



Austroads Strategic Plan

2023–27

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Who we are

Austroads is the association of Australian and New Zealand transport agencies.

We provide authoritative, practical and impartial advice, information, tools and services to our members and a range of other key stakeholders across government, industry and communities.

We aim to support the safe, efficient, reliable and sustainable movement of people and products to achieve societal benefits.

Austroads comprises several business activities, including the core Austroads work program, the National Exchange of Vehicle and Driver Information System (NEVDIS), and Transport Certification Australia (TCA).

Our teams are located across Australia and New Zealand. We work in an integrated and collaborative way including with external partners and experts to ensure our products and services are delivered successfully and maximise value.

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What we do

Our core products and services include:

- Research – we undertake research projects, including real world trials, to answer questions about transport best practice and future preparedness.
- Operational services – we provide trusted operational services for member agencies and industry, including digital services and assurance of technologies and data.
- Guidance – we publish and support the adoption of technical guidance to direct the consistent design, management and operation of Australasian transport networks.
- Data – we securely exchange, manage, analyse and report on vehicle registration, driver licence and road-related data with government and commercial entities.
- Implementation – we implement sector-wide change-of-practice initiatives, and operational systems.

Our vision

To be the leading provider of authoritative information products and services that are adopted and implemented for a safe, efficient, reliable and sustainable transport network across Australasia.



Delivering transport information and services for a safe, productive and sustainable future.

Operating context

Austrroads is unique in the Australasian transport environment as a member-owned collective of Australian and New Zealand transport agencies, representing all levels of government.

Transport agencies have diverse and increasingly complex functions:

- They manage large tracts of public lands through road reserves that are used to facilitate transport and other services such as gas, water and telecommunications.
- They design, build and maintain roads often in concert with private construction and maintenance firms to ensure safety, reliability, and utility.
- They operate integrated transport systems to ensure good network and infrastructure performance to achieve public objectives.
- They regulate the use of the roads through helping set and enforce road rules, including who can drive on the roads.

Within the transport ecosystem, Austrroads works in a complementary way with its members and other agencies. Key focus areas include:

- Helping members realise cost savings and efficiencies by leveraging Austrroads to commission pooled research for use by all transport agencies and local governments.
- Driving safety and productivity across Australasia by informing evidence-based decisions and facilitating the consistent adoption of best practice.
- Enabling efficiencies for members and the transport sector by developing and providing national or Australasian services, creating economies of scale, and reducing duplication.
- Protecting supply chains and ensuring safe and efficient movement of freight through pooled research on network operations and the use of telematics systems and data.

Our values



Professionalism



Accountability



Innovation



Integrity

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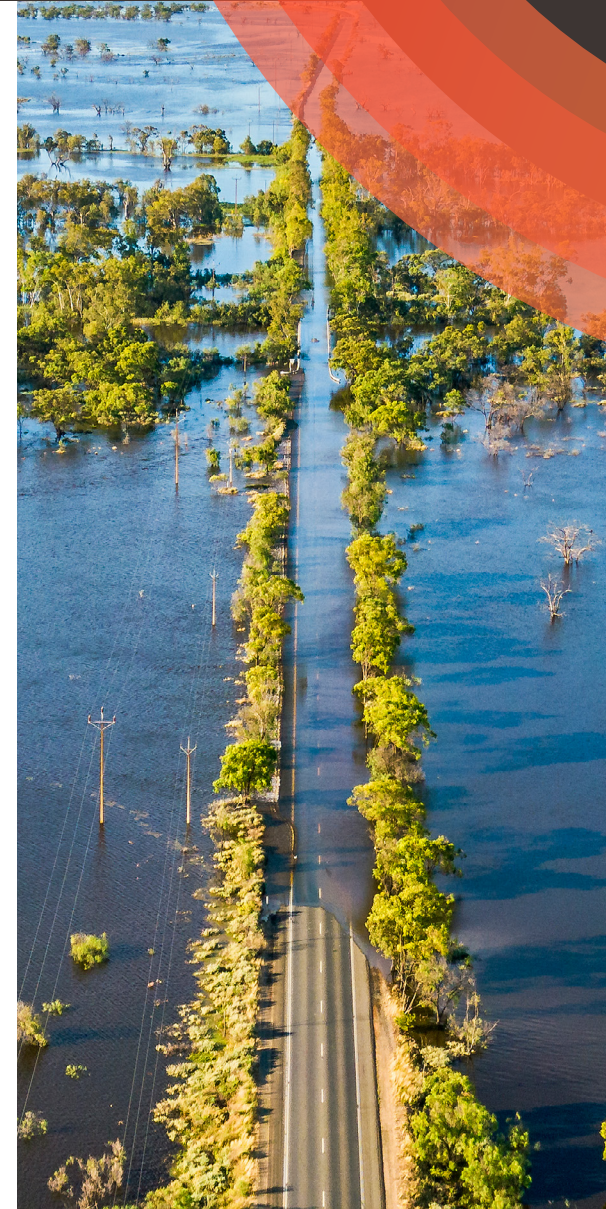
There are five areas of challenge and opportunity that Austroads will focus on in 2023-2027 to ensure we deliver maximum value to our members and the transport sector.

1 Evolving priorities and needs of our members

Transport agencies operate in a dynamic and evolving environment, which leads to changing demands on Austroads to support them.

Key examples include:

- Climate change and sustainability have become major priorities for government authorities and others in the transport sector. Australia and New Zealand both have legislative targets of net zero greenhouse gas emissions by 2050.
- Australia and New Zealand have adopted a goal of zero deaths and serious injuries on their roads by 2050, aligning with the global vision. By 2030, Australia's national road safety strategy targets a 50% reduction in deaths and 30% reduction in serious injuries, while New Zealand's 'Vision Zero' strategy targets 40% reductions in deaths and serious injuries.
- Resilience of infrastructure to handle and respond to a changing climate, highlighted by flooding and bushfire events, is a growing concern.
- Road networks are firmly part of integrated, multi-modal transport systems. Challenges remain in achieving optimised integration and outcomes across the modes and within a contested road space.
- Fiscal constraints and a tight labour market have led to changed workforce compositions within transport agencies. There is a compelling case for Austroads members to leverage external consolidated services and pooled research.



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2 Impacts from government policy and regulatory reform

As governments review and reform policy and regulation, there can be flow on impacts to Austroads and its members.

Key examples include:

- Anticipated changes to privacy, biometric and personal identity policies, and regulation. These will need to be considered across the whole Austroads business, particularly NEVDIS and its associated services.
- Future reform related to connected, automated and electric vehicles, along with road user charging, presents opportunities for Austroads to inform and support its members and other stakeholders.
- The review of the Heavy Vehicle National Law (HVNL) presents opportunities for Austroads and its TCA business to further support productivity and safety outcomes for road freight.
- Jurisdictional policy decisions regarding road access for heavy vehicles will have flow-on impacts to Austroads, particularly for TCA and its administration of telematics monitoring schemes.



Preparing members for transport reforms and changing operational environments.

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3 Emerging trends and disruptions

Our future products and services need to recognise major trends and disruptions occurring within and external to the transport sector.

Key examples include:

- Changing patterns of movement of people and freight on our transport systems. These include an increased use of micro-mobility and active transport, a shift in freight movements due to online shopping, and a re-balancing of public vs private transport.
- Economic trends indicate that further disruptions to transport systems are likely to continue, including hybrid work arrangements affecting personal travel patterns.
- Adoption of innovative technical solutions by transport authorities and industry will continue to evolve. These could include a shift to digital driver licences, the use of digital twins in infrastructure projects,
- Internet of Things (IoT) sensors for asset management, and data science and Artificial Intelligence (AI) within traffic management systems.
- The consumption and use of information by organisations and individuals continues to change. Austroads will need to understand consumer preferences and evolve how it delivers its products and services.
- Future disruptions will occur as new technologies and services enter the Australasian market. These could include delivery drones, automated vehicles, and fully integrated mobility-as-a-service business models.



4 Developments in technology and data

The use of contemporary technology solutions and data services is increasingly critical for business, particularly in the transport sector.

Austroads will continue to be a data-driven business, and will need to address the following:

- Austroads is a trusted custodian of personally identifiable data and must ensure it continues to have appropriate security protection against cyberattacks, data breaches and fraudulent activity.
- The volume and range of data and digital services that Austroads manages will increase significantly. Our data infrastructure needs to be robust and scalable, and support tools that enable efficient processing, analysis and reporting.
- Members and other stakeholders are demanding access to information and data services with greater flexibility and efficiency.
- New and enhanced technical systems and practices will continue to be introduced to markets at a rapid rate. Austroads needs to ensure its advice and services keep pace.
- Emerging and future technologies, including AI and Machine Learning (ML), bring the promise of added value, but also risks if they are not developed and deployed effectively.

5 Constraints on capability and capacity

The ability to effectively respond to all member demands is determined by our capabilities and capacity.

Key factors affecting this include:

- Continuing challenges in recruitment and retention of talent due to a tight labour market with significant competition.
- Legacy business systems and processes that need to be reviewed and where appropriate replaced to optimise our capacity and efficiency.
- Knowledge management, which is critical for business continuity and to support our capability to service members evolving needs.
- Effective budgeting, forecasting, and pricing models to ensure the costs of delivering services are effectively covered and the call on members is minimised.

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This plan establishes six key strategic directions that Austroads will progress.

1 Conduct research that is coordinated and pooled, has scientific rigour, and directly addresses issues of concern to our members

- We will research common issues related to the management and use of transport systems to provide a shared understanding of the causes of those issues and potential solutions. For example, research on climate change and resilience solutions.
- We will use research and trials to test viable options to address common issues and ensure that Austroads can provide authoritative guidance to agencies, including on technology and data.
- We will take a coordinated approach to our research and ensure our research outputs have rigour and are considered authoritative.



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Provide authoritative guidance and facilitate the consistent and effective implementation of best practice

- We will provide authoritative guides, guidelines, standards, specifications, test methods and advice drawn from our research, which are used by our members and other stakeholders to improve practice.
- We will work with governments and industry to support Australasian implementation of best practice.

3

Develop new and enhanced services to improve outcomes for our members and key stakeholders

- We will provide services that assist agencies adopt improved practice in a consistent way where research indicates there is benefit in a common solution and members agree.
- We will develop and trial new services to inform future decisions regarding implementation. We will do this in collaboration with members and key stakeholders.

4

Provide operational services that are trusted, effectively managed and continually improved

- We will provide one consolidated service for transport agencies, for those service domains where it is appropriate to do so.
- We will provide assurance services for technology and data to ensure that there are appropriate economies of scale.
- We will aggregate data on behalf of road managers, including for dynamic data relating to roads, vehicles and road users.



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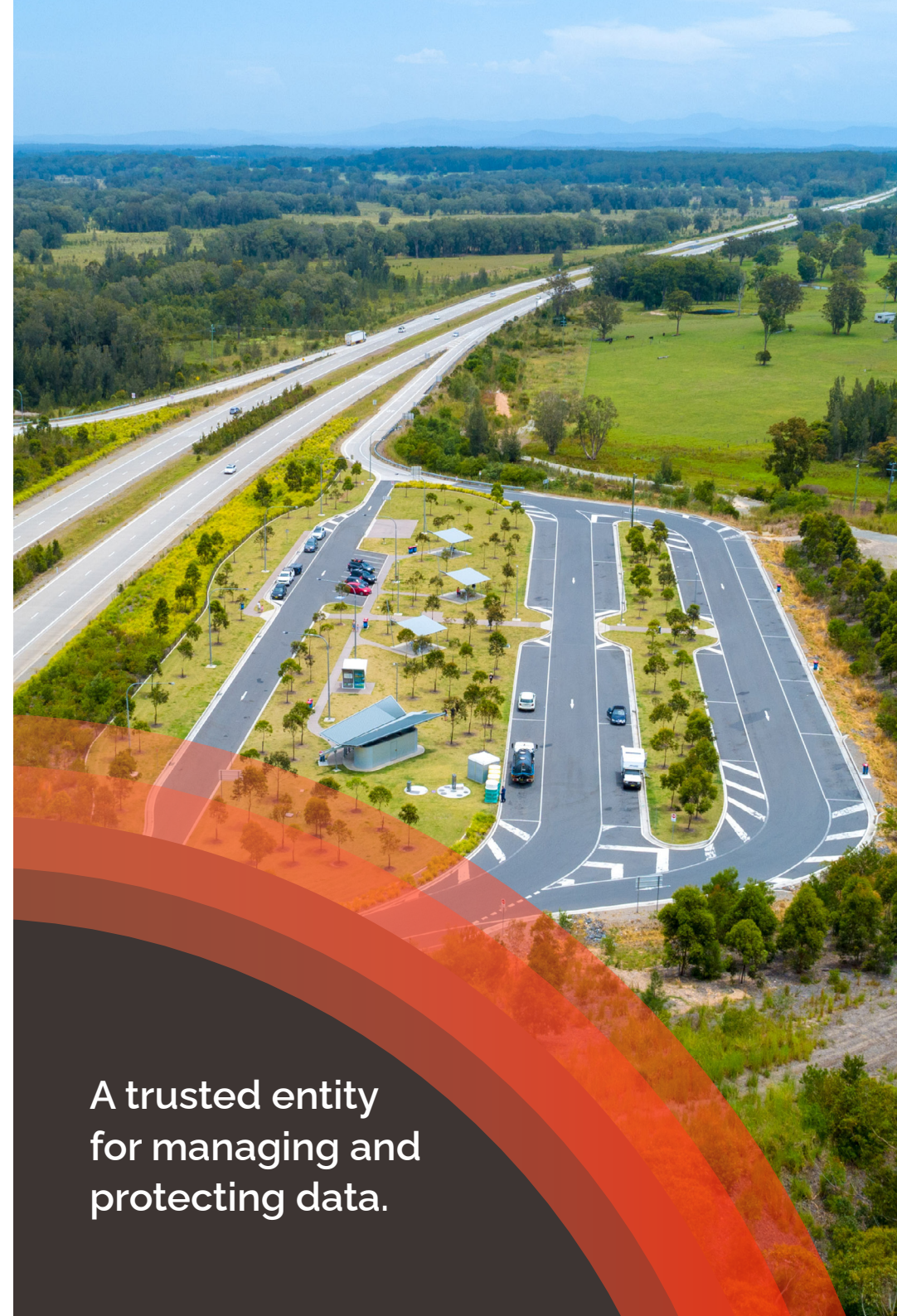
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5 Manage transport information and data services that are contemporary and keep pace with evolving trends

- We will provide data to our members to help them improve transport outcomes and identify and respond to potential future data needs.
- We will continue to be a trusted entity for managing and protecting data, particularly for services that involve personally identifiable or sensitive data.
- We will maintain contemporary capabilities, including in data management, analysis, reporting, and cyber security.

6 Be an exemplar model of a well-run member organisation that provides services to and on behalf of government transport agencies

- We will aim to be an employer of choice for those with the passion and the skill to help improve transport outcomes by providing our staff with the training, and guidance for them to excel.
- We will aim to make the future better for our members and our organisation and actively plan and forecast our journey.
- We will continue to develop and foster a positive workplace culture, guided by our values of integrity, professionalism, innovation and accountability. Austroads leaders set the tone from the top.
- We will be transparent and honest about our performance and compliance and continually seek and act on feedback from our members about our performance.



A trusted entity
for managing and
protecting data.

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The following strategic actions respond to our strategic challenges and opportunities, and align with our strategic directions:

1 Advice, guidance and information services

- Develop knowledge, guidance and information products that address current and emerging gaps and needs.
- Enhance the presentation of our information products, and shift to contemporary digital formats and self-serve access.
- Invest in promoting and growing the adoption and use of our information products and services.
- Provide authoritative expert advice, input and support to members that can positively influence their policy, regulatory and operational decision making.
- Increase focus on analysing the economic value of proposals and on demonstrating the economic benefits of implementation of Austroads guidance or services.



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Development and implementation

- Increase the number of projects that lead to implementation of new services or improved practices and support members and other stakeholders to implement these.
- Identify and invest in opportunities to pilot new ideas and to raise our readiness to take on new services in future.

3

Operational services

- Expand our role as an Australasian provider of operational services.
- Expand and harmonise our assurance services across a broader range of providers, technologies and data products.
- Maintain and improve NEVDIS services, security and access, and expand the range of value-added services.

4

Digital capabilities

- Ensure our IT systems and data are secure, comply with privacy obligations, and are trusted by our customers.
- Raise our capabilities and the maturity of our IT operations and data management practices.
- Develop a contemporary data management platform, including improved data science, data exchange and spatial capabilities.

5

Business practices and corporate services

- Review and revise our funding and pricing models.
- Ensure our corporate services are efficient, integrated, and shared across the Austroads enterprise.
- Develop the professional and technical capabilities of our staff, and invest in our working arrangements so we are an employer of choice.



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The following measures will be used to assess progress during the life of the strategic plan:

- Projects and services delivered on time, on budget, and in line with stakeholder requirements.
- Increased adoption and use of our information products and services.
- Greater proportion of information products provided in contemporary digital formats and efficient self-serve access.
- Increased number of research and trial projects progressed to implementation and ongoing services.
- Expanded range and number of vehicles enrolled in TCA-administered applications.
- Assurance functions expanded across a broader range of providers, products and services.
- NEVDIS services expanded, while continuing to meet core availability and transactional targets.
- Expanded capabilities and increased maturity level with IT systems and data services.
- Growth and diversification of external revenue streams.
- We develop our staff, have positive engagement, and are considered an employer of choice.



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