



# Austroads Strategic Plan

2012-2016



# Serving the community

Austroads' membership is comprised of the six Australian state and two territory and the New Zealand road transport and traffic authorities, the Australian government and local government.

Austroads members are collectively responsible for the management of over 900,000 kilometres of roads valued at more than \$200 billion representing the single largest community asset in Australia and New Zealand.

Each year in excess of \$18 billion is spent on roads across Australia and New Zealand which is a significant investment by all levels of government. This plan sets the direction on how Austroads will contribute to improved outcomes for the transport sector over the next four years.

Australia and New Zealand are seeing increased demands on their transport systems for a more diverse mix of road users. There is a need to focus on maintaining and optimising the use of existing infrastructure while catering for new and sustainable forms of transport. Ensuring equitable access to the transport system by everyone in Australia

and New Zealand remains an important objective of all Austroads members.

Austroads is committed to assisting its members to provide high quality services to the community. In 2007 the Productivity Commission identified that a 5% improvement in the road sector alone could increase Australia's Gross Domestic Product by around \$2.4 billion.

Any opportunity to improve the outcomes delivered by Austroads member agencies will result in significant economic, social and environmental returns to the community involving economic prosperity and enhanced lifestyles.

The level of carbon emissions from the transport sector represents around 14% of total carbon emissions and is projected to continue to grow. A significant opportunity exists for

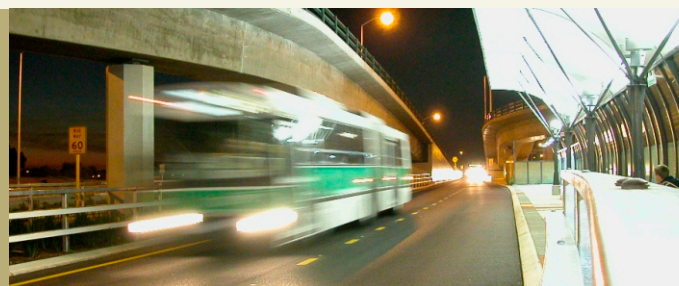
Austroads members to work together to identify initiatives aimed at reducing these emissions.

Australia and New Zealand have embraced the United Nations Decade of Action for Road Safety and are committed to achieving lasting change in road safety by adopting significant improvements in the way that government, other organisations and the community work together to manage the safety of the road system. Austroads and its members are committed to achieving the United Nations' goals in addition to the targets established in the Australian National Road Safety Strategy and the New Zealand Safer Journeys Strategy.



## Vision

To be a leader in providing high quality information, advice and the fostering of research in the transport sector.



## Purpose

- Promote improved Australian and New Zealand transport outcomes.
- Provide expert technical input to national policy development on road and transport issues.
- Promote improved practice and capability by road agencies.
- Promote consistency in road and road agency operations.

Austroads is committed to assisting its members in providing high quality services to the community.



# Operational context and drivers

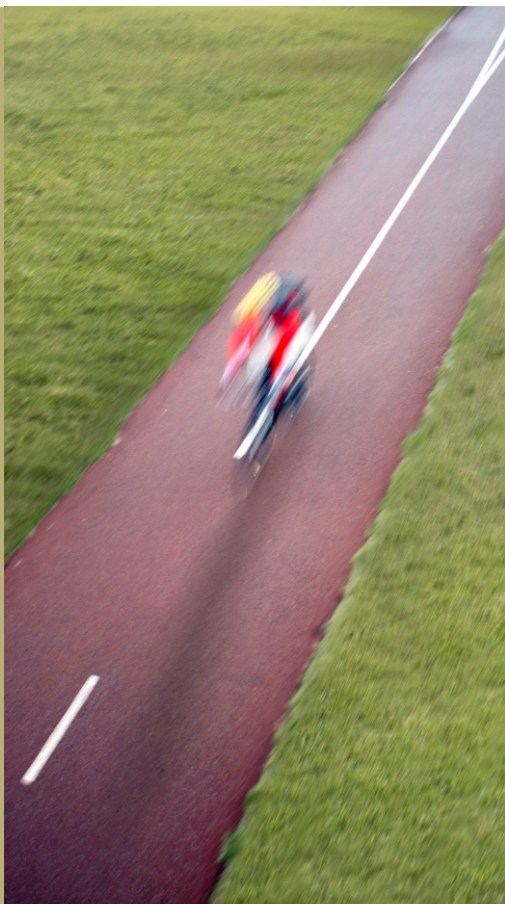
Road transportation is the world's dominant transport mode accounting for over 80% of all passenger kilometres travelled and over 50% of all freight kilometres globally. The World Bank describes transport as “the ultimate enabler, by serving other sectors of a nation's economy, transport and roads support achievement of national outcomes and goals.”

**Roads will always have a part to play at some point in the supply chain particularly in remote areas.**

In Australia road transport constitutes around 87% of domestic passenger transport and road use is expected to increase by around 2.5% per annum over the next few years. In New Zealand road transport constitutes around 70% of freight movements and 84% of journeys to work and similar growth is anticipated. Roads will always have a part to play at some point in the supply chain particularly in remote areas.

An assessment of the current issues facing Austroads members has identified a range of challenges including:

- Facilitating the implementation of the national reform agenda as it relates to the transport sector, specifically in the context of roads.
- Serving the needs of a growing population and addressing the impacts this has on meeting land use and access needs of individuals, the community and businesses.
- Responding to the significant demographic change in communities and meeting both new and additional needs of road users as a result of that change.
- Achieving better integration of transport modes to improve productivity, efficiency, reliability and safety in an environment where growth in the freight sector is expected to almost double from 2008 levels by 2030.
- Managing the road asset, and its use, in a way that seeks to reduce the significant contribution that transport makes to carbon emissions and the resultant impact on communities, the economy and the environment.
- Harnessing the opportunities to achieve better outcomes provided by new technologies.
- Responding to the ever increasing pace of change in technology by facilitating the harmonisation of the operational aspects of technical standards, guides and products.
- Realigning institutional arrangements within member agencies to be well positioned to respond to customers and stakeholders as part of the whole transport solution including national reforms on road pricing, heavy vehicle regulation and registration and licensing.
- Transforming the approach to road safety by adopting Safe System solutions to build a culture where safety is an inherent part of all decision making that affects the road system, its operation and use.
- Ensuring a customer focussed approach to assist members in meeting community needs.
- Maintaining a transport system that supports shared access including walking, cycling, public transport and various types of vehicles for commercial and private purposes.
- Reducing the environmental, economic and social impacts of road congestion and improving travel time reliability.
- Encouraging new people to develop the skills and capabilities required by the road industry to match the demands for maintenance of existing infrastructure, increasing population and economic expansion in the face of an ageing workforce.



# Strategic Priorities

To respond to these challenges and drivers Austroads has identified eight priority areas that will form the focus of its efforts through to 2016. Of the eight, three relate to Austroads directly; the remaining five relate to those areas in which Austroads will assist its members.

## Leadership

Austroads will play a leadership role in the Australasian transport sector and be a major contributor to the national reform agenda.

## Relationships

Austroads will build strong relationships with other stakeholders in the transport sector and foster a collaborative approach across the sector.

## Knowledge Sharing

Austroads will create improved distribution, sharing, learning and innovation to support decision making.

Austroads will assist members in relation to:

## Customer Service

Identify and understand community needs and achieve social outcomes.

## Asset Management

Provide the road network services the community needs at least long term cost.

## Productivity

Maximise the contribution that roads and related infrastructure makes to the economy.

## Road Safety

Reduce the impact of road trauma.

## Environmentally Sustainable Transport

Manage the delivery of infrastructure services and use of the road network in a more sustainable way.

# Delivery

Austroads uses a program management approach to the delivery of the strategic plan. Each program focuses on an operational area of the road system but in doing so they address the eight strategic priorities of Austroads by undertaking a range of projects and contribute to improving transport in Australia and New Zealand.

Austroads utilises the expertise of its member organisations to manage these programs. This provides opportunities for the staff of member organisations to participate in the operation of Austroads and the development and delivery of projects. It also encourages a collaborative approach and facilitates learning, development, sharing and a high level of consistency across jurisdictions.



An Operational Plan that will be monitored and reviewed by the Board, will include a number of proposed outputs for each program and an indicative four year work plan with projects to produce these outputs. Delivering the work plan will involve:

- identification and engagement with others who have an interest in achieving similar outcomes for the road network
- undertaking research and applying innovation to address current and emerging issues impacting on the services members provide
- developing, maintaining and publishing reference documents aimed at establishing national consistency on technical and operational aspects of road networks including the Austroads Guides
- contributing to the achievement of the national reform agenda
- facilitating the sharing of knowledge through dissemination of outputs to member agencies and their stakeholders, suppliers and partners
- supporting the aims and objectives of the United Nations Decade of Action for Road Safety and national and jurisdictional road safety objectives.

# Stakeholder involvement

By engaging with its stakeholders Austroads seeks to add value to its members and the community from shared knowledge, expertise and by participating in joint initiatives.

Austroads' most important relationships are with its member organisations, including local government, to ensure that it adds value to their operations and to meet their needs by providing a platform to identify solutions and conduct research into common challenges. These outcomes assist members' contributions to policy processes and the national reform agenda.

However, Austroads also seeks broader engagement with the road industry and others but recognises that primary engagement with external stakeholder organisations is undertaken by member organisations. Each of Austroads' programs has a strategy for the engagement of external stakeholders,

including industry partners and suppliers, and makes provision for their involvement on a project by project basis.

ARRB Group is the leading provider of road research and best practice workshops in Australia.

Austroads has established a special relationship with ARRB in recognition that maintaining technical research capacity is critical to Austroads goals, the Australasian road industry and Austroads members.

Austroads will continue to work with ARRB to promote the sharing of research knowledge and to build capability in the core areas of asset management, pavements, surfacing technology, road safety engineering and network operations.

Finding the right solution also relies on the relationships Austroads forms with other bodies including the ARRB Group,

National Transport Commission and Bureau of Infrastructure, Transport and Regional Economics who are all observers at Austroads Board meetings. Austroads also assists bodies established by the Council of Australian Governments with research and technical advice on national policy and reform objectives.

## Finding the right solution through relationships

Internationally Austroads primarily works through the World Road Association to keep abreast of emerging trends and works collaboratively to share knowledge and technical good practice whilst seeking to mitigate future risks. Where appropriate, Memorandums of Understanding are established with other international equivalent organisations that have a similar purpose to Austroads.

# Measuring effectiveness

Austroads collects effectiveness information at two levels.

## Australasian Road System Performance Indicators

The collection of road system performance information enables members to benchmark themselves at both a national and international level as part of the overall goal to identify and implement world best practice in the management of roads. The result is performance measures in the following:

- road safety
- asset management
- program and project assessment
- network operations for roads and public transport
- user satisfaction.

## Austroads' Outputs

The following measures have been developed to assess performance and progress against the delivery of actions identified in each of the Austroads programs:

- projects completed on time and on budget
- take up of Austroads outputs
- adoption of Austroads guides by road agencies
- satisfaction of road agencies with Austroads' operation in addressing the strategic priorities
- recognition by national policy bodies as a source of competent, professional advice on road transport
- recognition by the road industry as providing authoritative advice
- recognition by road agency staff for providing valuable opportunities for professional development, information exchange and networking.





# Governance

## Austrroads' members

Austrroads members are:

- Roads and Maritime Services, New South Wales
- Roads Corporation, Victoria
- Department of Transport and Main Roads, Queensland
- Main Roads, Western Australia
- Department of Planning, Transport and Infrastructure, South Australia
- Department of Infrastructure, Energy and Resources, Tasmania
- Department of Lands and Planning, Northern Territory
- Department of Territory and Municipal Services, Australian Capital Territory
- Commonwealth Department of Infrastructure and Transport
- Australian Local Government Association
- New Zealand Transport Agency.

## The Board

Austrroads is governed by a Board, comprising the chief executive, or their nominee, from each member organisation. The Board meets three times each year and has responsibility for providing clear policy and strategic direction. It also monitors the performance of Austrroads against the strategic plan and approves the annual work plan and budget.

## Program Managers

The work to be undertaken in the strategic plan is divided into major areas called programs with each headed by a program manager. Program managers are senior managers within Austrroads member organisations who are responsible for one Austrroads program for a proportion of their time in conjunction with their responsibilities within their own organisations. They develop and manage a work program of projects that align with the strategic priorities. Program managers report directly to the Board.

## Austrroads' Groups

Each program is supported by a group or groups of representatives from member organisations who identify and develop project proposals related to the strategic and operational plans; oversee the conduct of projects; promote the dissemination of results; provide a forum for the exchange of information between Austrroads' member and related organisations and oversee the maintenance and revision of Austrroads guides; and provide a forum to develop consistent and improved practice. Some groups also include representation from observer and other stakeholder organisations.

## National Office

The Austrroads national office provides secretariat support to the Austrroads Board, coordinates Austrroads operations and provides support for programs and projects. The national office also arranges the publication and dissemination of Austrroads outputs, promotes knowledge sharing and manages Austrroads' international involvement.



**Austrroads**

### Austrroads Ltd

Level 9, Robell House, 287 Elizabeth Street, Sydney NSW 2000

Telephone: +61 2 9264 7088 | Facsimile: +61 2 9264 1657 | Email: [austrroads@austrroads.com.au](mailto:austrroads@austrroads.com.au)

[www.austrroads.com.au](http://www.austrroads.com.au)