



WHAT IS THE ROADS ALLIANCE? MUCH MORE THAN CONSULTATION

THE ROADS ALLIANCE, ESTABLISHED IN 2002, ADDRESSES JOINT ROAD OWNERSHIP CHALLENGES AND ALIGNS THE FOCUS OF BOTH SPHERES OF GOVERNMENT ON THE QUEENSLAND ROAD TASK.

This partnership builds on the strong history of collaboration between Queensland state and local government, represented by DTMR and LGAQ, and focuses on delivering improved value from all available resources. Fundamental to the Alliance is the transfer of real power over funds and decision making to RRGs.

The Roads Alliance partnership invests in and improves regional transport planning, increases road stewardship and delivery capability and identifies resource sharing, joint purchasing and more efficient project delivery opportunities. Through the Roads Alliance agreement, both state and local government have committed to maintain in real terms the base funding level on Local Roads of Regional Significance (LRRS).

Benefits

The Roads Alliance seeks to improve the management of Queensland's regional roads and provide benefits for communities through:

- reduced costs from improved use of resources and economies of scale
- increased industry involvement and capability
- streamlined processes and more effective investment
- regional collaboration
- improved labour skills and utilisation
- a network approach to investment
- reduced travel costs and improved access to community infrastructure
- better and safer roads sooner for the community.

The Roads Alliance has gained national and international recognition by the United Nations and International Road Federation as leading the way for two spheres of government to cooperate in addressing community issues. It has also been acknowledged as a best practice model with the potential for replication nationally across many areas of public policy.

The Local Roads of Regional Significance network

The LRRS network is made up of roads of similar function owned by the different spheres of government and is approximately 32 000km in length. Figure 1 sets out the roads included in the network.

DTMR and local governments are committed to maintaining in real terms, the normal level of expenditure on the LRRS network. Under the Roads Alliance, DTMR has transferred decision-making authority for this investment to RRGs.

Roads Alliance Board and state-wide governance arrangements

Under the Alliance, local governments voluntarily collaborate with DTMR regional representatives through the formation of RRGs.

RRG formation is driven by local governments who determine the membership and governance rules for the group, with guidance from DTMR and the LGAQ.

Roads Alliance Board

The Roads Alliance Board is the highest decision-making body of the Alliance, consisting of an equal number of representatives from DTMR and the LGAQ. The board has the responsibility of setting the strategic direction of the Alliance and overseeing implementation and operations across the state.

The board does this by:

- monitoring RRG progress and identifying opportunities to increase the strength of the Alliance
- ensuring effective governance arrangements are in place at all levels
- fostering strong working relationships between parties
- ensuring consistent outputs across Queensland
- promoting the principles of the Roads Alliance at state and national levels
- facilitating innovative programs to improve Alliance processes
- supporting initiatives targeted towards Alliance outcomes.

State Government controlled roads	Local Government controlled roads	
National highways		
State strategic roads		
Regional roads		
District roads	Primary road	LOCAL ROADS OF REGIONAL SIGNIFICANCE
	Secondary road	
	Minor road	
	Access track/road	
	Rough tracks	

Board membership 2008-09

- Greg Hallam – Executive Director, LGAQ, (Chair)
- Greg Hoffman – Director, Policy and Representation, LGAQ
- Mark Piorkowski – Manager, Roads Transport and Infrastructure, LGAQ
- Alan Tesch – Associate Director-General, DTMR
- Les Ford – Chief Operations Officer, DTMR
- Neil Doyle – General Manager, Organisational Positioning and Stakeholder Relations, DTMR.

Board members commencing 2009-10

- Simone Talbot – Manager, Roads Transport and Infrastructure, LGAQ
- Graham Fraine – A/General Manager, Strategic Policy Division, DTMR.

Roads Alliance Project Team

The RAPT consists of staff members from DTMR and the LGAQ who facilitate the implementation of Roads Alliance strategies and provides day-to-day operational support for the Roads Alliance.

Regional Road Groups

RRGs are the primary decision-making bodies of the Roads Alliance. They are responsible for the management of the LRRS network, including all investment and maintenance decisions on these roads as well as collaborating to address wider transport issues affecting Queensland. Membership typically comprises a DTMR Regional Director and regional groupings of local governments, of which

Mayors are predominantly the representatives on the RRG. The groups are formed with consideration of the economic, social, environmental and geographic characteristics in their region. They approve a forward program of work including DTMR's own expenditure on LRRS.

Each RRG has a constitution which outlines their individual governance structure and operational arrangements.

Technical Committees

Each RRG is supported by a Technical Committee, comprising local government and DTMR technical staff from that region.

Steering Committees

Steering Committees are established as required to provide strategic direction, governance and oversight, normally on developing key Roads Alliance initiatives. They may consist of any combination of DTMR management, LGAQ management, and local government elected members or management representatives, for example, the JP&RS Steering Committee is chaired by the Mayor of Central Highlands Regional Council.

UPDATE FROM THE BOARD

OVERVIEW OF ROADS ALLIANCE INITIATIVES AND OUTCOMES FOR 2008-09

What a year 2008-09 has been!

With the Local Government Reform and the former Department of Main Roads Regional Boundary changes well and truly behind us, this year has seen significant progress for our RRGs across the state.

The board would like to thank the people performing within their RRGs and congratulate them for driving Alliance initiatives and continuing to deliver results for their communities.

At its final meeting for the year in December 2008, the board, recognising the changing circumstances of the global economy and the more difficult environment in which both state and local governments would be expected to operate in, agreed it would pursue a comprehensive and ambitious agenda focussed on:

- improving and supporting RRG capability and performance
- maximising and securing funding
- leveraging and extending partnerships
- driving continued innovation.

Central to this agenda has been the development of a 'State-wide Capability Improvement Strategy' which sets out a framework for RRGs to review and identify how their performance could be improved in the areas of operational effectiveness, asset management, program management, JP&RS and road safety.

By the end of June 2009 the majority of RRGs had completed their self-assessment process and were working towards the development of their Capability Agreements.

In light of the predicted tight fiscal environment, the board also agreed to revisit JP&RS with RRGs to identify opportunities for maximising available road dollars and to leverage off the regional partnerships that have been created across the state.

RRGs have worked towards consolidating existing governance and program practices, with the election of new office bearers, the review of the LRRS network and the development of a Regional Works Program for 2009-10 to 2014-15.

To enable RRGs to more effectively manage the safety and asset preservation concerns on their LRRS, the board agreed to facilitate and substantially fund a State-wide Arrangement for NetRisk Assessment and Asset Data Collection on the LRRS. The arrangement represents a proactive measure to establish a consistent and reliable practice of assessing and prioritising latent safety risks on the state's road network. Additionally, the collection of basic asset management data will also benefit local governments given the new asset management reporting requirements emanating out of Queensland's new Local Government Act 2009.

Australian Road Research Board (ARRB) and RoadTek have been confirmed as the suppliers of the contract. Most councils are participating in the arrangement representing approximately 16 000 km of LRRS. This work will continue into the next calendar year and is expected to conclude by December 2010.

In line with its long-held aim of being able to report data at various levels on the LRRS network, the Roads Alliance has invested time and energy into the further development of the Roads Alliance Hub. This work has resulted in significantly improved reporting





Left: (top-bottom) Greg Hallam, Alan Tesch and Les Ford.

Right: (left-right) Mark Piorkowski, Neil Doyle, Simone Talbot, Graham Fraine and Greg Hoffman.

functionality and will enable RRG users to develop tailor-made reports on their LRRS network.

Encouraging greater participation in the Roads Alliance from Indigenous councils has been a highlight of the past year. A roundtable meeting between members of the board and Indigenous councils was convened in February and highlighted how Indigenous councils could benefit in various ways by having a seat at the RRG table. This meeting and subsequent engagements have paved the way for councils such as Wujul Wujul and Palm Island Aboriginal Shire Councils now being members of Far North Queensland (FNQ) and North (NQ) Queensland RRGs.

The continued drive for innovative practices through the Alliance partnership has again been a focus of the past year. Following feedback received at regional workshops on the consultation paper 'Managing Queensland Roads – Can Main Roads and Local Government do it Better Together', the board is constantly looking to improve and is supporting four innovative pilot studies into new Alternative Business Models.

The pilot RRGs, FNQ, NQ, Central Highlands and Isaac Regional Road Partnership (CHIRRP) and the Outback, are at various stages of their studies and will report on outcomes throughout 2009-10.

The board also agreed to the new Roads Alliance accountability requirements as part of the DTMR's review of its TIDS policy. These accountability requirements complement the key components of the Alliance's 'State-wide Capability Improvement Strategy' and all RRGs will be supported in their efforts to progress towards meeting these new requirements.

Renewed Memorandum of Agreement

Both the LGAQ and the former Department of Main Roads demonstrated their commitment to the Roads Alliance through the signing of the Memorandum of Agreement for the period of 2008-13. Within this document the board highlighted the need for future initiatives to be linked to Alliance core objectives.

Alliance objectives

- Maximise the economic, social and environmental benefits of our joint investments in the state's road network.
- Achieve maximum efficiencies through joint and innovative approaches to road stewardship, road network planning, project scheduling, purchasing and resource sharing.
- Improve road management and delivery capability through increased training, advanced technology and knowledge transfer.
- Optimise safety for all road users.
- Maximise the investment by all parties on the Queensland road network.

Roads Alliance Initiatives

Roads Alliance Objectives	Capability Development	NetRisk	Joint Purchasing & Resource Sharing	Program Development	Road Safety	Alternative Business Models
Maximise the economic, social and environmental benefits of our joint investments in the state's road network	●	●	●	●	●	●
Achieve maximum efficiencies through joint and innovative approaches to road stewardship, road network planning, project scheduling, purchasing and resource sharing	●	●	●			●
Improve road management and delivery capability through increased training, advanced technology and knowledge transfer	●	●			●	
Optimise safety for all road users	●	●			●	
Maximise the investment by all parties on the Queensland road network	●	●	●	●		●

KEY INITIATIVES

THE RAPT AND RRGs WORK TOGETHER TO DELIVER INITIATIVES TAILORED TO MEET ALLIANCE KEY OBJECTIVES. THE SUCCESS OF THESE INITIATIVES IS LARGELY DEPENDANT ON THE PEOPLE WORKING WITHIN THEIR RRG FOR THE BENEFIT OF THEIR REGION. THE BOARD IS IMPRESSED WITH THE HIGH LEVEL OF DEDICATION AND COMMITMENT OUR RRG CHAIRS, TECHNICAL COMMITTEES AND RESPECTIVE MEMBERS HAVE DEMONSTRATED THROUGHOUT 2008-09.

“SPEAKING FROM A TECHNICAL COMMITTEE CHAIR’S POINT OF VIEW, THE DEVELOPMENT OF THE CAPABILITY AGREEMENT DOCUMENTATION HELPED TO PROVIDE A FOCUS ON WHAT WE HAVE DONE ALREADY AND TO IDENTIFY WHAT, AND HOW, WE CAN PROGRESS THE RRG OVER THE NEXT COUPLE OF YEARS. WE ALL TEND TO SEE A LOT OF POSSIBILITIES IN FRONT OF US, BUT WRITING DOWN PROPOSED ACTIONS HAS ALLOWED THE DEVELOPMENT OF A REALISTIC PROGRAM TO ADVANCE AND STRENGTHEN THE BENEFITS OF THE RRG FOR THE REGION.”



Warren Paulger,
Technical Committee Chair,
Wide Bay Burnett RRG.

Capability development – planning for success

The LRRS network is a critical part of the state’s transport system. Ensuring the optimum performance of this network depends on the capabilities and skills of people across many disciplines and both spheres of state and local government.

To support this, and ensure RRGs can deliver increased value from all available resources, the board endorsed the ‘State-wide Capability Improvement Strategy’. This strategy was designed to assist RRGs make an objective assessment of their current road stewardship capability, with the aim to enhance future capability across core stewardship functions.

The following functions are targeted within the strategy:

- operational effectiveness
- asset management
- program development
- JP&RS
- road safety.

The strategy is based on the concept of ‘mutual responsibilities’ and is linked to the new accountability requirements in the revised TIDS policy.

The strategy provides a framework based on RRGs undertaking the following actions:

1. A self assessment of their performance across the four core functions, using the Roads Alliance Assessment Tool.
2. Development of a ‘Capability Agreement’ based on the results of the assessment which outlines the key actions to be progressed in order to move the RRG to a higher level of performance.
3. Regular reporting of progress against the Capability Agreement to the board to ensure that the capability targets and milestones identified by the group are being progressed.

To date, the majority of RRGs have successfully undertaken the self-assessment process, with many groups noting the positive benefits of adopting a frank and fearless review of their current capability levels.

Of all core functions, the majority of RRGs assessed themselves as having the lowest capability in the area of asset management and the most capability in the area of operational effectiveness.

There is much work to be done!

Towards the end of June, using the results from the self assessment, most RRGs had developed their Capability Agreements which included a commitment and plan of action to improve RRGs’ performance across each core functional area.