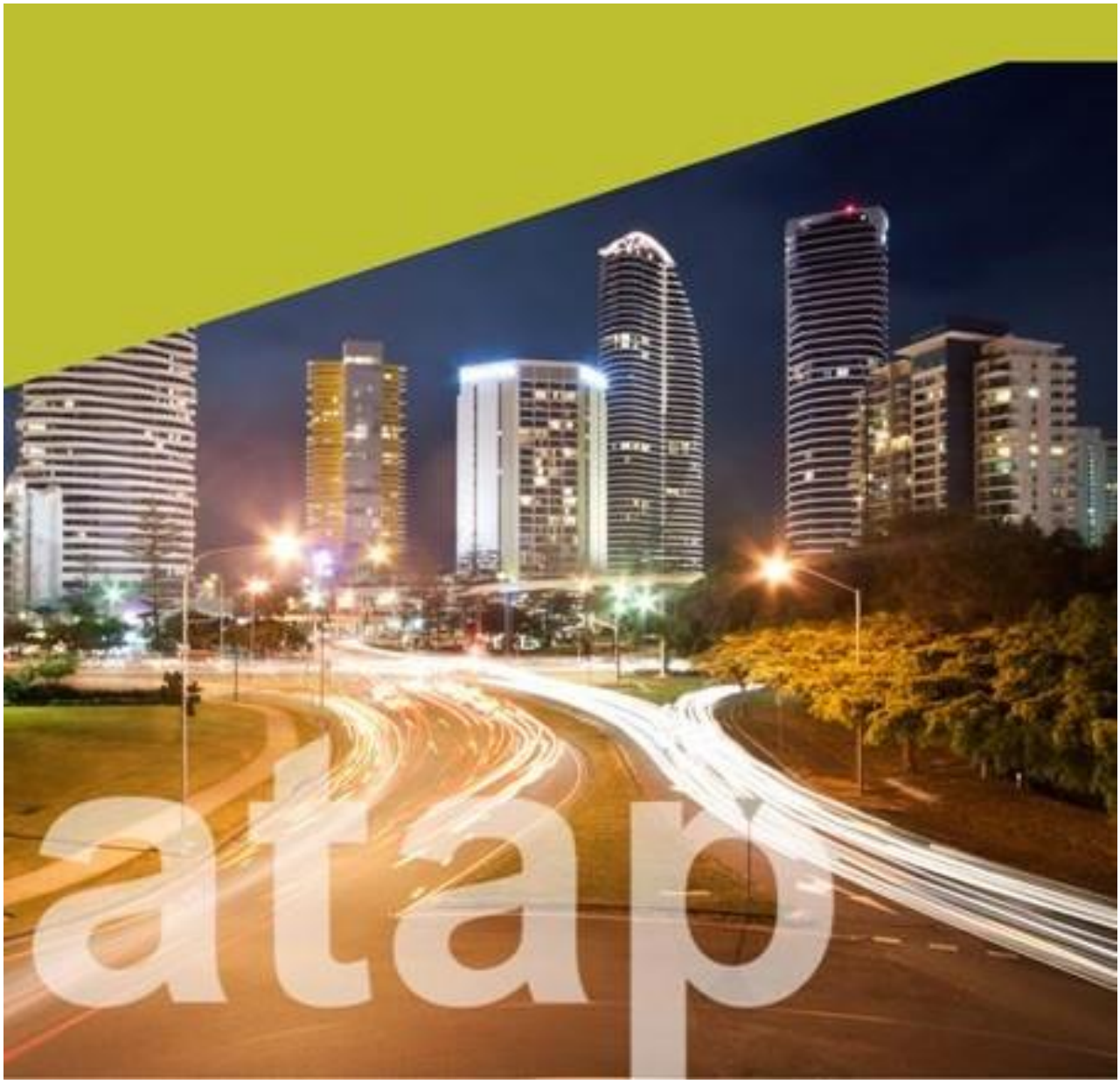
INFRASTRUCTURE AND TRANSPORT MINISTERS

Australian Transport Assessment and Planning Guidelines

F1 Goals Objectives and Targets

August 2021



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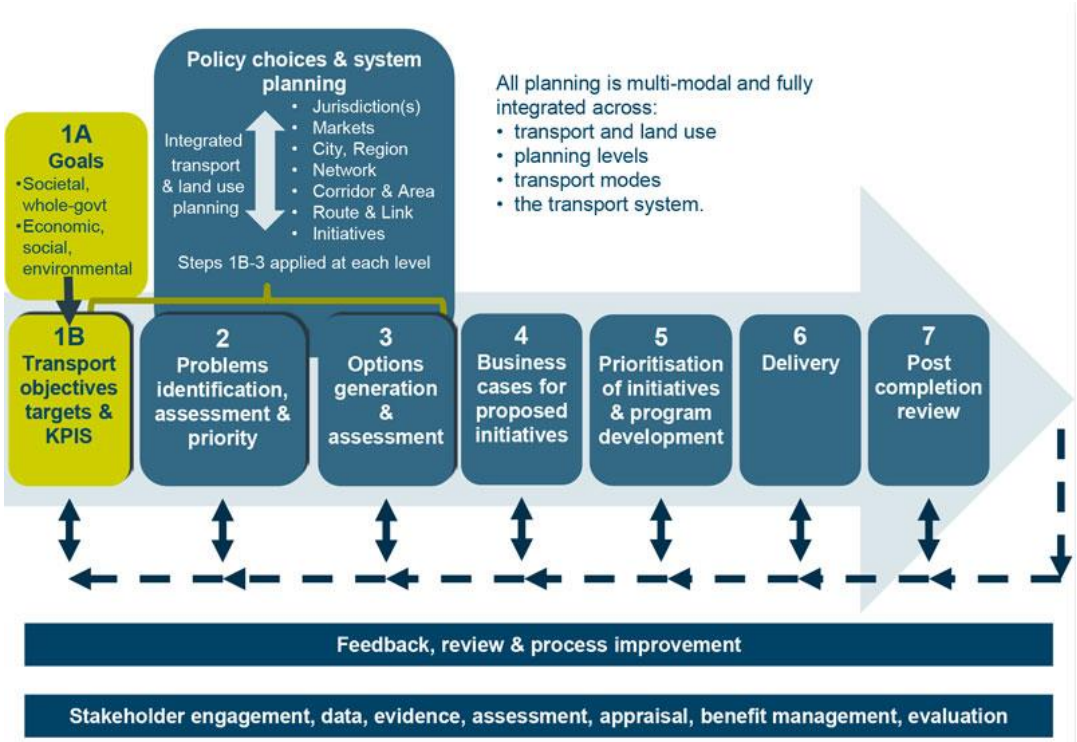


At a glance

- Step 1 of the ATAP Framework aims to establish a clear and integrated set of goals and transport system objectives that can guide planning and assessment of transport policies, strategies, plans and proposed initiatives. It also involves setting performance indicators and targets that enable progress towards the transport system objectives to be monitored and evaluated.
- Step 1 is separated into two parts:
  - Step 1a focuses on goals — a jurisdiction's highest level (societal and whole-of-government) desired economic, social and environmental outcomes
  - Step 1b then considers supporting transport system objectives, KPIs and targets.
- This critical first step sets the context for all subsequent steps in the ATAP Framework. It stimulates strategic thinking, and establishes a sound foundation for best practice integrated planning, and options identification and assessment.
- Four linked stages comprise Step 1:
  1. Identify goals
  2. Define objectives
  3. Set targets and performance indicators
  4. Confirm alignment
- These stages have a strong focus on alignment and integration to ensure transport strategies, policies, plans and specific initiatives contribute to the achievement of goals and transport system objectives.

1. Introduction

Step 1 of the ATAP Framework aims to establish a clear and integrated set of goals and transport system objectives that can guide planning and assessment of transport policies, strategies, plans and proposed initiatives. It also involves setting key performance indicators and targets that enable progress towards the transport system objectives to be monitored and evaluated.

This critical first step sets the context for the rest of the ATAP Framework. It stimulates strategic thinking, and establishes a sound foundation for best practice integrated planning, and option identification and assessment.

The following definitions are used in these Guidelines:

- Goals and objectives are 'direction-setting outcomes-based' statements
- Goals are statements of a jurisdiction's highest level (societal, whole-of-government) desired economic, social and environmental outcomes. They are not transport specific — they sit above transport objectives
- Transport system objectives describe the measurable contribution of the transport system to achieving the higher level goals
- A key performance indicator (KPI) measures an *actual* outcome. It enables monitoring of performance in terms of progress towards a related objective. For example, a KPI of fatalities per million vehicle kilometres travelled enables us to monitor performance with respect to the objective of improving road safety.
- A target is a specific *desired* level of an outcome, as measured by a specific KPI, that is being pursued. For the example in the last dot point, the target could be a 10% reduction
- Step 1 is separated into two parts:
  - Step 1a focuses on goals
  - Step 1b then considers supporting transport system objectives, KPIs and targets.

Figure 1 broadly shows the relationship between goals, objectives and KPIs/targets and the conversion of those goals and objectives into practical transport initiatives for solving identified problems, or pursuing opportunities. This approach ensures that proposed transport strategies, policies and initiatives that flow from them:

- Reflect jurisdictional goals
- Respond to government priorities
- Align with the broader strategic directions set for the jurisdiction (including for its transport system)
- Support, influence and integrate with current and planned land uses.

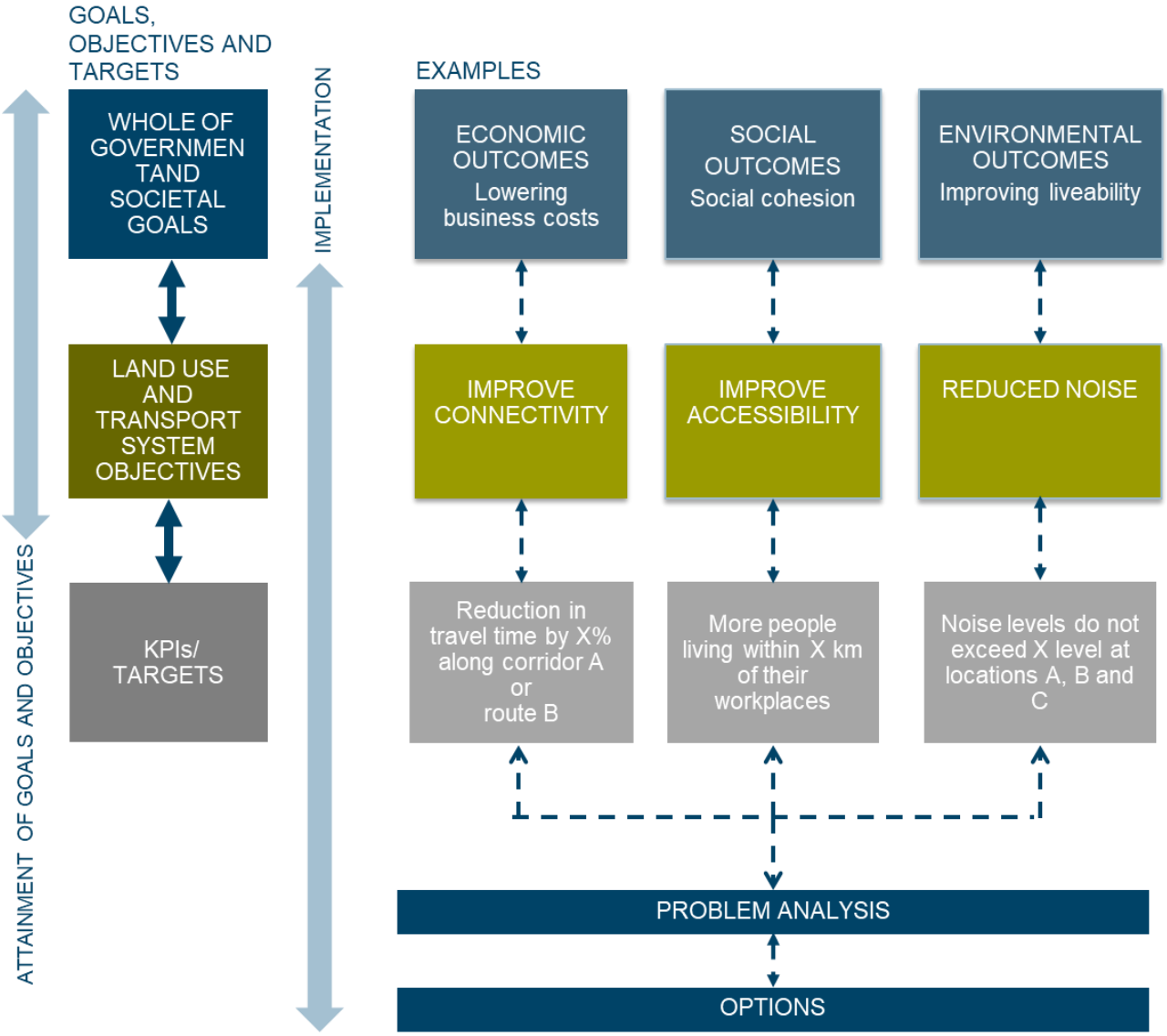
It also gives guidance in choosing the best policies and initiatives through:

- Supporting a focus on exploring a range of options in order to find which option is best suited to addressing a particular problem, or opportunity — rather than simply directing decision-making towards investment-oriented solutions

- Stimulating strategic thinking and planning, resulting in proposed initiatives that are more likely to be considered and developed in a broader and more integrated strategic context
- Indicating to stakeholders, who provide important bottom-up information and ideas, the broad outcomes a jurisdiction is pursuing.

A key point to note from the outset is the critical inter-relationship between land use and transport, and the need for close integration between them at all levels of planning. Accordingly, land use objectives are as important as transport system objectives. For convenience, the Guidelines refer mainly to transport system objectives; however, in each case, the importance of both land use and transport objectives is implied at the same time. ATAP Part F0.2 Integrated Transport and Land Use Planning provides detailed guidance on integrated planning.

Figure 1 Goals, objectives, KPIs, targets and the ATAP Framework



Step 1 can be broken down into four linked stages, as shown below.

1	Select goals	• Select high-level jurisdictional goals that are already established in existing government strategies, policies and plans	*Chapter 2*
2	Define objectives	• Define transport system objectives that support the high-level jurisdictional goals • Consider and assess trade-offs and modify objectives if required	*Chapter 3*
3	Set KPIs and targets	• Establish KPIs and targets for each objective	*Chapter 4*
4	Confirm strategic integration	• Check alignment between goals and objectives • Check alignment of objectives, KPIs and targets across planning levels*	*Chapter 5*

** The planning levels concept and hierarchy are described in Chapter 5 below.*

Stakeholder and public input occurs at each step. Stakeholder and community engagement should be undertaken to ensure a robust and transparent process for defining and integrating goals, objectives and targets. These are discussed in Chapter 6.

2. Goals

Goals are statements that describe the fundamental (societal and whole-of-government) economic, social and environmental outcomes that a jurisdiction is aiming to achieve through its activities across all sectors (not just transport).

2.1 Selecting goals

Factors to consider:

- Goals are not set as part of the development of transport initiatives. Rather, they occur well before.
- Goals draw on whole of government strategic plans and vision documents and occur at the highest level of planning: jurisdiction, region, city.
- Goal development only occurs at the highest levels of planning. These goals may be national, state/territory and/or regional.
- Goals are found in whole-of-government policy documents, statements and strategies. Generally, goal statements are expressed in broad aspirational terms. In practice, the high-level goals adopted by governments often share common language and concepts because they reflect economic, social and environmental aspirations that are common across jurisdictions.
- Goals (and transport system objectives) may change with change of government.
- As goals are typically developed without regard to the transport system (and by different people at different times), it is important to identify and select goals to which transport has some potential to contribute. There is little point in selecting a goal that is completely unrelated to the transport system.

2.2 Economic, social and environmental focus

Goals are categorised under the headings: economic, social and environmental — three comprehensive categories under which all goals can be grouped (a triple bottom line). Having such a broad approach demonstrates that a fully comprehensive range of jurisdictional goals have been taken into account in transport planning and assessment.

Economic goals

Economic goals are a central concern for communities and governments. Examples of economic goals include:

- A diverse and resilient economy
- Higher levels of productivity and economic efficiency
- Increased trade or exports
- More competitive industries.

Economic goals are likely to be found in policies and plans aimed at driving economic and jobs growth, economic prosperity and industry diversity and competitiveness.

Social goals

Social goals are also important to communities and governments. These goals include the prerequisites for a stable, safe and progressive society and may be very broad or more focused. Examples include:

- Fairer distribution of income
- Improved public safety in the city centre
- Social cohesion and inclusion
- Enhancing liveability and amenity of urban centres
- Enhancing quality of life
- Equity between geographic areas (for example, in access to services and jobs).

Social goals can be found in strategies dealing with health and wellbeing, equity, social and economic inclusion, and community services.

Environmental goals

Environmental goals are becoming increasingly important to communities and governments. These goals can cover a very wide range of issues: from the protection and sustainable use of natural assets, through to increasing the resilience of infrastructure to natural disasters such as floods, fires and pandemics. Examples of environmental goals are:

- Preserving healthy landscapes, such as clean air, land and waterways.
- Reducing the loss of habitat and biodiversity
- Increasing the efficient use of energy and water resources
- Protecting sites with heritage, indigenous and cultural values.

Environmental goals can also focus on intergenerational equity: for example, by aiming to secure the wellbeing of future generations by protecting the quality and diversity of the natural and cultural environment.

High-level environmental goals may appear in policies and strategies covering areas such as climate change, energy and water, biodiversity and land use planning.

2.3 Example goals

Some current goals at national and state/territory levels are identified in Figure 2. These are examples only. While the Guidelines are updated periodically to reflect changes in goals, practitioners should confirm contemporary goals set by their jurisdictions and at the national level.

Figure 2 Sample goals

National

At the national level, a number of bodies have statements that may provide guidance in selecting goals and formulating goal statements.

- The *Transport and Infrastructure Council* plays a key role in delivering national reforms to:
  - Improve the efficiency and productivity of Australia's infrastructure and transport systems, and
  - Ensure these systems drive economic growth, increase employment opportunities, support social connectivity and enhance quality of life for all Australians.
- The *Council of Australian Governments* (COAG) is the peak intergovernmental forum in Australia that manages matters of national significance or matters that needs coordinated action by all Australian government. It focusses on improving the current and future wellbeing of all Australians

State/Territory

At the state/territory level, most jurisdictions have strategic plans with goals and objectives that are relevant to transport. These include metropolitan planning strategies, regional economic development strategies, strategies to improve global competitiveness and climate change and environmental policies. Some examples are provided below.

NSW 2021 **—** A 10-year strategic plan that lists 32 objectives under five high-level headings:

- Rebuild the economy
- Return quality services
- Renovate infrastructure
- Strengthen our local environment and communities
- Restore accountability to government

Plan Melbourne — A planning strategy and vision for Melbourne with five high-level goals:

- Protecting the suburbs
- Developing in defined areas near services and infrastructure
- Creating a clearer and simpler planning system with improved decision making
- Rebalancing growth between Melbourne and regional Victoria

Identifying an investment and infrastructure pipeline

Integrated Transport and Land Use Plan (SA) — The goals for South Australia's transport and land use plan is expressed in three high-level goal statements that focus on:

- Healthy, safe and affordable communities
- A strong, diverse and growing economy
- Thriving natural and built environments

State Planning Strategy 2050 (WA) — Western Australia's long term planning approach sets five strategic goals to achieve a vision of ' 'sustained growth and prosperity' for the state:

- Global competitiveness
- Strong and resilient regions
- Sustainable communities
- Infrastructure planning and coordination
- Conservation

Regional

Regional level goals may also need to be considered for some initiatives. These are typically found in regional planning and development strategies developed by state and territory governments, and in municipal plans developed by local councils.

3. Transport system objectives

Transport objectives are specific statements of outcomes that a jurisdiction is aiming to achieve through its transport system. They support jurisdictional goals.

Transport system objectives are discussed in this chapter. Chapter 5 discusses objectives for the elements of the transport system.

3.1 Defining transport system objectives

Achieving agreed transport system objectives is the driving force for the ATAP Guidelines. These objectives provide a high-level statement of what governments are attempting to achieve through transport.

Like goals, transport system objectives are economic, social or environmental in nature. For example:

- *Economic objectives* - such as improving travel times, vehicle operating costs, or the quality, comfort, safety and reliability of services. These support higher-level economic goals such as improving business access to markets, supporting business clustering, lifting productivity levels or increasing the diversity of the economy.
- *Social objectives* – such as improving public transport access and affordability, or reducing road crashes. These support higher level social goals such as improving liveability in fast-growing cities, reducing social and economic disadvantage, and improving equity between geographical areas.
- *Environmental objectives* - such as limiting air pollution and greenhouse gas emissions, reducing noise impacts, minimising damage to the natural environment and increasing the resilience of transport infrastructure to weather events. These support higher-level environmental goals such as increasing the efficient use of natural resources, promoting environmental sustainability and ecologically sustainable development (Department of Agriculture, Water and Environment 2020)

Some objectives have more than one of these dimensions. For example, improving road safety is an economic objective, due to the high cost of crashes, and also a social objective, because of the devastating effects on individuals and families.

Practical examples of transport system objectives include:

- Improve the patronage on public transport services
- Enhance the efficiency of the transport network to support industry competitiveness
- Ease congestion and reduce travel times
- Increase walking and cycling as a mode of travel
- Support opportunities for urban renewal and improved local amenity.

Like goals, it is important to recognise that transport system objectives may change with changes of government.

3.2 Formulating objectives

Usually, transport system objective statements already exist, and can be found in a number of places, including transport-related strategies developed by national, state and territory governments, legislation covering transport investment and activities, and municipal transport plans developed by local councils. In some cases, governments may decide to develop a new set of transport objectives. This is often the case when developing new jurisdiction level strategic transport plans.

Sample of transport system objectives are shown in Figure 3. While the Guidelines are updated periodically to reflect changes in objectives, practitioners should confirm contemporary objectives set by their jurisdictions and at the national level.

Objectives should ideally be chosen or developed with the intention of generating measurable KPIs and targets to monitor their performance. This means that objectives should have some measurable aspect if possible, even where they are expressed in very broad terms.

The process of formulating objectives should be an iterative one that refines objective statements through rounds of analysis, feedback and input. The final version (or iteration) should reflect a process in which proper consideration has been given to the trade-offs (see below).

As noted in Chapter 1, objectives must be expressions that describe the desired outcome. Objectives should not describe the actions required to achieve the desired outcomes.

Figure 3 Sample objectives

Darwin Regional Transport Plan 2018	Transport Integration Act (Victoria) 2010	Transport Coordination Plan for Queensland 2017-27	Sydney City Centre Access Strategy 2013
The Darwin Regional Transport Plan has five objectives: • Strengthening the integration between land use and transport, and integration of transport modes to manage and respond to transport demand • Ensuring the transport system and transport infrastructure is efficient and supports economic and future growth opportunities • Ensuring the region's transport system provides a range of transport options to meet community, business and industry demands while supporting economic and social inclusion • A safe systems approach across all modes of transport (including public transport) which prioritises the safety of vulnerable road users • A sustainable transport system which is responsive to the environment and innovative technologies and encourages walking, cycling and public transport use, creating a liveable, people-focused city	Victoria's *Transport Integration Act 2010* defines objectives under six broad headings. Objectives include: • Providing tailored infrastructure, services and support for persons who find it difficult to use the transport system • Enabling efficient and effective access for persons and goods to places of employment, markets and services • Improving the environmental performance of all forms of transport and the forms of energy used in transport	The *Transport Coordination* Plan articulates the government's objectives for the transport system over the next decade, and provides the overarching framework for strategic planning and management of transport in Queensland. Five objectives are defined that respond to the challenges and opportunities facing the transport system: • Meeting the needs of all Queenslanders, now and into the future • Connecting communities to employment and vital services • Facilitating the efficient movement of people and freight to grow Queensland's economy • Safe and secure transport for customers and goods • Contributing to a cleaner, healthier and more liveable environment and is resilient to Queensland's weather extremes.	This strategy presents a number of actions aligned against three objectives (called priorities): • Reducing congestion • Servicing future growth in demand • Improving the customer experience

3.3 Synergies and trade-offs

There can be both synergies and trade-offs between objectives.

Some objectives will complement each other, and so produce synergies. For example, an objective to improve accessibility to the central city may complement an objective to reduce congestion in inner urban areas. Complementary relationships between objectives should be identified, especially where these relationships can be measured. For example, for the complementary access/congestion objectives mentioned above, it may be possible to measure whether an increase in accessibility to the city has led to a reduction in congestion at specific locations on the road network.

On the other hand, some transport decisions often involve trade-offs between objectives: for example, between efficiency and equity, between mobility and environmental objectives, or between different forms of accessibility. Trade-offs may also need to be made between short-term and long-term objectives. Being aware of and assessing trade-offs is an important part of defining and formulating objectives.

After transport system objectives have been identified, governments may sometimes assign greater relative importance to some objectives compared to others. The importance of particular objectives will vary significantly across the community and, in some cases, between governments.

For example, considerations such as mobility, travel time and vehicle operating costs are obviously important to transport users. However, some stakeholders may emphasise environmental concerns (such as reduced vehicle emissions and less noise) or equity issues (such as adequate access by remote communities to essential goods and services) ahead of other factors.

Governments may choose to rank objectives (indicating their order of importance) or prioritise (setting timeframes in which they will be achieved). Ranking objectives requires clear direction from Ministers on the relative priority of outcomes. It is usually not for practitioners to decide which objectives are the most important for particular jurisdictions.

Decisions by Governments on rank or priority of transport system objectives would be communicated widely, allowing those decisions to be taken into account in planning and assessment by practitioners. The primary role of the practitioner is to highlight and quantify the nature of impacts, synergies and trade-offs as revealed by the assessment process.

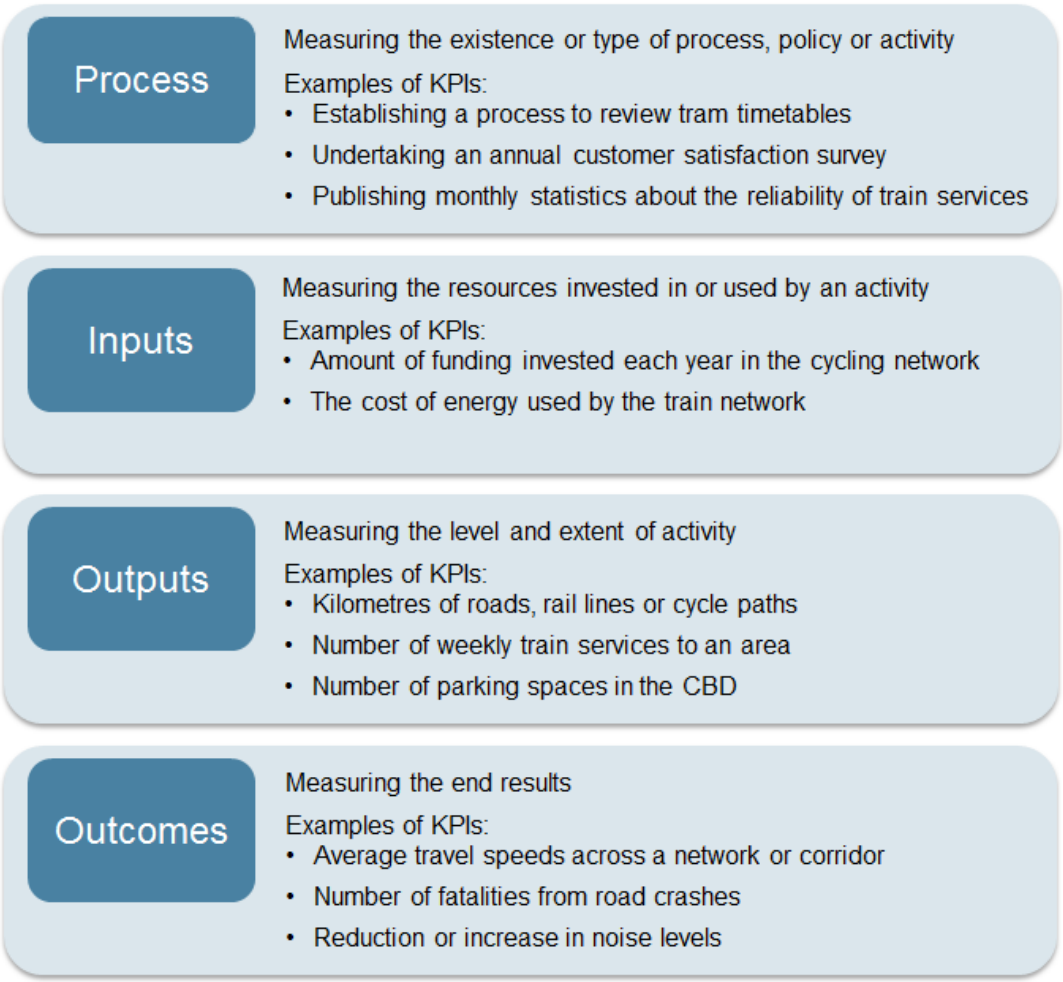
4. KPIs and targets

Key performance indicators (KPIs) and targets are mechanisms to operationalise objectives. A KPI is a measure that enables monitoring of performance in terms of progress towards a specific, defined objective. A target is the desired level of performance for a specific performance indicator.

4.1 Scope

Performance can be measured from several different perspectives. Figure 4 shows the range of perspectives, and example KPIs. Output and outcome perspectives are the most relevant ones for the ATAP guidelines.

Figure 4 Different aspects of performance measurement and example KPIs



Targets should be realistic, but challenging. If targets are unrealistic and too difficult to achieve, they may discourage people rather than motivate them. On the other hand, targets that are too easy to achieve can lead to complacency.

KPIs and targets should ideally:

- Be expressed in quantitative terms
- Cover attributes that are important to transport users (such as travel time and safety) and that reflect a broader community perspective (such as noise and air pollution)
- Not be biased towards a particular transport mode if multi-modal considerations are relevant
- Not be biased towards infrastructure (e.g. road upgrade) rather than non-infrastructure solutions (e.g. land use)
- Consider analysis and established practices to ensure that targets are realistic.

Each objective should have at least one specific KPI and target.

KPIs and targets should be set for objectives at all planning levels and be consistent and integrated. Some examples are shown in Figure 5 below in relation to planning at the network and corridor levels.

Figure 5 Examples of linked transport objective, KPI and target

Example 1 **Safety considerations at corridor level**	**Example 2** **Efficiency considerations at network level**
Objective Improve transport safety within the corridor	***Objective*** Enhance the efficiency of the transport network to support industry competitiveness
KPI Number of fatalities and serious injuries within the corridor	***KPI*** Variability in travel times for freight moving to international gateways
Target A 10% reduction in fatalities from road crashes in the corridor by 2020	***Target*** No more than 10% variability in freight travel times along major routes

The comparison of targets with performance indicators is a gap analysis, which shows the extent to which objectives are being met.

4.2 Setting KPIs and targets

Several issues should be carefully considered when formulating KPIs and targets for transport system objectives. In addition to the broad characteristics outlined above, KPIs and targets should:

- *Be simple and easy to convey* — The language used to express KPIs and targets should be non-technical and straightforward, capable of being understood easily by the public.
- *Relate directly to the identified objectives* — KPIs and targets need to be formulated carefully to accurately reflect objectives and facilitate problem identification. Inappropriate, incomplete or unrealistic performance indicators can lead to the misdiagnosis of problems or skewed and undesirable outcomes. It should be possible to trace a clear 'pathway' from a KPI/target to a related transport objective (and back to the higher level goal).
- *Relate to outcomes, not outputs* — Outcomes are better indicators of the effectiveness of an activity. Outputs usually measure the level of activity and not its end result (economic, social and environmental).
- *Enable benefit measurement* — Formulating KPIs in terms of positive outcomes or improvements enables the estimation of the benefits of a specific initiative.
- *Be measurable from a practical perspective* — The analytical tools, data and/or resources needed to monitor a KPI or target should be readily available at a reasonable cost. Where this is not the case, consideration needs to be given to how the KPI/target will be measured, and the cost and other implications of developing new tools or methodologies.
- *Reflect recognised performance measures* — KPIs/targets should incorporate measures that are recognised as reliable and appropriate. This may include meeting particular legislative criteria or standards set by professional bodies. Where new measures are proposed, consideration should be given to consulting with the relevant stakeholders to ensure a robust indicator is set and to reduce the likelihood of disputes at a later stage.

KPIs and targets can be expressed in trends over time (for example, 'a 15% reduction in pedestrian fatalities in the central city over the next five years') or in comparisons with other jurisdictions (for example, 'reduce crashes on country roads to below the national average').

Most jurisdictions will have guidelines for developing KPIs and targets. The SMART criteria are commonly used to guide practitioners in the development of KPIs:

- Specific – well defined and focused
- Measurable – can be measured to track progress
- Achievable – realistic, practical and stretching
- Relevant – directly relate to objectives
- Time-bound – clear timeframes set for each indicator

Other sources of information that support the development of KPIs include Performance Information and Indicators, Australian Government Department of Finance (October 2010)

Queensland Transport and Main Roads Department have searchable Data and Metric Catalogues for policy, strategy, program and project areas to use to assist with understanding data already available across the department, which metrics are currently used where, and who in the department they can contact.

Qualitative and directional indicators

While KPIs and targets should ideally be quantitative, this should not exclude qualitative measures and information to be used in circumstances where quantification is difficult. For example, commuter perceptions that train travel is more comfortable or safe may be an important indicator of the success of initiatives aimed at encouraging more people to use public transport.

Some of the wider impacts of an initiative can be more difficult to quantify, for example, some of the wider flow-on social and economic impacts of an initiative. In principle, wider outcomes could be measured, but doing so could be complex and expensive. In such cases, some qualitative indicators may assist in providing a richer picture of the outcomes of an initiative. These may sometimes be limited to using directional change as a proxy qualitative indicator where a direct measure is difficult to obtain or when indicators are first implemented. That is, knowing whether an initiative is improving or worsening a certain outcome is better than not having any information.

Exploring more comprehensive indicators

Integrated, multi-modal transport planning requires more comprehensive indicators than have traditionally been applied in transport system assessment and planning. Some examples of more comprehensive indicators are shown in Figure 6.

Figure 6 More comprehensive indicators

Accessibility	Travel time and costs required by various users to reach important destinations such as work, education and services Percentage of children who can walk or cycle to school Average commute time
Affordability	Proportion of annual/weekly household expenditure devoted to transport (including motor vehicle running costs, fuel and parking costs)
Land use density	Number of jobs and services within a specific distance from people's homes
Transport diversity	Variety of transport options available in an area
Health and wellbeing	Percentage of people that regularly use active transport modes

Box 1 briefly discusses issues involving data for measuring performance using indicators.

Box 1 Identifying data for measuring performance

Many of the problems associated with KPIs and targets are related to the costs of collecting and processing data. In theory, goals and objectives should determine the selection of performance measures. In practice, some preferred KPIs and targets might prove to be unrealistic due to limited resources.

In formulating KPIs and targets, consider what data is required and whether it is already being collected and/or processed. Conventional, established data collection programs and methodologies may be sufficient for indicators that measure outputs. However, measuring broader economic, social, environmental outcomes — such as social inclusion or environmental sustainability — may require additional types or volumes or combinations of data.

Data sources that may be useful include:

- Surveys, such as household travel and expenditure surveys, workplace surveys and customer satisfaction and perception surveys
- Datasets held by public sector agencies such as the ABS and the BITRE
- Transport performance monitoring data, such as annual statistics on road crashes
- Data held by private firms such as toll road operators and freight companies
- Data generated from longitudinal studies conducted by research bodies.

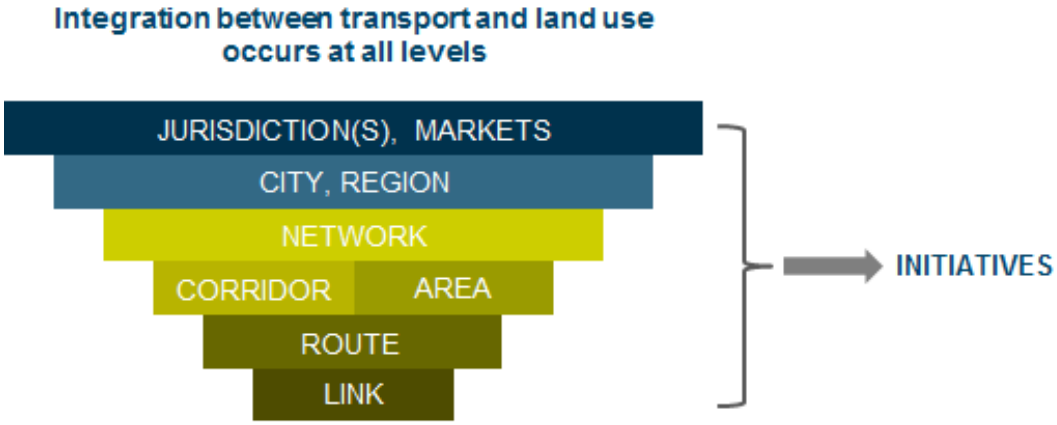
5. Aligning goals, objectives, KPIs and targets

Goals, transport system objectives, KPIs and targets should be aligned, and consistent with each other. This will ensure that transport plans, policies and initiatives that are planned with transport objectives in mind will in turn contribute to achieving the jurisdictional economic, social and environmental goals (Victorian Department of Transport 2012).

This integration requires:

- Transport system objectives being anchored by goals. For example, the transport objective to achieve greater network efficiency is aligned with the goal of economic growth.
- Alignment of transport objectives and targets across all the planning levels shown Figure 7.

Figure 7 Hierarchy of planning levels



Source: ATAP Part F0.1

Figure 8 shows how this approach can be achieved. It shows:

- A cascading relationship between goals, objectives and KPIs. KPIs are linked to objectives, which are linked in turn to goals.
- A cascading relationship of objectives across planning levels. Objectives and KPIs across planning levels need to be consistent with, and reinforce, each other. This can be achieved by translating the objectives and KPIs from higher levels to lower levels, and checking for consistency.

This approach is consistent with the concept in planning of having a clear 'line of sight' between desired outcomes at the jurisdiction level down to lower spatial levels (NSW Department of Planning, Industry and Environment 2020).

Project objectives

When developing a business case for a specific proposed project, reference is sometimes made to project objectives. If this occurs, it is important to ensure that:

- The transport system objectives are referred to first in the business case

- The stated project objectives are consistent with the transport system objectives, and ideally that the former have been developed with full knowledge of the latter. Ideally, the proposed project would have arisen from a policy and planning process guided by the transport system objectives.

Monitoring performance

The process discussed above promotes the development of using a system of aligned goals, objectives, KPIs and targets, and its use for guiding the development of transport plans and associated transport initiatives. At the end of the ATAP Framework, the KPIs can be used in performance review (see ATAP Part F7), checking whether desired outcomes (targets) have actually been achieved. Some jurisdictions have legislated performance management systems in place to ensure monitoring occurs in a structured way across government (e.g. Queensland Government 2020). In the ATAP Framework, this occurs through the benefit management approach (see Part T6).

Figure 8 Examples of integrated goals, objectives, KPIs and targets across planning levels

	GOALS		
	Economic Prosperity and economic growth	**Social** Public safety	**Environmental** Environmental sustainability
	OBJECTIVES		
Transport system	More efficient connections across the transport system in State X	Improved safety in the transport system in State X	Reduced emissions from transport
City	More efficient connections to international freight gateways	Reduce fatalities on the transport network in City Y	Reduced emissions from transport network in City Y
Corridor	More efficient public transport connections along corridor Z	Reduce fatality rate in corridor Z	Reduced emissions from transport in corridor Z
Route	Less delays at key intersections along road A in corridor Z	Reduce fatality rate on road A in corridor Z	Reduced emissions from motor vehicles along road A in corridor Z
Link	Less delays at intersection of road A and road B	Reduce fatality rate on 1.5 km section of road A immediately north of Town C	Reduced emissions from motor vehicles at intersection of road A and road B
	KPIs		
	• Average travel time to points of economic interest (airports, ports, intermodal terminals) • Connection times at public transport interchanges along corridor/route	• Number of fatalities from road crashes on transport network in city/corridor/road/link	• The number of hybrid and electric vehicles in the City Y fleet • Measured air quality at locations 1A and 2A along road A
	TARGETS		
	• Average travel time to airport of 20 minutes • Maximum connection time of 10 minutes at public transport interchange X	• A 10% reduction in fatalities from road crashes on the road network	• A 25% increase in the number of hybrid and electric vehicles in the City Y fleet • Improved air quality at locations 1A and 2A along road A

6. Engaging stakeholders and the public

Transport system decisions are made within a complex environment in which the views of government and community stakeholders need to be understood. Stakeholder engagement processes are a key component of all steps of transport assessment and planning.

Engaging stakeholders and the public early in the development of transport plans and initiatives is good practice. It improves the robustness of planning processes, promotes better working relationships and can lead to the identification of new issues, challenges and opportunities.

Engagement at this first step of the Framework ensures that stakeholders have a say in the overall direction of the development of the transport system. It also assists in ensuring that proposed initiatives do not finish up being unrealistic, unsupported by other levels of government or critical stakeholders, or having the potential to cause significant community concern and anxiety.

Collaboration with internal government stakeholders can be vital to reaching consent on the strategic issues facing transport, developing achievable objectives and framing realistic options. Engaging the public can allay community concerns about transport plans and initiatives, give local communities a say in their design and development, and identify new options and opportunities that planners may not have considered. Importantly, it can help to build public trust in proposed initiatives and the processes, people and agencies associated with them.

The results of stakeholder and community engagement should inform the iterative process of defining goals, transport system objectives and targets. Processes need to be in place to ensure this 'feedback loop' occurs.

Box 4 Tools for engagement

Many tools can be used to identify and engage stakeholders, and ensure their views are considered in defining objectives and targets for transport. These include:

- Stakeholder mapping - to identify all key stakeholders with an interest in a particular issue or initiative and their likely concerns
- Workshops with government stakeholders - to align objectives with broader goals and develop realistic objectives and targets
- Early engagement with agencies that are part of a formal approvals process - to ensure that objectives and targets align with the approvals process (such as environmental, cultural heritage or noise approvals) and do not require later revision
- Issues and 'hotspot' summaries - to identify potential issues of concern to stakeholders and consider whether objectives should be adjusted to respond to these issues
- Real time feedback from transport system users - to help set KPIs and targets that relate directly to the experiences and concerns of users
- Surveys, community forums, online engagement and social media - to better understand community aspirations and concerns, and align these with goals, objectives and targets.

The extent to which any engagement tool is used will depend on many factors, including the requirements of government, the nature of the particular initiative and the time allocated to this step of the Framework.

Box 5 Checklist for practitioners

- Have the relevant government goals been identified?
- Have objectives been developed? Are the goals and transport system objectives 'direction-setting outcomes-based' statements? Have trade-offs between objectives been appropriately considered?
- Have appropriate KPIs and targets been established?
- Do the objectives and targets reflect government economic, social and environmental goals?
- Does each proposed objective have at least one specific target?
- Are objectives and targets integrated with goals?
- Have stakeholders and the public been engaged?

References

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