



Department of Transport and Planning

STRATEGIC PLAN 2025-29



Department
of Transport
and Planning

Authorised by the Victorian Government, Melbourne

Department of Transport and Planning
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This document is also available in an accessible format at:
vic.gov.au/department-of-transport-and-planning-strategic-plan



CONTENTS

ACKNOWLEDGEMENT OF COUNTRY	4
MESSAGE FROM THE SECRETARY	5
ABOUT THIS PLAN	7
OUR STRATEGIC DIRECTION	9
Vision	9
Mission	9
Objectives	9
OUR PRIORITIES	11
Delivery priorities	11
Group business plans	11
Measuring success and reporting performance	11
An engaged and empowered workforce	11
ABOUT THE DEPARTMENT OF TRANSPORT AND PLANNING	13
Who we are	13
Our structure	14
What we do	17
Who we work with	19
Our people	20
Our values	21
HOW DOES OUR PLAN ALIGN TO OUR EVERYDAY WORK?	25
Strategic Planning Framework	26
CHALLENGES AND OPPORTUNITIES	29
STRATEGIC RISKS	35
FINANCIAL OUTLOOK AND ASSETS	40
OUR STORIES	
Planning for a changing climate	22
Rolling with giants from Melbourne to Werribee	23
Updating Victoria's freight plan to keep us on the move	32
Creating safer spaces, one message at a time	33
Fishermans Bend: A precinct in motion	38
Digitising processes for greater transparency and efficiency	39

ACKNOWLEDGEMENT OF COUNTRY

We proudly acknowledge
the First Peoples of Victoria.

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



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

Connecting communities, guiding Victoria's growth

Victoria continues to be Australia's fastest growing State. Over the last 12 months our population has grown by more than 130,000 people and more than 113,000 new businesses have been created in the past 5 years. Despite the significant challenges facing the home building and wider construction sectors, Victoria continues to approve, build and complete more homes than any other State.

Our Plan for Victoria sets out a bold vision of our State in 2051 with over 10.3 million Victorians and 2.24 million new homes. Melbourne will not just be a city of over 8 million people, but also a diverse, vibrant, accessible and liveable capital with great access to our regional cities and communities.

The Department of Transport and Planning is at the centre of delivering the once in a generation planning reforms to enable more homes - and a diverse range of homes - to be built over the years ahead.

As we work to create more homes close to transport and better connect new communities in our growing suburbs, Plan for Victoria sets the vision for a vibrant, inclusive and prosperous Victoria. We are working to achieve this vision by modernising our planning system through a review of the Planning and Environment Act and updating planning controls to enable 300,000 homes in 60 centres in train and tram zones. New townhouse and low-rise codes together with building industry reforms, will mean more high-quality townhouse and low-rise apartments for local communities.

We are also delivering the most significant changes to our rail and road networks for a generation. Victoria's transport network needs to support all Victorians as they access jobs, education, health and essential services.

We are making it simpler and easier to travel around Victoria by delivering modern new trams and trains, adding bus services to growing communities, rolling out modern contactless ticketing, and making our roads safer.

The Metro Tunnel will be our first rail tunnel to open in almost half a century creating room for half a million more passenger trips each week. The West Gate Tunnel will provide a second river crossing, reduce travel times, and remove thousands of trucks from residential streets.

More importantly, linking planning to our transport network will deliver better outcomes for our community.

Ultimately our culture is shaped by our people, and together we are working to create an engaged, capable and mobile workforce with a strong delivery focus. Our people work in diverse roles across the state and play vital roles in realising our strategic objectives.

As a team, we are focused on delivering the priorities outlined in our Strategic Plan 2025-29 for all Victorians. We have the privilege of shaping the future liveability and productivity of our state by creating diverse, sustainable and connected communities.



◀ **Jeroen Weimar**
Secretary



ABOUT THIS PLAN

Our Strategic Plan brings together the Department of Transport and Planning (DTP)'s vision, mission and objectives consistent with Government priorities and budget decisions.

It describes the actions we will take over the medium term and supports a range of planning activities.

The Strategic Plan sets the direction for our staff. It includes the priorities we will deliver over the next four years. The plan guides work across teams, branches, divisions and groups to progress towards our vision.

For our stakeholders, the Strategic Plan guides our approach to partnership and collaboration and informs the corporate plans of portfolio agencies. It highlights the major initiatives we are taking to create an inclusive, successful and sustainable state.

For Victorians, the Strategic Plan affirms our commitment to a vision of thriving places and connected communities. It demonstrates our path towards achieving safe, sustainable and integrated transport, planning and land use outcomes for Victorians, both now and into the future.

Our Strategic Plan meets the medium term planning requirements of the Department of Treasury and Finance *Resource Management Framework*. It is reviewed annually to take into consideration changes in our operating environment.

A summary of the Strategic Plan 2025-29 has been prepared to support easy reference to key information about the department. This can be found on our website at vic.gov.au/department-of-transport-and-planning-strategic-plan.



For Victorians, the Strategic Plan
affirms our commitment to a vision
of thriving places and
connected communities.



OUR STRATEGIC DIRECTION



Vision

We create thriving places and connected communities.



Mission

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



Objectives

- Reliable and people-focused transport services
- Safe and well-regulated transport services
- A safe and quality-built environment
- Effective management of Victoria's land assets
- Build prosperous and connected communities



OUR PRIORITIES

Delivery priorities

To achieve success, we have outlined 17 delivery priorities for 2025-29.



- Delivering Metro Tunnel benefits for Victorians
- Delivering West Gate Tunnel benefits for Victorians
- Creating capacity and delivering more homes and jobs across Victoria



- Reforming the planning system
- Managing the configuration and condition of road and rail assets
- Delivering upgrades to the public transport ticketing system
- Delivering Suburban Rail Loop benefits for Victorians



- Stewarding the transport and planning systems
- Improving road safety
- Aligning housing and jobs with transport connections and community facilities



- Mitigating the impacts of climate change
- Delivering reforms for passengers through the MR5 contract
- Strengthening public confidence in the building system
- Developing an efficient freight and logistics system



- Advancing First Peoples self-determination and reform
- Evolving DTP's culture and industry skills to deliver on-ground outcomes and generational reforms
- Disciplined financial management

Group business plans

Each of the groups across the department have annual planning documents to support our strategic direction and deliver on our priorities.

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.

We report on our performance through our Annual Report, Public Accounts and Estimates Committee hearings, and through other publicly available reports required of the Victorian Public Service. The progress of internal initiatives is tracked within the organisation to ensure effective oversight.

An engaged and empowered workforce

We know that our people are our greatest asset. We will continue to invest in building a capable, connected and diverse workforce that is enabled to deliver outcomes for Victoria.

We will do this through our Culture Plan, Workforce Strategy and key people strategies on health, safety and wellbeing; leadership; learning and development; and inclusion, equity, diversity and belonging.



ABOUT THE DEPARTMENT OF TRANSPORT AND PLANNING

Who we are

We bring together 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.

The Victorian Infrastructure Delivery Authority (VIDA), an administrative office established in relation to DTP, includes Major Road Projects Victoria, Metro Tunnel Project, Level Crossing Removal Project and the Victorian Health Building Authority.

The department and VIDA comprise of more than 7,000 staff working across metropolitan Melbourne and regional Victoria.



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

Our structure

Ministers



Hon Gabrielle Williams MP

Minister for Transport Infrastructure
Minister for Public and Active Transport



Hon Harriet Shing MP

Minister for the Suburban Rail Loop
Minister for Housing and Building
Minister for Development Victoria
and Precincts



Hon Melissa Horne MP

Minister for Roads and Road Safety
Minister for Ports and Freight



Hon Sonya Kilkenny MP

Minister for Planning

Department of Transport
and Planning structure

OFFICE OF THE SECRETARY



Jeroen Weimar

Secretary



Lachlan McDonald

Executive Director
Intergovernmental
Relations



Jo Weeks

Chief Communications and
Customer Experience



Cameron Robinson

Acting Executive Director
Integrated Strategy



Stuart Moseley

Deputy Secretary
Housing, Building
and Land Delivery

To drive balanced urban growth by delivering zoned land for housing, jobs and infrastructure in state-led areas, a pipeline of government-owned land and an improved building system.



Andrew McKeegan

Deputy Secretary
Planning and Land Services

To deliver responsive, customer focussed, high quality planning, land administration and property services that support thriving places and connected communities.



William Tieppo

Deputy Secretary
Network Design
and Integration

To deliver transport priorities through the planning, development and maintenance of an integrated pipeline of projects and strategic initiatives that provide safe, efficient and sustainable outcomes for all Victorians.



Fiona Adamson

Deputy Secretary
Transport Services

To deliver safe, reliable and accessible transport infrastructure and services to keep Victoria moving, connecting people to what matters most in their lives.



Dean Tighe

Deputy Secretary
Investment and Technology

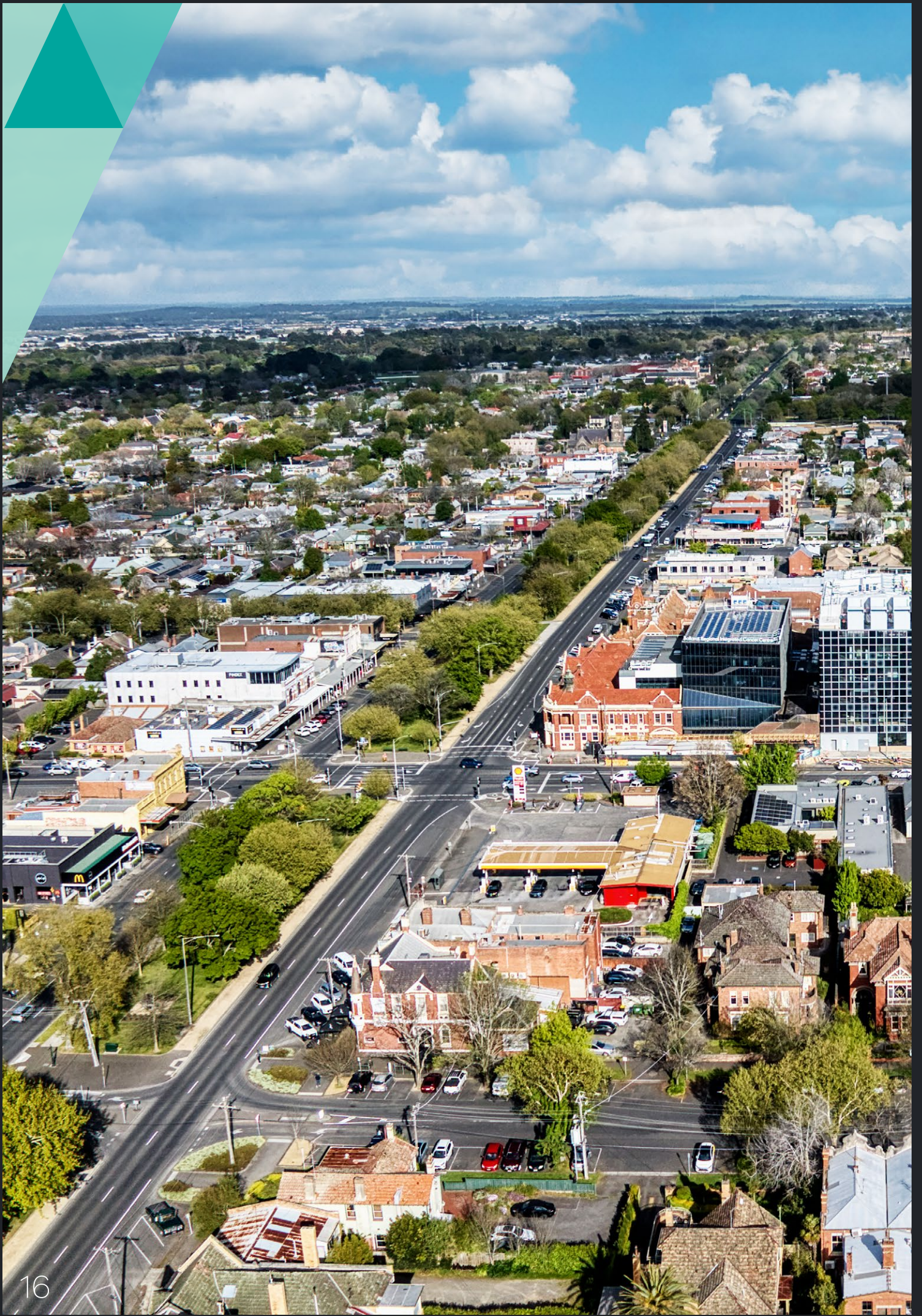
To lead and manage the investment lifecycle, drive commercial advice and negotiations to facilitate reform and enable core delivery through finance, procurement and enterprise technology.



Jacinda de Witts

Deputy Secretary
People, Legal
and Governance

To provide business enabling people, legal and corporate services functions to drive a high-performance culture, timely and accessible legal advice and services, and to support integrated operations and portfolio wide programs.



What we do

Each year, we are:



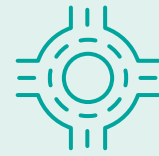
Managing over
\$9.5 billion in
capital expenditure



Providing
public transport
services for more
than **515 million**
passengers



Progressing the
design and
delivery of
7 major precincts



Maintaining
more than
24,000 km
of road network



Delivering
major road
and rail projects
as part of Victoria's
Big Build



Overseeing
the renewal
and issuing of
approximately
1.26 million
driver licences



Managing the
accessibility and
infrastructure of
14 local ports



Supporting
\$150 million
worth of land
transactions



Supporting
15 local governments
to undertake strategic
planning work for
coastal areas



Completing more
than **130,000 high-**
risk driver reviews



Inspecting **2,500 sites**
identified as having
a medium or high
risk of building
non-compliance



Assessing **40 places**
or objects for the
Victorian Heritage
Register



Who we work with

We engage and work closely with a variety of stakeholders to achieve our vision. Our stakeholders include our operators, joint venture partners, portfolio partners, statutory authorities, advisory bodies, agencies and representative groups.

We support the following portfolio agencies:

- Architects Registration Board of Victoria
- Building Appeals Board
- Building Monitor
- Building and Plumbing Commission
- 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 Rail Track Corporation (VicTrack).



We work closely
and engage
with a variety
of stakeholders
to achieve
our vision.



Our people

We promote a safe, inclusive workplace with flexible work options and development opportunities. We aim for a diverse workforce that represents the community that we serve.

This is demonstrated through the *DTP Inclusion, Equity, Diversity and Belonging Strategy*, which adopts an ethical, evidence-based and intersectional approach focused on equity. We also have an inclusive Employee Resource Group (IDentity), which connects employees interested in inclusion and diversity. This strategy continues our commitment to prioritising outcomes in relation to:

Cultural diversity

Victoria is one of the most multicultural societies in the world. We are continuing to focus on increasing the number of employees in leadership positions that are from culturally and linguistically diverse backgrounds, including people who are culturally and racially marginalised.

Gender equality

We are dedicated to promoting gender equality, creating a culture free from sexual harassment, sexism, and gender stereotypes. We are committed to increasing gender diversity, especially in male-dominated fields, and achieving gender pay equity. We also ensure our policies, services, and programs are accessible to all by conducting intersectional Gender Impact Assessments. Our *Gender Equality Action Plan* outlines how we will achieve progress towards gender equality.

Accessibility

We provide accessible and inclusive workplaces without barriers for people with disability. We recognise that people with disability face barriers that need to be removed to achieve equitable employment outcomes. Our *Accessibility Action Plan* is designed to increase the accountability and disability confidence of our people and to facilitate greater engagement and productivity.

First Peoples Self Determination and Reform

We are committed to self-determination and working closely with First Peoples to drive reform and improve outcomes. Our *Transport and Planning Portfolio First Peoples Self Determination and Reform Plan* focuses on embedding self-determination and reform within our systems and structures. The *Yani Bangal First Peoples Careers Strategy 2023-28* and our *First Peoples Cultural Safety Framework and Action Plan 2024-28* emphasise the systemic change required to improve First Peoples employment outcomes and cultural safety.

Lesbian, gay, bisexual, trans and gender diverse, intersex, queer and asexual + (LGBTIQA+) people

We strive to represent the diversity of the Victorian community by valuing the unique differences of our people. The *LGBTIQA+ Action Plan* establishes a clear pathway to achieving psychologically safe workplaces and aligns with the Victorian Government's *LGBTIQA+ Strategy 2022-32*.

Our values

We uphold the Victorian Public Sector values of:



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 our 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 our decisions and actions
- Seeking to achieve best use of resources
- Submitting ourselves 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 our 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

Planning for a changing climate

Victoria is experiencing more frequent and intense extreme weather events due to climate change.

We play a critical role in supporting the management of significant emergencies, including floods, by working closely with emergency services and other agencies to reduce risks and assist communities. This work involves teams from across the department, including those within the Transport Services group and the Planning and Land Services group.

Earlier this year, the Victorian Government responded to the recommendations that came from an inquiry into the 2022 floods. These floods impacted over 80% of local government areas across the state, particularly in Northern Victoria and the Maribyrnong River catchment area.

Of the 73 recommendations, land use and planning reform emerged as a priority. The Government's response addressed some of the key reforms already underway including the mandatory consideration of climate change hazard and risk in planning decisions under the *Planning and Environment Act 1987* and the support provided to local government on implementing flood studies and coastal hazard data through planning schemes.

Planning schemes are a critical tool in managing flood risks and contributing to long-term resilience of communities, particularly in areas increasingly exposed to extreme weather events due to climate change. These schemes establish the requirements for land use planning and development within a municipality.

In the Hume and Loddon Mallee regions, projects are underway to understand the potential impacts of severe future floods. In the Hume region, the focus is on identifying flood-prone road infrastructure in collaboration with key stakeholders.

In the Loddon Mallee region, the efforts centre on the transport network, with the project team working with catchment management and local government authorities to share data from related projects and develop a Graphic Information System (GIS) platform for better data collection and analysis.

As climate change increases the risk of flooding, we're reviewing and updating the planning schemes to account for future climate scenarios, including higher flood levels, increased rainfall and more frequent extreme weather events.

Land use planning is an important part of Victoria's broader strategy to address flood hazards and risks. Action 19 in the *Plan for Victoria* focusses on flood, bushfire and climate risks, updating planning schemes to reflect the latest climate data and guiding development away from high-risk areas and incorporating flood and fire mitigation measures.

"The department supports local governments in implementing flood studies and coastal flood assessments to ensure climate-informed decision-making in planning schemes," said Simon Cover, Director Environmental Planning and Emergency Recovery.

"We have a role in planning for natural hazards and risks. We work with state and local governments, as well as other stakeholders, to ensure the Victoria Planning Provisions and planning schemes remain responsive to climate change and flood risk."

While the impacts of the 2022 floods will continue to be felt, the Government's response to the flood inquiry and the actions outlined in the *Plan for Victoria* are building long-term resilience across the state in the face of a changing climate.





OUR STORIES

Rolling with giants from Melbourne to Werribee

As the number of transport infrastructure projects across the state has grown, the need for specialised teams to plan, coordinate and prepare the network for these developments has increased.

Catalina Broomhall and the Heavy Vehicle Operational Access team play a key role in reviewing network permit applications and coordinating with all stakeholders involved to enable this work.

Trucks are essential for transporting essential goods, like food and clothing. Earlier this year, however, the team were involved in transporting the Asian elephant herd from Melbourne Zoo to Werribee Open Range Zoo to provide them a more natural and spacious environment.

"It's all about planning and communication," Catalina explained. "We make sure every detail is covered – from assessing the route and understanding any other network impacts or disruptions to coordinating with impacted stakeholders and in this case, we needed to understand the unique needs of the elephants to enable a smooth and successful operation."

Having the right people in the room and ensuring that all impacted parties are consulted is an important part of the role. "We make sure everyone is aware of their obligations. We have strong relationships with our stakeholders, and when needed, have quick access to the right people."

Luk Chai, the fifteen year old male elephant, was the first to travel the 40 kilometres to his new home at Werribee.

Once the elephant walked into the purpose built air conditioned crate, the oversized load was craned onto the back of a truck and Luk Chai was escorted to his new home. The Network Operations Centre supported the move through creating a green wave of traffic lights to allow a continuous journey. The other eight elephants made the journey in two groups over the following week. It was important to transport the remaining elephants to Werribee in close succession so they could be reunited as soon as possible.

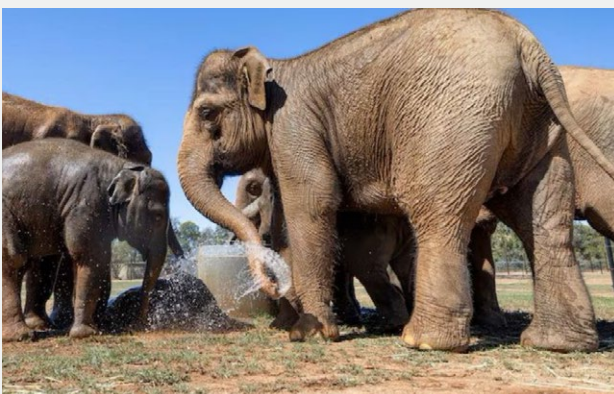
The adult elephants were lightly sedated to gently ease any stress, but this wore off throughout the journey so that they could easily leave the crate upon arrival at Werribee Zoo. Throughout these journeys, the elephants were monitored by zoo keepers and a team of veterinarians to ensure they remained calm, comfortable and safe.

Being resilient and adaptable is important in Catalina's team. Whilst the team had planned for the final journey of three elephants after the morning peak hour, they were able to move this earlier to accommodate a request from zoo staff to support the wellbeing of these elephants.

"We had the right expertise in the room and the experience from the other two loads of elephants to be able to efficiently coordinate with the operators, allowing this and all the loads to go ahead with as little disruption to the network as possible."

Many areas across the department are involved in these moves, so having sufficient lead in and planning time is vital to ensuring everything can line up. "There is never a dull moment in this work. I cherish learning about the different objects we transport- I've learned a lot about elephants over the past few months," smiled Catalina.

Photos: Zoos Victoria





HOW DOES OUR PLAN ALIGN TO OUR EVERYDAY WORK?

The Strategic Plan and business planning process are essential for helping staff understand how their work aligns with the department's priorities and engaging with our stakeholders.

These guide our investments, reporting and activities in the short and medium terms.

The *Strategic Planning Framework* defines our department's direction and aligns key priorities with business plans and our daily work. Our strategic direction (vision, mission and objectives) sets the direction for the department, while our priorities (delivery priorities and Group business plans) outline the steps to reach it.

Our Strategic Plan is helpful for:

- understanding the department's direction for the next four years
- seeing how our work supports the department's goals
- deciding what work to start, stop or change
- finding opportunities for collaboration
- aligning professional development with the department's priorities.

The Plan outlines our path to achieving safe, sustainable and integrated transport and land use outcomes that will benefit Victorians into the future.



The plan outlines our path to achieving safe, sustainable and integrated transport and land use outcomes that will benefit Victorians into the future.

Strategic Planning Framework



Our strategic direction
Where are we going?



Our priorities
How will we get there?



VISION



MISSION



OBJECTIVES



DELIVERY PRIORITIES



GROUP BUSINESS PLANS

We create thriving places and connected communities.

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

- Reliable and people-focused transport services
- Safe and well-regulated services
- A safe and quality-built environment
- Effective management of Victoria's land assets
- Build prosperous and connected communities

These priorities have the greatest impact in delivering outcomes for the community. They are supported by key initiatives and functions to ensure that service delivery is maintained.

Ensure we have annual planning documents to support our strategic direction.



CHALLENGES AND OPPORTUNITIES

Our population is projected to keep growing

Rapid population growth in Victoria is set to see the state become the largest in Australia by the 2050s. This population growth will continue to contribute to social, economic and environmental changes, requiring careful planning to meet the growing demand for infrastructure, transport and housing.

Victoria's success and prosperity rely on ensuring we have a long-term plan for all of Victoria that addresses the needs of our diverse and growing population while safeguarding what we love about where we live, work, play and raise our families.

The *Plan for Victoria* commits to locating 70% of new homes in established areas to better use existing infrastructure and services as part of the target of 2.24 million more homes by 2051.

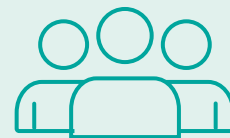
This long-term planning guides the development of growth areas, priority precincts and activity centres and will help ensure positive liveability outcomes for the state.

How we work and live continues to change

The transport and land use systems are evolving to respond to social and economic factors such as the cost of living, housing affordability and changing work patterns. Flexible work arrangements are also impacting infrastructure needs, requiring more efficient networks and better integration of land use and transport.

As travel patterns change, it is important to provide convenient options for sustainable travel. Victoria's new ticketing system will provide opportunities to trial and implement improvements. Bus reform, new active transport links and more shared transport options will help to transform the way we use the network.

Additionally, increased housing supply will ensure that Victorians have housing they need for every stage of their lives, reflecting our changing population profile and needs.



Rapid population growth in Victoria is set to see the state become the largest in Australia by the 2050s.





Our future is digital

Digital technologies such as intelligent transport systems, digital twins (virtual replicas) and artificial intelligence (AI) are driving new efficiencies and changing the way we live, work and travel.

Improvements in data collection and digital tools for managing land, property and travel information are supporting better decision making and customer outcomes. Real-time data is also helping users plan more efficient journeys, reducing congestion, improving road safety and supporting sustainability.

Advances in AI and machine learning have the potential to optimise urban planning, traffic flow, enhance route planning and streamline transport operations to make travel safer, more efficient and convenient for everyone.

Supporting the transition to a sustainable and net-zero future

The transport, planning and building systems play a key role in supporting environmental sustainability and our climate reduction and adaptation goals.

Planning an integrated transport system that supports low or zero emissions travel options including active travel and public transport with modern rolling stock and zero emissions buses is crucial to achieving our climate reduction and adaptation goals. Additionally, infrastructure must adapt to address climate challenges to keep the network resilient and accessible.

Emissions related to the life cycle of infrastructure are an additional challenge we face. There are opportunities to better measure and account for these emissions in the infrastructure decisions we make, to accelerate progress towards our net-zero goals.

Reforming and streamlining our planning system is necessary to balance the need to expand access to housing, while also helping protect agricultural land and green corridors that are critical for maintaining biodiversity and environmental sustainability.

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

Our transport system and places we live in must be safe, inclusive and accessible for everyone. Safety and perceptions of safety impact how people use the system, which affects their access to opportunities. Safety is of particular concern for women, gender diverse users and other people who face discrimination. There is an ongoing challenge to make our transport network and communities more accessible for all Victorians.

We're taking a human-centred approach to designing infrastructure, services and policies by co-designing with people with diverse needs. We are working towards a connected transport network that provides passengers choices in how they travel. There are many opportunities to get things right from the start and build accessibility into everything we do.

We're working with agencies, communities and the private sector to create a safer, more inclusive and accessible future.



OUR STORIES

Updating Victoria's freight plan to keep us on the move

Who's got toilet paper? When the world went into lockdown during the pandemic, it wasn't just people that stopped moving.

Victoria's \$21 billion freight industry came to a standstill and for the first time in recent history, many global supply chains halted.

While we all grappled with empty supermarket shelves and a new way of life, the Freight Victoria team were working closely with the state's ports, freight and logistics operators to develop policy and implement solutions to keep freight moving and protect the livelihood and liveability of Victorians.

Since the *Victorian Freight Plan: Delivering the Goods* was launched in 2018, the volume, mass and speed of freight carried on Victoria's freight network has increased significantly.

"Over the past five years the impacts of global conflict and disruptions to the local and international supply chain have highlighted the critical role of the freight and logistics sector," Executive Director Freight Victoria Praveen Reddy said.

"Resilient, productive and sustainable freight connections are essential to the success of Victoria's businesses and communities. The freight industry employs more than 260,000 people and generates more growth and jobs from freight than any other state."

Freight volumes are predicted to increase from around 360 million tonnes in 2014 to around 900 million tonnes in 2051. That growth is being accelerated by an increased momentum for decarbonisation and opportunities to boost supply chain efficiency, safety and connectivity through technological innovation and improved access to data.

Last year, we conducted an extensive engagement program to update the plan to ensure a clear and productive roadmap for the state's freight system.

We met with more than 140 organisations to identify 12 priority areas and four objectives that guided the updating of the plan.

The engagement program included the formation of an industry reference group and an interdepartmental working group; briefings with project teams within the department; public consultation on Engage Victoria; and an Industry Summit that was attended by more than 80 representatives from industry and government.

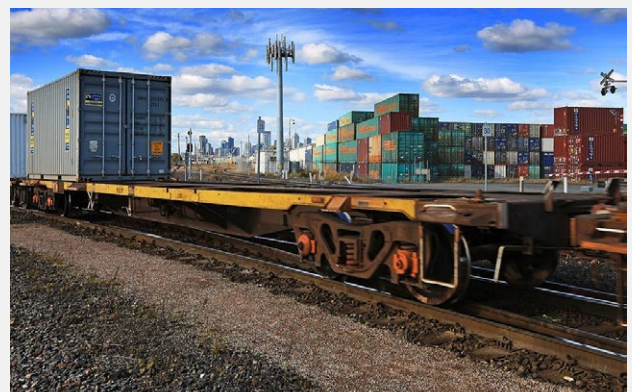
Over 200 potential actions were put forward for consideration. From the feedback, 58 actions will be included in the final plan. These will help enhance the safety and resilience of Victoria's freight industry by ensuring the availability of a fit for purpose freight network and gateway capacity to meet current and future needs; enable more efficient and productive supply chains; and support climate and sustainability goals and liveable communities and places.

Praveen said the feedback highlighted the need for a simplified and streamlined freight system that works across all levels of governments and jurisdictions.

"With the Victorian population growing faster than any other state in Australia, it is important that we work collaboratively with industry and governments to safeguard freight networks for the future and protect Victoria's competitive advantage."

The *Victorian Freight Plan* was updated in parallel to the *National Freight and Supply Chain Strategy* and other jurisdictions updating their freight plans, ensuring national consistency and collaboration.

"The plan was released in August 2025, providing investment confidence to the freight and logistics sector and supporting the liveability and economic prosperity of Victorians as we work towards creating thriving places and connected communities."





OUR STORIES

**Creating safer spaces,
one message at a time**

The latest Passenger Safety campaign helps public transport users recognise unwanted sexual and antisocial behaviours – while providing a discreet and easy way for them to report these behaviours.

Developed in collaboration with the Victoria Police and transport operators, the campaign aims to continue to improve the safety for all public transport users.

Planning for the campaign began after research revealed one of the key pillars to address safety on public transport was the need to communicate and educate on the spectrum of behaviours that are unacceptable. A working group was then set up with members from the department, Victoria Police and transport operators to develop key messages. The result is this integrated campaign that is supported through on-network and operator channels as well as community engagement initiatives.

The campaign is designed to educate public transport users about the range of antisocial and unwanted sexual behaviours that are unacceptable. It seeks to empower vulnerable individuals, specifically women and girls, LGBTIQA+ individuals, multicultural passengers and bystanders to report such behaviours through Victoria Police's STOPIT reporting tool.

The STOPIT service is a non-urgent, text-based notification system that passengers can use to discreetly report behaviour to Victoria Police that make them feel uncomfortable, frightened or unsafe. The service is available in twelve languages and helps Victoria Police inform resource tasking to deter, identify and catch offenders.

"We wanted to be clear that these behaviours are not acceptable on public transport and empower all passengers and particularly more vulnerable groups to know how to report any behaviour they

find uncomfortable," says Carla Blatt, Director Marketing Brand and Production. "This campaign is an important part of our ongoing strategy to strengthen perception of safety for all passengers across the network."

The campaign was highly visible on posters and screens across the transport network and achieved strong engagement on social media channels. The campaign also impacted awareness of STOPIT, with reports made through the service increasing considerably during the campaign period.

Research to evaluate the STOPIT service identified that it has had a significant positive impact, with the three top benefits being: the ability to discreetly make a report about an incident, awareness about this service and, the ability to report incidents that may not be serious enough to call police about.

Although the STOPIT service is only available in Victoria, it has been recognised for its contribution to the prevention of crime and violence in the 2024 Australian Crime and Violence Prevention Awards.

The marketing team works across a range of campaigns from network safety to customer readiness and promoting usage of the public transport system. For Lucia Brisolla, Acting Marketing Manager and lead on the Passenger Safety campaign, "Marketing plays a critical role in educating passengers across the network. Being part of an initiative that directly contributes to community safety aligns strongly with my values, and it's rewarding to see communications make a measurable impact in people's everyday lives."

This partnership led to a cohesive campaign that shared an important message. Together with other safety initiatives, it is helping to make journeys safer and more respectful for everyone.





STRATEGIC RISKS

Risk is inherent through the transport, land use and planning systems. To achieve our objectives, we must manage risks effectively.

We adhere to the *Victorian Government Risk Management Framework* which requires all departments to have formal risk management processes. Our framework supports activities including the management of strategic and shared risks, engagement in state significant risk activities, risk mitigation plans and risk appetite initiatives.

Below are our key strategic risk themes and some of our strategies to manage these risks:

Network safety and accessibility

Ensuring the safety of all Victorians on and around the network, and accessibility of services.

- We have systems to ensure the safety of Victorians on the network. These include the asset management system, monitoring of safety measures, *Victorian Road Safety Strategy 2021-30*, research partnerships and predictive modelling.
- We are committed to improving accessibility and we do this by co-designing our policies and major projects alongside people with disability. The *Transport Accessibility Strategic Framework* outlines our approach to address accessibility gaps and improve transport experiences for people with disability. It is implemented through the *Accessibility Action Plan*.
- Our incident, disruptions and emergency management processes respond to events that impact customer safety and service delivery. We also collaborate with other transport agencies to meet the changing needs of network users.

Planning for sustainable population growth and liveability

Effectively planning and responding to population changes to create sustainable communities.

- We manage Victoria's planning, building and heritage systems. Working closely with state and local government, agencies and the community enables a collaborative approach to developing and delivering a strategic plan for Victorian urban development that supports housing choice, affordability and connectivity. Key documents include *Plan for Victoria* and the *Victorian Housing Statement 2024-34*.

Network and built environment resilience

Continually improving the network's resilience to unplanned incidents, emergencies and environmental impacts that could harm network operations.

- We have plans in place to respond to and recover from unexpected events, environmental impacts and ensure service continuity. Our incident and emergency management processes monitor the environment and enable early responses to unplanned events.
- The Smarter Roads situational awareness platform improves real time visibility of network performance and better manages congestion.
- We have design standards for transport infrastructure to focus on improving performance and resilience against extreme weather.
- Our road maintenance and renewal initiatives enhance network resilience, safety and accessibility.
- The *Transport Climate Change Adaptation Action Plan 2022-26* and *Built Environment Adaption Plan 2022-26* address extreme weather and strengthen transport and infrastructure resilience.



Reform and network growth

Maximising opportunities to improve transport, land administration and services to community while ensuring network growth meets the needs of customers for safe and reliable journeys.

- We use tools including real-time information, system modelling, forecasting, asset planning, management and maintenance to inform network planning, investment and optimisation decisions.
- Victoria is investing in various initiatives to support network growth, faster travel times, congestion management and improved travel planning through technology innovations.
- Reform opportunities are maximised through a focus on policy, infrastructure and service reform to deliver social outcomes and drive economic recovery.
- Planning is undertaken to prepare for the expansion of passenger services, including new timetables, testing plans and trials to maximise efficiency when services begin.

Emissions reduction

Reducing emissions across the transport, energy and whole-of-government sectors.

- The transport, land use and planning systems have an important role in contributing to the government's targets to reduce the state's greenhouse gas emissions.
- Our Metropolitan Zero Emission Bus Franchises cover a third of Melbourne's metropolitan bus network and play a key role in the Victorian Government's *Climate Change Strategy* and commitment to achieve net zero emissions by 2045.
- We continue to work on initiatives that reduce transport emissions through pledges and aiming to lower the carbon impact of our infrastructure projects and construction processes.
- Through *Plan for Victoria* and the *Victorian Housing Statement 2024-34*, we seek to establish new policies and standards for Victoria's planning system to improve the sustainability of housing and land use across Victoria.
- Legislative amendments to the *Planning and Environment Act 1987* have incorporated the provision for planning authorities to consider greenhouse gas emissions and climate change risks when deciding on a planning scheme amendment.

Maintaining key partnerships to deliver desired outcomes

Maintaining industry and private sector partnerships to achieve outcomes and meet community expectations.

- We maintain strong stakeholder relations with our industry and private sector partners and successfully manage third-party contracts.
- We are improving how we manage contracts and creating a framework to ensure consistent oversight of third-party contracts.
- We work with our partners to deliver operations with assurance and governance processes in place to enable ongoing service improvement for Victorians.

Cyber security

Impacts of cyber security attack on sensitive information, critical systems and operational technology.

- We manage cyber risks in accordance with Victorian Government standards, policy and processes.
- The Disaster Recovery Program outlines the recovery plans and arrangements in place to respond to a cyber incident.
- We have a program focused on improving cybersecurity, including data security, governance, identity and access management, and risk and vulnerability management.



OUR STORIES

Fishermans Bend: A precinct in motion

By 2050, Fishermans Bend will be home to approximately 80,000 residents and provide employment for up to 80,000 people. It is Australia's largest urban renewal project spanning 480 hectares in the heart of Melbourne.

The transformation of Fisherman's Bend commenced in 2018 with the release of the *Fishermans Bend Framework*, a plan to redevelop the precinct into a connected, liveable, prosperous, inclusive, healthy and environmentally sustainable community.

Over the past seven years, despite challenges such as the pandemic and changing economic conditions, progress on housing, employment, and infrastructure delivery has continued steadily.

Delivering outcomes

Nearly 5,000 new homes have been completed or are under construction, with an additional 10,500, including 600 social or affordable homes, approved and being readied for development.

Construction is underway at the Fisherman's Bend Innovation precinct, where the University of Melbourne's engineering, design and advanced manufacturing campus is scheduled to open in 2026.

A new primary school, the third to be delivered in the precinct, is under construction and due to open for the 2026 school year.

Investment in transport services has seen almost 1,500 additional bus services added to the network in Fishermans Bend since October 2022, with 10-minute weekday frequencies providing connection to Southern Cross Station.

Funding essential infrastructure

The *Fishermans Bend Urban Renewal Area Development Contributions Plan* (DCP) will enable over \$2.65 billion of investment in essential precinct infrastructure including new open spaces, community hubs, integrated drainage systems, and sustainable transport networks.

The Plan prioritises funding for over 120 infrastructure projects across Fishermans Bend over three phases to 2055 and is supported by draft planning controls which also propose to introduce development initiatives to support delivery of open spaces.

By outlining clear and consistent infrastructure funding requirements, the DCP has helped provide greater certainty for developers and investors, creating conditions that support private sector investment and the delivery of housing, jobs, and community facilities.

Providing for future transport investment

Alongside the release of the DCP, 2024 saw a major step forward in transport planning with the Victorian Government's endorsement of the preferred route for a possible future rail tunnel through Fishermans Bend and Docklands.

This future rail tunnel would link the inner north to the west through the Central Business District, enhancing connectivity across Melbourne. Crucially, it includes two new stations within Fishermans Bend, helping to anchor the precinct into Melbourne's broader public transport network.





OUR STORIES

Digitising processes for greater transparency and efficiency

The Impact Assessment team within the State Planning division manage statutory impact assessments and undertake technical scrutiny of proposed large, complex and impactful developments in Victoria. On behalf of the Minister for Planning, they lead environment effects statements (EES), resulting in comprehensive assessments published by the Minister under the *Environment Effects Act 1978* (the Act).

EES processes are robust, transparent, evidence-based assessments that inform decision making for major projects and balance development with environmental outcomes. They are reserved for proposed developments where there are likely adverse environmental effects at a regional or state scale. They can span many sectors including gas, mining, renewable energy as well as transport and water infrastructure. Some recent examples include Suburban Rail Loop East, North East Link, Avonbank Mineral Sands Mine, Golden Plains Wind Farm and Marinus Link.

EESs investigate impacts across a range of interrelated themes: biodiversity, surface and groundwater, air quality, human health, cultural heritage, traffic and transport, noise and vibration, and social-economic impacts. A technical report is prepared for each investigation.

A key objective of the EES process is to enable projects to be constructed and operated with a balance of acceptable environmental, economic and community outcomes.

One of the initiatives within the *Economic Growth Statement* is to speed up the EES process, targeting assessment review of no longer than 18 months.

The faster EES process along with other reforms will ensure that assessments are efficient, transparent and focused on supporting statutory decision making for projects in a timely way.

A new online portal will streamline how projects are managed under the Act, reducing manual work, streamlining communication with partner agencies, and delivering a more consistent, timely experience for proponents and the community.

For Ashleigh Ekanayake, Manager Impact Assessment, the digital upgrade is a valuable and welcomed improvement. "We are modernising this process with a new digital system that will streamline how major projects are assessed in Victoria. This system will support every stage – from early planning and complex investigations to public consultation and final assessments. It will improve coordination within government and make the process more efficient and transparent."

The team is finalising the new digital system. Features like real-time tracking, dashboards, and digital reviews will help project proponents and agencies understand their roles, assess environmental impacts, and take part in the EES process more effectively. After the initial launch, the system will be expanded with public web maps, search tools, and better links to other government bodies – helping build trust and keep communities informed and engaged.

"It's incredibly rewarding work to influence state shaping projects, collaborating closely with other statutory agencies like the Department of Energy, Environment and Climate Action, Environmental Protection Authority, and First Peoples – State Relations. Building strong relationships with stakeholders has been a key part of what makes the work fulfilling and successful," said Ashleigh.

▼ Photos: John Krohn



FINANCIAL OUTLOOK AND ASSETS

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

Output initiatives funded in the 2025-26 Budget: Four-year outlook

	(\$ million)				
	2024-25	2025-26	2026-27	2027-28	2028-29
Free public transport for kids (a)	..	40.9	87.4	92.4	97.5
Free weekend public transport for seniors (a)	..	0.4	0.6	0.6	0.6
Bus Services					
Improving bus and ferry services	..	9.3	38.8	45.3	29.4
Land Services					
Remediation works at the former Morwell Power Station	1.5	..	..	..	..
Planning and Heritage					
Accelerating approvals for large scale renewable energy projects	..	3.7	..	..	..
Activity Centres Program expansion	..	24.0	..	..	..
Delivering the 10 year plan for Melbourne's Greenfields	..	3.7	5.4	3.0	..
Ports and Freight					
More freight by rail	..	20.7	..	..	..
Western Intermodal Freight Terminal (b)	..	6.0	6.0	..	..
Precincts					
Housing Support Program – Priority Works (c)	24.4	69.3	11.2	..	..
Regulation of Commercial Passenger Vehicles Services					
Multi-Purpose Taxi Program	11.3	..	..	..	..
Road Asset Management					
Addressing recovery needs from the Western Victoria Bushfires (d)	1.8	..	..	..	..
Road maintenance (e)	..	157.5	..	..	..
West Gate Bridge resilience	..	0.4	..	..	..
Road Operations					
Regional roads upgrade program	..	0.8	0.8	..	..
Road Safety Action Plan 2 (f)	..	17.0	..	..	..
Train Services					
Comeng train disposal program	..	7.0	9.0	10.0	..
COVID-19 impacts on the transport network (a)	..	176.1	182.1	103.1	28.3
More trains, more often	..	19.1	26.3	26.3	27.0
Regional rail sustainability	10.5	107.6	3.1	..	..
Transport Infrastructure					
Critical public and active transport upgrades	..	1.5	3.8	..	..
Switching on the Metro Tunnel	128.6	157.5	138.7	144.3	144.3
Total output initiatives	178.0	822.3	513.1	425.1	327.2

Source: Table 1.22: Output initiatives – Transport and Planning (Budget Paper 3, 2025-26 State Budget)

Notes:

- (a) The figures reflect the total cost of the initiative, including foregone revenue.
- (b) This initiative includes Commonwealth Government funding of \$6.000 million.
- (c) This initiative is fully funded by the Commonwealth Government.
- (d) Some of the initiatives included may be cost-shared with the Commonwealth under Disaster Recovery Funding Arrangements. Estimates of the Commonwealth's contribution are yet to be determined.
- (e) In 2025-26, expected road maintenance output and asset expenditure is \$976 million.
- (f) This initiative includes:
 - Commonwealth Government funding of \$17.000 million
 - The total investment under this initiative is \$412.088 million, including \$172.568 million output funding and \$239.520 million asset funding.

Asset initiatives funded in the 2025-26 Budget: Four-year outlook

	(\$ million)					
	2024-25	2025-26	2026-27	2027-28	2028-29	TEI
Bus Services						
Improving bus and ferry services	0.1	39.6	..	..	..	39.7
Ports and Freight						
Local ports critical maintenance	..	2.0	3.0	1.5	0.5	7.0
More freight by rail	..	82.4	..	..	..	82.4
Road Asset Management						
Road maintenance (a)	..	53.3	..	..	..	53.3
San Remo Bridge rehabilitation	..	13.5	29.3	7.6	..	50.4
West Gate Bridge resilience	..	15.5	8.5	..	..	24.0
Road Operations						
Metropolitan roads upgrade program	..	7.7	5.9	..	..	13.7
Regional roads upgrade program (b)	..	10.2	11.0	7.4	..	28.6
Road Blitz (c)	..	tbc	tbc	tbc	tbc	1 200.0
Road Safety Action Plan 2 (d)	1.9	96.1	57.8	83.1	..	239.0
Werribee Main Road Interchange Upgrade (e)	..	12.8	57.2	86.7	29.2	250.0
Train Services						
Regional rail sustainability	..	123.1	26.1	..	..	149.2
Tram Services						
Preparing the network for Next Generation Trams	..	15.4	74.2	8.4	..	98.1
Transport Infrastructure						
Critical public and active transport upgrades	..	4.5	10.0	..	..	14.5
Sunshine Station Superhub (f)	..	364.0	410.0	1 115.0	999.0	4 140.0
Switching on the Metro Tunnel	..	14.1	..	..	..	14.1
Total asset initiatives	2.1	854.3	693.2	1 309.7	1 028.7	6 404.1

Source: Table 1.23: Asset initiatives – Transport and Planning (Budget Paper 3, 2025-26 State Budget)

Notes:

- (a) In 2025-26, expected road maintenance output and asset expenditure is \$976 million.
- (b) This initiative includes Commonwealth Government funding of \$16.552 million.
- (c) This initiative includes:
 - Commonwealth Government funding of \$1.000 billion
 - The TEI includes funding beyond 2028-29
 - The estimated cash flows will be disclosed following further project development activities.
- (d) This initiative includes:
 - Transport Accident Commission funding of \$193.905 million
 - Commonwealth Government funding of \$45.088 million
 - The total investment under this initiative is \$412.088 million, including \$172.568 million output funding and \$239.520 million asset funding.
- (e) This initiative includes:
 - Commonwealth Government funding of \$125.000 million
 - The TEI includes funding beyond 2028-29.
- (f) This initiative includes:
 - Commonwealth Government funding of \$2.000 billion.
 - The TEI includes funding beyond 2028-29.

Operating performance

The department is expected to report an operating deficit of \$347 million in 2025-26, compared with an operating deficit in 2024-25 of \$85 million for the revised budget, primarily driven by the timing of assets received free of charge.

Balance sheet

The department's net assets position is estimated to decrease by \$14.2 billion in 2025-26, compared with the 2024-25 revised budget, reflecting a decrease in total assets with the transfer of the completed Metro Tunnel rails assets to VicTrack, as custodian of Victoria's rail land, buildings and infrastructure.

Investing and finance

Cash flows from investing activities primarily reflects investment as part of the Government's infrastructure program, including the following asset project funded in the *2025-26 Budget*:

- Preparing the network for Next Generation Trams.

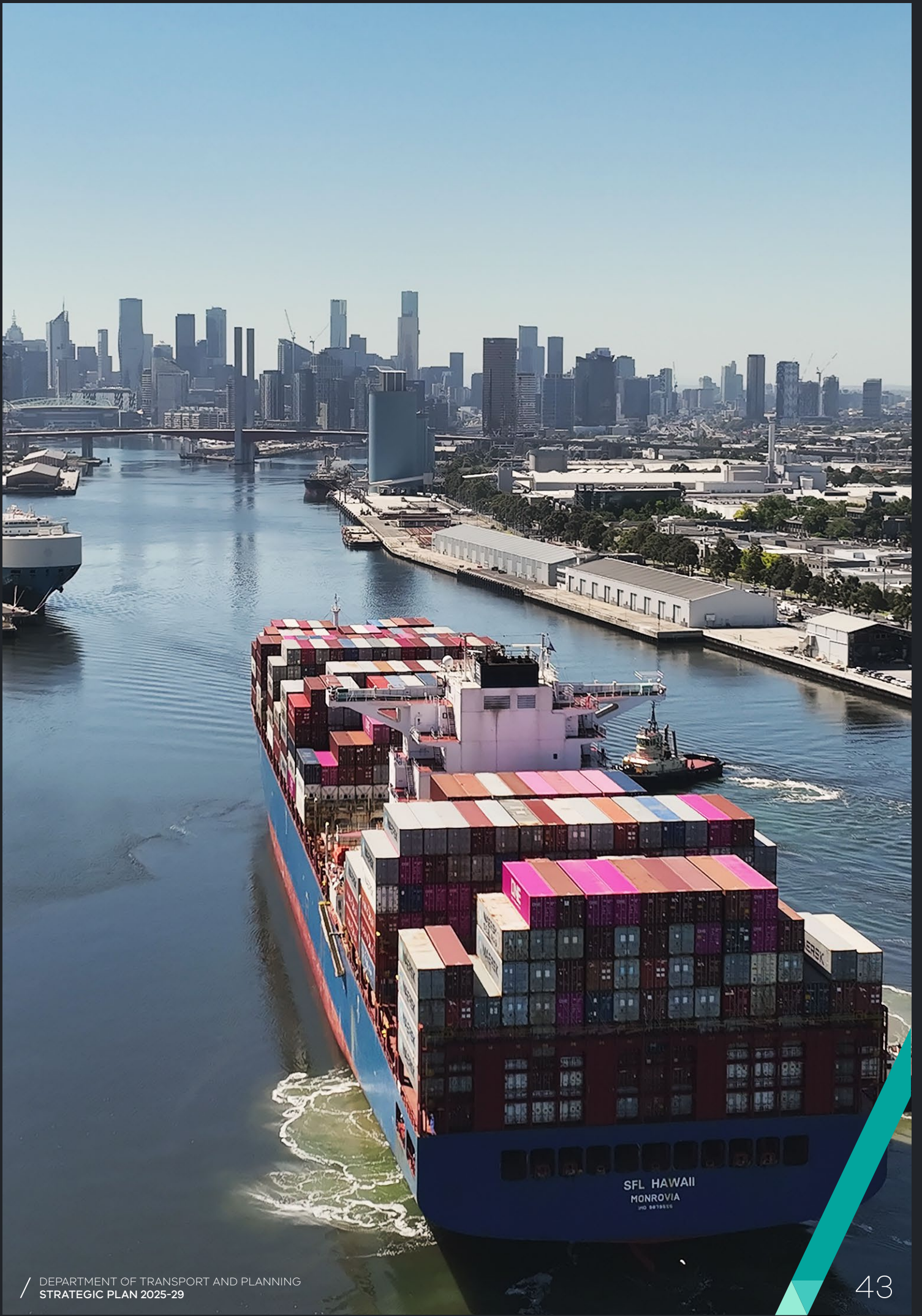
Accumulate State Administration Unit surplus

In accordance with the *Resource Management Framework*, the Department of Transport and Planning will make a formal request to the Department of Treasury and Finance if we wish to access and use the surplus balance.



Cash flows from investing activities primarily reflects investment as part of the Government's infrastructure program.







VICTORIA
State
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Department
of Transport
and Planning