THE ROADS AND TRANSPORT ALLIANCE

Operational Guidelines
2016
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<th>Version</th>
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<tr>
<td>Alliance</td>
<td>Roads and Transport Alliance</td>
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<tr>
<td>ASC</td>
<td>Aboriginal Shire Council</td>
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<tr>
<td>ATSI</td>
<td>Aboriginal and Torres Strait Islander</td>
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<td>JP&amp;RS</td>
<td>Joint Purchasing and Resource Sharing</td>
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<tr>
<td>LGAQ</td>
<td>Local Government Association of Queensland</td>
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<tr>
<td>LRRS</td>
<td>Local Roads of Regional Significance</td>
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<tr>
<td>MoA</td>
<td>Memorandum of Agreement</td>
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<td>PD Tool</td>
<td>Program Development Tool</td>
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<td>QTRIP</td>
<td>Queensland Transport and Roads Investment Program</td>
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<tr>
<td>RRTG</td>
<td>Regional Roads and Transport Group</td>
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<tr>
<td>RTA</td>
<td>Roads and Transport Alliance (in reference to TIDS funding)</td>
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<td>RTAPT</td>
<td>Roads and Transport Alliance Project Team</td>
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<td>SCDF</td>
<td>State-wide Capability Development Fund</td>
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<tr>
<td>SOI</td>
<td>Statement/s of Intent</td>
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<td>TC</td>
<td>Technical Committee</td>
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<td>TIDS</td>
<td>Transport Infrastructure Development Scheme</td>
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<td>TMR</td>
<td>Department of Transport and Main Roads</td>
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INTRODUCTION

The Roads and Transport Alliance (the Alliance) is a cooperative governance arrangement between the Local Government Association of Queensland (LGAQ), on behalf of local governments, and the Department of Transport and Main Roads (TMR), to invest in and regionally manage the Queensland road and transport network.

It was established in 2002 to create a more collaborative and coordinated approach to road management and investment, aligns with the Partners in Government Agreement 2015 between LGAQ and the Queensland Government and operates under a Memorandum of Agreement (MoA).

Memorandum of Agreement between the Department of Transport and Main Roads and Local Government Association of Queensland Ltd – The Roads and Transport Alliance Agreement 2013 – 2018

The Memorandum of Agreement outlines the principles and governance arrangements for the operation of the Roads and Transport Alliance between the Department of Transport and Main Roads (TMR) and Queensland’s local governments. The Agreement is between TMR and the Local Government Association of Queensland Ltd (LGAQ) on behalf of Queensland local governments.

Alliance members operate state-wide as 17 Regional Roads and Transport Groups (RRTGs), and may address any road or transport-related issue involving TMR and councils. The main delivery focus of the Alliance is in the development and improvement of regionally significant transport infrastructure, and to improve the knowledge, decision-making and capability of its members.

The objectives of the Alliance are to:

- maximise the economic, social and environmental benefits of joint investments
- achieve maximum efficiencies through collaboration and innovation in network planning, program development and delivery
- improve technical skills through training, technology and knowledge transfer
- optimise safety
- maximise the investment on Queensland’s road and transport network.

These objectives seek to realise the Alliance’s vision of:

“An integrated road and transport system which helps grow the Queensland and national economy through strategic regional collaboration and decision-making across all levels of government.”

The Operational Guidelines aim to provide a framework for effective decision-making and operations and are not intended to be exhaustive.

NOTE: All forms, templates and resource documents referred to in the Operational Guidelines are available in a separate Appendix
2.1. Governance model

**Roads and Transport Alliance Project Team (RTAPT)**
RTAPT comprises LGAQ and TMR officers and implements Alliance strategies and initiatives, provides support to RRTGs, and acts as secretariat to the Board.

**Regional Roads and Transport Groups (RRTGs)**
Group members include elected local government representatives and TMR District Directors. RRTGs are the primary decision-making bodies of the Alliance.

**Technical Committees (TCs)**
These committees comprise local government and TMR senior engineers and other relevant technical staff who identify and recommend to the RRTG evidence-based resolutions to local road and transport infrastructure issues.

*Figure 1 - Roads and Transport Alliance Governance Structure*

2.2. Roads and Transport Alliance Board

The Alliance Board provides strategic direction and oversight of the Roads and Transport Alliance. Board members are currently:

**LGAQ**
- Chief Executive Officer
- General Manager (Advocacy)
- Manager (Advocacy, Infrastructure, Economic and Regional Development)

**TMR**
- Director-General
- Deputy Director-General, Infrastructure Management and Delivery
- General Manager (Transport Strategy and Planning)

The role of Chair of the Alliance is rotated annually between LGAQ and TMR at the start of each new financial year. The Board provides strategic guidance and leadership to the Alliance. This includes approval of RRTG membership, facilitating the resolution of any issues that arise and identifying strategic skill development opportunities.

The Alliance is underpinned by the Transport Infrastructure Development Scheme (TIDS) that provides targeted investment in local government transport infrastructure. The Board determines the annual Roads and Transport Alliance (RTA) TIDS allocations to RRTGs, approves State-wide Capability Development Fund (SCDF) allocations, and determines the process for notifying RRTGs of any changes. The Board promotes the Alliance framework as a best practice model for collaboration between the two levels of government and operates under a *Terms of Reference*. 
2.3. Roads and Transport Alliance Project Team

The Roads and Transport Alliance Project Team (RAPT) consists of officers from the LGAQ Infrastructure, Economics and Regional Development team and the TMR Local Government Partnerships team. RAPT is jointly led by the LGAQ Manager (Advocacy, Infrastructure, Economics and Regional Development) and the TMR Director, Government Partnerships.

The RAPT provides a secretariat function to the Alliance Board, is responsible for attending and supporting RRTG and Technical Committee (TC) meetings and providing an avenue for sharing information.

2.3.1. Board delegations

Some operational decisions have Board-delegated responsibility:

<table>
<thead>
<tr>
<th>Approval required</th>
<th>Delegation</th>
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<tbody>
<tr>
<td>Capability Agreement/Action Plan</td>
<td>RRTG Chair</td>
</tr>
<tr>
<td>Status Reports for Capability Agreement/Action Plan</td>
<td>RTAPT Managers</td>
</tr>
<tr>
<td>LRRS additions, deletions and changes</td>
<td>RRTG Chair, Road Manager and TMR District Director</td>
</tr>
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<td>SCDF applications under $50,000</td>
<td>RTAPT Managers</td>
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2.4. Regional Roads and Transport Groups

RRTGs are the foundation of the Alliance. RRTGs are formed through voluntary collaboration between councils that align regionally and the local TMR District or Districts.

RRTG members include local government elected representatives and TMR District Directors. Generally, RRTGs will have multi-council membership and align with TMR District boundaries where possible.

2.5. Technical Committees

TCs are the advisors to the RRTG. They provide technical advice and recommendations and assist the RRTG to meet its responsibilities. Other local government and TMR officers may attend meetings or provide assistance as appropriate – for example, finance/procurement staff, program managers, transport planners and so on.
### 2.6. Roles and responsibilities

RRTGs and TCs have a number of roles and responsibilities which are outlined below.

<table>
<thead>
<tr>
<th>Chapter 3 – RRTGs</th>
<th>Meet and establish governance arrangements, collaborate with neighbouring councils and the local TMR District/Districts.</th>
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<tr>
<td>Chapter 4 – Roads and transport infrastructure</td>
<td>Identify transport infrastructure of regional significance.</td>
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<tr>
<td>Chapter 5 – Planning and program development</td>
<td>Determine regional investment outcomes on the transport network delivered through a four year regionally prioritised program of works.</td>
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<td>Chapter 6 – Safety</td>
<td>Ensure safety is a priority for works on roads and transport infrastructure.</td>
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<tr>
<td>Chapter 7 – TIDS funding and administration</td>
<td>Monitor the delivery of projects, finalise paperwork and progressively claim funds through to the full expenditure of the RRTG’s annual RTA TIDS allocation. Meet the conditions for the administration of TIDS funding.</td>
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<tr>
<td>Chapter 8 – Capability Development</td>
<td>Improve skills of members’ workforces.</td>
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Each RRTG and its TC is responsible for determining their meeting frequency, procedures and administrative arrangements. The Board expects the following minimum requirements.

<table>
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<tr>
<th>Role</th>
<th>Requirement</th>
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<tbody>
<tr>
<td>Chairperson</td>
<td>RRTGs and TCs must elect a Chairperson and determine the tenure and responsibilities of these roles. RRTGs and TCs should also elect a Deputy Chairperson.</td>
</tr>
<tr>
<td>Secretariat</td>
<td>The Chairperson for the RRTGs and TCs should be supported by a Secretariat.</td>
</tr>
<tr>
<td>Technical Coordinators</td>
<td>The RRTG should determine if they would benefit from the engagement of a Technical Coordinator to assist the group meet its responsibilities. A Technical Coordinator is impartial, typically has an engineering background and assists with facilitating and coordinating the group.</td>
</tr>
<tr>
<td>Constitution</td>
<td>RRTGs must establish a set of rules, or constitution, to formalise their governance and issue resolution arrangements. A copy of the RRTG’s Constitution must be provided to RTAPT. It should be updated as required (for example, with a change in membership). New members of the RRTG should be provided with a copy prior to participating. A template Constitution is in the Appendix.</td>
</tr>
<tr>
<td>Decision-making/ issues resolution</td>
<td>Decision-making is ideally by consensus. Where consensus cannot be achieved, each council and TMR District is entitled to one vote, or as outlined in the RRTG’s Constitution.</td>
</tr>
<tr>
<td>Membership</td>
<td>A local government can only be a member of one RRTG but may attend other RRTG meetings as an observer (with permission). If there is more than one TMR District responsible for the council areas in a RRTG, one District will take the lead role with representatives from all TMR Districts to be involved.</td>
</tr>
<tr>
<td>Meetings</td>
<td>RRTGs and TCs should each meet quarterly, at a minimum. Meetings should have Agendas prepared in advance and be minuted.</td>
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Each RRTG must identify the transport infrastructure that is important for their region. There are a number of infrastructure types and selected activities that RRTGs can consider, including:

1. Road infrastructure
2. Marine infrastructure
3. Airport infrastructure
4. Active transport infrastructure
5. Safe school travel infrastructure.

4.1. Road infrastructure

Types of works – definitions:

| Construction works: Works that enhance or add to the value of the road asset. This includes providing new formation, drainage structures and pavements where none previously existed, upgrading the existing asset by realigning roads, constructing bridges, improving intersections, installing traffic signals, and widening works. |
| Corridor and minor safety enhancements: Works to improve the safety and environment of the network. This includes improved intersections, roadsides, signage, delineation and pedestrian facilities. |
| Programmed maintenance: Scheduled replacement of the road surface, including resealing and resurfacing. These activities are forecast and planned using engineering and pavement management techniques. |
| Rehabilitation: Rehabilitation includes activities that replace or restore the pavement or bridge to its original condition for both surface and structural components, at the existing width and on the existing formation. |

Routine maintenance cannot be considered for inclusion in the RRTG program of works. Routine maintenance is defined as the day-to-day maintenance of road infrastructure assets to ensure the safe operational condition of the network and to reduce its rate of deterioration.

RRTGs can allocate RTA TIDS funding to design works on projects in the RRTG’s four-year program (for example, design in Year 1 and construction/delivery in Year 2).

4.1.1. Local Roads of Regional Significance

Local Roads of Regional Significance (LRRS) are determined by the RRTG to focus RTA TIDS investment on roads of strategic importance.

LRRS consist of lower-order State-controlled roads and higher-order local government controlled roads that perform a similar function. As a general rule, LRRS align with the Austroads classification in Figure 2.
The RRTG determines eligibility criteria appropriate for their LRRS network, and may use one or more of the following criteria as a guide. The road:

- forms an important part of the economic development strategy of the region, including access to:
  - natural resources, agricultural areas, industrial zones and attractions of regional significance.
- provides access to rail heads, freight depots, ports and major airfields from a higher order road.
- connects shires, towns, cities and regions and provides travel time and distance savings.
- provides a connecting function across a local government boundary.
- acts as a significant commuter route, that is, urban roads providing travel and distance savings.
- provides access to regionally significant institutions like:
  - community health, education, recreation, youth, aged care and entertainment facilities.
- provides the only access to a remote community.
- provides emergency access.
4.1.1.1. LRRS network information

Each LRRS road should have a Statement of Intent (SOI) which outlines the long-term investment strategy for the road; including link function, current status, vision, gap analysis, scope of works and projected investment. A template SOI can be found in the Appendix.

The Alliance encourages RRTGs to review their LRRS network every two years at a minimum. This review is to identify roads that may have decreased or increased in regional significance due to economic, demographic or other changes. Proposed changes should be discussed and moderated by the TC and any recommendations made to the RRTG.

4.1.1.2. LRRS register

RRTGs are responsible for maintaining a LRRS register. RRTGs can add, delete or change a LRRS with the endorsement of the RRTG Chair and TMR District Director.

To enable TMR to maintain accurate LRRS maps, RRTGs are required to complete a LRRS Change Request form for any changes to their LRRS network. A copy of the LRRS Change Request Form is included in the Appendix.

Figure 3 outlines the steps required for adding and deleting LRRS from the RRTG’s LRRS network.
Technical Committee member (road manager) tables LRRS change with Technical Committee for discussion. Technical Committee discusses and recommends or rejects LRRS change.

Recommendation from the Technical Committee is tabled with the RRTG for consideration. RRTG discusses and approves or rejects recommendation.

- **Approved**
  - The road manager:
    - completes LRRS Change Request Form
    - attaches map of the proposed addition/deletion
    - attaches SOI's for any additions
  - Technical Committee Chair, RRTG Chair and TMR District Director sign LRRS Change Request Form
  - Technical Committee Chair attaches updated LRRS Register to the LRRS Change Request Form (with map/SOI as above) and sends to RTAPT
  - RTAPT has RRTG Map updated by TMR
  - Updated RRTG Map is provided to Technical Committee Chair to be confirmed as correct by the Technical Committee

- **Not approved**
  - No further action

*Figure 3 – Process for making changes to LRRS network*
4.1.2. Non-LRRS roads

Local government roads not included in the RRTG LRRS network can be included in the RRTG works program. No more than 20% of the RRTG’s annual RTA TIDS allocation can be used on non-LRRS road projects.

4.1.3. State Controlled Network

Investment in the State Network, including TMR LRRS, is through various State-funded programs. As per the Roads and Transport Alliance Agreement 2013-2018, the TMR District member will advise the RRTG of any TMR funding programmed on State-controlled LRRS at the start of the program year and provide updates as necessary.

Works on the State-controlled road network, including TMR LRRS, are eligible for inclusion in the RRTG works program.

RRTGs can allocate RTA TIDS to works on the State-Controlled Road Network, including TMR LRRS, noting RTA TIDS funding allocated to these projects is not required to be matched.

In the Queensland Transport and Roads Investment Program (QTRIP), RTA TIDS funded projects on State-controlled LRRS are captured under “State Network (RRTG funded)”. These projects are included in the regular RTA TIDS expenditure reports prepared by RTAPT.

4.2. Marine infrastructure

Local government marine infrastructure may be considered for inclusion in a RRTG works program. Eligible marine infrastructure includes the land-based components of boating facilities, such as boat ramps. Typically, local government is responsible for:

- Funding and maintaining ancillary facilities including car and trailer parking and lighting.
- Maintaining the condition of the facilities to a standard appropriate to their use.

4.3. Airport infrastructure

Regional airports can be considered part of the RRTGs strategic infrastructure. Works that enhance the safety and accessibility of airports can be included in a RRTG works program, including:

- The upgrade of animal proof fencing, repair to surface damage, reseal of runway or improvements to lighting.
- Infrastructure improvements to ensure continued Royal Flying Doctor Service or other emergency evacuation capability.
- Seals, reseals and major repairs of a runway, taxiway or apron.
4.4. **Active transport infrastructure**

4.4.1. **Cycling infrastructure**

RRTGs may consider works on local government cycle infrastructure, including off-road, on-road and shared paths and crossing provisions. Projects identified in the Region’s Principal Cycle Network Plan (where there is one) may be accelerated using RTA TIDS.

4.4.2. **Pedestrian infrastructure**

RRTGs may consider pedestrian infrastructure on the local government network if it is deemed to be a regional priority.

4.5. **Safe school travel infrastructure**

RRTGs can program works to improve the safety of children travelling to and from school, including bus and passenger set-down and parking areas at existing schools and safety measures on rural school bus routes aimed at ensuring the safe operation of school buses.

*Figure 4 – Types of projects eligible for RRTG program of works*
A key principle of the Alliance, outlined in the MoA, is “joint decision-making, planning and investment which reflects regional priorities across the road and transport network including LRRS and other transport assets”.

This principle highlights the requirement for RRTGs to undertake long-term strategic planning and develop a program of works based on regional investment priorities across all infrastructure classes considered by the RRTG in program development.

5.1. Planning and developing the RRTG program of works

Effective management of the LRRS network and other transport infrastructure requires that RRTGs use a robust program development process to determine future investments for their nominated transport infrastructure assets.

This program development process is underpinned by a number of interrelated components which translate community aspirations into infrastructure service objectives and ultimately projects, which over time seek to meet the long-term vision identified by the RRTG.

Investment strategy development, gap analysis, project generation and prioritisation as well as asset management data are all important building blocks to the Alliance’s planning and program development framework.

5.2. Regional Investment Strategy development

RRTGs are responsible for setting the vision and strategic transport-related objectives for the region. These objectives should be guided, at a minimum, by community and industry expectations, transport and land use requirements.

Integrated Transport Plans, Local Government Planning Schemes and other relevant strategies and legislation should also be considered in identifying the strategic transport objectives for the region.

These deliberations will help inform the development of a Regional Investment Strategy, which details the desired transport network characteristics to service demand over a future timeframe (up to 20 years).

A Regional Investment Strategy will assist the RRTG in:

- making decisions about the balance between community and industry expectations and the affordable network standards and levels of service
- the targeting and prioritisation of funds on and across different transport infrastructure assets.

The Alliance Program Development Kit may be referred to for guidance on developing a Regional Investment Strategy.

5.3. Statements of Intent (SOI)

A dedicated workshop should be convened with RRTG members at the start of a program development cycle to determine/review the strategic transport objectives for the region. From this, the TC can progress the necessary activities required to develop the Regional Investment Strategy, commencing with SOI.
The SOI succinctly outlines the current standards and the proposed development and maintenance strategy to be adopted to achieve the vision for each road link and/or infrastructure asset based on the likely future level of funding.

From this a gap analysis is undertaken.

**5.3.1. Gap analysis and generating projects**

A gap analysis is undertaken to compare the existing configuration and condition standards with those configuration and condition standards necessary to achieve the vision identified in the Regional Investment Strategy.

Once the gap is identified, it will be necessary to determine how best to close the gap over time. Broadly, gaps occur because:

- demand exceeds current capacity
- current performance is below the required service level
- asset condition is below the nominated intervention level
- new standards/regulations require intervention
- assets are beyond their economic life.

Using the outputs from the gap analysis, a scope of works is determined, short-term priorities identified and possible projects generated for inclusion in the regional prioritisation process.

**5.4. Regional prioritisation**

Each year RRTGs are required to identify a four-year regionally prioritised works program, that:

- directs investment to the highest local and regional priorities, in line with the vision and objectives outlined in the Regional Investment Strategy
- provides a two-years firm, two-years indicative list of all projects scheduled for the four year period
- identifies the cost and sources of funding for each project
- is regionally prioritised across all infrastructure classes.

Project prioritisation will:

- assist RRTG members to rate proposed projects on a consistent basis across the region
- assist RRTG members to better determine ‘which projects’ and ‘when’ a project be undertaken.
- promote more accountable and transparent decision-making based on factual data.

Many RRTGs use the Alliance-developed Program Development Tool (PD Tool) to assist in prioritisation of potential projects. As the PD Tool is roads-focused, the RRTG must moderate the priority of other transport infrastructure to ensure the overall works program meets the highest needs of the region across infrastructure types, and aligns with the Regional Transport Strategy.

A RRTG works program may comprise any or all eligible transport infrastructure types, depending on what is agreed to be a regional priority. In developing its works program, RRTGs must also consider the requirement for local government to provide a minimum 50% contribution to the total project cost, as well as the capacity of RRTG members to deliver the project.
Road projects on non-LRRS roads deemed to be of a high regional priority and included in the works program, are restricted to funding of up to 20% of the RRTG’s annual RTA TIDS allocation. **Note:** such roads may then need to be considered for eligibility as a LRRS.

Up to 2.5% of the RRTG’s annual RTA TIDS allocation (unmatched) may be used for capability development. These projects should be identified and agreed to prior to the prioritisation and allocation of funding to eligible transport infrastructure projects.

It is also suggested RRTGs maintain the list of projects that might, for whatever reason, fail to be incorporated in the initial years of the RRTG works program. These projects are then able to be considered should savings become available within the RRTG program, or in applications to other government grant and subsidy programs.

The Alliance recommends the process in Figure 5 below for developing a four-year regional works program.

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**May – July: Confirm LRRS and long-term investment strategies**
- TMR District provides RRTG with briefing on TMR's investment priorities for the region.
- RRTG identifies regionally significant infrastructure, confirms LRRS network, identifies long-term investment strategy, discussing priorities and objectives, to guide Technical Committee program development.

**August – September: Identify short-term priorities**
- Technical Committee uses long-term investment strategy, asset management data, Statements of Intent and other information to perform a gap analysis and identify projects that need to be completed.
- Technical Committee identifies potential Capability Development activities.

**October – November: Score and prioritise (Stage 1)**
- Technical Committee uses the list of projects to regionally prioritise a works program, identifying the projects that are of highest value to complete.
- Where projects cannot be run through the PD Tool (for example, projects that are not roads), group moderation, including RRTG strategic guidance, is necessary.

**October – November: Score and prioritise (Stage 2)**
- Technical Committee uses the prioritised list of projects to develop a '2-year fixed, 2-year indicative' works program (this aligns with Queensland Government Budget processes).
- Technical Committee provides works program to the RRTG for discussion, any further moderation and endorsement.

**December – January: Moderate and select final works program**
- RRTG considers the works program developed by the Technical Committee.
- RRTG moderates the program if necessary, based on agreed regional priorities.
- RRTG endorses the final works program.

**February: Submit works program to TMR District Office**
- RRTG submits the endorsed works program to the TMR District. This must be done before the end of February as the works are published in the Queensland Transport and Investment Program (QTRIP).
- Technical Committee provides TMR District with monthly expenditure forecasts for year one projects.

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**Figure 5 – Four-year program development process**

*Note: All works funded by RTA TIDS must comply with accepted quality standards for that infrastructure type, and achievement of project objectives will need to be demonstrated before RTA TIDS funding is released by TMR.*
5.5. Asset Management

The Local Government Act 2009 and City of Brisbane Act 2010 (the Acts), have a clear and mandated focus on financial management, planning and accountability. The focus for Queensland councils is to maintain financial and infrastructure capital over the long-term (captured in long-term asset management plans and financial forecasts).

This emphasis on long-term planning for infrastructure assets strengthens a local government’s capacity to plan and determine the long-term requirements for services, service levels and associated costs – a key attribute of a RRTG Regional Investment Strategy. The Acts also require councils to keep asset registers for non-current physical assets which record basic information on the asset, such as length, width and location.

As outlined above, this type of asset data is a necessary input to the Alliance’s planning and program development framework. At a minimum, inventory, condition and performance data will be necessary in developing SOIs and undertaking the gap analysis process.

5.6. Joint Purchasing and Resource Sharing

The Alliance encourages regional collaboration, and in particular, RRTG members working together to generate efficiencies. The collaborative acquisition of goods and services, works scheduling and document development is referred to as Joint Purchasing and Resource Sharing (JP&RS).

JP&RS activities have proven to deliver cost savings, efficiency gains, capacity improvements and risk reductions for participating organisations.

Examples of effective JP&RS projects include:

- joint reseal projects
- developing a Regional Airport Plan
- urban stormwater training
- working safely with bitumen training
- Professional Certificate in Asset Management Planning
- Erosion and Sediment Control Training
- development of joint procurement documents.

RRTGs are expected to consider JP&RS opportunities within their Group (between member councils and/or with TMR) as well as between RRTGs. These opportunities could be for works delivery, procurement or even planning activities. Other RRTGs and RTAPT representatives can provide guidance and assistance.

The Alliance JP&RS Toolkit, developed by RRTGs for RRTGs, also provides information, advice, processes and templates.
RRTGs need to have an understanding of safety issues in their region and are encouraged to work with safety stakeholders (for example, community groups, Queensland Police Service) to identify and address road and transport safety issues. Safety should be considered when developing and assessing all TIDS projects.

For this reason, it is expected that RRTGs complete safety assessments of their transport network, in particular their LRRS network, to inform the four-year works program.

A road safety assessment is a broad review of safety issues on a road. Road safety assessments completed using NetRisk are considered valid where the road has remained relatively unchanged since the assessment – for example, there has been no significant degradation of the road or no improvement works have been completed.

The Alliance can facilitate the establishment of a road safety partnership approach to address road safety issues with:

- Local/regional ownership – the projects are owned and driven by the local needs and resources of the region.
- Broad partnering – working with local governments, state agencies and community/professional organisations.
The Transport Infrastructure Development Scheme (TIDS) is the grants program through which TMR provides funding to local government for targeted investment in transport-related infrastructure.

Funding is administered by TMR under the TIDS Policy (in Appendix) and through the TMR TIDS program which comprises three subprograms:
- Roads and Transport Alliance (RTA) TIDS
- Aboriginal and Torres Strait Islander (ATSI) TIDS
- State-wide Capability Development Fund (SCDF).

### 7.1. Roads and Transport Alliance (RTA) TIDS

The allocation of RTA TIDS is based on the following methodology approved by the Board. It is the Board’s responsibility to allocate RTA TIDS funding to RRTGs.

**Per RRTG Calculation**

\[
\text{RRTG Allocation} = \left[ 80\% \text{ of Total Funding} / \text{total kilometres of road for councils in the Alliance} \right] \times \text{kilometres of road for councils in the RRTG}
\]

**Per RRTG Calculation**

\[
\text{RRTG Allocation} = \left[ 20\% \text{ of Total Funding} / \text{number of councils in the Alliance} \right] \times \text{number of councils in RRTG}
\]

**Figure 6 – RTA TIDS funding allocation model**

RRTGs must spend 100% of their RTA TIDS allocation each program/financial year. Any unspect funding cannot be carried over to the next financial year.

RRTG members are required to regularly monitor the delivery of their works program to address potential project under-spends/savings as early as possible.

The Board may adjust RTA TIDS funding allocations to RRTGs to ensure full delivery of the program at a state-wide level.

Local governments are expected to liaise with the TMR district to discuss approved projects until a project is complete and payment has been finalised.

A suite of templates is available to assist program monitoring and control, as well as ensure that project details captured in TMR systems are accurate and support quality reporting.
Local Governments must observe any funding conditions, including, but not limited to:

- TIDS funding must be expended on the approved scope of works.
- Funding recipients must allow inspections by authorised persons within TMR for assurance purposes.
- Funding recipients must provide information on request.
- Other funding conditions determined by the Board.

TIDS Administration Process

Submit Program Details
RRTGs submit their program of works to TMR (as part of QTRIP publication). This may be done using the TIDS Program Overview Submission (RT1) template or other suitable alternatives, including the PD Tool output. RRTGs should also provide forecasting information for each project in Year 1 in the four-year works program.

Delivery
RRTG member councils deliver their program of works and advise TMR as required on the progress of approved projects, any RRTG-approved program changes, revised cash-flows etc, for the overall management of the TIDS program.

Making Payments
Funding will be reimbursed upon submission of a tax invoice for the amount of payment and a completed TIDS Reimbursement Form (RT2a and RT2b) to verify that works have been completed as scoped, and update TMR on the progress of works. Supporting documentation should be included to provide verification. Final payments may be withheld until all reporting requirements and funding conditions have been met.

Program Financial Acquittal
RRTGs complete the TIDS EoFY Program Acquittal (RT3) template after the end of the financial year. The information in this report is to be submitted at the RRTG's program level. This information will assist in evaluating the outcomes of the program at a statewide level.

Note:
RRTGs/local governments experiencing issues in using the templates should contact their RTAPT representative/s for assistance.
7.2. ATSI TIDS

ATSI TIDS funding is provided by TMR for the upgrade of transport infrastructure that improves primary access (road, air and sea) to Aboriginal and Torres Strait Islander communities.

A number of Aboriginal Shire Councils (ASCs) are now members of RRTGs and receive an annual allocation of ATSI TIDS funding. This funding, and any RTA TIDS funding allocated to works within ASC areas on identified significant local roads, is not required to be matched.

ASCs who are members of a RRTG have decision-making authority over their ATSI TIDS allocation. Transitional Guidelines have been developed to guide RRTGs with member ASCs through a transition period to full RRTG membership.

**Note:**
Please refer to Transitional Guidelines and consult with your RTAPT representative to ensure transitional allowances are implemented correctly.

ASCs that are not members of a RRTG have their ATSI TIDS funding managed through their local TMR District office.

7.3. Monitoring program delivery

To ensure 100% expenditure, it is recommended RRTGs conduct a program review each year in February to consider alignment of delivery to forecasts and make adjustments as necessary (including RRTG-approved program changes and updated cash-flows submitted to TMR).

At a minimum, forecasting and delivery is to be monitored at TC meetings to ensure expenditure aligns to forecast and progress reporting reflects actual expenditure.

When a RRTG member council identifies that a project will underspend or not be delivered by 30 June, the funding should be redirected to the next highest priority project within the RRTG’s program where funding can be used.

If this redistribution of funds within the RRTG is not achievable, the RRTG should inform their TMR District and RTAPT representative to facilitate the redistribution of funding between RRTGs. Funding redistributed between RRTGs is conditional on being ‘paid back’ the following program year.

7.4. RTA TIDS reporting

RRTGs are accountable for the delivery of TIDS projects within the approved budget and timeframes. The Alliance monitors forecast and actual expenditure and provides RRTGs with reports on the status of the RTA TIDS funds that have been claimed by the RRTG:

- RRTGs are provided quarterly reports on the status of their RTA TIDS balance and unallocated funding in the TMR system. In the fourth quarter these reports are provided monthly.
- These reports show an ‘end of month’ snapshot of key financial information including budgets, forecasts and actual expenditure.
• As TMR administers TIDS funding, the financial data for reporting is sourced from TMR systems and complies with the department’s business processes and standards.
• Monthly forecasting as well as regular and timely claims by RRTG member councils to the member TMR District are necessary to ensure these reports provide an accurate snapshot of works that are completed.
• The member TMR District must confirm with local government RRTG members, the end-of-financial-year ‘cut-off’ date for claims. All RRTG members must ensure all claims have been submitted by that date to ensure state-wide acquittal and accurate expenditure reporting.

7.5. TMR responsibilities

As TIDS is a Queensland Government grant program, TMR must comply with the Queensland Government Financial Accountability Handbook. Volume 6 of this Handbook, Grant Management, outlines whole-of-government processes used to monitor grant funding.

TMR’s responsibilities include:

• Project Verification - confirming that works have been completed within scope and that desired outcome has been achieved.
• Financial acquittal - ensuring funding was used in accordance with the TIDS Policy and these Operational Guidelines.

7.7 Recognition

Communicating successes reinforces the value of a program in the eyes of the community, local political representatives and decision makers. Many funding programs require a range of communication and marketing measures be implemented as a condition of receiving funding, to ensure the program and the level of governments involved are acknowledged in delivering outcomes to the community.

TIDS is the State’s only ongoing annual funding program provided to local government for transport related initiatives. Where a RRTG project is funded jointly (TIDS and matching local government contribution) all contributing parties must be acknowledged in any public recognition, for example, media release/comment, signage.

RRTG members may release a media statement to local newspapers listing the TIDS funded projects for the coming financial year, and on delivery of major improvements/outcomes and so on.

The Alliance publishes an annual Progress Report, generally to coincide with the LGAQ Annual Conference, which highlights RRTG achievements, programs of work and program delivery (financial reports).

RRTGs are encouraged to actively identify key projects/activities/outcomes throughout the program year, and provide information and photos to their RTAPT representative for inclusion in the Annual Progress Report.
The Alliance encourages RRTGs to develop their staff and provides significant support and opportunities for RRTGs to develop capability and capacity. This includes training, technical documents and processes, forums and funding.

The Alliance encourages RRTGs to focus investment in capability development on the following core functions:

<table>
<thead>
<tr>
<th>Asset management</th>
<th>Road Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistency in asset management practices using minimum common datasets as described by Austroads, including:</td>
<td>Continual improvement of road safety on the Queensland road network, including:</td>
</tr>
<tr>
<td>• asset management systems and processes</td>
<td>• a comprehensive and collaborative approach to road safety</td>
</tr>
<tr>
<td>• condition, inspection and risk assessment data.</td>
<td>• road safety assessments</td>
</tr>
<tr>
<td></td>
<td>• targeting investment on roads for safety benefits</td>
</tr>
<tr>
<td></td>
<td>• assisting local government to meet their duty of care as a road authority.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program development</th>
<th>Joint Purchasing and Resource Sharing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of investment strategies based on the vision for the transport network and regional objectives.</td>
<td>Investigate opportunities for, and implement, joint purchasing of goods and services, including:</td>
</tr>
<tr>
<td>Generating and prioritising projects for the RRTG’s regional works program, including:</td>
<td>• sharing knowledge and experience with RRTG member councils, and other RRTGs</td>
</tr>
<tr>
<td>• strategic investment objectives</td>
<td>• achieving better value for money, efficiency improvements and capability improvements for staff</td>
</tr>
<tr>
<td>• regional investment strategy</td>
<td>• reduction of risks by collaborating regionally.</td>
</tr>
<tr>
<td>• regional program prioritisation</td>
<td></td>
</tr>
<tr>
<td>• four-year regional works program</td>
<td></td>
</tr>
<tr>
<td>• strategies for delivery of the regional works program</td>
<td></td>
</tr>
<tr>
<td>• risk management.</td>
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</tr>
</tbody>
</table>

**Figure 7 – Core Functions**

### 8.1. Capability Agreement and Action Plan

The Capability Agreement and Action Plan (a template can be found in the Appendix) is a self-analysis and self-assessment tool for RRTGs to plan and measure their performance in the functions.

RRTGs are required to update their Capability Agreement and Action Plan each financial year. This enables RRTGs and TCs to identify opportunities for skill development. The Alliance encourages RRTGs to think about where they would like to position themselves, and develop actions accordingly rather than progress through, the capability levels.

Having a current Capability Agreement and Action Plan, and funding applications that align with identified needs and opportunities, will result in more favourable consideration for SCDF.
8.2. Funding for Capability Development

8.2.1. RTA TIDS

Up to 2.5% of a RRTG’s total RTA TIDS allocation can be used for capability development without having to be matched. The intent of this 2.5% is to increase capability as described in this Chapter. As this is part of the RRTG’s RTA TIDS allocation it is a requirement to complete appropriate financial acquittal forms as per the TIDS Funding and Administration process in Chapter 7.

8.2.2. State-wide Capability Development Fund (SCDF)

The SCDF is available to RRTGs to develop and enhance their capability. Funding is allocated in two ways:

1. RRTGs can request funding from the Alliance Board, on a state-wide competitive bid basis, or
2. The Board identifies actions to address capability needs as a statewide initiative.

Decisions are based on merit, alignment to the Alliance vision and development needs identified in Capability Agreement and Action Plans. SCDF applications that demonstrate broad regional benefits (for example, more than one RRTG) will be considered favourably.

Application

SCDF Submission Form is completed by Technical Committee and forwarded to RTAPT

Note: RTAPT representatives may assist RRTGs in developing submissions.

Assessment

Applications for funding of up to $50,000 are assessed by RTAPT managers.

Applications for funding of more than $50,000 are assessed by the Alliance Board.

Notification of decision

Applicants will be advised of decision and any specific approval conditions in writing.

Figure 8 – Process of applying for SCDF
Funding recipients must:
• match the funding on a minimum 50/50 basis
• undertake approved funding activities within agreed scope and timeframes
• provide RTAPT with a summary of project outcomes upon completion, and meet any other specific approval conditions
• submit invoice/s to TMR for reimbursement.

Note: SCDF is not available for administrative, travel or accommodation expenses. If SCDF is used for a course that has an assessment component, funding will only be released when evidence is provided that attendees have passed (costs associated with “re-sitting” will not be funded).

Criteria for SCDF application assessment

<table>
<thead>
<tr>
<th>SCDF Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – Alliance Vision</td>
<td>Training/development opportunity aligns with the Alliance Vision</td>
</tr>
<tr>
<td>2 – Capability Agreement and Action Plan</td>
<td>The RRTG has identified a need to develop this skill in their Capability Agreement and Action Plan</td>
</tr>
<tr>
<td>3 – Regional Thinking and Transferability</td>
<td>The proposed opportunity benefits the region or regions</td>
</tr>
<tr>
<td>4 – Alliance Principles</td>
<td>The initiative improves RRTG skills in at least one of the four core functions: • Asset Management • Road Safety • Program Development • Joint Purchasing and Resource Sharing (JP&amp;RS)</td>
</tr>
</tbody>
</table>

8.3. Capability Development Resources

| JP&RS | • Alliance JP&RS Toolkit • The Queensland Government Chief Procurement Office (QGCPO) database of arrangements can be found at http://qcd.govnet.qld.gov.au/Pages/Home.aspx • Local Buy services are available to single councils or as a group through www.localbuy.net.au/Contracts.htm |
| Program Development | • Program Development Kit • Project Development Tool |
Available as separate files from RTAPT.