TRANSPORT AND INFRASTRUCTURE COUNCIL

2015 National Guidelines for Transport System Management in Australia

Goals, Objectives and Targets [F1]

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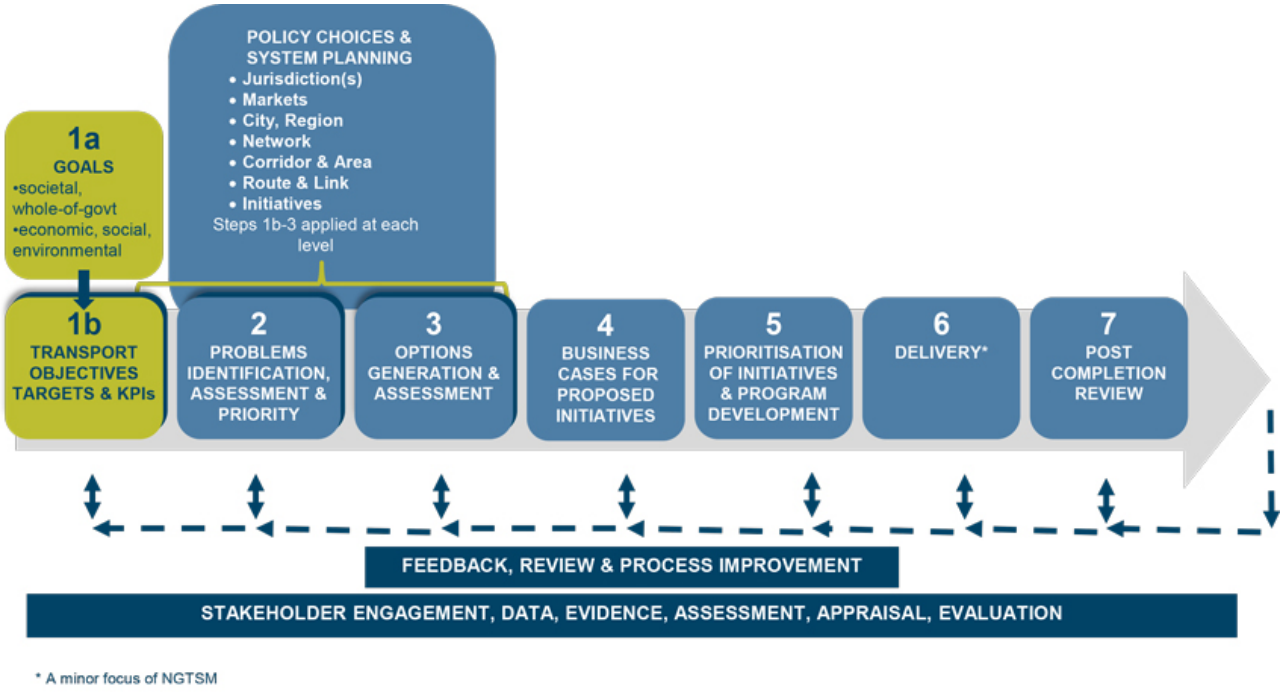
Step 1: Goals, objectives, targets and KPIs



At a glance

- Step 1 of the Framework aims to establish a clear and integrated set of goals and objectives, and set realistic targets and performance indicators that enable progress to be monitored and evaluated.
- Step 1 is separated into two parts:
  - 1a focuses on goals – which are a jurisdiction's highest level societal and whole-of-government desired outcomes, covering the economic, social and environmental triple bottom line
  - 1b then considers supporting transport system objectives, targets and KPIs.
- This critical first step sets the context for all subsequent steps of work. It stimulates strategic thinking and establishes a sound foundation for integrated and best practice planning.
- Five linked stages comprise Step 1:
  1. Identify goals
  2. Define objectives
  3. Set targets and performance indicators
  4. Confirm strategic integration
  5. Identify integrated planning opportunities
- These stages have a strong focus on strategic alignment and integration to ensure transport strategies, policies, plans and specific initiatives contribute to the achievement goals and transport system objectives. They also reflect Infrastructure Australia's Reform and Investment Framework (RIF), which aims to align goals, objectives and targets across national, state and territory governments.

1. Goals, objectives and targets

Transport systems are a central element of Australia's economic and social systems. They allow the movement of people and goods, giving people and businesses the access they need in their daily lives and activities.

The NGTSM aims to provide an overall framework and rigorous techniques for planning and assessing transport systems within Australia. It provides the basis for sound advice to government decision makers about the merits of the various actions or initiatives that governments can take in planning, assessing and managing the transport system.

These actions and initiatives consist of a very broad range of options, ranging from strategies, strategic plans, new policies and regulatory changes through to infrastructure projects, both large and small. The term 'initiative' as used here covers the complete set of potential actions.

Transport system assessment, planning and management should be undertaken within this broad context and aim to make the best possible contribution to achieving community aspirations such as economic prosperity, social equity, public safety and environmental sustainability.

Defining and using goals and objectives for transport systems (and their components) ensures that proposed transport strategies, policies and other initiatives that flow from them:

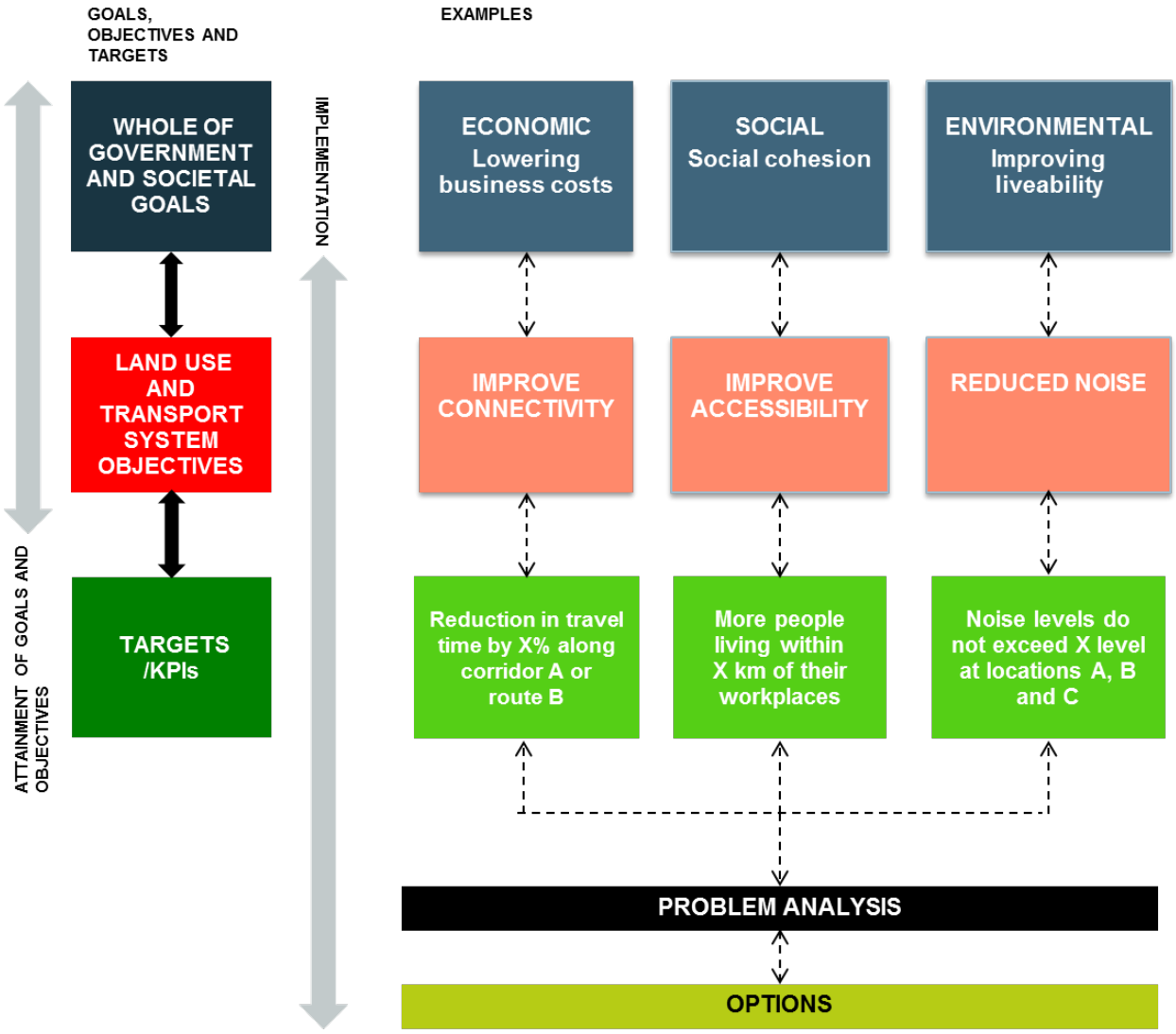
- Reflect the economic, social and environmental goals of all relevant levels of government (including whole-of-government) and society.
- Respond to government priorities.
- Align with the broader strategic directions set for the jurisdiction and for its transport system.
- Support, influence and integrate with current and planned land uses.

High-level goal and objective statements give guidance in choosing the best policies and options. They support a focus on exploring which option or mechanism is best suited to achieve a particular outcome, rather than simply directing decision-making towards investment oriented solutions. They also stimulate strategic thinking and planning, resulting in specific initiatives that are more likely to be considered and developed in a broader and more integrated strategic context.

Step 1 of the Framework involves defining, formulating and integrating goals, objectives and targets/KPIs. This critical first step sets the context for all subsequent steps of work. Figure 1 shows the relationship between goals, objectives and targets/KPIs and the conversion of those goals and objectives into practical transport options for solving identified problems.

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 implicitly inferred at the same time.

Figure 1 Goals, objectives, KPIs and the Framework



Five linked stages comprise Step 1 of the Framework, as shown below. These five stages should be used to guide the development of transport strategies, policies, plans and individual initiatives.

1 Select goals	• Select high-level goals that are already established in existing government strategies, policies and plans	*Section 2.2*
2 Define objectives	• Define transport system objectives that support the high-level goals • Consider and assess trade-offs and modify objectives if required	*Section 2.3*
3 Set targets	• Establish targets and KPIs for each objective	*Sections 2.4-2.6*
4 Confirm strategic integration	• Check strategic alignment between goals and objectives	*Section 3.1*
5 Identify integrated planning opportunities	• Check goals, objectives and targets are integrated across planning levels* • Identify and action opportunities to integrate land use planning	*Section 4*
Stakeholder and public input		*Section 5*
• Stakeholder and community engagement should be undertaken to ensure a robust and transparent process for defining and integrating goals, objectives and targets.		

** The planning levels concept and hierarchy are described in the System Planning chapter.*

2. Defining goals, objectives and targets

Defining clear goals and objectives is a critical first step in making decisions about the transport system, whether these are about direction setting strategies, plans and policies, relatively minor regulatory and governance reforms or large-scale infrastructure investments.

There is often confusion about how these terms are used, so it is important for their meaning to be clear. In these Guidelines:

- Goals and objectives are 'direction setting outcomes based' statements.
- Goals are not transport specific – they are higher order general statements of desired economic, social and environmental outcomes.
- Goals are higher level statements than objectives. Objectives describe the measurable contribution of the transport system to achieving the goals.
- Targets are specific desired outcomes that support achievement of the objectives.

2.1 Defining goals

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

In other words, goals are societal outcomes or whole of government outcomes. They are not transport specific – they sit above transport. Goals draw on whole of government strategic plans and vision documents and occur at the highest level of planning: network, city or region.

Goals are not set as part of the development of transport initiatives. Rather, they occur well before, and guide the identification of transport initiatives. When making decisions about a transport reform or investment, the focus should be on determining how it will contribute to these goals.

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. It is important to recognise that goals (and objectives) may change with change of government.

Establishing a strong alignment between government goals and objectives and transport initiatives is critical. Without this, initiatives will not stand the test of time. They will also fail the strategic merit test (see F3), which requires transport initiatives to align with government goals and objectives.

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
- 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 and fires. 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
- Enhancing the liveability and amenity of urban centres.

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.

TOOLKIT

Triple bottom line focus

The 'triple bottom line' (TBL) concept is often used as a framework for measuring and reporting performance under three categories: economic (financial), social and environmental.

A TBL focus is used throughout all aspects of the Guidelines. It is used as more of a philosophy that influences the planning and assessment of the transport system, rather than a specific approach or methodology. Adopting a triple bottom line approach gives transport planners an important tool for assessing the implications of proposed initiatives across the full range of government policy goals.

Transport system objectives can be aligned directly with high-level TBL goals. For example:

- Objectives such as improving business access to markets, reducing transport costs and supporting business clustering will contribute to the broader **economic goals** of lifting productivity levels or increasing the diversity of the economy.
- Objectives such as improving transport affordability and making public transport more widely available will contribute to **social goals** such as reducing social and economic disadvantage, and improving equity between geographic areas.
- Objectives such as making transport infrastructure more resource-efficient and promoting the use of walking and cycling will align with the broader **environmental goals** of increasing the efficient use of natural resources and promoting environmental sustainability.

Victoria's Department of Transport, Planning and Local Infrastructure (DTPLI) has developed resources that outlines how to link transport objectives to TBL goals as part of its description of the state's Transport Integration Act. This can be found in Transport and the triple bottom line – Transport's role in driving the economic, social and environmental objectives of the *Transport Integration Act 2010.* Available from the DTPLI's website. (http://www.dtpli.vic.gov.au/__data/assets/pdf_file/0008/221876/Transport-and-the-triple-bottom-line-June-2012.pdf*)*

2.2 Identifying goals

Goal development only occurs at the highest levels of planning. These goals may be national, state/territory and/or regional goals. Identifying goals is an important step in guiding the development of transport plans and initiatives.

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 that transport has some potential to contribute towards. There is little point in selecting a goal that is completely unrelated to the transport system.

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

SAMPLE GOALS

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

- *Infrastructure Australia* has set out seven strategic priorities at a national level.

Strategic Priority 1	Strategic Priority 2	Strategic Priority 3	Strategic Priority 4	Strategic Priority 5	Strategic Priority 6	Strategic Priority 7
Expand Australia's productive capacity	Increase Australia's productivity	Diversify Australia's economic capabilities	Build on Australia's global competitive advantages	Develop our cities and/or regions	Reduce greenhouse emissions	Improve social equity and quality of life

- The *Transport and Infrastructure Council* has adopted a high-level vision to support its work advising governments on the coordination and integration of transport policy in Australia.

National transport system vision	• To maximise the contribution of effective transport to Australia's productivity, quality of life and equity • In pursuing this vision, ATC recognises that transport is 'seamless', both between modes and between domestic and international transport

- The *Council of Australian Governments* (COAG) has formulated vision and goal statements for aspects of its national reform agenda, focusing on boosting productivity and workforce participation and mobility, and supporting wider social and environmental outcomes.

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	Plan Melbourne	Integrated Transport and Land Use Plan (SA)	State Planning Strategy 2050 (WA)
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	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	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	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 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.

2.3 Defining objectives

Objectives are specific statements of outcomes that a jurisdiction is aiming to achieve through its transport system.

Objectives support the high-level goals and can be expressed for each planning level: the whole transport system, city or region, a network, an area or corridor, or a specific route or link.

Objectives can also be set for specific initiatives, transport modes and local areas.

The suite of objective statements should be consistent and integrated across planning levels.

The difference between objectives and outcomes should be noted. Objectives are statements about desired outcomes. Outcomes are the end results that are achieved by meeting the objectives. For example, reducing fatalities from road trauma is an objective; the number of fatalities is an outcome. Similarly, reducing greenhouse gas emissions is an objective; the level of greenhouse gas emissions is an outcome.

Transport system objectives

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

Transport system objectives may include:

- *Economic objectives* – such as improving travel times, vehicle operating costs or the quality, comfort, safety and reliability of services
- *Social objectives* – such as improving access to public transport or reducing road crashes
- *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

Some of these objectives overlap. For example, improving road safety is an economic objective, due to the high cost of crashes, and 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 objectives may change with change of government.

Objectives can be set:

- Across planning levels – objectives can be identified for transport system, corridor, route and link
- Across different markets – objectives can be identified for different segments of the transport market including freight, public transport or commuters.

2.4 Formulating objectives

In some cases, governments may decide to develop a new set of transport objectives. This is often the case when developing transport plans.

Usually, however, 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.

Examples of transport system objectives are shown below. These should be seen as examples only. While the Guidelines are updated to reflect changes in objectives, practitioners should confirm contemporary objectives set by their jurisdictions and at the national level.

SAMPLE OBJECTIVES

National Transport Commission	Transport Integration Act (Victoria)	Transport Coordination Plan for Queensland 2008-18	Sydney City Centre Access Strategy
The NTC's *Strategic Plan 2014-15 to 2016-17* lists four policy objectives: • Improve transport productivity • Improve environmental outcomes • Support a safe transport system • Improve regulatory efficiency	Victoria's *Transport Integration Act 2010* defines objectives under five 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 sets the strategic direction for Queensland's transport system over the next 10 years. Ten objectives have been defined that respond to the challenges and opportunities facing the transport system: • Make the most of the existing transport system • Invest in Queensland's transport system • Keep the system working well • Get more people walking, cycling and using public transport • Support regional and remote communities • Move freight efficiently • Make transport safer • Make transport more secure • Care for our natural and build environment • Integrate transport planning and land use planning.	This strategy presents a number of actions aligned against three objectives (called priorities): • Reducing congestion • Servicing future growth in demand • Improving the customer experience

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

Objectives should be considered for different planning levels and different transport markets. This will assist practitioners to establish the desired outcomes for different geographical areas and different transport users. All of these should of course be consistent and integrated.

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).

Objectives must be expressions that describe the desired outcome. Objectives should not describe the actions required to achieve the desired outcomes.

Objectives should support and be directly linked to the high-level goals (see section 2.1).

Trade-offs

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- 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, the relative importance of each objective can be considered. The importance of particular objectives will vary significantly across the community and, in some cases, between governments. 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.

Where trade-offs are identified, 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.

Some objectives will complement each other. 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.

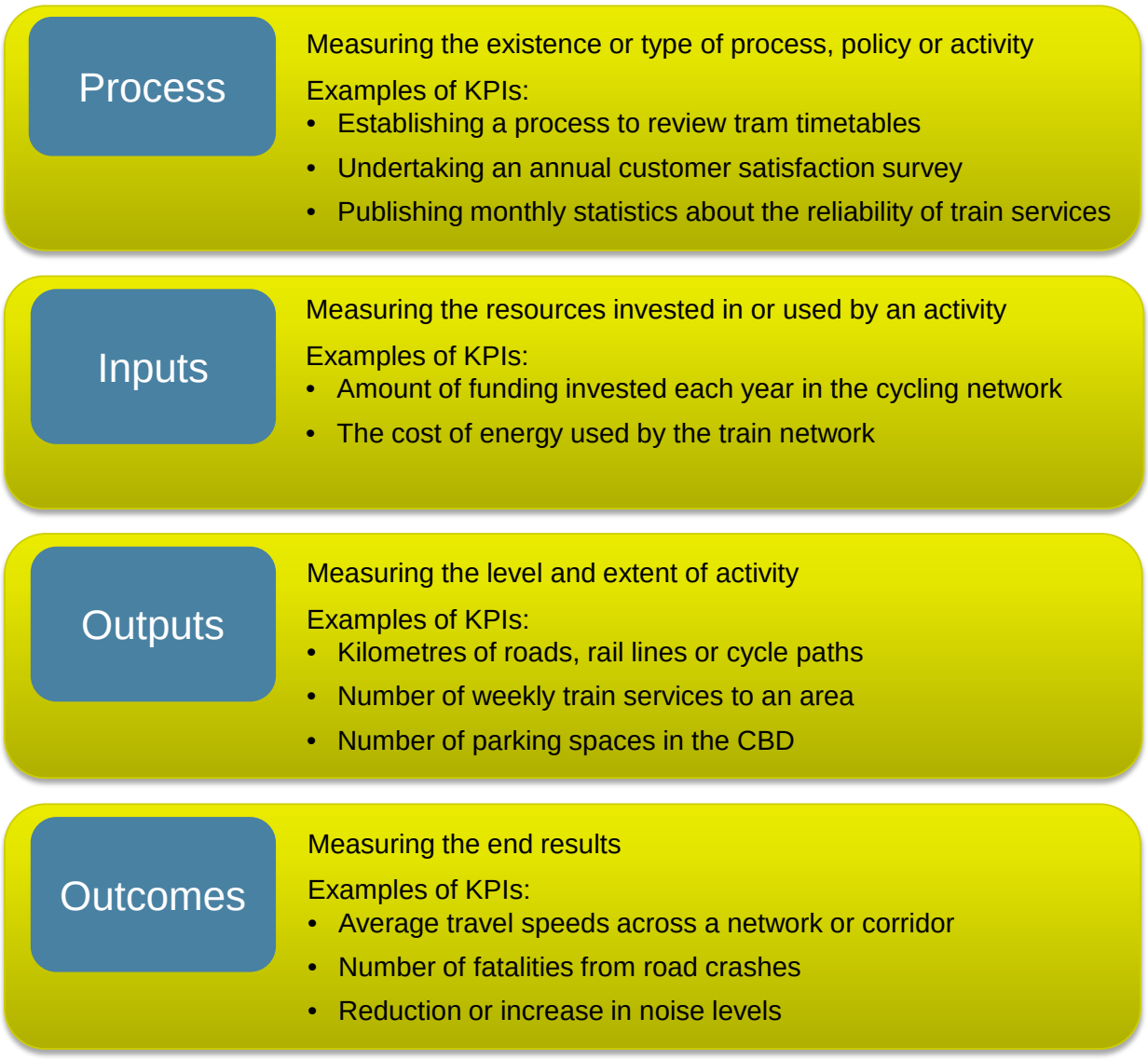
2.5 Defining targets and KPIs

A key performance indicator (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. Performance indicators and targets are mechanisms to operationalise objectives.

Targets should be measurable and 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.

Performance can be measured from several different perspectives, as illustrated below.

Figure 2 Different aspects of performance measurement



Ideally, targets and performance indicators should:

- 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
- Not be biased towards infrastructure rather than non-infrastructure solutions
- Be based on analysis and established practices to ensure that targets are realistic.

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

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

Safety considerations (corridor level)	Efficiency considerations (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.

2.6 Setting targets and KPIs

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

- *Be simple and easy to convey* – The language used to express targets and KPIs should be non-technical and straightforward, capable of being understood easily by the public.
- *Relate directly to the identified objectives* – Targets and KPIs 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 target/KPI to a related objective (and back to the high-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 targets and KPIs in terms of positive outcomes or improvements enables the assessment of the benefit of a specific initiative against its cost.

- *Be measurable from a practical perspective* – The analytical tools, data and/or resources needed to monitor a target or KPI should be readily available at a reasonable cost. Where this is not the case, consideration needs to be given to how the target/KPI will be measured, and the cost and other implications of developing new tools or methodologies.
- *Reflect recognised performance measures* – Targets/KPIs 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.

Targets and KPIs 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').

While targets and KPIs should be measurable, this should not exclude 'soft' measures such as public and user perceptions. 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.

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 below.

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
User satisfaction	Check goals, objectives and targets are integrated across planning levels Check strategic alignment with national goals and objectives
Health and wellbeing	Percentage of people that regularly use active transport modes

Identifying data for measuring performance

TOOLKIT

Many of the problems associated with targets and KPIs 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 targets and KPIs might prove to be unrealistic due to limited resources.

In formulating targets and KPIs, 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.

Setting KPIs

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

- **S**pecific – well defined and focused
- **M**easurable – can be measured to track progress
- **A**chievable – realistic, practical and stretching
- **R**elevant – directly relate to objectives
- **T**ime-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).*

3. Integrated goals, objectives and targets

Transport system objectives and targets should be integrated with each other and with jurisdiction goals.

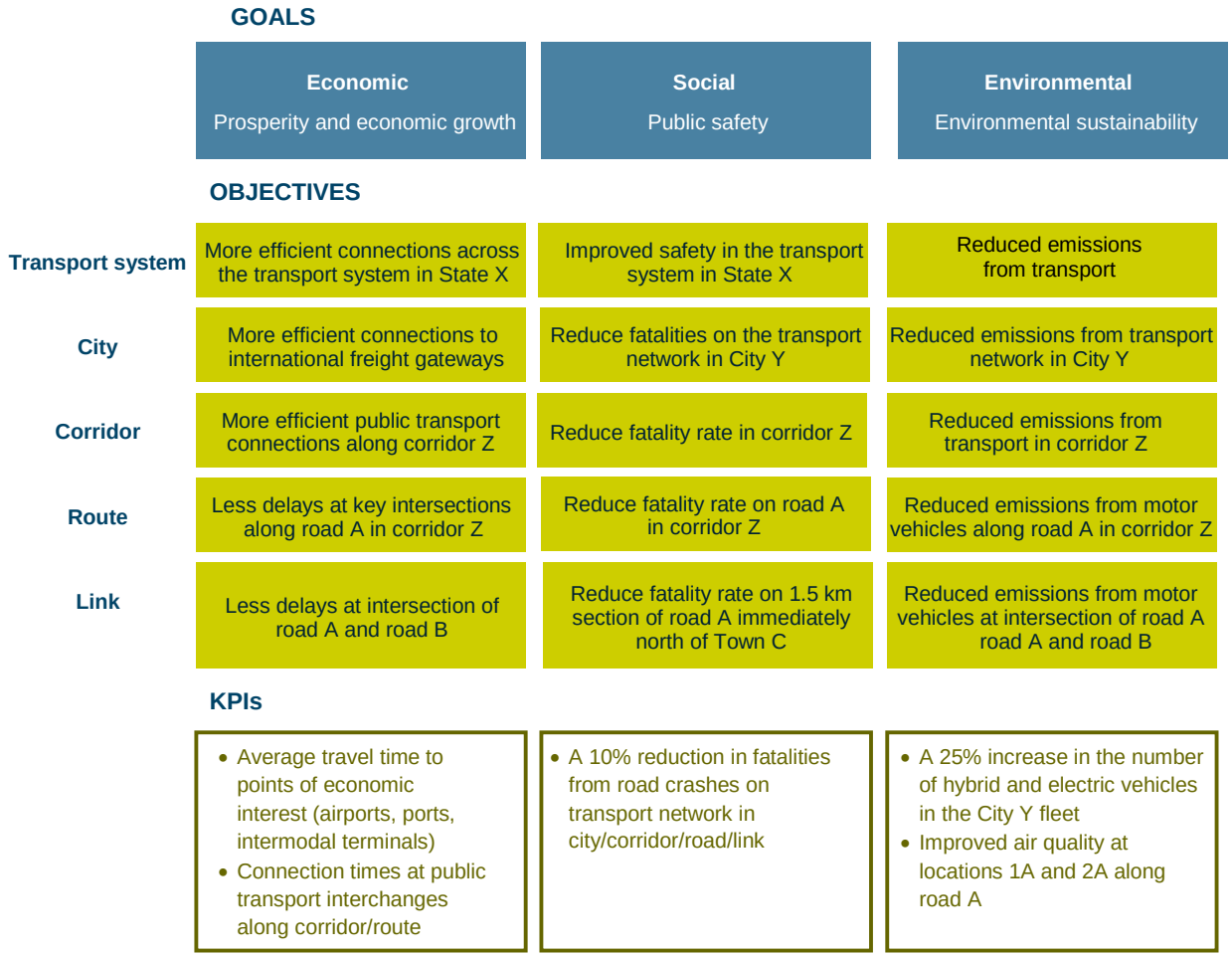
Goals are whole of government outcomes that are above the transport network. Objectives and targets for transport initiatives and transport plans should be anchored by goals. This integration between goals and objectives will ensure that the transport system contributes to achieving the jurisdiction economic, social and environmental goals.

3.1 Integration between goals, objectives and KPIs

There should be a cascading relationship between goals, objectives and KPIs. KPIs are linked to objectives, which are linked in turn to goals. This will provide an understanding of precisely how proposed transport plans and initiatives have the potential to contribute towards higher order goals and objectives. There are likely to be complementary objectives and KPIs across both planning levels and markets.

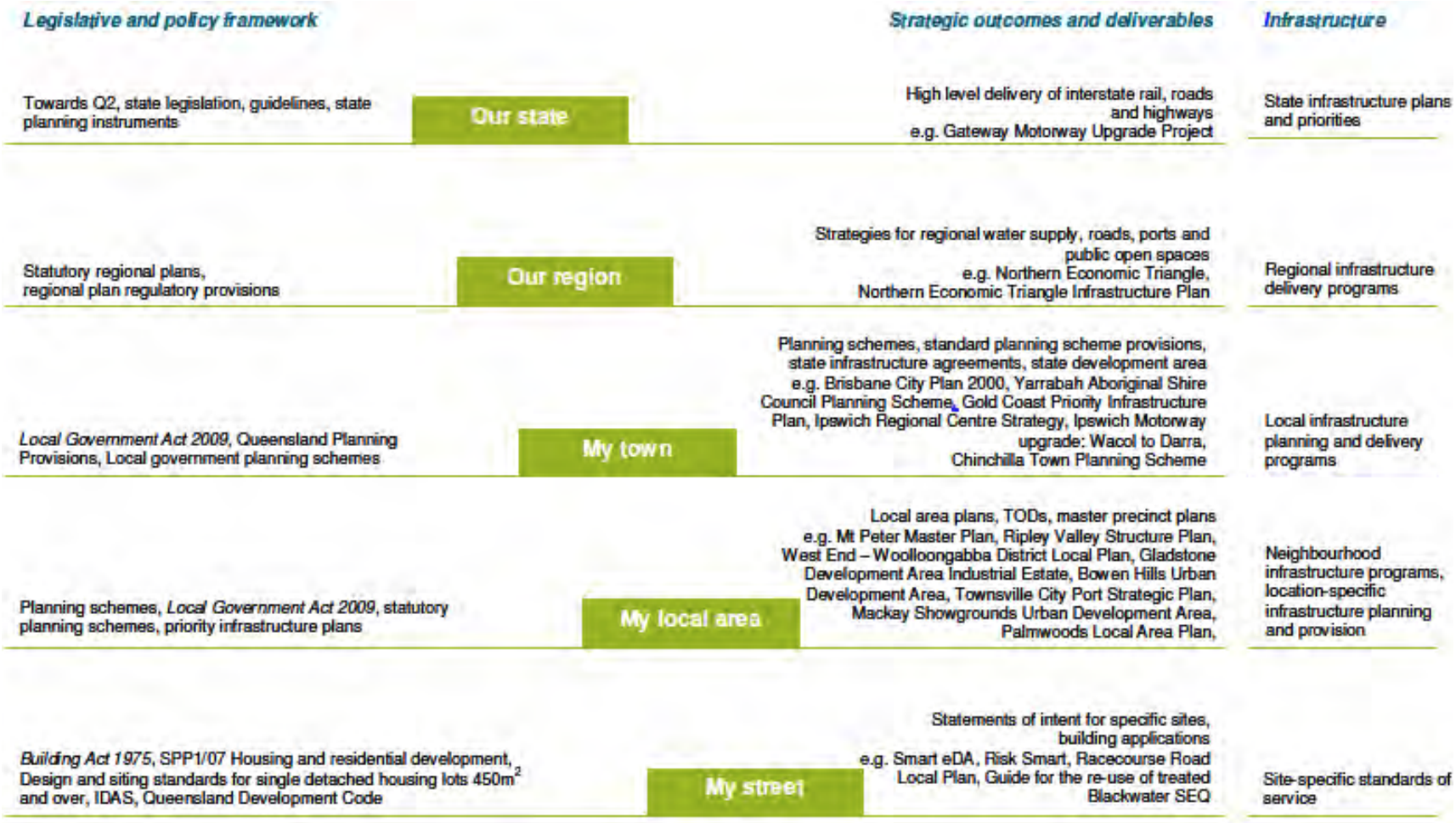
The matrix below provides an example of this integration across the different planning levels.

Figure 3 Examples of integrated goals, objectives and KPIs across planning levels



A 'line of sight' strategic planning framework can assist in exploring and testing the relationships between high-level strategic objectives and across different planning levels. This framework identifies the legislation, policies and strategic objectives that apply at local, regional and state levels, providing an integrated 'map' to guide the selection and setting of objectives. An example of such a framework – Queensland's *My Street, Our State* infrastructure planning framework – is shown in Figure 4. Please note that details in this 2009 example chart are illustrative only and do not represent current Queensland government policy.

Figure 4 Queensland's *My Street, Our State* framework



(http://www.planning.org.au/documents/item/1231)

Strategic alignment

TOOLKIT

Strategic alignment with goals, objectives and strategies is critical to the success of transport initiatives.

What is strategic alignment? – When strategic alignment exists, there is a clear relationship between a transport plan or initiative and a jurisdiction's goals and transport system objectives.

How is it achieved? – Strategic alignment requires practitioners to have a sound understanding of the potential for particular initiatives to impact on government goals. This involves several steps. First, transport system objectives need to align to specific jurisdiction goals. For example, the transport objective to achieve greater network efficiency is aligned with the goal of economic growth. Second, practitioners need to develop transport plans and initiatives that align with transport system objectives, with step one then ensuring they also help achieve broader jurisdiction goals.

Infrastructure Australia's paper, *Better Infrastructure Decision-Making* (IA 2014) includes templates that encourage the proponents of transport initiatives to align their initiative-specific objectives to their jurisdiction's transport system objectives, national ones, and those of other governments and relevant parties (such as transport agencies and infrastructure providers and operators). These are useful tools for thinking strategically about the broader implications and alignment of particular goals and objectives.

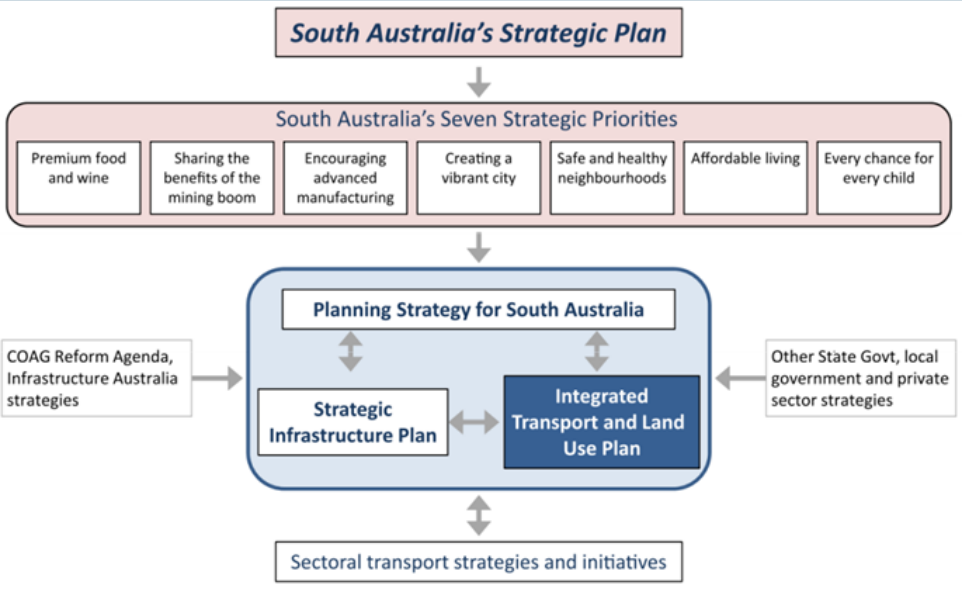
The guide and templates are available at the Infrastructure Australia website.

4. Integrated land use planning

Case study – South Australia Draft Integrated Land use and Transport Plan

The emphasis on integration and the role of land use planning is (intentionally) evident from the front page and title: 'Integrated Transport and Land Use Plan' (ITLUP), not 'Transport Masterplan' or 'Transport Plan'. There is a clear focus on aligning the South Australian Government's land use vision and transport plan.

Integration occurs at the highest statewide strategic planning level. Readers are immediately guided to read ITLUP alongside the SA Planning Strategy and the SA Infrastructure Plan (see diagram below), placing the Plan's initiatives within a clear strategic context.



The integration of land use planning was a fundamental principle adopted in the development of the Plan. Land use planning was recognised as a key input and given a dedicated workstream within the development process. This ensured that land use planning objectives were captured in every aspect of the Plan's development: from setting goals and objectives through to defining the challenges and solutions and drafting and presenting the document. The dedicated team appointed to draft the ITLUP also included experienced land use planners.

Importantly the Plan is intended to also inform subsequent revisions of the Planning Strategy, creating a feedback loop to ensure integration between land use and transport specific plans.

The delivery of the Plan focuses on putting in place the right regulatory framework. Subject to the consideration of an Expert Panel undertaking a review of South Australia's planning legislation, this framework proposes to bind the Plan to the South Australian Planning Strategy. The Plan also proposes improved governance arrangements that align multiple levels of government planning with the delivery of land use/transport outcomes.

5. 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, that are not supported by other levels of government or critical stakeholders, or that have 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.

Tools for engagement

TOOLKIT

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 targets and KPIs 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.

Checklist for practitioners

TOOLKIT

Checklist
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 and resources

Department of Transport, Planning and Local Infrastructure (DTPLI) 2012, *Transport and the triple bottom line,* Victorian Government, Melbourne, available at: http://www.transport.vic.gov.au/legislation/transport-integration-act/applying-the-transport-integration-act

Government of Queensland 2011, Submission to Infrastructure Australia, available at: http://www.infrastructureaustralia.gov.au/coag/files 2012/Queensland_Government_2011_12_Submission.pdf

Infrastructure Australia 2014, *Better Decision Making*, available at: http://www.infrastructureaustralia.gov.au

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