



Eliminating
serious road trauma
by 2050

Change Management – Change Management Approach and Techniques

Change management approach

The Triple-P Framework provided the foundation for the analysis of how the Planning for Zero Framework is currently being adopted and implemented in Australia and New Zealand. This framework examines and addresses gaps across three critical dimensions - Policy, Process, and Politics - to ensure a holistic approach to public policy and change management.

Change management findings

Impact of Political Dynamics Across Levels of Government: The analysis undertaken across Australian jurisdictions, New Zealand, and a sample of local government areas highlighted the potential for political factors at different levels of government to affect the success of Pathway to Zero initiatives. The local government review provided insight into how local political dynamics can influence implementation on the ground, while the broader jurisdictional assessment highlighted wider state, territory and national-level barriers and enablers. Together, these findings underscore the need for future change management plans to account for both system-level and localised political challenges.

Policy-Process-Politics Misalignment: The assessment of seven sampled jurisdictions revealed a disconnect between policy and process maturity and political buy-in:

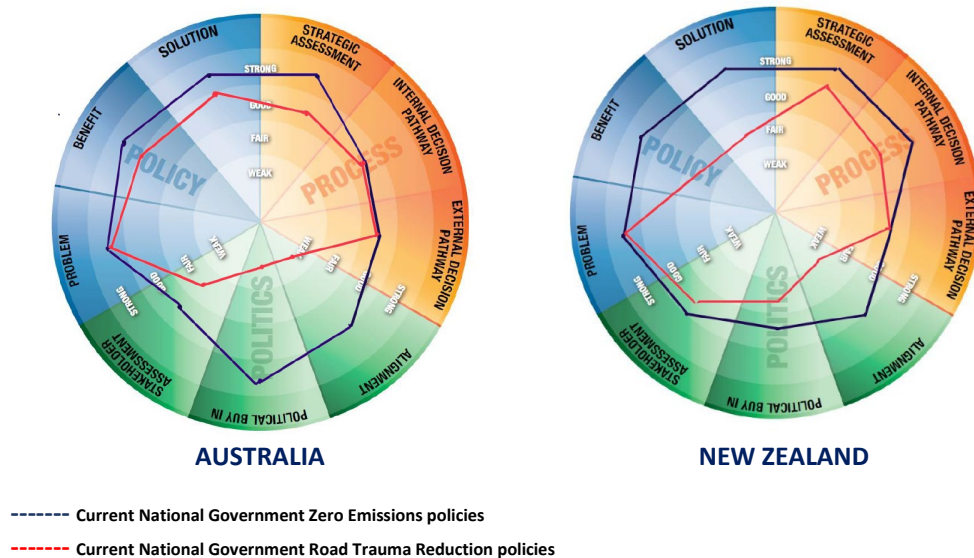
- While most jurisdictions demonstrated a solid understanding of the policy and process dimensions of Pathway to Zero, they consistently reported low levels of political alignment, buy-in, and stakeholder engagement. This indicates a pressing need to strengthen both the political narrative and public support for the initiative before jurisdictions are likely to allocate the necessary resources to achieve the 2050 goals.
- The Pathway to Zero framework remains insufficiently integrated across government agencies, limiting its impact and reducing opportunities for cross-agency collaboration.
- Advocacy for funding and resources relies heavily on road safety practitioners, with limited overt support from agencies that stand to benefit from the program's outcomes.

Comparative Political Commitment: To illustrate differences in political prioritisation, the analysis compared Zero Emissions policies and road trauma reduction policies across a set of change-management dimensions in the Triple-P Framework (see the following figure). These dimensions reflect the relative strength of problem recognition, perceived benefits of action, clarity of solutions, strategic assessment, internal and external leadership, political buy-in, alignment, and stakeholder engagement.

The figure is intended to show that, in both Australia and New Zealand, road trauma reduction policies appear to have weaker political and organisational conditions for implementation than Zero Emissions policies across several of these dimensions. In particular, the comparison suggests that road safety has generally had less political buy-in, weaker cross-agency alignment, and less structural support, even where the problem itself is well understood. The comparison is illustrative rather than definitive,

and is intended to highlight the broader challenge of political prioritisation rather than suggest that Zero Emissions policy is without its own limitations or implementation challenges.

Figure: Comparative Political Commitment (political commitment to Zero Emission policies and road trauma reduction policies)



Disconnect in Budgetary Beneficiaries: The budgetary beneficiaries of Pathway to Zero initiatives, such as the health sector, typically do not take a leading role in advocating for or financing these initiatives. For example, while a reduction in road trauma would significantly benefit public health systems, these agencies are often external to the processes of developing business cases and securing funding for Pathway to Zero programs. This disconnect limits the potential for broader financial and organisational support.

Economic Case for Pathway to Zero: Insights from a 2006 Victorian speed enforcement program review by the Victorian Auditor-General highlighted that the full economic cost of road trauma extends well beyond the care and compensation costs traditionally captured in economic models. This finding reinforces the importance of presenting a comprehensive economic assessment of the benefits of Pathway to Zero. Such an assessment should encompass:

- lost productivity
- environmental impacts
- road maintenance costs
- emergency management costs.

Framing the initiative in economic terms could provide a powerful financial incentive for government and community buy-in, bridging the gap in support and alignment.

These findings highlight critical barriers to the success of Pathway to Zero initiatives and offer valuable insights for addressing political, structural, and financial gaps in future road safety programs.

Recommendations for driving societal and organisational change for Pathway to Zero

A series of actionable recommendations aimed at addressing the identified gaps in political buy-in, stakeholder alignment, and public awareness. These recommendations are designed to strengthen the Pathway to Zero road safety initiative by leveraging strategic engagement and leadership, financial framing, and robust narrative development.

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Expand Engagement with Key Government Agencies

- **Direct Engagement with Jurisdictions:** The findings emphasise the need for more direct engagement with major jurisdictions to test hypotheses and refine strategies for reducing barriers to change.
- **Inclusion of Non-Traditional Stakeholders:** Recognising that the budgetary beneficiaries of Pathway to Zero initiatives often lie outside the traditional road safety domain, the findings stress the importance of involving these stakeholders.
- **Securing Agency Endorsements:** By broadening engagement, these agencies can be encouraged to endorse Pathway to Zero within their spheres of influence, thereby bolstering the initiative's legitimacy and support.

Frame Pathway to Zero within a Compelling Financial Context

- **Economic and Societal Benefits:** The findings emphasise positioning Pathway to Zero in a financial context that resonates with multiple government agencies. This includes highlighting the economic benefits of reducing road trauma, such as improved productivity, reduced environmental impact, lower road maintenance costs, and decreased emergency management expenses.
- **Independent Review by Productivity Commission:** A specific recommendation involves leveraging the Productivity Commission to conduct an independent review. This would provide a comprehensive assessment of Pathway to Zero's economic impact, creating a persuasive financial incentive for governments and communities to support the full suite of reforms.

Strengthen Political and Public Narratives

- **Economic and Community Benefit Narratives:** The findings underscore the importance of developing and testing compelling narratives that resonate with decision-makers and the public. These narratives should clearly articulate the societal benefits of Pathway to Zero, emphasising its impact across various sectors.

Leverage Existing Tools for Self Assessment

- **Proactive Evaluation:** The findings encourage road safety practitioners to assess political alignment, buy-in, and leadership within their jurisdictions using existing tools:
- The Asian Development Bank's questionnaire was adapted to evaluate the maturity of Pathway to Zero systems at the jurisdictional level.
- A generic version of the Triple-P Framework, which can serve as a desktop exercise to identify improvement areas.

Adapt to the Evolving Political Landscape

- **Political Sensitivity:** The findings highlight the importance of adapting strategies to changing political contexts, priorities and election cycles over time.
- **Proactive Engagement with New Governments:** While early engagement with incoming governments is important, the findings suggest that stronger institutional embedment of Pathway to Zero is even more critical to reduce the impact of changing governments, shifting priorities and election cycles.

Build leadership capability and enhanced accountability

- **Road Safety Leadership:** Investing in road safety leadership capability will assist with building the trust necessary to engage a community-wide effort over decades to realise Vision Zero. Recognising that such an investment in leadership capability and public accountability to drive down road trauma will have a broader pay-off, building public trust in government agencies

and thereby enhancing the effectiveness and efficiency of broader public policies and warrant public investment.

- **Enhanced Accountability:** All levels of government should more clearly define their road safety roles and responsibilities. Guiding and investing public resources should aid collaboration and help the community, stakeholders, and decision-makers to understand how the efforts complement and reinforce accountability. An annual forum or process to account for their respective performance annually and publicly against the published measures of progress along the Pathway to Zero.

These recommendations reflect a multifaceted and adaptable approach to societal and organisational change management for Pathway to Zero. By addressing barriers, shaping narratives, and building coalitions of support across government, industry, and the community, these strategies aim to drive sustainable progress toward eliminating road trauma by 2050.