



**THE ROADS  
ALLIANCE**

# **PROGRESS REPORT 2008/09**

**PEOPLE > PLACES > PERFORMANCE**



LOCAL GOVERNMENT  
ASSOCIATION  
OF QUEENSLAND INC.



**Queensland  
Government**

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Greg Hallam, Roads Alliance Board Chair.

As joint managers of one of the state's largest assets and in light of the changing economic circumstances at a global level, board members recognised the need to push hard on initiatives to improve performance and leverage opportunities from existing partnerships. A key focus has been to maximise current funding and actively seek out opportunities for innovation.

Infrastructure Development Scheme funding for the year ahead at minimum. At a time when other subsidies are being withdrawn, this is a particularly pleasing result.

For this very reason, it is imperative that Regional Road Groups continue to focus on improving their performance, to demonstrate their ability to be strategic, truly regionally focused and early adopters of activities. These activities include Joint Purchasing and Resource Sharing and Alternative Business Models, which will provide value for money from road spending.

These will continue to be at the core of the Roads Alliance Board's agenda in future years.

I would like to acknowledge Alan Tesch for his leadership as the 2008 Roads Alliance Chair. Not only does the Alliance provide an opportunity for active and open dialogue between councils and the new Department of Transport and Main Roads, it also represents a clear demonstration of the state's commitment to enhancing the capability and strength of local government in Queensland. It was reassuring at the Local Government Infrastructure Symposium in April 2009 and in subsequent meetings, to have David Stewart, Director-General of the new department, give his strong support to the Roads Alliance.

Finally, this year sees the retirement of one of our most dedicated board members Neil Doyle, who has been part of the Alliance since its inception. Neil's contribution to the establishment and management of the Roads Alliance will leave a legacy of proactive public policy that is the envy of many state government departments. He has had a positive impact on the relationship between councils and the state, which all Regional Road Groups will benefit from into the future. It is with great memories that I wish Neil the best of luck for his future endeavours, and welcome our newest board member, Graham Fraine, A/General Manager, Strategic Policy Division, Transport and Main Roads. We look forward to strengthening our relationship with the new department through the Roads Alliance.

**Greg Hallam PSM**  
Chair  
Roads Alliance Board

# MESSAGE FROM THE CHAIR

**“FULL STEAM AHEAD” IS HOW I WOULD BEST DESCRIBE THE AIMS AND OBJECTIVES OF THE ROADS ALLIANCE'S OPERATIONS OVER THE LAST 12 MONTHS.**

This has culminated in a comprehensive suite of initiatives as outlined in this report, which aims to advance the Alliance partnership and improve Regional Road Group capability, capacity and performance.

Rest assured these initiatives were not chosen simply to increase the workload of Regional Road Groups, but to better position Queensland councils to respond to the myriad of performance reporting requirements emanating from the new Local Government Act, the state's Sustainability and Reporting Framework and further still at the federal level through the Local Government and Planning Ministerial Council.

In lieu of the state's difficult fiscal position the Roads Alliance Board also realised the need to demonstrate the Alliance's value as a mechanism to effectively plan and prioritise funding into the future for the Local Roads of Regional Significance. On this basis, as Chair of the Roads Alliance Board and as Executive Director of the Local Government Association of Queensland, I believed, as did all of the board, that it was important to support the new accountability requirements in the revised policy for the Transport Infrastructure Development Scheme. Improved performance and demonstrated value for money from the state's investment is an essential outcome, if Regional Road Groups can expect this funding stream to continue.

On this note, I would like to take the opportunity to thank the Department of Transport and Main Roads for their efforts in securing Transport and

## NEIL DOYLE: VISION AND REFLECTIONS FOR THE ROADS ALLIANCE



Neil Doyle, General Manager,  
Organisational Positioning and Stakeholder Relations, DTMR.

The Roads Alliance is a unique form of governance across two spheres of government. It is voluntary, has full participation and transfers power of huge amounts of money to informal groups. It requires trust and has seen world-wide recognition as a best practice model. We still have lots of room to improve, but we can be proud of our progress.

When I began with the former Department of Main Roads back in 1988, I brought a strong marketing focus and from the beginning I sought ways to deliver better outcomes based on the needs of the customer. In relation to the road network, customers were not aware of which level of government owned different roads. Customers just wanted to see the road system working and for governments to sort it out. It was on this basis that the Roads Alliance was established in 2002.

During the Road Reform in the 1990s, there was a significant opportunity to gain greater efficiency between local and state governments by adjusting the approach we took to managing the road task at the time. With both Main Roads and local government being road network owners, there was a strong mutual interest in doing things better.

The foundations of the Roads Alliance were built with the mindset 'united we conquer'. During the establishment phase, the long-term relationship already in place between Main Roads and local government allowed us to spend a lot of time asking the question: "how do we get best value from the people, the systems and the investment both levels of government are making?" A lot of time was spent listening to our local government and former Main Roads District counterparts, and strengthening the relationship to achieve the common goal of more efficient management of our road network.

The Roads Alliance has worked because of the good will and respect from both levels of government. The relationship between Transport and Main Roads and local government, fostered through the Roads Alliance, is one that is envied by other government departments today.

To ensure further efficiencies are gained, new ideas need to be grabbed with both hands. There needs to be a greater scale of change, which might mean adopting views that may currently be seen as 'radical'. Keep in mind that everything the Alliance now takes for granted was seen as radical or impossible at one point. The Alliance is unique in the way in which power and authority are transferred to local government, and more of this could happen in the future if local government wants it.

Moving forward we need to understand there isn't a money tree (if there is, others have beaten us to it!) and for further claims to be accepted the department and local government must recognise and demonstrate a logical argument for any funding requests. We must create a plausible argument to support any claim for funds. Demonstrating road stewardship capability is paramount, as is providing evidence that funding claims tie into the Alliance agenda for asset management, network planning and road safety.

I feel privileged to have been involved with Main Roads and local government in the Roads Alliance from the very beginning. The relationships formed and the success achieved through this partnership will pave the way for efficient road network delivery into the future.

As for me, some of you will see me around in the future, so this won't be goodbye.

*Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning.*

– Winston Churchill

# THE NEW LOOK

The Department of Transport and Main Roads (DTMR) was formed in April 2009 and is responsible for planning, managing and delivering Queensland's integrated transport environment to achieve sustainable transport solutions for road, rail, air and sea. The new department aims to ensure all Queenslanders irrespective of where they live and work, have appropriate transport choices and fair access to the transport system.

David Stewart, the Director-General of DTMR, has given his strong support for the Roads Alliance and reconfirmed the new department's continued commitment to local government during his speech at the Local Government Infrastructure Symposium in April 2009. "In simple terms, the Roads Alliance is a great example of representatives coming together from both spheres of government to make the best decisions to achieve the best outcomes for communities. The department remains committed to our Roads Alliance and I believe this is a great example of our collaborative efforts towards a sustainable future".

Within the new department, the Strategic Policy Division has been formed to provide leadership in a number of key areas including key economic, environmental and social policy agendas, engagement with industry, and maximising the value of the department's relationships with stakeholders. Local Government Relations and the Roads Alliance are important parts of this division.

Graham Fraine has been appointed as the Acting General Manager for the new Strategic Policy Division and will take over from Neil Doyle as a member on the Roads Alliance Board.

## DEPARTMENT OF TRANSPORT AND MAIN ROADS

### Introducing Graham Fraine, A/General Manager, Strategic Policy Division, Transport and Main Roads

As the Acting General Manager of the newly formed Strategic Policy Division and now a member of the Roads Alliance Board, I am very excited about working with local councils and the Local Government Association of Queensland (LGAQ) through the Roads Alliance.

The Roads Alliance is a great example of the benefits that can be derived from both spheres of government working together and making the best decisions for communities. I want to acknowledge the effort and contribution that the Roads Alliance Board and Roads Alliance Project Team (RAPT) members have put into making this a success.

In particular I would like to thank Neil Doyle for his contributions to the Alliance and to say it is a privilege to take over from him. I am committed to ensuring the Alliance continues to be embedded as the preferred model of engagement between state and local governments.

With reference to the theme of this year's report, People, Places and Performance, I am very aware that the success of the Alliance is built upon the engagement, drive and expertise of the people involved. Put simply, without the people, it stops.

I am very impressed with the reports of progress I'm hearing about Regional Roads Groups (RRGs) across the state. Everyone involved should be very proud of their achievements and I hope over time to meet many of you in person.

I also recognise there are opportunities for RRGs to improve, however I understand that we as the board must continue to provide the support, funding

and frameworks across the core Alliance products – Program Development, Asset Management, Joint Purchasing and Resource Sharing (JP&RS) and Operational Efficiency.

These 'products' and proven performance are to be the core focus of the Alliance throughout 2009-10, ensuring that every effort is made to assist groups to meet the stewardship requirements identified within the revised policy for the Transport Infrastructure Development Scheme (TIDS). Demonstrating the value, capability and capacity derived from the state-wide TIDS funding will be critical to accessing TIDS and maintaining the Government's high regard for the program during these financially constrained times.

As we embed our existing activities into the future, I am also committed to ensuring the Roads Alliance is at the forefront of innovation in relation to transport infrastructure policy. Under the new combined department we will continually look to test the value and feasibility of broadening the scope of the Alliance to incorporate other transport related initiatives.



Graham Fraine  
A/General Manager, Strategic Policy Division, DTMR.



# PROFILE OF THE ROADS ALLIANCE

THE SUCCESS OF THE  
ROADS ALLIANCE IS  
DRIVEN BY PEOPLE,  
WORKING TOGETHER  
ACROSS GEOGRAPHICALLY  
LINKED RRGs, FORMING  
STRONG RELATIONSHIPS  
AND ACHIEVING  
MAXIMUM VALUE FOR  
EVERY DOLLAR SPENT.