1. Transport Policy

Learning Objective:

*Analyse current and emerging challenges and stakeholder roles, and utilise a transport policy and planning framework to achieve desired transport outcomes.*

Topics

1. Importance of urban transport ................................................................. 2
2. Transport system management .................................................................... 5
3. Policy framework – state, regional, local ..................................................... 6
4. Key stakeholders ......................................................................................... 7
5. Trends in transport and traffic .................................................................... 8
6. Funding ....................................................................................................... 8

What are the current and emerging **problems** or **challenges** facing transport? 
What are the **drivers** of transport demand? 
**Which desired outcomes** address these problems? 
What is the **vision** for the future?
1. Importance of Urban Transport

Transport is essential for the movement of people and goods and a key factor in health of a regional economy.

There are a series of questions to be answered in planning and managing road operations:

- What are the current and emerging problems or challenges facing transport?
- What are the drivers of transport demand?
- Which desired outcomes address these problems? What is the vision for the future?

Transport is primarily a derived demand, a result of the movement of people and freight for economic and social purposes. Derived demand, from economics, is where demand for one good or service occurs as a result of demand for another. We travel in order to satisfy a need (ie work, business, education, recreation, etc) and transport freight as part of the overall economic activity.

Users of transport are primarily consuming the service, not because of its direct benefits, but because they wish to access other services or places.

Transport is a derived demand. Understand the drivers of demand.

Factors Affecting Transport Demand

Many factors affect the demand for transport, which refers to the amount and type of travel people would choose at a specific price and service quality.

Factors that can affect future transport demand include:

- **Demographics**: population growth (births, deaths, migration), age profile, household income and size, etc.
- **Economy**: employment levels, economic activity, freight and tourist demand, land use type, mix and density, etc.
- **Social & political**: current and emerging trends.

Issues such as, population growth, demographic trends, economic growth, traffic congestion, freight and passenger transport mode share, public transport funding, vehicle emissions and energy use, land use trends, social trends, environmental impacts – are indicative of current and emerging challenges facing transport.

Managing transport networks requires thinking about these challenges from each modal perspective involved (whether car, bus, truck, ferry, bicycle, or walking).

Challenges from institutional and multi-agency jurisdictional arrangements, stakeholder expectations, and legislative and policy requirements also need to be factored into planning and management.
And there are the underlying resourcing challenges, in terms of limited people (capability and capacity), funding (public and private) and information (data and analysis).

These challenges can be analysed down to the sub-regional and corridor level, within available resources of people, time and funding.

Toolbox: PESTEL Analysis

PESTEL Analysis is a tool used to analyse factors in the ‘big picture’ or macro context, considering current and emerging Political, Economic, Social, Technological, Environmental and Legal changes. Many of these factors are inter-dependent.

The PESTEL tool is easy to understand and use and is useful means to facilitate stakeholder discussions or workshops and determine policy interests.

- Use PESTEL to brainstorm and identify current and emerging factors in the macro-environment
- Analyse the potential implications of these factors for road operations.

**PESTEL Analysis Tool: A checklist of factor examples for consideration**

<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Political party platform, election promises, both government and opposition</td>
<td>• National, regional, local economic activity trends – employment levels, interest rates, business investment, household income levels, cost of living, inflation, interest rates, fuel and labour costs</td>
</tr>
<tr>
<td>• Potential changes to government policy – national, regional, local – constraints and opportunities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Social</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demographic trends, population growth</td>
<td>• Technology changes, availability, developments</td>
</tr>
<tr>
<td>• Generational shifts, changes in lifestyle, work, education</td>
<td>• New and disruptive technology</td>
</tr>
<tr>
<td>• Health, education, cultural changes</td>
<td>• Research directions</td>
</tr>
<tr>
<td>• Attitudes to environment and security issues</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environment</th>
<th>Legal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Physical, social, built environments</td>
<td>• Legislation, regulation, published policy, legal cases, judicial review, enquiries</td>
</tr>
<tr>
<td>• Attitudes and directions for noise, emissions, water quality, waste, energy consumption attitudes</td>
<td>• Government agency strategy, policy and procedures, including central agencies: premiers, treasury, planning, development</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder, media, lobby groups, peak associations</td>
</tr>
</tbody>
</table>

---

Toolbox: SWOT Analysis

A SWOT Analysis is a simple, but very useful technique to analyse the context of your policy, program or project.

SWOT stands for **Strengths, Weaknesses, Opportunities and Threats**.

*Strengths* and *Weaknesses* are either an internal or current assessment.

*Opportunities* and *Threats* are external and also looking to the future.

**Strengths, Weaknesses, Opportunities and Threats Analysis Tool**

<table>
<thead>
<tr>
<th>Current/Internal</th>
<th>Future/External</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>What is currently being done well?</td>
<td>What current and emerging trends present opportunities/could be made use of?</td>
</tr>
<tr>
<td>What successes?</td>
<td></td>
</tr>
<tr>
<td>What successes have there been?</td>
<td></td>
</tr>
<tr>
<td>What capability/capacity/resources are available?</td>
<td></td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>What are the limitations in capability/capacity/resources?</td>
<td>What obstacles are being faced?</td>
</tr>
<tr>
<td>What could be improved?</td>
<td>What potential threats are emerging?</td>
</tr>
<tr>
<td>What should be avoided?</td>
<td></td>
</tr>
</tbody>
</table>

Use PESTEL to analyse factors in the macro context.

Follow PESTEL with SWOT for detailed strategic analysis.

---

2. Transport System Management

A best practice transport system management involves a multi-phase, strategic approach to achieve desired transport system objectives.

The Framework’s phases can be broadly grouped as follows:

- Objectives-led strategic planning—Phases 1 to 3 (goals, objective setting, policy choices and system planning, option generation)
- Appraisal and program development—Phases 4 and 5 (business case, prioritisation of initiatives, program development)
- Delivery and performance review—Phases 6 and 7 (delivery, post-completion review of performance)

A framework to understand the planning process involves answering:

- Where are we today? (context, challenges)
- What do we want the future to look like? (objectives, vision, targets)
- Who do we work with to make this happen? (stakeholders)
- How will we know we have been successful? (measures)
- What processes will we use? (strategies, programs, projects)
3. Policy Framework – State, Regional, Local
Transport network management involves a process of identifying current and future mobility and access needs – for people, freight and services – and managing the transport system to best address these needs.

This is in the context sustaining economic growth, supporting liveability and quality of life and minimising the impact on the environment.

Desired transport outcomes provide a consistent framework to guide transport managers to achieve appropriate outcomes for the community. The desired outcomes cannot be considered in isolation from each other and involves selecting the best overall mix of outcomes within the resourcing and institutional context.

Linkages between challenges and desired outcomes

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Desired Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Congestion</td>
<td>• Reduce need to travel</td>
</tr>
<tr>
<td>• Emissions</td>
<td>• Improve mobility for people &amp; goods</td>
</tr>
<tr>
<td>• Energy use</td>
<td>• Move to lower impact travel – safety, environment</td>
</tr>
<tr>
<td>• Safety</td>
<td>• Increase accessibility &amp; mobility</td>
</tr>
<tr>
<td>• Access &amp; equity</td>
<td></td>
</tr>
</tbody>
</table>

Transport network management involves a process of identifying current and future mobility and access needs.

Example of State Policy

The Queensland Transport Coordination and Delivery Plan aims:

To deliver the vision we will need to strike a balance between the needs of all transport users. This will need careful planning, management, and tough decisions.

Three key goals support the vision

An efficient and reliable transport system:
• people and freight can move easily
• travel times are predictable
• the right project is delivered at the right time for the right price.

An integrated transport system:
• the different parts of the system work well together
• travel and transport are affordable and accessible
• transport and land use planning are coordinated at the state, regional and local levels
• effective partnerships underpin the system.
A safe and secure transport system:
- people feel safe and secure
- goods can move safely and securely
- regulations effectively manage the system and red tape is reduced.

Source: TMR (2013)

Example of Regional Policy

Connecting SEQ 2031 (TMR 2011) outlines six priorities for action:

1. Creating compact and connected communities
2. Changing travel behaviour
3. Improving transport system efficiency and safety
4. Supporting economic vitality
5. Protecting environmental quality and health
6. Delivering an integrated transport network

Example of Local Policy

The Transport Plan for Brisbane 2008 – 2026 outlines six strategic objectives:

1. quality public transport
2. managed travel demand
3. coordinated transport and land use
4. a safe and efficient road network
5. delivering the goods on-time to the right place
6. more clean and green personal transport.

Source: BCC (2008)

4. Key Stakeholders

Aligning the transport and traffic network management deliverables of key partners is critical to success. A stakeholder is a group or organisation that can affect, or be affected (or perceive to) by your actions.

Key stakeholders include:

- state and local government transport agencies,
- Police and Emergency Services,
- toll road operators and
- towing and recovery services.

Other stakeholders include:

- Media, traffic reporters, traffic information providers
- Public transport, freight, taxi operators
- User groups – motorists, freight
- Facilities dependent on reliable traffic, eg airport, port.
Stakeholder involvement is the process of identifying key stakeholders, analysing their importance, and managing interactions.

Aligning deliverables of key partners is critical to success.

5. Trends in Transport and Traffic
Consideration of emerging trends in transport and traffic is key to effectively planning and managing the network into the future.

Examples of SEQ trends include:

- Cars dominate the way people travel, accounting for more than 80% of all trips
- There has been a steady decline in average vehicle occupancy
- Household car ownership rates have been increasing
- Average peak period travel speeds have been steadily decreasing
- Traffic congestion caused by unplanned incidents is increasing
- Most freight is carried by road.

Addressing emerging trends is key to effectively planning and management.

6. Funding
There are many sources of funding for transport network management activities, including taxation (federal, state, local), including rates and levies on local landowners; fees, such as motor vehicle registration, road tolls or a fares; and fines for breaching laws or regulations aimed at encouraging desirable user behaviour.

Private funding is also available for some activities, usually funded by a toll or availability charge.

Understand and target the likely sources of funding.

References

National Guidelines for Transport System Management (NGTSM), 2016
https://ngtsmguidelines.com


Reading:

Transport challenges facing the SEQ region, p16-20 in Connecting SEQ 2031: An Integrated Transport Plan for SEQ, 2011

Exercise:

Identify the major challenges and opportunities you consider important in managing road operations in SEQ in the next 5-10 years

<table>
<thead>
<tr>
<th>SWOT Analysis Exercise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current/Internal</strong></td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td><strong>Future/External</strong></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
</tbody>
</table>