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**From:** roadsafetystrategy@infrastructure.gov.au on behalf of Office of Road Safety <roadsafetystrategy@infrastructure.gov.au>  
**Sent:** Tuesday, 23 March 2021 4:16 PM  
**To:** RoadSafetyStrategy  
**Subject:** National Road Safety Strategy 2021-30 - have your say submission - Lauchlan McIntosh [SEC=OFFICIAL]  
**Attachments:** submission-to-federal-office-of-road-safety-lauchlan-mcintosh-march-2021.pdf

Submitted on Tue, 2021-03-23 15:05

Submitted values are:

**Name**  
Lauchlan McIntosh

**Email**  
[REDACTED]

**State**  
ACT

**Which area/s of the draft Strategy are you commenting on (select all that apply):**

Targets for reducing deaths and serious injuries , The themes – safe roads, safe road use, safe vehicles and speed management , Movement and place, The social model , Data and performance management, Governance, Infrastructure planning and investment , Regional roads , Remote areas, Vehicle safety , Heavy vehicle safety , Workplace road safety, Indigenous Australians, Vulnerable road users , Risky road use

**What is your primary area of interest in road safety?**

Reducing unnecessary trauma

**What road safety issues are the most important to address?**

See submission

**Is there anything important that you think is missing from this draft Strategy?**

Ambition

**Do you give permission for your submission to be published on this website following the end of the consultation period?**

Yes

# Submission to the Federal Office of Road Safety on the Draft of the National Road Safety Strategy (NRSS) 2021-2030

*Lauchlan McIntosh AM FACRS*

*23<sup>rd</sup> March 2021*

## Summary and Background

**The current Draft National Road Safety Strategy lacks a recognition of the ambition, the resources and the capacity needed to ensure that the proposed plans are transformed into practice. It will fail, as have previous Strategies, unless it is dramatically changed.**

At least 400,000 people are predicted to be seriously injured in road crashes in Australia in the decade 2021-2030.

Previous National Road Safety Strategies have not been as successful as planned.

A detailed Ministerial Inquiry into the last Strategy found a failure of implementation of known solutions as a key factor in this lack of success. Implementation of only some of the recommendations of that Inquiry have commenced. One key recommended program has been the injection of new nationally provided infrastructure funds to State, Territory and Local Governments which are tied to some road safety performance outcomes.

The construct of the new NRSS itself will be vital in ensuring success of that investment.

Considerable management theory and experience on the value and implementation of strategic plans such as the NRSS exist.

A recently published paper which has relevance for such strategies makes the following points which are relevant to the preparation of the 2021-2030 NRSS;

*“... public managers(need) to be ‘strategists’ who think strategically about how to use **learning** to create organizational and societal change, and thus **transform strategic plans into practice**. And this is where things often **go wrong** because:*

- The design of strategies receives more attention than their **actual implementation**.*
- There is a **lack of resources and capacity** to realize plans.*
- Progress is not **adequately monitored**, leaving people guessing whether goals have been achieved.*
- Narrow performance measures are employed and enforced through accountability demands rather than serving the purpose of organizational **learning**.*

*Public managers play a pivotal role in creating a learning organization, by allowing for open discussions about problems, successful and less successful practices, and the sharing of knowledge. They need to create the settings in which trust can develop over time so that colleagues and external stakeholders are more likely to engage in mutual and deep learning. Nonetheless, public managers are typically constrained by **organizational boundaries**. The support of policy-makers, administrators and other system leaders is thus crucial to ensure learning throughout a system and not only an organization. They have an **important role to play in encouraging professional learning and development, promoting innovations and collaboration between organizations, and modelling and disseminating good practice.***

<https://www.tandfonline.com/doi/full/10.1080/09540962.2020.1727112>

The key factors identified above in bold are referenced in the key areas of change needed for the 20210-2030 National Road Safety Strategy.

## Key Areas of Change to the Draft Strategy Needed

1. The Strategy must be very ambitious and disruptive; the trauma reduction targets are moderate, with over 400,000 serious injuries expected in the Decade a moderate approach will not complement the decision made in the last Federal Budget to add some \$2.5bn to the national road infrastructure funds for State, Territory and Local Governments. This Strategy must show **actual implementation** proposed with detailed business cases for continued investment in the order of \$30bn over the Decade. The Strategy must address the **lack of resources and capacity** needed to fulfil that investment in ongoing research, analysis, skills, facilities and equipment necessary to progressively through the Decade. Without that the Strategy will **go wrong** and reduce or even offset the value of that real investment in 2020.

2. The Strategy must show what road related transport will look like during the Decade if it is to **transform strategic plans into practice**. While transformation may be difficult to predict accurately, a Strategy without a view at least of a few future scenarios will be inadequate. What is expected? More or less: (safe) walking; personal (safe) transport (bikes-motor, electric, pedal, scooters; (safer) cars; (safer) delivery vehicles; freight transfer to other modes; public transport; 3 star or better roads, for what percentage of and type of travel; connected systems; different working places and or hours; improved trauma response and management; enhanced enforcement using smart technologies; incentives with improved insurance systems; artificial intelligence; automation – just a few;- as examples?

3. The Strategy must outline the specific responsibilities to be assigned to the various jurisdictions and the community and in particular to the Federal Government and the Office of Road Safety to ensure progressive improvement (**learning**) rather than simple **demands**? While “spend or lose” caveats on funding to jurisdictions may incentivise rapid, spending care needs be taken to ensure funds are not withheld from removing hazards if trauma reduction targets are to be met. **Trust** based on competence must be achieved.

4. The Strategy must outline that these responsibilities and roles be **adequately monitored** and developed over the Decade. The role of a Federal Parliament Standing Committee on Road Safety must be included, even if not be procedurally possible until the next Parliament. Any “advisory” group will run the risk of being dissolved as was the last National Road Safety Council during the previous Decade or its recommendations ignored, as have many recommendations of the 2018 NRRS Ministerial Review.

5. The Strategy must outline how to overcome the current constraints of **organizational boundaries** and show the mechanisms to disrupt the current portfolio silo thinking (e.g., outdated vehicle standards processes, treasury investment models, health injury analysis, industry and technology investments, lack of detailed crash analysis across all crashes, transfer of new developments jurisdiction to jurisdiction ( eg new enforcement or incentives), and build on the best road safety practices some of which are already in use in Australia and learn from well-known practices such as shown in the World Bank #Guide for Road Safety Interventions- <https://lnkd.in/gkstFVn>

6. The Strategy must build on the learnings from the recent disruptive events caused by the pandemic, Royal Commissions and rapid technological developments to take the **“important role (..) in encouraging professional learning and development, promoting innovations and collaboration between organizations, and modelling and disseminating good practice”**. (Daily hospitalisation data now influences a range of policy actions across portfolios and jurisdictions, a National Cabinet is to streamline collaboration, Government programs such as Aged Care have been shown to lack implementation resources and skills.) The Strategy must specifically build on the support offered by a range of non-government programs, be they in community support, the many modal areas and in effective programs where independent testing and analysis has and will continue to identify best practice over and above standards (eg ANCAP, AusRAP). The development of the role of the Office itself must be included in the Strategy to ensure its capacity and relevance during the Decade.

7. The Strategy must not be a repeat of previous Strategies nor be constrained by **organizational boundaries**. Many recommendations from mid-term, end of decade reviews, and parliamentary inquiries must be heeded. The Ministerial Inquiry into the 2011-2020 National Road Safety Strategy made 12 recommendations. To ignore any one of those is to demonstrate a lack of real commitment to the targets and well-known actions to reduce so much unnecessary road trauma in Australia. **Hundreds have died and thousands seriously injured as a result of the failure of the past Strategy**. While progress has been made with many programs in achieving reductions in trauma, considerably more work is essential. The 2021-2030 Strategy must be ambitious and disruptive to have a goal to not only achieve the targeted trauma reductions but to build and learn during the decade to make those reductions larger-why not have a vision to eliminate road trauma before 2050?

**If we are only planning to save 50% of the deaths and 30% of the serious injuries, what are we saying to the other 50% and 70%?**

*(This submission complements questions and comments made to an online information meeting on the Strategy hosted by the Office on 12<sup>th</sup> March and a face to face meeting with the CEO of the Office of Road Safety on 19<sup>th</sup> March 2021. The questions to that earlier meeting are attached.)*

## Office of Road Safety Consultation 12<sup>th</sup> March 2021

### Questions raised by Lauchlan McIntosh

1. *When will a national road safety capacity review be undertaken as recommended?*
2. *Why is road trauma management omitted?*
3. *Why was the recommendation for a Parliamentary Standing Committee on Road Safety as recommended by the recent Joint Select Committee overlooked?*
4. *Why are there no specific safety outcome targets for road construction and maintenance using well established rating programs such as previously set by the Govt ( Ref Minister Briggs for Tasmania funds) and already in place eg NSW*
5. *Why is there no major crash investigation process recommended?*
6. *There is no mention of the LGA's etc already with zero fatalities; See BITRE dashboard. What have we learnt from that?*
7. *Does the Social Model embrace attitudes/skills of policy makers/designers/regulators as well as road users?*
8. *What has been learnt from the Covid experience in terms of transformation of transport/modelling/workplace and services transport/disruption and presentation of immediate data/management/regulation bottleneck removal*
9. *What skills/training scenarios are necessary to ensure implementation. What has been learnt for example from the recent Royal Commission on Aged Care etc?*
10. *What disruption do you expect/predict with technology relating to computer power/5G/connectivity in roads/vehicles (and devices-scooters etc)/management etc to road safety in the decade.*
11. *What resources are anticipated per year; people, dollars and how specifically will performance efficiency be measured/rewarded/or even disciplined?*
12. *What enforcement models are anticipated with existing and new technologies, new systems to incentivise and reward as well as discipline (if needed) all road users (and designers/regulators etc) and what resources are planned to assist enforcement agencies.*