



Department of Transport and Planning

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STRATEGIC PLAN 2024-28

VISION, PURPOSE, AND MISSION



Vision

We create thriving places and connected communities.



Purpose

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



Mission

To integrate Victoria's transport, land, and planning system to create an inclusive, successful and sustainable state.

The department and its agencies:

- plan, build and operate a transport network that keeps people and freight moving now and into the future.
- manage precinct, 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.

WHO WE ARE

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 portfolio agencies, we are responsible for planning, building, operating, and maintaining Victoria's transport, planning and land services for use by all.

GOVERNANCE

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 Infrastructure Delivery



Secretary, **Paul Younis**, is the head of our department. The department and Victorian Infrastructure Delivery Authority comprise of more than 7,000 staff working across metropolitan Melbourne and regional Victoria.

WHAT WE DO

Each year, we are:

- Delivering and maintaining more than \$135 billion of infrastructure investment
- Overseeing the State's transport assets valued at \$190 billion
- Managing more than \$23 billion in expenditure
- Delivering major road and rail projects as part of Victoria's Big Build
- Providing public transport services for more than 500 million passengers
- Overseeing the renewal and issuing of approximately 1.2 million driver licences
- Maintaining more than 24,000 km of road network
- Transporting more than 35,000 containers under the Mode Shift Incentive Scheme
- Supporting the delivery of affordable homes as part of the plan for 800,000 new homes to be built over the next decade
- Completing more than 120,000 high risk driver reviews
- Managing the accessibility and the infrastructure of 14 local ports
- Supporting \$150 million worth of land transactions

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 professional and personal lives. We strive for a diverse workforce that represents the community that we serve.

CHALLENGES AND OPPORTUNITIES

- Our population is projected to keep growing
- How we work and live continues to change
- Our future is digital
- Transitioning to net-zero carbon emissions to meet present and future challenges
- Continual focus on improving the safety, inclusiveness and accessibility of places and journeys

ACKNOWLEDGEMENT OF COUNTRY

We proudly acknowledge Victoria's First Peoples. We acknowledge their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners' lands, waters, and skies on which we live and pay respects to their Elders past and present.

WHO WE WORK WITH

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

- Architects Registration Board of Victoria
- Building Appeals Board
- Chief Investigator Transport Safety
- Cladding Safety Victoria
- Development Victoria
- Gippsland Ports Committee of Management
- Heritage Council of Victoria
- Melbourne Port Lessor
- North East Link State Tolling Corporation
- Port of Hastings Corporation
- Ports Victoria
- Safe Transport Victoria
- Suburban Rail Loop Authority
- Surveyors Registration Board of Victoria
- Transport Accident Commission
- V/Line Corporation
- Victorian Building Authority
- Victorian Planning Authority
- Victorian Rail Track Corporation (VicTrack)

Our operators and joint venture partners include:

- Bus operators
- CityLink
- EastLink
- Ferry operators
- Freight operators
- Metro Trains Melbourne
- Peninsula Link
- VicRoads Registration and Licensing Services
- Secure Electronic Registries Victoria (SERV)
- SkyBus
- Yarra Trams

OUR VALUES

We uphold the Victorian Public Sector values of:



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

FOCUS AREAS AND FLAGSHIP INITIATIVES

To achieve success, our six focus areas for 2024-28 are:



Driving strategic and operational reform



Improving integrated services



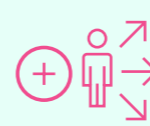
Improving social outcomes



Enhancing environmental sustainability



Strengthening engagement and collaboration

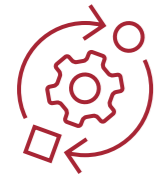


Enabling our people

Flagship initiatives demonstrate how we are working towards each focus areas and achieving our vision and purpose. The initiatives highlight key government investment across Victoria and show the breadth and diversity of activity the department undertakes. Some initiatives contribute across multiple focus areas and may move across these areas over time.

Measuring success and reporting performance

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.



DRIVING STRATEGIC AND OPERATIONAL REFORM

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

Flagship initiatives:

- Planning controls for ten pilot activity centres as part of Victoria's Housing Statement
- Building reform as part of Victoria's Housing Statement
- Unlocking government-owned land
- Market process for government-owned land in Arden Precinct
- Delivery of the Fishermans Bend Innovation Precinct
- Reform of the Suburbs function
- Real time information
- Mapping and spatial data services

Measures of success:

- Build prosperous and connected communities¹
 - Improved transport infrastructure planning and advice
 - Continue to improve, develop and deliver precincts
- Effective management of Victoria's land assets²
 - Increased utilisation of Land Use Victoria's mapping and spatial data products relative to 2016-17

¹2024-25 Department Performance Statement Objective 5
²2024-25 Department Performance Statement Objective 4



IMPROVING INTEGRATED SERVICES

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

Flagship initiatives:

- Delivering Victoria's Big Build projects
- Metro Tunnel and West Gate Tunnel readiness
- Delivering Victoria's Rolling Stock Strategy
- Road maintenance delivery, including flood recovery
- Transport network management
- New public transport ticketing system

Measures of success:

- Reliable and people-focused transport services³
 - Improved reliability of travel
- Build prosperous and connected communities¹
 - Improved transport infrastructure planning and advice

³ 2024-25 Department Performance Statement Objective 1



IMPROVING SOCIAL OUTCOMES

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

Flagship initiatives:

- Plan for Victoria
- Delivering Victoria's Road Safety Strategy
- Digitising registration and licensing services
- Road, public and active transport upgrades
- First Peoples Self-Determination Plan refresh and Yoorrook Justice Commission
- Cladding safety program

Measures of success:

- Safe and well-regulated transport services⁴
 - Improved safety of the transport system
- Safe and quality built environment⁵
 - Improved liveability, sustainability and inclusiveness of public spaces and neighbourhoods
 - Effective protection of cultural and natural heritage

⁴ 2024-25 Department Performance Statement Objective 2
⁵ 2024-25 Department Performance Statement Objective 3

FOCUS AREAS AND FLAGSHIP INITIATIVES

To achieve success, our six focus areas for 2024-28 are:



Driving strategic and operational reform



Improving integrated services



Improving social outcomes



Enhancing environmental sustainability



Strengthening engagement and collaboration



Enabling our people

Flagship initiatives demonstrate how we are working towards each focus areas and achieving our vision and purpose. The initiatives highlight key government investment across Victoria and show the breadth and diversity of activity the department undertakes. Some initiatives contribute across multiple focus areas and may move across these areas over time.

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ENHANCING ENVIRONMENTAL SUSTAINABILITY

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

Flagship initiatives:

- DTP Climate Action
- Freight decarbonisation
- More freight by rail
- Zero Emission Bus transition
- Accelerating approvals for large-scale renewable energy projects
- Recycled First Policy and the ecologiQ program

Measures of success:

- Transport system that provides ready access to low-impact travel choices⁶
 - Lowering emissions within the transport sector
- Sustainable transport practices⁶
 - Innovative use of recycled and re-used material on transport infrastructure projects
- Maintaining an Environmental Management System aligned with international standards⁶
 - Improved environmental performance

⁶ Department of Transport and Planning Annual Report



STRENGTHENING ENGAGEMENT AND COLLABORATION

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

Flagship initiatives:

- Metropolitan tram and train procurement (MR5)
- Metropolitan Zero Emissions Bus Franchises (MZF)
- Delivery of transport and planning requirements in relation to Treaty
- Implementing the National Rail Action Plan
- Delivery of industry-based heavy vehicle driver training program
- School crossing supervisor program

Measures of success:

- Reliable and people-focused transport services
 - Improved user satisfaction with the transport system
- Enhanced customer and community engagement Initiatives
 - Up to date information for Victorians on travel disruptions



ENABLING OUR PEOPLE

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

Flagship initiatives:

- Integrating our Health, Safety and Wellbeing Framework, management and reporting
- Enhanced governance practices
- Delivering the One Digital Workplace program
- Improved resilience to cyber and other security threats
- Implementing DTP's Integrity Framework
- Delivery of Inclusion and Diversity strategies and action plans

Measures of success:

- A workforce that represents our diverse community
 - On track to achieving our inclusion and diversity targets
- A safe and healthy workplace including psychosocial safety
 - Improved health and safety assurance management
- Cohesive digital workplace environment with resilient cyber security
 - Progress towards a cohesive digital workplace with resilient cybersecurity

HOW DOES OUR PLAN ALIGN TO THE WORK WE DO EVERY DAY?

DTP's Strategic Planning Framework model

The Plan and the broader planning process is vital to ensuring that our staff, stakeholders and deliverables are aligned to the direction and priorities of the department. The Strategic Planning Framework outlines our robust planning process. Our strategic direction (Vision, Mission, Purpose and Focus Areas) frames where we are going as a department and our priorities (Flagship Initiatives and Group Business Plans) outline how we will move towards our strategic direction. Underpinning this work are our Success Measures which demonstrate how we will know when we have achieved our goals.

Our Strategic Plan is helpful for:

- understanding the direction of the department for the next four years
- knowing how our work supports the department's strategic direction and priorities

- prioritising work that might need to start, stop or change
- identifying connections and opportunities to work with others
- helping align professional development goals to the department's priorities

- onboarding new staff

The Plan demonstrates our path towards achieving safe, sustainable and integrated transport and land use outcomes that will enrich the lives of Victorians into the future.

