POLICY & REFORM DIVISION

1. ROLE AND PURPOSE OF THE DIVISION

The Policy and Reform Division (PRD) leads strategic transport policy, analysis, reforms and direction setting for the state's future transport system, shaping the role of transport in enabling broader economic, social, liveability and sustainability outcomes for Victorians.

PRD's role encompasses: development of strategic frameworks and planning approaches to guide priority setting for future investment and reform; a centre of excellence for transport data, modelling, economic evaluation and analytics, providing the evidence base to assess current and future network performance; transport reform initiatives to ensure the achievement of the Government's priorities including partnering with the private sector for delivery of transport assets and services; transport's strategic engagement and investment partnerships with Commonwealth and local governments in metro and regional Victoria, and leadership of a broad range of policy and regulatory reform initiatives, including management of the legislation and regulation program for transport.

The key functions of this division include:
- Network strategy
- Information and analytics
- System reform
- Intergovernmental relations
- Infringements administration

NETWORK STRATEGY BRANCH

This branch is responsible for developing strategic frameworks and planning approaches to guide priority setting for future investment and reform. The branch:

- assesses the performance of the transport system and prioritises where changes are needed to improve the outcomes the transport system.
- leads engagement with other areas of State Government, local government and key stakeholders on integrated approaches to transport challenges.
- develops tools and approaches to guide integrated planning.

INFORMATION AND ANALYTICS BRANCH

This branch is a centre for excellence for transport data, modelling, economic evaluation and analytics, providing the evidence base to assess current and future network performance. Key branch responsibilities are:

- managing and overseeing strategic transport demand modelling and forecasting.
- managing demand modelling and economics for project business cases.

- managing transport data collection and undertaking data analysis for datasets, including the Victorian Integrated Survey of Travel and Activity (VISTA) and public transport origin-destination and load surveys.
- undertaking spatial data analysis and mapping.

The branch monitors how the transport system is performing and the outcomes it achieves, and assesses transport implications of major trends, providing guidance on the broad scale and timing of these trends and informing policy responses.

SYSTEM REFORM BRANCH

This branch optimises transport portfolio investment and reform outcomes:

- through policy and strategic oversight of major commercial transactions
- by promoting and supporting the development of a public transport fares framework that delivers equitable and efficient outcomes for the Victorian community, and
- through the development of transport reform proposals to improve network performance.

The branch provides a strategic interface between the Government's broad objectives for the transport network and the commercial project teams responsible for delivering major service contracts on this network. The branch also undertakes long-term planning for these transactions with a view to continual improvement and implementation of best practice in relation to the Government's interactions with the private transport sector.

This branch has a particular focus on improving public transport fares strategy, as well as being responsible for the development of reforms in other areas such as road pricing and the delivery of hardship support to complement the Government's recent ride-share reforms.

INTERGOVERNMENTAL RELATIONS BRANCH

This branch optimises transport portfolio investment and reform outcomes:

- through Commonwealth and bilateral processes
- via regional engagement with councils, industry and communities, and
- by promoting and supporting the use of best practice evaluation and research to identify and prioritise initiatives that are expected to maximise net benefits.

The branch develops transport legislation and regulations in support of achieving the transport system objectives specified in the *Transport Integration Act 2010.*. The branch develops regulatory models, powers and governance arrangements in a way that engenders support, understanding and commitment from those that are responsible for administering and enforcing the law and those that are required to comply.

INFRINGEMENTS ADMINISTRATION BRANCH

This branch provides a range of infringement, prosecution and other enforcement services supporting the public transport system. The branch's key responsibilities include:

- issuing and managing infringement notices (including client services).
- conducting internal reviews of infringement notices.

- undertaking prosecutions for transport and ticket offences.
- delivering authorised officer governance activities, including appointing authorised officers in public transport companies and investigating the conduct of authorised officers.
- regulating accredited public transport operators for compliance and enforcement purposes, particularly management and conduct of authorised officers.
- managing the storage, release and use of CCTV records of persons movements into or within public transport premises or vehicles.
- regulating crossing of rail tracks by over-dimensional vehicles.

2. KEY PRIORITIES FOR 2016-17

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

- Deliver Rideshare reforms
- Deliver bus contracting reform
- Re-franchising of tram and train contracts
- Network Development Strategy and guiding integrated network planning
- securing Commonwealth project funding
- assisting business cases with forecasts and analysis and modelling
- coordinating our interactions with Infrastructure Victoria
- delivering key ticketing operational activities while also implementing infringement reforms.

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 in position titles and reporting lines
- Creation of a VPS positon
- Redesigning vacant positions to address resource gaps, and
- Change of branch titles to provide great role clarity of work being undertaken.

4. RATIONALE AND INTENDED BENEFITS

The rationale and intended benefits for the change include:

- Redesigning vacant positions to address resource gaps to ensure the division is adequately resourced to deliver on key government priorities
- Creation of a VPS position which will provide career development opportunities
- Change of reporting lines for better functional alignment and provide better career development opportunities
- Branch title change to better reflect the work undertaken by the branch, and
- Change of position titles to provide greater role clarity.

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	15	1	16	15	1	0	16
VPS 3	13	1	14	13	1	0	14
VPS 4	29	2	31	29	3	0	32
VPS 5	23	3	26	23	5	0	28
VPS 6	30	4	34	29	5	1	35
PS(E) / STS	5	1	6	6	0	0	6
EO	11	1	12	11	0	0	11
TOTALS:	**126**	**13**	**139**	**126**	**15**	**1**	**142**

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

Note: The increase in numbers from the current structure to the proposed structure is due to the reallocation of vacant positions from across the Transport Group and the creation of a position.

6. IMPACTS OF THE PROPOSED CHANGE

Branch / Team	What is changing?	What are the impacts of the change?
Office of Deputy Secretary	Change of reporting lines for General Manager, Strategy Policy and Integration to report to the Director Information, Economics and Analytics.	A better functional alignment, reduce number of direct reports for the Deputy Secretary Policy and Reform and the Director Information, Economics and Analytics. Provides better career development opportunities for the Information and Analytics branch.
	Moving a vacant VPS 4 Policy Officer position from Intergovernmental Relations to create a VPS 4 Divisional Support Officer.	Creation of VPS 4 Divisional Support Officer will provide business and administrative support to the Deputy Secretary and the division.
Network Strategy	Change of position title for the VPS 6 Manager Integrated Transport Planning to be renamed Manager Network Strategy.	Change of position title provides greater role clarity and reflects the work being undertaken by the role.
	Redesigning two existing vacant positions from the Network Planning division (VPS 6 Principal Transport Planner) and the TfV Implementation Team (VPS 5 Senior Adviser) to create a VPS 6 Principle Policy Analyst and VPS 5 Senior Policy Analyst.	Creation of a VPS 6 position to address resource gaps in policy area to ensure team is adequately resourced to deliver on key government priorities.
Information and Analytics	Branch title to be renamed to Information, Economics and Analytics.	Better reflects the work undertaken by the branch.
	Change of reporting lines and position titles for the following positions: • VPS 6 Manager Customer Forecasting & Economics to be renamed Manager Economics and reporting to	Change in reporting lines and position titles provides role clarity, aligns functions and better reflects the work undertaken by the roles.

Branch / Team	What is changing?	What are the impacts of the change?
	the General Manager Strategy & Policy Integration; • VPS 6 Manager Transport Analysis to be renamed Manager Outcomes & Travel, reporting to the General Manager Strategy & Policy Integration; Change of position title for the vacant VPS 6 Manager Patronage Analytics / Insights to be renamed Manager Patronage Insights – Network Planning. Change of position title for the vacant VPS 6 Manager Market intelligence to be renamed Manager Patronage Insights – Network Management. Change of reporting lines for the VPS 5 Senior Demand Analyst to report to the VPS 6 Assistant Director Modelling & Mapping. Change of reporting lines for the VPS 5 Senior Demand Analyst and the VPS 4 Demand Analyst to report to the VPS 5 Senior Demand Analyst. Change of position title for the VPS 6 Manager Modelling to be renamed Manager Modelling, Governance & Development and to report to the Assistant Director, Modelling and Mapping. Change of reporting lines for VPS 6 Manager Mapping to report to the Assistant Director Modelling & Mapping. Moving the existing vacant VPS 4 Analyst position in the Asset and Network Development to create a VPS 6 Assistant	Reporting line change better aligns functions. Reporting line changes better aligns functions and provides career pathways. Position title change to better reflect the work undertaken by the role and strengthens leadership for the team. Position title change to better reflect the work undertaken by the role and provides career pathway opportunities. Redesigning position ensures team is adequately resourced and strengthens leadership for the branch and division.

Branch / Team	What is changing?	What are the impacts of the change?
	Director Modelling & Mapping. Change of position title for the VRO5 Strategic Modelling Coordinator to be renamed Senior Modeller. Change of position title for the VPS 4 Modeller to be renamed Modelling Analyst.	Provides for consistency in positon titles across the team that undertake the same work. Position title change to better reflect the work undertaken by the role.
System Reform	Change of position title for the Principal Technical Director to be renamed Director Transaction Support Moving a vacant executive Customer Lead, Metro, Train & Tram Refranchising position, and fixed term VPS 6 Financial Manager position to two fixed terms positions, VPS 6 Senior Advisor and VPS 5 Advisor. Moving a vacant fixed term position from Rolling Stock Development to a fixed term VPS 4 Project Officer position. Change of position title for the VPS 6 Manager Reform to be renamed Assistant Director, Reform. Renaming the vacant fixed term VPS 6 Network Planning Lead position to Tender Readiness.	Position title change to better reflect the work undertaken by the role and provides career pathway opportunities. Creation of two fixed term positions to address resource gaps to ensure team is adequately resourced to deliver on key government priorities. Moving a vacant position to address resource gaps to ensure team is adequately resourced to deliver on key government priorities. Position title change to better reflect the work undertaken by the role. Change of position title to better reflect the work.
Infringements Administration	Branch title to change to Public Transport Regulatory Operations.	Better reflect the functions undertaken by the branch.

Branch / Team	What is changing?	What are the impacts of the change?
Intergovernmental Relations	Change of position title for the VPS 6 Senior Policy Analyst to be renamed Senior Analyst.	Position title change to better reflect the work undertaken by the role.
	Change of reporting lines for the VPS 4 Program Officer and the VPS 4 Project Support Officer to report to the Director Intergovernmental Relations.	Change of reporting line to provide increased support for the Director Intergovernmental Relations.
	Change of reporting lines for the VPS 6 Senior Adviser to report to the Assistant Director, National Policy & Projects.	Change of reporting line to provide increased support for the Assistant Director.
	Change of position title for the VPS 6 Manager, National Policy & Projects to be renamed Assistant Director National Policy & Projects.	Position title change to better reflect the work undertaken by the role.
	Change of reporting lines for the following positions: • VPS 6 Principal Policy Analyst to report to the Manager Regulatory Policy • VPS 4 Policy Officer to report to the Manager Regulatory Policy • VPS 3 Policy Officer to report to the Manager Regulatory Policy • VPS 5 Senior Policy Officer to report to the Assistant Director, National Policy & Projects.	Change of reporting lines to provide functional realignment and increased support for Manager Regulatory Policy. Change of reporting line to provide functional realignment and increased support for Manager Regulatory Policy. Change of reporting line to provide functional realignment and increased support for Manager Regulatory Policy. Change of reporting line to provide functional realignment and increased support for Assistant Director, National Policy & Projects.
	Change of reporting line for the fixed term Senior Policy Analyst to report to the Principle Policy Analyst in the Network Strategy branch.	Change of reporting line to provide greater role clarity and functional realignment.
	Moving the existing vacant VPS 4 Policy Officer to a VPS 4 Divisional Support Officer in the Office of the Deputy Secretary.	Moving the vacant position to provide business and administration support to the Deputy Secretary and the division.