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Transport Integration Act 2010 PUBLIC TRANSPORT DIVISION Section 27A – Strategy and Implementation Plan

1 Introduction

1.1 Transport Integration Act 2010 (Vic.)

As a transport system agency under the **Transport Integration Act 2010** (TIA), The Director of Public Transport (the Director) is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A states that the Plan must specify the processes and procedures that the Director will put in place to enable the Director to have regard to the transport system objectives and decision making principles (referred to collectively as the TIA framework) in accordance with transport legislation.

The Director is required to engage with stakeholders in developing the Plan, and to review the Plan periodically to determine its effectiveness.

1.2 Plan outline

This Plan comprises a strategy to further align the Director's policies and procedures with the TIA framework, and provides a programme of implementation activities.

The Plan encompasses reviews of the Director's new charter under the TIA to ensure alignment of business processes and activities with the TIA framework.

The Plan also covers operational matters, including the incorporation of TIA objectives and principles into its approaches to: collaboration with other transport bodies; internal communications, training and work practices; and external communications and stakeholder engagement.

In order to ensure continual compliance with the TIA framework and the Director's obligations, the Plan also provides for documentation of these implementation activities, best practice examples, compliance and periodic review of the effectiveness of the Plan.

Stakeholder engagement was undertaken in the preparation of this Plan, with agencies such as VicRoads, VicTrack and Linking Melbourne Authority. This occurred within the context of the broader implementation activities being co-ordinated across the transport portfolio.

2 Plan detail

2.1 The new charter under the TIA

Activities:

- Review the Director's charter under the TIA against business processes and activities to ensure they correlate with the Director's current objects, functions and powers.

It is expected this exercise will assist in implementing the remaining items in the Plan, as a review of the Director's processes and activities should identify all opportunities for consideration of the TIA framework.

2.2 Review of strategic planning approach and philosophy

Activities:

- Conduct a policy audit of strategic and operational policies and procedures to ensure their alignment with the TIA framework.
- Identify strategic partnerships, opportunities and risks related to the achievement of Government and Director's objectives and engage with relevant bodies (via workshops, discussions and information sharing) to deliver outcomes consistent with the TIA framework.

SPECIAL

2.3 Corporate and business planning

Activities:

- Integrate consideration of the vision, objectives and decision making principles of the TIA through the Director's corporate planning processes and ensure that relevant documentation refers to, and incorporates, the relevant elements of the TIA.
- Integrate the TIA vision, objectives and decision making principles into procedural documentation which guides the Director's decisions on matters relating to the public transport system and ensure that decision makers have regard to the TIA.

2.4 Collaboration

Activities:

- Identify all transport stakeholder bodies which make decisions affecting the Director, or that are affected by decisions made by the Director.
- Review current business connections within the transport portfolio and identify future needs for linkages, for example, project planning processes and funding submissions.
- Actively participate in collaborative activities formulated under the TIA as part of broader implementation activities within the portfolio.
- Consider MoU or SLA approaches.

Transport bodies must work effectively with each other to produce integrated decision making. Formal collaborative processes could help the Director realise the benefits of the TIA. Structures should recognise existing routine liaison as well as new connections where decisions overlap. New, temporary or permanent interface arrangements may be required.

2.5 Documentation and work practices

Activities:

- Ensure the documentation supporting significant decisions related to the public transport system clearly demonstrates the Director's consideration of the TIA framework and revise or create guidelines, protocols, policies and manuals accordingly.
- Review the impact on procedural and documentary compliance.
- Develop agency-specific TIA information resources available to staff.

Note: This item will apply to all sections of this Plan.

2.6 Best practice examples

Activities:

- Identify and promote best practice examples suitable for a portfolio-wide audience.

2.7 Communications

(a) Update external communication material

- Ensure that communications by the Director, where appropriate and applicable, align with the TIA framework.
- Where appropriate and applicable, review and revise published information provided by the Director to the public.

(b) Update internal communication material

- Update information provided by the Director to staff, where appropriate and applicable, to reflect the transport system objectives and decision making principles of the TIA where relevant.

2.8 Advice to decision makers

Activities:

- Ensure that processes are in place to enable relevant briefings, memos and advice to refer to consideration of the TIA.
- Develop guidance notes and brief staff.
- Prepare strategies to ensure continued engagement with the TIA framework.

2.9 Training, skills, induction and performance management

Activities:

- Make staff aware of:
 - all revised policies and procedures related to the implementation of the TIA;
 - where relevant and appropriate, the need to have regard to the TIA framework in their decision making; and
 - where relevant and appropriate, the need to document this consideration.
- Provide training and support to create awareness of PTD objectives, principles and obligations under the TIA.
- Review training plans, including induction, in-service and specialist training.

2.10 Compliance monitoring

Activities:

- The Director will require some method of monitoring practical compliance with the TIA framework by decision makers.

2.11 Engagement with stakeholders

Activities:

- Identify stakeholders, which may include:
 - the travelling public;
 - Ministers, Department of Transport divisions and agencies;
 - State and federal government departments;
 - transport service providers and operators;
 - investigative and regulatory agencies; and
 - interest groups.
- Ensure that the Director's stakeholder engagement strategies, processes and procedures appropriately reflect the intent of the TIA.

2.12 Effective date

This Plan is effective from 1 July 2011.

2.13 Review

The Director will review and revise the effectiveness of this Plan through its corporate and business planning processes.

Transport Integration Act 2010

VICROADS

Section 27A – Strategy and Implementation Plan

1 Introduction**1.1 Transport Integration Act 2010 (Vic.)**

As a transport system agency under the **Transport Integration Act 2010 (TIA)**, VicRoads is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires the Plan to specify the processes and procedures that VicRoads will be put in place to enable it to have regard to the transport system objectives and decision making principles.

Section 27A also requires VicRoads to engage with stakeholders in preparing the Plan. This engagement has occurred with the transport bodies as defined under the Act.

1.2 Plan outline

The transport system objectives and decision making principles outlined in the TIA have been part of the way that VicRoads does business for some time. The TIA has provided an impetus to be more transparent about the criteria affecting VicRoads' decision making processes.

VicRoads' strategy for implementing the TIA is to have regard for the decision making principles and transport system objectives in our standard business practices and ensure that VicRoads' staff are provided with sufficient information to understand and meet the requirements in the TIA.

1.3 Plan timing and review

VicRoads has already made a number of changes to high level decision making processes, project and program review processes and provided information and guidance for staff on how to have regard to the transport system objectives and decision making principles. Updated discussion paper and project proposal templates, new guidelines on community and stakeholder engagement and guidelines to assist staff are examples of the ways VicRoads has to this point moved to ensure staff have regard to the transport system objectives and decision making principles.

The plan identifies further areas of attention over the next two years.

VicRoads will review the effectiveness of the Plan on an annual basis.

2 Implementation Plan**2.1 Policy, planning and program development**

Complete or under development

- Have regard to transport system objectives and decision making principles when making decisions on project options and scope.
- Prepare a community and stakeholder engagement framework that builds staff capability and guides appropriate planning and delivery of engagement with stakeholders and communities in ways consistent with the TIA decision making principles.
- Undertake a review of project appraisal and evaluation and methods of strategic analysis to ensure that assumptions and parameters have regard to the transport system objectives and the decision making principles.

To be developed

- Build regard for the transport system objectives into project and program development guidelines as they are reissued.
- Seek evidence of regard to transport system objectives when assessing and prioritising projects and programs in business planning.

- Ensure that network strategic plans have regard to the transport system objectives and that decisions on network options have regard to the decision making principles.
- Consider the TIA policy framework when preparing legislation and generating policy.

2.2 Governance and administration

Complete or under development

- Prepare an annual VicRoads Corporate Plan that accords with requirements under the TIA.
- Assist the Corporate Management Group to have regard to the transport system objectives and decision making principles via improved policy decision templates and guidelines for proponents.

To be developed

- Have regard to transport system objectives and decision making principles when reviewing standard procurement and contract documentation.
- Have regard to transport system objectives and decision making principles when reviewing VicRoads' risk management framework.
- Ensure that VicRoads information made available to the public is provided in ways consistent with the principle of transparency under section 21.
- Seek to achieve Government policy objectives through coordination between all levels of government and government agencies and with the private sector.

2.3 Staff awareness

Complete or under development

- VicRoads staff have been made aware of the TIA and its application to VicRoads and other transport and planning entities. General guidance has been prepared to support interpretation of the relevance and application of transport system objectives and decision making principles.

To be developed

VicRoads will further educate current and new staff on the relevance of the TIA via induction materials, as part of staff and leadership development programs and other awareness raising activities.

Transport Integration Act 2010

VICTRACK

Section 27A – Strategy and Implementation Plan

1 Introduction**1.1 Transport Integration Act 2010 (Vic.)**

As a transport corporation under the **Transport Integration Act 2010** (TIA), VicTrack is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires that:

- the Plan must specify the processes and procedures that will be put in place to enable VicTrack to have regard to the transport system objectives and decision making principles;
- VicTrack engage with stakeholders in developing the Plan; and
- the Plan is reviewed regularly to determine its effectiveness.

1.2 Object of VicTrack

VicTrack acts as the custodial owner of the State's transport-related land, infrastructure and assets consistent with the TIA vision statement and the transport system objectives. VicTrack must ensure that the State's transport-related land, infrastructure and assets are developed and used primarily to support the transport system; for other purposes which support government policy; and only for commercial gain if the development or use will not compromise the current or future transport system.

1.3 Plan outline

This Plan comprises a strategy for developing policies and procedures, together with implementation activities that support delivery.

2 Strategy Plan

- The members of the Executive and staff identified as potential decision makers by management have attended TIA workshops. This programme will continue so that all levels of management are appropriately briefed and are aware of the transport system objectives and decision making principles.
- Suitable information and resources have been developed for individuals making transport decisions and staff will be briefed on these on an ongoing basis.
- Board governance processes have been modified to ensure the Board has confidence that all recommendations made to it have had regard to the TIA.

3 Implementation Plan**3.1 Policy framework**

Actions:

- VicTrack policies are reviewed regularly and the review will include TIA compliance.
- VicTrack and DOT have a formal and operating partnership agreement in place which supports the consistent implementation of TIA by both bodies.
- The TIA framework and policy context is covered in induction training for staff and will continue to be included in periodic briefings to the Board and staff.

3.2 Corporate planning and business processes

Actions:

- Business processes will be reviewed to support the objectives in the Corporate Plan to ensure they are built on the TIA framework.

3.3 Collaboration

Actions:

- VicTrack has identified the key stakeholder bodies that make decisions affecting VicTrack or are affected by decisions made by VicTrack.
- VicTrack holds regular planning and liaison meetings with its key stakeholders.
- VicTrack regularly engages with franchisees at an operational level.
- VicTrack and DOT hold regular meetings to ensure collaboration is occurring.
- VicTrack will continue to assess and pursue collaborative requirements within the portfolio.

3.4 Documentation and work practices

Actions:

- Procedural documentation will be reviewed by December 2012 to ensure it is TIA compliant.

3.5 Communications – internal and external

Actions:

- Major documentation has been reviewed and updated to ensure it is compliant with TIA. A review of other internal and external communications material will be completed by December 2012.
- The VicTrack website and the annual report will reflect the TIA.
- VicTrack will take the opportunity to highlight TIA in promotional material where appropriate.

3.6 Compliance monitoring and review

Actions:

- The VicTrack Board approves all major decisions and requires evidence of compliance with TIA in submissions from within the business.
- Staff with significant delegations or who are empowered to make transport decisions have been briefed on TIA and this briefing process will continue as staff change.

3.7 Engagement with stakeholders and community participation

Stakeholder groups include:

- Ministers, Department of Transport divisions and other transport portfolio agencies
- other Victorian Government departments
- public transport franchise holders
- freight and business operators, including infrastructure maintenance providers.

Actions:

- VicTrack will continue to ensure that it engages effectively with stakeholders in the development of initiatives and proposals, and effectively communicates decisions to stakeholders.

3.8 Review

This plan is effective from 1 July 2011. VicTrack will review and revise the effectiveness of this plan at regular intervals.

Transport Integration Act 2010

V/LINE CORPORATION

Section 27A – Strategy and Implementation Plan

1 Introduction**1.1 Transport Integration Act 2010 (Vic.)**

V/Line Corporation was established under section 14 of the **Rail Corporations Act 1996** and now continues under the **Transport Integration Act 2010 (TIA)** to provide regional rail passenger and rail freight services.

As a transport corporation under the TIA, V/Line Corporation is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires that:

- the Plan must specify the processes and procedures that will be put in place to enable V/Line Corporation to have regard to the transport system objectives and decision making principles;
- V/Line Corporation engage with stakeholders in developing the Plan; and
- the Plan is reviewed to determine its effectiveness at regular intervals.

1.2 Plan outline

This Plan comprises a strategy for developing awareness of and compliance with the TIA, together with implementation actions that support delivery.

2 Strategy Plan

The Plan will be achieved by:

- actively managing the adoption of TIA within V/Line Corporation and its operating entity V/Line Pty Ltd (V/Line)
- ensuring all levels of management are appropriately briefed and aware of the transport system objectives and decision making principles
- ensuring suitable information and resources are available to decision makers when transport decisions are made.

3 Implementation Plan**3.1 TIA policy framework and governance**

Actions:

- Review V/Line Corporation's operations against revised objects and functions under TIA
- Review V/Line Corporation's governance documentation and V/Line charter against the TIA
- Review V/Line's Vision, Mission and Values to ensure consistency with the TIA
- Implement training and support to create awareness of the TIA policy framework.

3.2 Corporate planning and business processes

Actions:

- Review and revise, where appropriate, planning and business processes to assist decision makers both in V/Line and in other transport bodies which make decisions that impact V/Line, to have regard to the transport system objectives and decision making principles
- Review and update, where appropriate, planning and business processes to explicitly refer to the TIA framework.

3.3 Documentation and work practices

Actions:

- Review, audit, revise and consolidate where appropriate procedural documentation to:
 - ensure consistency with the TIA in all policies, procedures, work instructions, precedents, project methodology and management of change documents
 - provide guidance to decision makers in having regard to the transport system objectives and decision making principles.

3.4 Communications – internal and external

Actions:

- Review all documentation made available publicly by V/Line, to ensure it is compatible with the transport system objectives and decision making principles and that the TIA is referred to where relevant.

3.5 Collaboration with transport bodies

Actions:

- Determine the nature and extent of appropriate stakeholder engagement
- Identify all stakeholder bodies which make decisions affecting V/Line or that are affected by decisions made by V/Line
- Review and continue to develop strategic partnerships to help implement the transport system objectives and decision making principles
- Review and develop appropriate collaborative practices.

3.6 Engagement with stakeholders and community participation

Actions:

- Develop processes and procedures to ensure that stakeholders including:
 - other Victorian Government departments
 - passengers and commercial transport users individually and through peak or representative bodies, and
 - members of the communityare appropriately consulted.

3.7 Review

V/Line Corporation will review progress against the Plan on a quarterly basis for the first twelve months from the date this Plan is published in the Government Gazette and then annually.

3.8 Contact

Any questions in relation to this document should be forwarded to:

V/Line Pty Ltd

Attention: Company Secretary and Legal Co-ordinator

Level 23, 570 Bourke Street, Melbourne Vic. 3000

Phone: (03) 9619 5900

Fax: (03) 9619 5059.

Transport Integration Act 2010

LINKING MELBOURNE AUTHORITY

Section 27A – Strategy and Implementation Plan

1 Introduction

Linking Melbourne Authority (LMA) is a statutory authority established pursuant to section 134 of the **Transport Integration Act 2010** (TIA).

The primary object of LMA (as set out under section 137 of the TIA) is to facilitate the efficient development, delivery and operation of any Road Transport-Related Project (as that term is defined in section 136 the TIA) consistent with the vision statement and the transport system objectives set out under the TIA.

This document is a Strategy and Implementation Plan for the TIA (Section 27A Plan), required to be developed by LMA under section 27A of the TIA and published in the Government Gazette no later than 1 July 2011.

The purpose of this section 27A Plan is to identify the processes and procedures that LMA will put in place to enable it to have regard to the transport system objectives and decision making principles set out under the TIA, in carrying out its statutory functions and powers.

2 Strategy and Implementation Plan**2.1 Corporate planning and business processes**

LMA will review and revise, where appropriate, its planning and business processes to require decision makers to have regard to the transport system objectives and decision making principles. More details regarding LMA's strategic objectives are set out in the LMA Corporate Plan.

2.2 Training and induction processes

LMA has conducted internal awareness training for all staff on the TIA, the transport system objectives and decision making principles, and has circulated TIA reference material for all staff and board members. Refresher training will be conducted on an ongoing basis as required.

LMA has also amended its staff induction processes to include a mandatory briefing on the TIA.

2.3 TIA policy framework

LMA has undertaken to complete a review of its operational policies and governance procedures and has made a number of amendments to the way it exercises its functions and powers under the TIA, including:

- revising operational policies and procedures, ensuring consistency with the transport system objectives and decision making principles;
- promulgating the overarching policy context within the organisation through improved induction processes, training, guidance and workshops (including briefing the LMA Board and Senior Management) on the TIA policy framework; and
- incorporating TIA compliance statements in briefings to the LMA Board and Senior Management concerning key decisions to be made by LMA.

2.4 Collaboration

LMA is reviewing how it collaborates with other transport bodies and its stakeholders and will endeavour to participate in any whole of portfolio discussions that are organised between the parties. LMA has already participated in a number of workshops with other transport bodies, to discuss the application of the TIA and how the transport bodies will work together.

2.5 Documentation and work practices

LMA is currently reviewing its internal documentation and procedures to ensure compliance with the TIA and will update this material as required.

2.6 Communications

LMA has conducted a TIA compliance review of its communications material and consequently:

- all outgoing communications material will be drafted having regard to the TIA;
- the LMA website has been reviewed and updated; and
- LMA personnel present at any public facing functions (such as community open days, etc.) will be briefed and aware of the TIA.

2.7 Stakeholder engagement and community participation

LMA has a dedicated communications team who have well established procedures and processes regarding how LMA interfaces with stakeholders and the community. LMA's stakeholder groups include:

- the Minister for Roads;
- other Transport Bodies (as that term is defined under the TIA);
- other Government Departments; and
- road users, members of local community groups, residents and business operators in the project area.

2.8 Audit/Compliance

Internal audits of LMA's compliance with the TIA will be conducted by LMA's auditors as required and external audits will be conducted by VAGO at their discretion.

2.9 Contact details

Any questions in relation to this document should be forwarded to:

Linking Melbourne Authority
Attention: Director, Commercial & Legal
Building 1, 540 Springvale Rd, Glen Waverley, Vic. 3150.
Phone: (03) 8562 6800, Fax: (03) 8562 6899.

Transport Integration Act 2010
PORT OF MELBOURNE CORPORATION
Section 27A – Strategy and Implementation Plan

1 Introduction

1.1 Port of Melbourne Corporation

Port of Melbourne Corporation (PoMC) is already undertaking and is continued to be committed to fulfilling its responsibilities as prescribed in the **Transport Integration Act 2010** (TIA) and the **Port Management Act 1995** (PMA). The TIA states that the primary object of PoMC is to manage and develop PoMC ports consistent with the vision statement and transport objectives (of the TIA).

PoMC's strategic and operational focus is therefore to ensure the effective integration of the port within the wider transport network to ensure the efficient movement of maritime freight and productivity of the broader port system.

1.2 Transport Integration Act 2010 (Vic.)

As a transport corporation under the TIA, PoMC is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires that:

- the Plan must specify the processes and procedures that will be put in place to enable PoMC to have regard to the transport system objectives and decision making principles;
- PoMC engage with stakeholders in developing the Plan; and
- the Plan is reviewed regularly to determine its effectiveness.

1.3 Plan outline

This Plan comprises a strategy to align PoMC's policies and procedures with the TIA objectives and decision making principles, and provides an implementation program to educate and train staff in the application of these policies and procedures.

2 Strategy Plan

The Plan will be achieved by:

- alignment of PoMC's corporate intent, goals, policies and procedures with the transport system objectives and decision making principles;
- education, training and information at all levels to ensure both awareness and commitment to the delivery of the transport system objectives, and the application of the decision making principles;
- ensuring suitable guidelines, information and resources are available to decision makers when decisions are made under the TIA or PMA; and
- proactively managing the adoption of the TIA throughout the organisation and its promotion in internal and external communications.

3 Implementation Plan

3.1 Policy framework

Actions:

- Conduct a policy audit of strategic and operational policies and procedures to ensure their alignment with the transport system objectives and decision making principles.
- Identify strategic partnerships, opportunities and risks related to the achievement of Government and PoMC objectives and engage with relevant bodies (via workshops, discussions and information sharing) to deliver outcomes consistent with the transport system objectives and decision making principles.
- Promulgate the overarching policy context within PoMC through induction processes, training, guidance and convening workshops.

3.2 Corporate planning and business processes

Actions:

- Integrate consideration of the vision, objectives and decision making principles of the TIA through PoMC's corporate planning processes and ensure that relevant documentation refers to, and incorporates, the relevant elements of the TIA.
- Integrate the TIA vision, objectives and decision making principles into procedural documentation which guides PoMC decisions on those elements of the transport system associated with the movement of maritime cargo and ensure that decision makers have regard to the TIA.

3.3 Collaboration

Actions:

- Identify all transport stakeholder bodies which make decisions affecting PoMC or that are affected by decisions made by PoMC and ensure that these bodies are aware of PoMC's objectives and are consulted with regard to critical PoMC transport integration projects.
- Actively participate in collaborative activities formulated under the TIA.

3.4 Documentation of decisions

Actions:

- Ensure the documentation supporting significant decisions related to the operation and development of those elements of the transport system associated with the movement of maritime cargo clearly demonstrates PoMC's consideration of the transport system objectives and decision making principles.

3.5 Communications

Actions:

- Ensure that all communications by PoMC complement and promote the transport system objectives and decision making principles of the TIA where relevant.

3.6 Engagement with stakeholders and community participation

Actions:

- Ensure that PoMC's stakeholder engagement strategies, processes and procedures appropriately reflect the intent of the TIA.
- Ensure that stakeholders are appropriately consulted during the course of decision making that is related to the operation and development of those elements of the transport system associated with the movement of maritime cargo.

3.7 Education and training

Actions:

- Make staff aware of all revised policies and procedures related to the implementation of the TIA and the need to have regard to the transport system objectives and decision making principles in their decision making, and to document this consideration.

3.8 Monitoring

Actions:

- Monitor the implementation of the TIA within PoMC to ensure that the transport system objectives and decision making principles are embedded within the organisation.

3.9 Review

This plan is effective from 1 July 2011. PoMC will review and revise the effectiveness of this Plan through its corporate and business planning processes.

3.10 Contact details

Any questions relating to this document should be forwarded to:

Port of Melbourne Corporation

Attention: Executive General Manager, Business & Planning

Level 4, 530 Collins Street

Melbourne, Vic. 3000.

Australia

Phone: +61 1300 857 662

Fax: +61 3 9683 1570.

Transport Integration Act 2010
VICTORIAN REGIONAL CHANNELS AUTHORITY
Section 27A – Strategy and Implementation Plan

1 Introduction

1.1 Transport Integration Act 2010 (Vic.)

As a transport corporation under the **Transport Integration Act 2010** (TIA), the Victorian Regional Channels Authority (VRCA) is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires that;

- the Plan must specify the processes and procedures that will be put in place to enable VRCA to have regard to the transport system objectives and decision making principles;
- VRCA engage with stakeholders in developing the Plan; and
- the Plan is reviewed regularly to determine its effectiveness.

1.2 Plan outline

This Plan comprises a strategy for developing policies and procedures, together with implementation activities that support delivery.

2 Strategy Plan

VRCA is a small organisation, constituted under TIA, which also exercises functions and powers under the **Marine Act 1988** and the **Port Management Act 1995**.

The Plan will be achieved by:

- ensuring all levels of management are appropriately briefed and aware of the transport system objectives and decision making principles;
- ensuring suitable information and resources are available to decision makers when transport decisions are made; and
- actively managing the adoption of TIA to ensure it is a fundamental part of the way VRCA operates.

3 Implementation Plan

3.1 Policy framework

VRCA coordinates port development strategic directions, advises on planning decisions and makes waterside operational decisions. For example, VRCA provides input into the Port Development Strategy under Part 6B of the **Port Management Act 1995**.

Actions:

- Review policy to ensure that advice and decisions are consistent with the transport system objectives and decision making principles.
- Promulgate the overarching policy context with staff and contractors acting on behalf of VRCA.

3.2 Corporate planning and business processes

Actions:

- Review and revise planning processes to ensure decision makers have regard to the transport system objectives and decision making principles.

3.3 Collaboration

Actions:

- Identify all stakeholder bodies which make decisions affecting VRCA or that are affected by decisions made by VRCA.

- Continue to participate in existing bi- and multi-partite liaison with other transport stakeholders and review opportunities to work with stakeholders with whom VRCA shares an interest in transport decisions.

3.4 Documentation and work practices

Actions:

- Review all procedural documentation available to staff and contractors who make or recommend transport decisions and ensure that they guide the organisation to have regard to the transport system objectives and decision making principles.

3.5 Communications – internal and external

Actions:

- Review all documentation made available publicly, to ensure it is compatible with the transport system objectives and decision making principles and that the TIA is referred to where relevant.

3.6 Compliance monitoring and review

Actions:

- Institute arrangements to ensure that decision making within VRCA is compliant with the TIA and that decisions are appropriately documented.

3.7 Engagement with stakeholders and community participation

Stakeholder groups include:

- Ministers, Department of Transport divisions and other transport portfolio agencies
- other Victorian Government departments and local government
- port proprietors and operators, ship and tug operators, and the Channel Users Group
- other relevant regional channel operators.

Actions:

- Review consultative processes and procedures to ensure that stakeholders and community groups are appropriately consulted during the course of decision making.

3.8 Review

This plan is effective from 1 July 2011. The VRCA will review and revise the effectiveness of this plan at regular intervals, with a review no later than June 2012.

3.9 Contact details

Peter McGovern, MRINA
CEO

Victorian Regional Channels Authority
(PO Box 1135)
Level 2, 235 Ryrie St
Geelong, Vic. 3220.

Phone: 03 5225 3500, 0409 199 470
Sat phone: 0147 156 679
Fax: 03 5225 3599.

Transport Integration Act 2010
DIRECTOR, TRANSPORT SAFETY
Section 27A – Strategy and Implementation Plan

1 Introduction

1.1 Transport Integration Act 2010 (Vic.)

The Director, Transport Safety is a statutory office established under section 171 **Transport Integration Act 2010** (Vic.) (TIA). The primary object of the Director, Transport Safety is to independently seek the highest transport safety standards reasonably practicable consistent with the TIA's vision and transport system objectives.

As a transport safety agency, the Director, Transport Safety is required to develop a Strategy and Implementation Plan (the Plan) under section 27A of the TIA. This section requires that:

- the Plan must specify the processes and procedures that will be put in place to enable the Director, Transport Safety to have regard to the transport system objectives and decision making principles;
- the Director, Transport Safety engage with stakeholders in preparing the Plan; and
- the Plan is reviewed regularly for effectiveness.

1.2 Plan outline

This Plan comprises a strategy for developing processes and procedures, together with other implementation activities that support the inclusion of the transport system objectives and decision-making principles into the exercise of Director, Transport Safety's powers and functions.

2 Strategy Plan

The Plan will be achieved by ensuring:

- all levels of management are appropriately briefed and aware of the transport system objectives and decision making principles;
- suitable information and resources are available to decision makers when transport powers and functions are exercised; and
- management actively review the adoption of the TIA to ensure it is an integral part of the Director, Transport Safety's exercise of powers and functions.

3 Implementation Plan

3.1 Policy framework

Actions include:

- Review policy on an ongoing basis through documenting, auditing, revising and consolidating policies and procedures (including both strategic policy and operational internal policies and procedures) to ensure consistency with the transport system objectives and decision making principles and addressing any existing policy gaps and tensions.
- Identify strategic partnerships and implement processes to resolve any policy tensions or inconsistencies in policy frameworks to the extent appropriate for a regulator (e.g. by holding policy discussions with relevant other bodies).
- Continue to promulgate the overarching policy framework under which the Director, Transport Safety operates through improved induction processes, training, guidance and convening discussion forums/workshops.

3.2 Corporate planning and business processes

Actions include:

- Review and revise, where appropriate, corporate planning and business processes (including annual business planning and corporate plan development) to have regard to the transport system objectives and decision making principles.
- Review and revise, where appropriate, planning and business documents to explicitly refer to the transport system objectives and decision making principles.

3.3 Collaboration

Actions include:

- Identify all stakeholder bodies which make decisions affecting the Director, Transport Safety or that are affected by decisions made by the Director, Transport Safety.
- Review existing collaborative practices with a view to continuously improving communications and collaboration to the extent appropriate for a regulator. This could include improving engagement with external stakeholders including duty-holders.

3.4 Documentation and monitoring/ review

Actions include:

- Review all procedural documentation and work practices of staff assisting the Director, Transport Safety in the exercise of powers and functions.
- Implement a plan to ensure that the Director, Transport Safety has proper regard to the transport system objectives and decision making principles and that those decisions are appropriately documented.
- Develop new documentation that assists and supports staff to demonstrate alignment to the transport system objectives and decision making principles.
- Train staff assisting in the exercise of powers and functions on the new requirements (including appropriate documentation, if any).
- Provide ongoing and regular information sessions, refresher training and induction to maintain awareness of TIA requirements of staff.
- Incorporate compliance with TIA requirements in relation to transport system objectives and decision making principles in internal review and monitoring mechanisms like internal audit processes, risk management processes and project management processes.

3.5 Communications – internal and external

Actions:

- Review on a priority basis all documentation made available publicly, to ensure it is compatible with the transport system objectives and decision making principles and that the TIA is explicitly referred to where relevant (including on external website and guidance materials).
- Incorporate TIA into internal communications and other internal materials (including regular bulletins or the intranet).

3.6 Engagement with stakeholders and community participation

Actions:

- Review existing processes and procedures (e.g. public information sessions, monthly meetings with transport operators, managing complaints and queries, public consultation process on key documents, etc.) with a view to continuously improving the way stakeholders are consulted during the course of decision making (to the extent appropriate for a regulator).
- Develop and deliver staff training to support these processes and procedures (if necessary).

Stakeholder groups include but are not limited to:

- Ministers, Department of Transport divisions and other transport agencies and bodies
- Transport operators (including peak and representative groups) and other duty-holders under transport safety legislation
- Other regulators and Victorian agencies which have a related ambit (e.g. WorkSafe, Public Transport Ombudsman).

3.7 Review

This Plan is effective from 1 July 2011. The Director, Transport Safety will regularly review the effectiveness of and (if necessary) revise this Plan on an annual basis.

3.8 Contact

Transport Safety Victoria
Manager, Policy
Policy & Legal
Level 11, 121 Exhibition Street, Melbourne, Victoria
Phone: 03 9655 2027
Fax: 03 9655 8929.

Transport Integration Act 2010

CHIEF INVESTIGATOR, TRANSPORT SAFETY

Section 27A – Strategy and Implementation Plan

1 Introduction**1.1 Transport Integration Act 2010 (Vic.)**

As a transport safety agency under the **Transport Integration Act 2010** (TIA), the Chief Investigator, Transport Safety is required to develop a Strategy and Implementation Plan (the Plan) in accordance with section 27A of the TIA.

Section 27A requires that;

- the Plan must specify the processes and procedures that will be put in place to enable the Chief Investigator to have regard to the transport system objectives and decision making principles;
- the Chief Investigator engage with stakeholders in developing the Plan; and
- the Plan is reviewed regularly to determine its effectiveness.

1.2 Plan outline

This Plan comprises a strategy for developing policies and procedures, together with implementation activities that support delivery.

2 Strategy Plan

The Office of the Chief Investigator is a small organisation with clearly defined statutory duties. By its nature, it usually needs to weight the safety objective more highly than others when making transport decisions.

The Chief Investigator and staff are committed to implementing the TIA where it is relevant to the Chief Investigator.

The Plan will be achieved by:

- ensuring all staff within the Office of the Chief Investigator are appropriately briefed and aware of the transport system objectives and decision making principles;
- ensuring suitable information and resources are available to decision makers when transport decisions are made; and
- actively managing the adoption of the TIA to ensure it is a fundamental part of the way the Office of the Chief Investigator operates.

3 Implementation Plan**3.1 Policy framework**

Actions:

- Review and revise the Policy and Procedures Manual to take account of the TIA. This review will include the Objects, Functions and Powers of the Chief Investigator as well as the application of the transport system objectives and the decision making principles to decisions made by the Chief Investigator.

3.2 Corporate planning and business processes

Actions:

- Review and make changes to corporate planning processes, to ensure they are compliant with TIA, within the DOT planning framework.
- Review guidelines for the identification of incidents that should be investigated.

3.3 Collaboration

Actions:

- Review collaborative processes with the Director, Transport Safety and Transport Safety Victoria in order to develop a Memorandum of Understanding to guide the interaction between the two transport safety agencies.

3.4 Documentation and work practices

Actions:

- Review all procedural documentation available to staff and ensure that they guide the organisation to fully comply with the TIA.

3.5 Compliance monitoring and review

Actions:

- Use existing quality systems to monitor compliance and undertake self-audit activities periodically to ensure management is aware of any potential or actual failures to comply with the TIA.

3.6 Engagement with stakeholders and community participation

Stakeholder groups include:

- Ministers, Department of Transport divisions and other transport portfolio agencies, in particular the Director, Transport Safety and the Port of Melbourne Corporation
- other Victorian Government departments and the Coroners Court
- the transport industry, particularly public transport service providers and the marine industry, including the Port Philip Sea Pilots.

Actions:

- Develop processes and procedures to ensure that stakeholders are appropriately consulted during the course of decision making on occasions where this is applicable.
- Develop and deliver staff training to support these processes and procedures.

3.7 Review

This plan is effective from 1 July 2011 until 30 June 2013. The Chief Investigator will review and revise the effectiveness of this plan annually.

3.8 Contact

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