

ASSET AND NETWORK DEVELOPMENT

1. ROLE AND PURPOSE OF THE DIVISION

The Asset and Network Development Division develops and implements a long-term asset management process and strategy for transport infrastructure, leads the development of business cases and delivers major initiatives to achieve the Government's agenda for an integrated transport network, which brings significant economic value to the State.

The division also provides land management services, including effective utilisation of land holdings and surplus land release, and undertakes policy, planning and oversight of Victoria's commercial and local ports.

The key functions of this division include:

- Asset strategy
- Development
- Ports and Intermodal, and
- Property.

ASSET STRATEGY BRANCH

This branch is dedicated to the development and implementation of asset management processes, systems and plans across the transport portfolio. It ensures the transport asset portfolio is heading towards compliance with international standards, legislative and regulatory requirements, including the Transport Integration Act 2010 and Department of Treasury and Finance (DTF) Asset Management Accountability Framework (AMAF).

The branch also sets the strategic direction in relation to the Transport Group's asset base and develops the ongoing ability to measure asset performance and meet the requirements of DTF's AMAF.

DEVELOPMENT BRANCH

This branch leads and works collaboratively with agencies, and within the Department, to deliver high-quality feasibility studies and business cases and to navigate their progression through the budget processes in accordance with designated timeframes. The branch works across government to inform and demonstrate the need for initiatives to be funded as a priority.

It plays a client (DEDJTR Transport) representative role on major capex projects.

The branch undertakes integrated transport project development for priority places and corridors (including management and coordination of delivery agencies). It also leads the coordination of active transport initiatives across the transport entities by establishing Active Transport Victoria within the division.

PORTS AND INTERMODAL BRANCH

This branch has oversight of Victoria's commercial and local ports, a role that includes the development, coordination and implementation of port related policy, planning and projects within and around Victoria's ports to ensure that they play their critical role in Victoria's society.

The branch also leads the development of business cases and other studies to enable the implementation of road and rail freight projects, including intermodal terminals, and undertakes the client role where these types of projects are being delivered by transport agencies. The branch also provides a point of contact for Victoria's private commercial ports, airports and other private freight locations to enable the development of these locations, and the surrounding transport networks, to ensure that they contribute to Victoria's economic well-being.

PROPERTY BRANCH

This branch provides expert property advice for planning and delivery of infrastructure projects. It undertakes the property management, and facilitation of disposal, of retained properties. It is focused on the long term protection of transport portfolio land for transport purposes.

It also coordinates with portfolio agencies in respect of property practices.

PORT LESSOR

Port Lessor is an entity that has been established to manage the 50 year lease of the Port of Melbourne.

2. KEY PRIORITIES FOR 2016-17

The key priorities of this division in 2016-17 are:

- Asset Management
 - Finalise an Asset Management Strategy for the whole transport portfolio.
 - Continue to implement actions to successfully attest to the requirements of the DTF Asset Management Accountability Framework.
 - Build asset management maturity in the Transport Group, including ongoing performance monitoring and assurance, linked to asset investment decisions across the lifecycle.
 - Provide asset management support for MR4 Re-Franchise.
- Development
 - Contribute to client representative task for major project development including Melbourne Metro, Level Crossing Removal, Western Distributor, High Capacity Metro Trains, and High Capacity Signalling.
 - Lead integrated transport project development for priority places, including Frankston, Flinders Street, and Box Hill stations.
 - Establish and develop strategy for Active Transport Victoria (ATV).

- Management and coordination of the delivery of metropolitan and regional station car parks, road and minor rail works, Gippsland corridor station improvements and Bendigo and Eaglehawk Station improvements.
- Ports and Intermodal
 - Prepare Victoria's port plan and lead the response to Infrastructure Victoria's advice on the location of Victoria's second container port.
 - Implement governance and other reform in Victoria's commercial and local ports, and waterways.
 - Ensure that the Western Distributor Project maximises the most efficient operation of the Port of Melbourne through the Technical Reference Group
 - Coordinate the development and implementation of road network improvements in the Inner West.
 - Undertake the client role on the Murray Basin Rail Project and ensure that the project outcomes are achieved.
 - Coordinate Victorian government and agency input into the Inland Rail Project.
- Property
 - Melbourne Metro – early purchases, early relocation agreements and acquisition strategies.
 - Level Crossing Removal Authority – CD9 Voluntary Purchase Scheme delivery and advisory services for other projects.
 - Western Distributor – planning phase advice and landowner/occupant liaison.
 - Property portfolio – recover possession of illegally occupied properties and facilitate disposal of all surplus land.
 - Complete acquisition settlements on a number of projects.
- Port Lessor
 - Effectively manage the lease of the Port of Melbourne.

3. OVERVIEW OF PROPOSED CHANGE

It is anticipated that there will be minimal changes to roles and functions performed by employees within the division. As a result, all employees will be matched to their current positions.

The proposed changes are as follows:

- Change of reporting lines to provide greater career pathways for people
- Change of position titles which will provide greater role clarity
- Transfer of Ports and Intermodal into the division, which provides a better overall fit with the majority of the branch's work which is in the development and implementation of initiatives in the ports and freight area, and
- Transferring the Network Impact Management Plan branch to the System Performance Division to better align functions and provide greater role clarity.

4. RATIONALE AND INTENDED BENEFITS

The rationale and intended benefits for the change include:

- Increased focus on achieving integrated transport outcomes
- Recognition of the critical role that asset management plays in achieving our transport outcomes, and
- Recognition of the critical role that the Department, as the client, plays in the development and delivery of transport initiatives.

5. DIVISION EMPLOYEE PROFILE

The impact of the proposed changes are outlined in the table below.

Classification	Current structure			Proposed structure			
	Positions	Vacant	Total	No. positions	Vacant positions	New Positions	Total
VPS 2	2	0	2	2	0	0	2
VPS 3	2	1	3	2	0	0	2
VPS 4	6	2	8	9	0	0	9
VPS 5	14	2	16	14	3	0	17
VPS 6	9	2	11	14	5	0	19
PS(E) / STS	3	0	3	2	0	0	2
EO	3	0	3	4	0	2	6
TOTALS:	39	7	46	47	8	2	57

Note: Current position numbers are correct at 17/11/2016 and may be subject to change due to employee movement.

Note: The increase in number from the current structure to the proposed structure is due to the transfer of positions from the Network Planning Division and the creation of positions

6. IMPACTS OF THE PROPOSED CHANGE

Branch	What is changing?	What are the impacts of the change?
Network Impact Management Plan	<p>The Network Impact Management Plan Branch is proposed to transfer to the System Performance Division.</p> <p>Change in reporting line for the Director Network Impact Management Plan role to report to the Deputy Secretary Systems Performance.</p>	<p>Transfer of function and positions to the System Performance Division for better functional alignment.</p> <p>Change of reporting line for better functional alignment.</p>
Asset Strategy	<p>Creation of Director Transport Asset Strategy.</p> <p>The position titles for the following roles are proposed to change:</p> <ul style="list-style-type: none"> • VPS 6 Senior Adviser to be renamed Manager Asset System Planning & Development; • VRO4 Senior Strategic Analyst – Assets to be renamed Senior Asset Management Officer – Roads. <p>The vacant VPS 5 Senior Project Officer to be reclassified to a VPS 6 and renamed Manager Asset Performance and Assurance and report to the Director Transport Asset Strategy.</p>	<p>Creation of an executive officer to provide functional and people leadership.</p> <p>Change of position title to better reflect the purpose of the Transport Asset Strategy team.</p> <p>Vacant position reclassified, change of reporting line and position title to provide great role clarity and career progression for the branch.</p>
Development	<p>Creation of an Executive Director, Development position.</p>	<p>Creation of executive officer position to provide functional and people leadership.</p>

Branch	What is changing?	What are the impacts of the change?
	<p>Change of position titles and reporting lines for the following positions:</p> <ul style="list-style-type: none"> • General Manager, Investment Management to be renamed, Director Coordinator Development, reporting to the Executive Director Development; • Director Transport Development and Coordination to be renamed Director Interchange and Place Development, reporting to the Executive Director Development; • VPS 6 (Vacant) Senior Project Officer position to be renamed Project Client Manager reporting to the Director Interchange and Place Development. <p>Redesigning the vacant VPS 4 Project Officer position to create a VPS 6 Project Client Manager</p> <p>Redesigning the vacant VPS 3 Project Officer position to create a VPS 5 Project Client Officer.</p> <p>Change of position title for the vacant VPS 6 Senior Project Manager to be renamed Project Client Manager.</p> <p>Change of position title for the Manager Transport Coordinator to be renamed Manager Active Transport Victoria.</p> <p>Change of reporting line for the VPS 6 Senior Project Officer to report to the Manager Network Development.</p> <p>Vacant VPS 4 Analyst position moved to Policy and Reform Division.</p>	<p>Change of position titles and reporting lines to provide role clarity for the teams.</p> <p>Vacant position redesigned to focus on client interface work to address a critical resource gap.</p> <p>Creation of a new VPS Project Client Manager to focus on client interface work to address a critical resource gap.</p> <p>Creation of a new VPS Project Client Officer to focus on client interface work to address a critical resource gap.</p> <p>Change of position title to better reflect the work to be undertaken.</p> <p>Change of position title to provide role clarity and reflect the work being undertaken.</p> <p>Change of reporting line for better functional alignment.</p> <p>Vacant position moved to address resource gaps.</p>

Branch	What is changing?	What are the impacts of the change?
Ports and Intermodal	<p>Ports and Intermodal function and positions to move from Network Planning Division to Asset and Network Development Division reporting to Deputy Secretary, Asset and Network Development.</p> <p>Change of reporting line for the Commercial Manager Port Lessor to report to the Interim Deputy Secretary Asset and Network Development</p>	<p>Function moving to Asset and Network Development for better functional alignment. This means a total of 12 positions and people will move into Asset and Network Development.</p> <p>Functional responsibility for the Port Lessor entity remains with the Interim Deputy Secretary Asset and Network Development.</p>

Please attach current and proposed organisational charts.

