in October 2020 to speed up planning assessment and determination of priority projects that deliver investment to the Victorian economy, keep people in jobs, provide strong public benefit and support Victoria's economic recovery.

The program has significantly sped up the delivery of priority projects – normal planning permit applications take about 18 months while a DFP application takes around six months.

DFP priority projects can be in either metropolitan or regional areas and cover a variety of sectors including agriculture, digital technologies, education, health, manufacturing, housing, employment, tourism, warehousing and natural disaster recovery.

The program has assisted 53 priority projects across Victoria to date with an estimated investment value to Victoria of \$5.1 billion.

Examples of projects are the \$206 million Aikenhead Centre for Medical Discovery in Melbourne CBD, the \$230 million Hanwha Defence Facility in Avalon, the \$115 million La Trobe Sports Park in Bundoora, Mansfield school for children living with autism, Jewish Arts Quarter in Elsternwick, and Little Lon Distillery in Ballarat.

The economic benefit of the DFP program to Victoria is significant. Estimated cost savings of the DFP are around \$191 million, with \$358 million total gross value to the Victorian economy.

Projects must meet DFP eligibility criteria or be declared by the Minister for Planning as a priority project to qualify for accelerated assessment and determination. Criteria are that a project must be 'shovel ready', must have investment certainty, demonstrate it is ready to commence within twelve months following approval and has capacity to secure funding.





Authorised by the Victorian Government, Melbourne

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