

Department of Transport, Planning and Infrastructure

Strategic Business Plan 2020-21



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1. Introduction



This Strategic Business Plan (Plan) sets the direction for the Department of Planning, Transport and Infrastructure (DPTI) and outlines what we will do to meet strategic and operational objectives during 2020 and the first half of 2021.

Our Plan remains focused on our customers and communities, and the products and services we deliver to them. It responds to the South Australian Government's expectations and agenda for DPTI. It is a plan for the circumstances and challenges we are dealing with here and now; and it is a blueprint for ensuring DPTI is fit for the future.

This Plan provides the framework within which each Division will define, plan, prepare for and perform the tasks needed for their full set of deliverables. It succinctly outlines key programs and initiatives to be implemented during this period, and the core principles for how we will conduct our business and deliver target outcomes.

More than ever, the environment in which we work requires us to be flexible, adaptive and responsive in how we deliver, and it may even be necessary to adjust our plans from time to time. Notwithstanding the dynamics, the contents of this document set out the core business requirements to mid-2021.

What we do, and how we do it are equally important. Hence this plan also sets out the key principles, framework and focus for how we need to collectively lead and behave in working with each other, our stakeholders and the community.

Here, we have charted a clear course and set the overall direction for where we go next in our work for South Australia. With our collective commitment and efforts, we can deliver on this plan. On this journey we aspire to enable our people to excel, and to build a reputation for a customer focus in everything we do; for delivering on Government's expectations and for quality outcomes for our communities.

Tony Braxton-Smith
Chief Executive

2.1 Our Purpose and What We are Here to Do

Delivering outcomes for customers and communities and helping our economy grow

Planning and Land Use Services

manage the planning and land use system to grow the economy and create more vibrant places; and to support the effective functioning of Local Government and Community programs

Transport Planning and Program Development

develop strategic plans, programs, management frameworks and standards for transport network development and management settings that optimise outcomes

Transport Project Delivery

procure and deliver transport infrastructure safely and efficiently to sustain and support growth and maximise the benefit of Government's investment in transport assets

North-South Corridor Program Delivery Office

develop the plans and oversee the delivery of infrastructure needed to connect the North-South Corridor and enhance economic opportunity and livability for the communities it serves

Road and Marine Services

connect communities by enabling safe, reliable and efficient movements and flows of goods, services, and people across the State's roads and marine networks

South Australian Public Transport Authority

offer well-connected and customer-focused services for mass transit movements that can be delivered safely and efficiently

Across Government Services

provide building project planning, design and construction services, facilities management, and property related services to State Government clients

People and Corporate Services

provide systems for managing our people, our finances, and our core business processes, ensuring we can work safely, compliantly, efficiently and productively

2.2 Our Vision

Planning and Land Use Services

A simple planning and development system that is adaptive and responsive, meeting the needs of the sector and the community, and supporting sustainable land use outcomes

Target growth areas are planned, zoned and ready for development around Adelaide

Regions have sustainable infrastructure and services that they need to support their own development and lifestyle

Local Government is strong, effective, and accountable to the community that it serves; and outback communities' needs are met

Transport Planning and Program Development

Integrated strategies for transport networks driven by data and analytics, linked to broader state economic and social objectives

High potential program and project pipeline of economically viable projects presenting government with clear investment options

Orchestrated controls and governance from project initiation to benefit realisation

Contemporary standards and practices for design, engineering and technical elements, fit for purpose for the whole asset lifecycle

Transport Project Delivery

Fit for purpose transport infrastructure meeting customer and community needs

Best whole of lifecycle solutions developed and delivered collaboratively with colleagues and business partners

Leading practice and innovation in safety and environmental management, design, engineering, procurement and delivery

Effective governance and project controls

Contributing to broader aspirations for economic and community outcomes

North-South Corridor Program Delivery Office

Develop, capture and retain capability and expertise to become community's and Government's trusted deliverers

Plan and deliver an exceptional corridor journey that connects people and places through a safe, smart and sustainable North-South Corridor infrastructure

Partner with industry to achieve the Program objectives thorough sustainable innovation and collaboration

Maximise the local benefits and deliver to the community outstanding transport and economic benefits, and city shaping and development opportunities

Road and Marine Services

Free flowing road and marine networks that efficiently meets expected demands

Safe and reliable infrastructure operated and maintained with available resource to maximise economic and community benefit

Effective regulation and control of access and usage to protect community interests

Forward-thinking policies and strategies based on objective analysis, that will foster safer, more inclusive and sustainable use

"Digital First" transactions and service by design, with customer support to address exceptions, complexities and special needs

South Australian Public Transport Authority

Integrated end-to-end journeys, with easier access, and information, payment and navigation enabled by new technologies

Better networks and service patterns with reduced journey time

Sustainable service delivery practices enable growth by making efficient use of resources and our operating partners

Improving customer satisfaction in response to simple, safe and easy to use public transport services

Public transport patronage growth

People and Corporate Services

A highly efficient and effective DPTI, enabled by well designed systems, processes and technology, backed by strong compliance and assurance

In Touch with our Communities with early, open and transparent engagement and communications

A diverse and inclusive workforce with a positive mindset and behaviours

An attractive work environment with a clear focus on safety, flexibility, productivity and progressive practices

Across Government Services

A valued partner that brings its expertise and works collaboratively to create solutions to meet defined requirements

Effective joined-up work practices with SA Government Agency clients, with clear roles, responsibilities and interfaces

Efficient delivery models that properly manage risk, enhance opportunity for local SMEs and deliver enduring public value

Demonstrating value for money with processes and tools that enhance delivery outcomes and contribute to effective asset management

3. Our Imperatives and Organising Principles

Business plans, near term actions and programs of work will be driven by these imperatives:

- Delivering the programs and initiatives consistent with Government's expectations and priorities.
- Supporting and responding to our portfolio Minister's requirements and directions.
- Assuring the safety and security of the public, our people, our assets, and the environment.
- Understanding and focusing on the needs, expectations and preferences of our customer.
- Adopting new technologies that accelerate delivery of benefits for our business and customers.
- Ensuring policy, business rules, processes and practice are simple, lean, efficient and fit for purpose.
- Making best use of the resources we have and working within the constraints of available budget and time.
- Building the capabilities needed and bringing out the best in our people to deliver on our commitments.
- Systematically identifying, analysing and managing risks associated with delivering objectives and outcomes.

The following principles will be applied in organising, programming and performing work activities:

- Be clear on purpose and objectives; outcomes and measurable benefits. Be masters of "deliver-ology".
- Use data-driven and evidence-based analysis to inform the development and evaluation of viable options.
- Gather and apply customer insights to put the customer at the center of our thinking in all decisions and actions.
- Engage appropriately with communities and stakeholders. Give consideration to their issues, views and perspectives.
- Actively manage budget, timeframes and milestones.
- Sustain a disciplined approach to procurement, contracting, and risk management. Hunt for value.
- Develop and apply consistent, transparent processes that are proportionate to the task. Keep refining them.
- Encourage innovation and exercise judgement in taking calculated risk where the potential outcome warrants it.
- Take a "one team" approach. Quickly clarify any uncertainty on accountabilities. Avoid duplication.
- Ensure all practices support a diverse and inclusive workforce, exercising care to cultivate a healthy and productive work environment.

4.1 Key Deliverables FY21: Planning and Land Use Services

Manage the planning and land use system to grow the economy and create more vibrant places; and support the effective functioning of Local Government and Outback Community programs

- 4.1.1 Complete the roll out of the new planning and design code; the e-planning system, South Australian Land Use Atlas; and the regulations, business processes and governance framework to enliven the *Planning, Development and Infrastructure Act 2016*
- 4.1.2 Identify and map strategic growth areas, masterplan and activate precinct powers under the *Urban Renewal Act 1995*
- 4.1.3 Progress legislative amendments to enable Government mandated Local Government reforms; and put in place the measures that will support their implementation.
- 4.1.4 Deliver municipal services to support Leigh Creek and the Cooper Pedy administration ; and complete a review of the Municipal Services on Aboriginal Lands (MUNS) Program
- 4.1.5 Implement approved reforms to the building code; develop a solution that responds to issues with building certification; and follow through on ACP Audit outcomes
- 4.1.6 Work with other government authorities to provide a solution to expedite building approvals in support of bushfire recovery, and provide inputs to the Royal Commission
- 4.1.7 Complete the mapping required to support electoral boundary redistribution; and define the scope and business cases for upgrades of bushfire risk and flood risk mapping; and the 3D model
- 4.1.8 Work with councils and industry to develop and implement a local Design Review Scheme; and refine the processes that support good quality design outcomes
- 4.1.9 Develop the strategy, in conjunction with outback communities, to determine how services should be provided and supported in our out-of-council areas
- 4.1.10 Administer the Open Space Grants program to meet Government's objectives for Greening Adelaide.

Our Team

Planning & Development
Planning Reform
Office for Design & Architecture SA
Land & Built Environment
Office of Local Government
Senior Government Advisor

Our KPI's

Lead times for development approvals
Investment in State Significant proposals
Future Land Supply
New affordable housing development
% tree canopy across Greater Adelaide

4.2 Key Deliverables FY21: Transport Planning and Program Development

Develop strategic plans, programs, management frameworks and standards for transport network development and the management settings for delivery maintenance and operations that will optimize outcomes

- 4.2.1 Complete network and corridor analysis to identify the pipeline of priority works and investments that will support target strategic outcomes as set out in the 20 year Transport Infrastructure Strategy and deliver the approved suite of planning studies that arise out of the network and corridor analysis
- 4.2.2 Develop the suite of priority planning studies arising out of Adelaide City Access Strategy in collaboration with the ACC and put forward proposed priority investments to improve CBD access.
- 4.2.3 Complete the concept designs, planning studies and business cases to support funding submissions for the current portfolio of projects in accordance with the TMS and for any further stimulus projects
- 4.2.4 Implement the new Program Management Tool Kit; adapt processes to meet requirements arising out of the ISA assurance review frameworks; and streamline and update the program reporting suite
- 4.2.5 Develop a blueprint for a digital Household Travel Survey, and for the modernisation of the suite of transport modelling and analytics tools used to support decision making across the asset life-cycle
- 4.2.6 Oversee the Annual Programs planning process and monitor its delivery to ensure there is a balance between core projects and over-programming commitments.
- 4.2.7 Simplify and systematise the process for procurement and delivery of technical services that supports transport project delivery
- 4.2.8 Establish the functions of the Chief Engineer, reshape processes for design reviews and decision-making on engineering, design and technical matters across delivery, operation and maintenance.
- 4.2.9 Support Growth State initiatives, Bushfire and COVID-19 Recovery Programs, develop pipelines of stimulus projects for government consideration and deliver all required inputs and submissions
- 4.2.10 Coordinate and enable DPTI 's Aboriginal Engagement and Inclusion initiatives in recognition of culture and heritage; community engagement; employment and economic participation on DPTI programs

Our Team

Aboriginal Engagement & Inclusion
Transport Network & Investment Strategy
Transport Project Planning
Chief Engineer
Technical Services
Transport Analytics

Our KPI's

Technical studies and business case readiness for funding submission
Value of secured program pipeline
Co-funding agreements and infrastructure deeds in place
ISA assurance outcomes
Financial and economic benefits from projects in planning and in delivery

4.3 Key Deliverables FY21: Transport Project Delivery

Design, procure and deliver fit-for-purpose transport infrastructure and assets that are optimised for management of through-life performance and will sustainably meet customer and community needs

- 4.3.1 Coordinate the procurement and delivery of the current program of major road infrastructure projects in accordance with the Target Master Schedule (TMS) to meet milestones set out in it
- 4.3.2 Restructure the delivery model and reorganise the delivery program for the Gawler Rail Electrification Program and incorporate delivery of approved minor rail projects in an integrated program
- 4.3.3 Establish and direct the implementation of the program of work and coordinate with other Divisions of DPTI to deliver all COVID-19 recovery stimulus program initiatives for TPD works
- 4.3.4 Work with other Government Agencies to deliver the program for the Festival Plaza Redevelopment; and for the program to install new tourism road signage statewide
- 4.3.5 Work with PMO to implement the approved Program Management Tool Kit, ensure there is a compliant set of program controls in place for all projects, and establish an effective assurance program
- 4.3.6 Modify procurement and contracting systems, processes and practices to comply with changes to standards and policies, and to give effect to reform measures as required by Procurement and Finance
- 4.3.7 Continue to comply with the enhanced Small Business Engagement Framework for projects; and develop an approach and initiatives for each of the program packages that enhances opportunity for local SMEs
- 4.3.8 Introduce measures that ensure a more disciplined approach to capital budgeting and cash-flow forecasting and reporting that enables greater accuracy.
- 4.3.9 Ensure measures are in place for each program that enable effective community engagement, minimise project impacts and disruption during delivery, and provide outcomes that enhances social license
- 4.3.10 Review and update the minimum work safety standards, and an enhanced framework for management of worksite safety that takes account of COVID-19 risks

Our Team

Project Procurement & Contracts
Projects
Project Manager
Governance, Project & Business Services

Our KPI's

Achievement of TMS milestones
Accuracy of cash flow forecasts
Safety record
On-site labour hours performed
Local industry participation rates
Compliance level on Audits and Assurance Reviews; and progress on agreed responses

4.4 Key Deliverables FY21: North-South Corridor Program Delivery Office

Develop the plans and oversee the delivery of infrastructure needed to connect the North-South Corridor and enhance economic opportunity and livability for the communities it serves

- 4.4.1 Establish the Program Delivery Office (organization structure, resource planning, governance etc.) that is designed to proactively adopt the Program lifecycle approach to Program delivery.
- 4.4.2 Acquire and develop the South Australian resources with the capability and experience needed to deliver the Program.
- 4.4.3 Develop the North-South Corridor Charter: vision, values and goals underpinning the Program delivery
- 4.4.4 Develop and implement the Project Management, Governance Frameworks and internal setting interfaces that enable the program to operate and deliver effectively and maximize the synergies across the whole of DPTI.
- 4.4.5 Progress the Reference Design, establish the critical path of the program and initiate community and stakeholder engagement.
- 4.4.6 Complete the Ground Conditions and Utility Service investigations, and develop the Program Approvals Pathway to properly inform the design
- 4.4.7 Complete a Final Business Case that defines the project option that best delivers the project objectives, benefits for the community, and meets South Australia's economic growth and place-making needs
- 4.4.8 Pass through ISA Gate 2 (Final Business Case), DTF's High Value High Risk Gate 1 (Funding Readiness Review) and secure endorsement to proceed with the Program procurement phase
- 4.4.9 Define a Procurement Strategy that captures lessons learnt from similar Programs, supports a sustainable industry for South Australia, provides opportunity to develop local capability, ensures wide local participation and secures competitive value for money outcomes
- 4.4.10 Finalise the Land Acquisition Strategy, Land Acquisition Management Plan and Small Business Management Relocation Plan and take other steps needed to de-risk the site possession and start of construction

Our Team

Delivery

Land, Planning & Environment

Engineering

Commercial, Procurement & Legal

Governance & Project Controls

Communications & Stakeholder Engagement

Our KPI's

Capture of South Australian high calibre and talent resources

On-time milestone achievement

Accurate cost forecast and robust project controls

High Local Industry Participation rates

Compliance level on Audits and Assurance Reviews; and progress on agreed responses

4.5 Key Deliverables FY21: Road and Marine Services

Connect our communities by enabling safe, reliable and efficient movements and flows of goods, services, and people across the State's roads and marine networks

- 4.5.1 Implement approved initiatives from the interim Road Safety Strategy; and develop an evidence-based achievable Road Safety Strategy and program of initiatives aimed at delivering 2030 targets
- 4.5.2 Finalise formation of contracts and a Contract Management Plan for Modern Road Maintenance, manage the transition to the outsourced model, and establish the supporting DPTI retained functions
- 4.5.3 Integrate Road Asset Maintenance and Field Services, and implement improved end-to-end business process improvements with TPPD and TPD for road asset maintenance management functions
- 4.5.4 Develop a target state model, business requirements and an outcomes based specification to inform the relocation of the TMC; and establish a technology roadmap and reform program to enable transition
- 4.5.5 Complete a data-driven study to identify a program of potential non-infrastructure initiatives that will improve traffic flows; and support corridor studies and concept designs for investment programs
- 4.5.6 Oversee the approved Annual Programs portfolio of minor capital works; and further stimulus initiatives as approved, including a trial of a new capping and sealing treatment on Adventure Way
- 4.5.7 Progress the Kangaroo Island Ferry Services (KIFS) procurement to approved milestones in accordance with a project plan; and develop the concept plans for infrastructure and harbour upgrades
- 4.5.8 Develop a Strategic Jetties Plan as guided by Government; and a system and program to implement Government's approved policy for boat licenses
- 4.5.9 Deliver the next stages of the Service SA Transformation Roadmap to approved milestones, including reshaping the physical footprint, consolidating contacts and upgrading digital transactions
- 4.5.10 Identify, design and deliver a suite of regulatory changes to reform point-to-point services, freight efficiency and safety, driver training and examination; and measures that support Service SA efficiency

Our Team

Service SA
Road Safety, Policy & Research
Marine Services
Network Management Services
RMS Reform
Regulation
Asset Management

Our KPI's

Road and marine crash statistics
Road travel time reliability
Road quality (smooth travel indicator)
Road condition (pavement and bridge health indices)
Service SA transaction volumes and service performance indicators
Service SA Customer satisfaction

4.6 Key Deliverables FY21: Public Transport

Offer frequent well-connected and customer-focused services for mass transit movements that can be delivered safely and efficiently

- 4.6.1 Implement the suite of initiatives set out by Government in its Roadmap for managing risk in Public Transport during the COVID-19 outbreak
- 4.6.2 Transition to the new bus and tram services contracts and put in place control measures in accordance with an approved Contract Management Plan
- 4.6.3 Complete the design of the SAPTA Target Operating Model and managed a staged transition to the new arrangements in parallel with the implementation of new outsourced service arrangements
- 4.6.4 Support the Adelaide Rail Transformation Program during the procurement and contracting phase; put in place business continuity plans and manage the transition to outsourced services provision
- 4.6.5 Deliver staged upgrades to the Website and App ecosystem to improve customer real time information in digital channels; and establish a customer information rule book and blueprint for simplified wayfinding
- 4.6.6 Complete reviews of public transport fare structures, payments systems and fare compliance models; set out options for reform to Government for its consideration; and implement approved initiatives
- 4.6.7 Update the guidelines for public transport network, service and timetable design; and the specification and standards for station, stop and interchanges; and deliver funded priority upgrade programs
- 4.6.8 Coordinate and oversee the delivery of the Annual Program of investments in network maintenance, renewals and improvement initiatives
- 4.6.9 Pursue the completion of investigations into defects in the DMU's and the delivery of the cure plan; and make all preparations for the delivery of the new EMU's and their commissioning into service
- 4.6.10 Review and transition the Rail Safety Management System to ensure the Rail Commissioner's future obligations are defined and met in accordance with Rail Safety National Law

Our Team

Contract Management
Customer & Transformation
Rail Operations
Rail Safety & Operational Performance
Rail Infrastructure Management
Public Transport Operations & Planning
Rail Infrastructure Maintenance

Our KPI's

Customer satisfaction
On Time Running
Patronage
Number of public transport services delivered
Call centre results including number of complaints
Safety to passengers

4.7 Key Deliverables FY21: Across Government Services

Provide building project planning, design and construction services; facilities management services; and property related services to State Government clients

- 4.7.1 Progress delivery of major built infrastructure projects for health, education, justice, cultural and other clients as required to approved milestones and within approved budgets
- 4.7.2 Provide planning inputs and other support as needed to other Government agencies to enable them to respond to the State Infrastructure Strategy, develop business cases and work on stimulus measures
- 4.7.3 Further refine the across-government office accommodation strategy, manage the tenancy requirements of client agencies and resolve any related issues, and progress DPTI's future office accommodation project
- 4.7.4 Identify surplus DPTI land holdings, and develop/implement transfers and divestment; and complete a review of SAGEHP and transition to new maintenance arrangements.
- 4.7.5 Finalise and implement the Land Acquisition Act Amendment Bill and associated Regulations and legal documentation, support the parliamentary process and implement reforms adopted
- 4.7.6 Support delivery of DPTI's Transport Infrastructure Investment Program through property acquisitions to make land available, whilst dealing compassionately and appropriately with affected parties
- 4.7.7 Complete all actions that have been committed in accordance with the Enforceable Undertaking; and other measures to ensure all safety obligations are met
- 4.7.8 Finalise the new Target Operating Model for AGFMA; including the review of the agency interface arrangements, accountabilities and responsibilities for facilities management
- 4.7.9 Progress the procurement program for the future AGFMA service provision; complete all supporting actions to enable employee transition on implementation; and undertake preparatory process improvements.
- 4.7.10 Complete a study to define the future technology systems requirements; develop an implementation roadmap and transition plan; and prepare the business case to support an investment decision.

Our Team

Building Projects
Property
AGFMA
Facilities Services
Across Government
Services Reform

Our KPI's

Building project delivery
metrics
FM service delivery metrics
Local business participation
and jobs generated
Commercial CBD
government vacancy rate
Property acquisitions
compliance and timeline
metrics

4.8 Key Deliverables FY21: People and Corporate Services

Provide systems for managing our people, our finances, and our core business processes, ensuring we can work safely, compliantly, efficiently and productively

- 4.8.1 Shape and deliver the administrative, training and supporting measures that enable DPTI to adopt and sustain working arrangements needed in response the outbreak of COVID-19.
- 4.8.2 Develop, pilot and then roll out a performance management framework and implement the 70:20:10 development framework across all Divisions; and complete outstanding commitments from the 2018 iWork for SA Survey.
- 4.8.3 Undertake a revision of all elements of the Safety Management System with the EHSEC; roll out the updated HIRMS system; and complete the review of the Earthquake Hazard Management Plan.
- 4.8.4 Complete a program of approved audits; and establish a program to support and enable each of the Divisions to systematically close outstanding audit findings.
- 4.8.5 Integrate the Finance and Procurement function; enhance financial reporting systems; establish a new system of reporting on DPTI KPIs; and support and enable the reforms and savings measures.
- 4.8.6 Synthesise and implement a Procurement Systems Improvement Program that addresses the recommendations of the SAPC, AG and SPB Self-Assessment, and other reviews or requirements.
- 4.8.7 Support Divisions to deliver the program of priority internal initiatives arising out of the Information Services review; transition to the new IT Operating model ; complete work required to define each program in the approved pipeline of priority IT, Digital and Data projects, then progress them to agreed milestones
- 4.8.8 Sponsor and lead the process to specify the future CBD Office fit-out requirements; define the program for systems development, process change and other work required to prepare for transition.
- 4.8.9 Adapt community engagement processes to work effectively around COVID-19 and enable community focusses initiatives on capital projects. Establish the initial program for customer insights to support and inform service improvement programs; and increase reach, awareness and impact of the Think! Road Safety brand.
- 4.8.10 Progress with a Portfolio of approved commercialization and revenue growth initiatives, provide leadership and assistance in legislative and legal processes, improve FOI outcomes for internal and external stakeholders and support the Office of the Valuer-General and the Registrar General in delivering statutory and customer outcomes.

Our Team

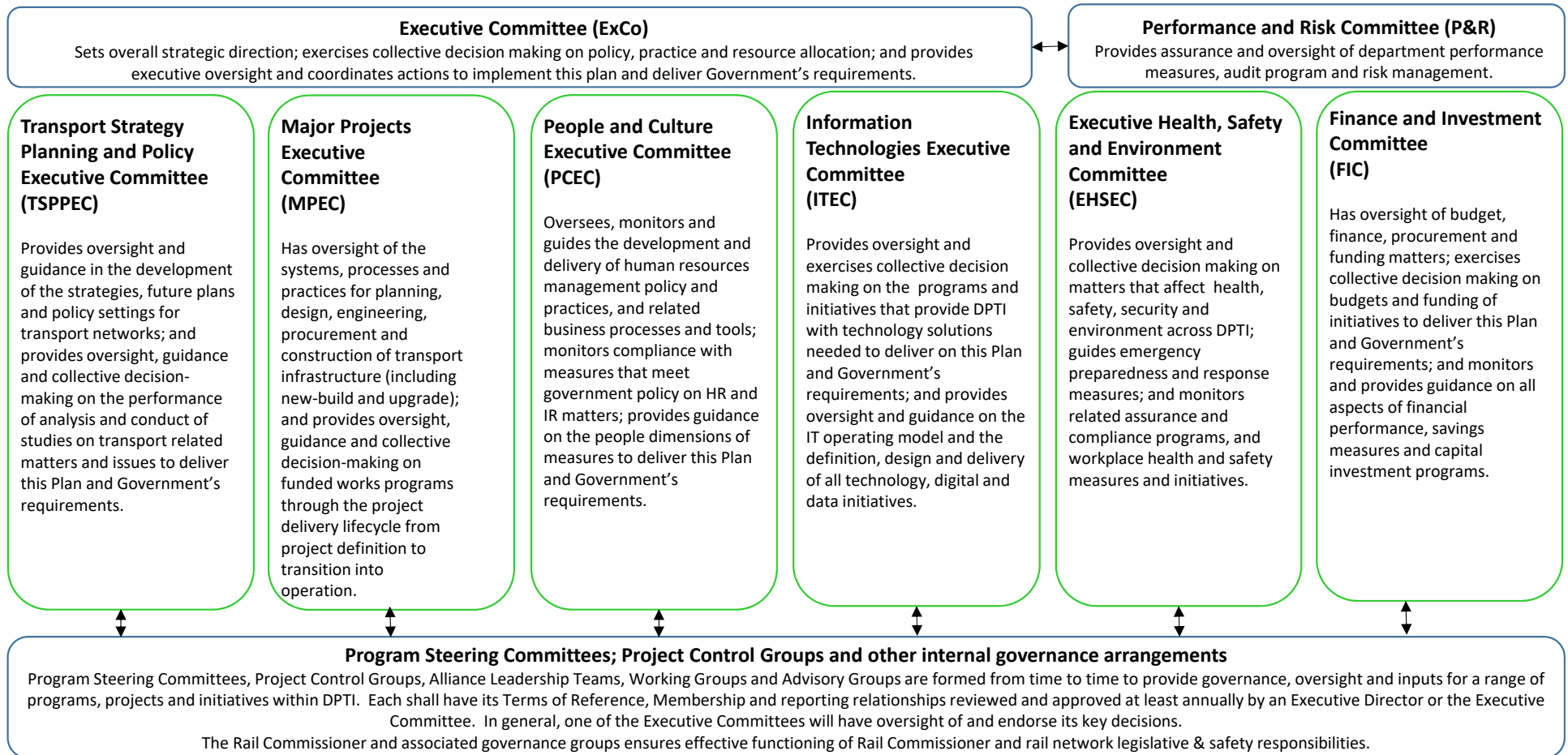
Workforce Transformation & Change
Financial & Procurement Services
Information Services
Legal & Statutory Services
People & Capability
Safety, Risk & Assurance
Customer, Community & Public Affairs
Outbreak Response

Our KPI's

Office automation metrics
IT Security metrics
Safety and injury statistics
iWork for SA results
Workforce profile metrics
Recruitment end to end process
New format PDAs in place
Procurement metrics
Status of DTF Finance Reports
Engagement metrics
Community and Partnership initiatives

5. Our Governance Arrangements

Oversight, collective decision making and guidance on implementation of this plan is exercised through a structured framework of governance and controls. The roles, functions and relationships for governance forums are mapped below.



6. How We Will Work Together and Lead in DPTI

We aspire to applying the following leadership principles within DPTI. The orange shaded principles are reflected in the specific set of actions we are taking to build a better DPTI in response to the iWork for SA survey.

Data Driven

We use data and evidenced-based analysis to inform the development and assessment of viable options for solutions to a well-stated problem, issue or set of objectives

Wear Two Hats

We consider both what is best for our own objectives and overall

Politically Neutral

We leave the political and other considerations to those in political offices, and conduct ourselves in a manner that is politically neutral but not naïve

Commit

We work with the decision, support it and commit to making the best of it. We take ownership and follow up

Mutual Trust and Respect

We act in ways that demonstrate respect for those with whom we are working, and sustain and build trust and confidence in ourselves and in DPTI

Speak Up, Listen Up

We express our views clearly, concisely and considerately. We hear and take account of the views expressed by others

No Surprises

We share information appropriately and in a timely fashion. We “check in” with our colleagues. We keep each other fully informed

Connect

We make an effort to connect and empathise with each other; we take account of the emotional dimensions of our decisions and actions, and provide appropriate support

Collaborate Generously

We combine skills and get aligned to deliver shared outcomes; and we apply our energy and creativity to the delivery of sustainable solutions

6. How We Will Work Together and Lead in DPTI

In late 2018 through the iWork for SA survey our people provided feedback on measures that would enhance their experience in working for DPTI. Below are the key initiatives from the iWork for SA results that we will focus on next in our response to the feedback in the iWork for SA survey.

Performance Management and Career Development

1. Piloting a new performance management framework and critical conversations training.
2. Embed KPIs in senior management performance agreements to ensure improvements.
3. Implement improved learning framework, programs and processes, focusing on 70:20:10 learning model.
4. Identify talent, develop and test succession planning framework to provide clearer career pathways and developmental opportunities

Internal Complaints Handling

5. Update Policy statements for Bullying and Harassment; and for Protected Disclosures and the related procedures, training and reporting arrangements.
6. Review policy and process for handling of complaints seeking to identify opportunities to improve experience for person making complaint. Provide training for relevant officers charged with dealing with complaints.

A healthy, inclusive and productive Workplace

7. Finalise our new Reconciliation Action Plan with measures that continue to build cultural awareness, promote a culturally safe workplace and offer opportunities for skills development and career progression.
8. Establish a cross-divisional team to prioritise and implement measures that reflect Government's policy and support cultural diversity, disability access & inclusion and gender equality and respect in our workplace.
9. Implement a mentally healthy workplaces toolkit, promote wellness across the Department and introduce Peer Support Officers.
10. Scope and define a program of work process improvements that will make best use of technology, enabling us to be productive and prepare us for the move to our new offices in 2023.

7. How We Will Work with Stakeholders and the Community

DPTI's decisions and actions will be based on objective evidence-based analysis.

This will be supported where appropriate by consultation and/or engagement with interested stakeholders and/or affected communities.

For each key deliverable:

Identify key stakeholders and their interests

Determine matters on which to consult and how to engage

Gather and understand stakeholder perspectives

Undertake reasonable analysis on material issues

Give this due consideration in coming to a decision

Communicate clearly throughout the process

Advise stakeholders on final outcome

These are guiding principles. Managerial discretion will determine how they are applied. The objective is to make well-informed decisions that identify and take into consideration stakeholders' perspectives and issues.

As part of its Business Plan, each Division will identify key stakeholders and develop a plan for engagement consistent with the guiding principles. Where relevant, an engagement plan is to be developed; activities organised in accordance with it and records kept; and all other relevant policy requirements met.

8. Celebrating our Recent Achievements

We recognise and celebrate the enormous achievements from our staff and partners and look forward to another productive year in 2020. A snap-shot of our achievements over the last 12 months is shown below.

SA Public Transport Authority

- 70 million passenger trips
- New bus and electric train fleet
- Real-time transport information
- Customer satisfaction 9/10 for rail and tram and 8/10 for bus
- Caring for train stations, vegetation and installing murals with 100 volunteers

Transport Planning & Program Development

- \$1.6 billion funding for rural & metro
- Making it easier to do business through Master Specs
- Growing the freight network, investing in Heavy Vehicle initiatives
- Legislative reform to cut red tape & make it easier to do business
- Listening to community & developing climate change readiness plans
- Establish the North-South Corridor Project Delivery Office

Road & Marine Services

- \$120M in road maintenance
- Improved efficiency of travel through 'Keeping Metro Traffic Moving'
- Technology innovation: automated vehicle trials, on demand transport trials, e-scooters, safety cameras
- Funding for recreational marine assets
- Reduced community waiting times by over a third for Services SA
- Supported CTP insurance reform

Transport Project Delivery

- Almost \$1 billion in transport infrastructure projects, generating over 2000 jobs
- Grew the capability of local contractors on major projects
- Continued to upskill local contractors and local industry
- Developed new collaborative contracting models and resolved all major disputes
- Identified opportunities to deliver value add to communities affected by project works

Across Government Services

- \$3.2bn building projects for government agencies under delivery
- Oversaw \$290m maintenance on facilities via the AGFMA
- Managed \$150m maintenance on facilities via Facilities Services
- Lead a critical review of Government's facilities management arrangement
- Increased compensation to dispossessed through Land Acquisition Act Amendment Bill
- Acquisitions to facilitate major projects

Planning & Land Use Services

- New spatial atlas and portal, for easy access to land information
- Digitised every land parcel in SA
- Single on-line planning process in development
- Review of flammable cladding
- Awards for improving healthy living
- Assessment of major development proposals
- Significant community engagement
- Collaboration of regional councils

People and Corporate Services

- Implemented appropriate frameworks and protocols to support the Department in management of COVID19 flexible working
- Implemented Cloud services and Cyber Security improvements
- Reorganised to better align to business plans and support other Divisions
- Reviewed our Accounting Practices and Information Services operating model
- Started reshaping procurement and contracting processes
- Introduced a blended 70:20:10 learning model
- Strengthened Health and Safety Management framework
- New Campaign Road Safety "Think!"
- Introduced "Work Safe Home Safe"
- Virtual Reality community engagement

Glossary

Acronym	Definition	Acronym	Definition
ACP	Aluminium Composite Panel	KPI	Key Performance Indicator
ACC	Adelaide City Council	ISA	Infrastructure South Australia
AG	Auditor-General	PACS	People and Corporate Services
AGS	Across Government Services	PLUS	Planning and Land Use Services
AGFMA	Across Government Facilities Maintenance Arrangement	PMO	Project Management Office
CBD	Central Business District	RMS	Road and Marine Services
DMU	Diesel Motor Unit	SAGEHP	South Australian Government Employee Housing Program
DPTI	Department of Planning, Transport and Infrastructure	SAPC	South Australian Productivity Commission
DTF	Department of Treasury and Finance	SAPTA	South Australian Public Transport Authority
EHSEC	Executive Health, Safety & Environment Committee	SME	Small Medium Enterprise
EMU	Electric Motor Unit	SPB	State Procurement Board
FOI	Freedom of Information	TMC	Traffic Management Centre
FY	Financial Year	TMS	Target Master Schedule
HIRMS	Hazard and Incident Reporting Module	TPPD	Transport Planning & Program Development
ISA	Infrastructure South Australia	TPD	Transport Project Delivery
IT	Information Technology		

