

GipsiTrac data gives the total picture of the road network. It produces a three dimensional display of a road, instead of the traditional two dimensions. This enables the road owner to view gradient, crossfall and curvature attributes - key features when assessing the safety of the physical condition of the road itself.

Capture of GipsiTrac will not only significantly improve road safety outcomes, but will also benefit local government by:

- improving the quality and completeness of the LRRS network dataset that will improve a range of mapping processes, including accurately recording the length of the total LRRS network.
- providing a quality base to which road asset information could be attached and assist councils in meeting their asset management requirements beyond 2010.

- providing data that is compatible with ARMIS and enable reports to be generated on the whole LRRS road network.

Combined with data from NetRisk, which assesses the safety of the road environment, this provides detailed data that will enable RRGs to better assess the safety of the physical condition of the road itself and prioritise projects that will to maintain a high level of road safety across the LRRS network.

CASE STUDY:

Far North Queensland ROC Nominated for 2010 Public Sector Excellence Awards

Congratulations to the Far North Queensland Regional Organisation of Councils (FNQROC) for being announced as finalists in the 2010 IPAA Queensland Public Sector Excellence Awards. Nominated in the category of Best Practice in Local Government, the group has been recognised for its Far North Queensland Regional Asset Management Strategy (FNQRAMS).

The FNQRAMS, one of the first of its kind in the country, meets both the National Framework for Asset Management (and therefore the requirements of the Queensland Government) and required broad consultation across the Far North Queensland Region.

The FNQRAMS ensures that asset management in the region delivers best value by balancing the social, economic and environmental impacts on local communities. The strategy was produced with input from the Department of Infrastructure and Planning, and the Queensland Audit Office contracted auditors.

An example of regional collaboration in action, the FNQROC has used the Roads Alliance methodology to develop the strategy – incorporating more than just the road network, to cover a broad range of assets for the FNQ community.

Implementation of this strategy has made possible the collaborative management of more than \$5.15 billion of community assets, across an area of 183,000 square kilometres, incorporating two World Heritage-listed areas.

Darlene Irvine, Coordinator for FNQROC, believes the nomination reflects the effort of all participants. "Our aim for the strategy was to move well beyond the requirements of the Local Government Act, and surpass current best practice. This nomination is a credit to the effort put in by all councils, and our relationships have grown through the process," she said.

This award nomination comes on top of years of strong performance as an RRG, and sees this is a tangible example of what the Roads Alliance methodology is all about; innovation, joint decision making and getting on with business, regardless of ownership.

Congratulations to the FNQROC for their efforts and for such prestigious recognition.



“The formation of the Rockhampton RRG post-amalgamation has allowed a renewed focus on the strategic investment of available funds on the LRRS network.



Martin Crow
Rockhampton RRG, Technical Committee Chair.

The project prioritisation methodology has proven to be a sound basis for the investment of these funds and will be further enhanced on completion of the network wide NetRisk assessment program.”+

Capability Development

RRG capability development delivers considerable improvements in state and local government roads infrastructure and has been a priority of the Roads Alliance since its inception in 2002.

In 2008 the development of the Capability Improvement Strategy formalised an approach to ensure all RRGs (and respective member local governments) are able to deliver more value from all available resources, through enhanced road stewardship capability. This strategy outlines capability milestones and an RRG driven approach to improvement. This recognises the uniqueness of groups across the state and gives responsibility to RRGs for achieving their capability milestones.

Each RRG has assessed their capability across Operational Effectiveness, Program Development, Road Safety, JP&RS and Asset Management and developed a Capability Agreement that outlines actions to improve performance across these areas.

In 2009-10, a number of RRGs have made exceptional progress in meeting the RRG capability milestones and have demonstrated that these

milestones are achievable. Groups that have improved performance have found that the Alliance core functions are mutually dependent, meaning where competency improvements are made in one function, other functions often improve concurrently.

RRG Capability Agreements are living documents that assist groups to bridge the gap between current and desired competency levels. Current actions outlined in RRG Capability Agreement Plans expired at the end of June 2010, and each RRG is required to re-evaluate their capability status.

RRGs are encouraged to:

- update their Agreement to reflect achievements and desired future actions
- use their Agreement to track progress at each Technical Committee meeting
- discuss opportunities and blockages to improving group capability.

Capability Funding

The Roads Alliance is continuing to financially support RRG capability improvement by encouraging groups to utilise 3% of their TIDS allocation to implement actions designed to lift capability. RRGs also have

access to the State-wide Capability Development Fund which totals \$1 million per year.

The Roads Alliance Board is supportive of any groups who apply for financial support to progress capability projects where:

- the actions will or may have state-wide implications or benefits
- any learnings from the project will be shared with other RRGs
- funding for the project will be shared between the RRG and the Alliance.

In 2009-10, the Board has supported and funded a number of capability improvement projects from the State-wide Capability Development Fund, including:

- A subsidy of \$1,832,227 was allocated to fund two-thirds of the NetRisk Arrangement being carried out on the LRRS of participating local governments. Read more about how this initiative is helping to improve safety state-wide on pg 22.
- A subsidy of \$10,000 was allocated to continue the provision of Digital Video Road software free of charge to all RRGs for voluntary use by local governments.
- A subsidy of \$20,000 was allocated to develop the processes/tools that

“The Banana RRG has made considerable advances in the development of its Road Alliance program and the delivery of road projects since its inclusion as a member of the Alliance.

The funds provided through the program have enabled us to deliver projects which would otherwise have impacted on council’s regular works program.” +

John Walker
Banana RRG, Technical
Committee.

“Bundaberg Regional Council benefits from being part of the Alliance because we achieve better road network development

through a committed and active RRG that provides increased funding source opportunities and savings in purchasing and construction costs. Being involved through the Technical Committee, I find the Alliance challenges our previous views on road service delivery and encourages a wider regional approach to road related issues. The local technical back-up and support from other councils and Transport and Main Roads helps us deal with road problems specific to our region.”+



Peter Jensen
WBB RRG,
Technical
Committee.

CASE STUDY:

Technical Coordinator

It is no secret the Roads Alliance is supportive of RRGs engaging a technical coordinator to assist in their operations. The synergies between RRGs who are performing well in Operational Effectiveness and RRGs who have a dedicated technical coordinator are apparent.

Technical coordinators have been employed by a number of RRGs, including the CHIRRP, FNQ, NQ, NWQ, South West, Southern Border, Western Downs and WBB RRGs. Employing a dedicated resource provides significant benefits to these groups by facilitating RRG and Technical Committee decisions and outcomes to ensure the RRG continues to make optimal progress across Alliance core functions.

Traditionally, RRG technical coordinators have been just that, technical. Experience by these groups has demonstrated that an engineering background is not fundamental to the role and it is the coordinator aspect which can have the greatest benefits to the RRG. The coordinator becomes the conduit for all communication between stakeholders, they conduct administrative and non-administrative tasks and they action and measure progress, whilst maintaining a regional focus.

The engagement of hiring a coordinator is even more relevant with the expiry of the 2009-10 Capability Agreements and the room for improvement in reaching key milestones, competency levels and TIDS spend targets by some RRGs. With these issues still at the forefront of the Roads Alliance agenda, the Board is encouraging RRGs to consider the benefits of a coordinator and to use the 3% RRG TIDS allocation to help fund the extra resource.+

- will enable all local governments in Queensland to access the benefits of GPS Tripmeter software.
- A subsidy of \$60,534 was allocated to fund the Roads Alliance Arranged Insurance project. Find out how the Roads Alliance is helping to simplify insurance on pg 26.
- A subsidy of \$100,000 was allocated to fund the total cost of collecting and processing GipsiTrac data on LRRS included in the NetRisk Arrangement. Learn about the benefits of GipsiTrac on pg 16.
- A subsidy of \$130,000 was allocated to the FNQ RRG to fund half the cost of undertaking a coordinated program of inspections of structures on the group's LRRS to a Level 2 standard.
- A subsidy of \$15,000 was allocated to WBB RRG to review options for improving program development practices, including a comprehensive revision of configuration standards, Statements of Intent and investment strategies, and to identify JP&RS opportunities. Read about JP&RS successes in the WBB RRG on pg 11.
- A subsidy of \$20,000 was allocated to WBB RRG to develop an asset management template that will assist all RRGs to develop Asset Management Plans for transport services. To discover how the template could benefit your RRG, refer to the case study on pg 14.

Aerial shot of Caboolture-Bribie Island LRRS, North Coast Region.



CASE STUDY:**Far North Queensland RRG's Program Management Office**

As part of the Alternative Business Models Project, the FNQ RRG investigated a hybrid business framework involving extended regional contracts and improving capability through a Program Management Office (PMO).

The concept of the PMO is for a centre of expertise to be set up to improve the management of an RRG's projects, programs and portfolios by implementing governance, communications programs and collaboration tools. The intent is for the PMO to take on elements of road management and stewardship functions that would normally be the responsibility of member councils and the Technical Committee, including:

- providing program and project management and evaluation services, technical advice and guidance
- facilitating joint procurement and delivery of road infrastructure services for the region
- providing asset management services and collating and maintaining a central data repository
- linking related projects and dealing with multiple projects across members' work programs to realise scale and scope efficiencies
- sharing knowledge gained from individual and regional projects and championing innovation in road stewardship.

Establishing a PMO can provide the opportunity to develop efficiencies of scale and scope by enabling the management and delivery of a combined works programs (on behalf of councils) and better facilitation of JP&RS initiatives on current expenditure programs. FNQ RRG is presently considering the feasibility of a PMO in their region before making the decision to move to implementation.+

Alternative Business Models

The Alternative Business Models Project was instigated to encourage innovation in road stewardship by local government and TMR. Over the past twelve months four RRGs have been developing Alternative Business Models and assessing their feasibility for pilot implementation within their respective regions.

Far North Queensland RRG

FNQ RRG engaged Local Government Infrastructure Services (LGIS) to evaluate their operations and identify opportunities for improvement. LGIS found limited staff resources were restricting the group's capacity to pursue opportunities within the Roads Alliance, and geographical distances between members were impacting communications and data sharing. LGIS also found a more formal approach to JP&RS could deliver greater benefit for the group.

FNQ RRG agreed to investigate the development of a model that would provide a regional program management focus to deliver greater efficiencies in undertaking works across the region. Five potential operating frameworks were evaluated and a hybrid business framework involving extended regional contracts and a Program



Members of FNQ RRG celebrate their 50th meeting.



Management Office (PMO) (outlined in the case study on previous page) has been developed. After refining the hybrid model, FNQ RRG will progress their business model to stage one, with stages two and three requiring further due diligence prior to piloting and implementation. Stage one is focussed primarily on investigation, development and maximisation of joint purchasing opportunities. The employment of a Regional Procurement Officer has been proposed, subject to budget and funding considerations, to lead this program.

North Queensland RRG

North Queensland RRG is investigating the transfer of road stewardship responsibilities to deliver greater efficiencies for the region. The group conducted a series of workshops in 2009 to establish the terms of reference for their model and has identified the following objectives:

- strengthen regional planning, program development and management
- transfer on a contractual basis selected corridor management and traffic operations duties and obligations

- transfer on a contractual basis Road Maintenance Performance Contract delivery by combining TMR and local government LRRS into single contracts.

The group has developed a three-phase project plan (investigation, evaluation and implementation) to determine the feasibility of an Alternative Business Model that can deliver these objectives. They are in the final stages of selecting a consultancy to undertake the first phase – to investigate governance arrangements, policy constraints, opportunities and benefits.

Central Highlands and Isaac Regional Road Partnership

Central Highlands and Isaac Regional Road Partnership (CHIRRP) is investigating four strategies to improve operational effectiveness including:

- implementing consistent standards for all LRRS that are fit-for-purpose and can be achieved within available funding
- accessing flexible, longer-term funding arrangements that enable funds to be spent where/when they can deliver the most benefit

- adopting regional level programming of works to enable regional JP&RS
- establishing a database of skills and capabilities within the CHIRRP’s members (including RoadTek) to facilitate sharing those skills in road delivery.

CHIRRP have developed a terms of reference and established four internal working groups for each of the focus areas. McMurtrie Engineers have been engaged to work with the three working groups assigned to the first three focus areas and will produce a detailed report and action plan for each. The fourth focus area will be progressed by an independent working group resourced by CHIRRP members.

Members of the Roads Alliance Project Team answer questions at the LGAQ Annual Conference.

“The North Queensland RRG has recently approved a project plan to progress an Alternative Business Model Feasibility Study.

As a group we are looking forward to working alongside the Alliance and testing alternative road stewardship functions aimed at strengthening regional planning, program development and management.

We are currently engaged in discussions with consultants to undertake this work.”+



Peter Sakkas
NQ RRG, Technical Committee member.



TIDS project delivered for the Northern Region; rehabilitation and new kerbing of Charles Street, Townsville.



“Utilising the Alliance partnership for broader regional objectives was a logical but very big step that has paid off for the ORRG this year.

I urge all RRGs to utilise the Alliance for far more than the standard agendas. The ORRG will continue to utilise the trust and commitment of the councils and the department for more regional initiatives into the future.”+



Ed Warren
Mayor
Winton Shire
Council, member
of the ORRG.

Outback RRG

The ORRG is implementing a ‘bureau service’ to manage the programming, resourcing and delivery of road infrastructure in the region.

The ORRG has long recognised the benefits of working together through the Alliance, this year overcoming the challenges of limited capacity and distance to breathe life into its current operating model. Utilising the Alternative Business Models project, the ORRG has defined a long term vision to implement a ‘bureau service’ with the aim to achieve increased efficiencies and coordination for the group.

The ORRG, with the assistance of the Roads Alliance, developed the terms of reference for the bureau and engaged LGIS to provide options for how the proposed bureau service could be managed, resourced, funded and implemented. LGIS presented recommendations at the end 2009 and issued a tender on behalf of the ORRG in February 2010.

Opus International was the successful tenderer and will commence provision of the bureau service early in 2010-11.

The key initial functions will include:

- asset management
- reporting (Roads Alliance, RRGs and federal authorities)
- safety (including the preparation of a risk management plan based on NetRisk assessment data)
- resourcing with a particular focus on expanding opportunities for JP&RS
- program delivery and planning
- training.

These functions will not only be critical to the ORRG meeting their Capability Agreement requirements, but also to achieve significant efficiencies and savings in the way the group operates.

Regional Safety and Development Program

In March this year, the Hon Craig Wallace MP, Minister for Main Roads, announced the Regional Safety and Development Program (RSDP). The additional \$30 million per annum until 2013 is not only a welcomed jobs and infrastructure boost for regional Queensland, but a strong vote of confidence for the Alliance by entrusting its delivery through RRGs.

The funding is aimed at supporting RRGs to upgrade regional road networks and accelerate road works programs in western Queensland or other rural and remote areas where considerable economic activity, such as large scale mining or industrial growth, is occurring.

Specifically, RSDP funding is being provided to accelerate works programs that:

- deliver key regional transport infrastructure necessary to support economic growth, especially that arising from minerals/commodities

- address safety hazards on the network, particularly those identified by the NetRisk Arrangement
- produce economies of scale through the bulking-up of projects and reduce long-term maintenance costs through early rehabilitation and upgrades
- provide employment opportunities in western Queensland for all three road construction sectors (local government, RoadTek and private contractors).

The RSDP program represents more than just project funding. RSDP will increase safety on regional roads, see greater regional collaboration by RRGs and increase group capability and capacity by providing certainty of funding.

As noted earlier, the value and credibility of the Alliance and the Minister's trust in this initiative, has been reinforced with the decision to manage the RSDP through the Roads Alliance. The Board will consider applications and make recommendations for approval to

the Minister; RRGs will be advised of successful funding applications by 30 September 2010.

This funding supports state and local government to keep up with the changing needs of the road network, now and into the future.

Work underway on the Bayswater Creek Project; constructing a floodway in the North West Region.



RSDP funding supports state and local governments to keep up with the changing needs of the road network, now and into the future.

Central West Funding Submission

The members of the ORRG have jointly developed a funding submission to secure increased State and Federal Government investment in the road infrastructure of the Central West, based on regional priorities, not council boundaries.

The submission entitled 'Partnering for Prosperity: A Roads Investment Submission from the Central West Region of Queensland', was facilitated through the Roads Alliance and demonstrates the benefits of different spheres of government working together to achieve the best value for Queensland communities.

This submission outlines a case for the Australian Government to enter a partnership with Queensland State and Local Governments for joint investment in the region's road network. It outlines a five-year program to improve productivity, safety and access and support the

broader national objectives of:

- improved infrastructure across Australia through investment in and coordination of transport and other infrastructure
- an efficient, sustainable, competitive, safe and secure transport system for all transport users through regulation, financial assistance and safety investigations
- coordinated community infrastructure and services in rural, regional and local government areas through financial assistance.

The Hon Craig Wallace MP, Minister for Main Roads, has commended the regional approach adopted and the level of maturity and collaboration demonstrated by this collective effort to secure investment in a common vision for the Central West. Through TMR, the State Government has allocated an additional \$7 million to the ORRG from the recently established Regional Safety and Development

Fund and indicated its intention is to increase that contribution each year, where possible.

In June 2010, the mayors of the Central West travelled to Canberra to present the submission to The Hon Anthony Albanese MP, the Federal Minister for Infrastructure, Transport, Regional Development and Local Government, and enlist the support of the Australian Government. Minister Albanese was impressed with the submission, noting the collaboration behind it was the way we should all work together and the way governments need to work in the future. The Federal Government is presently considering the submission.

The development of the submission is a great example of the Roads Alliance framework being used for more than program development. It is hoped all RRGs will be encouraged to reconsider how the Roads Alliance can be utilised to achieve better outcomes for their regions.

ORRG members; Robert Dare, Mayor of Diamantina Shire Council, Bruce Scott, Mayor of Barcoo Shire Council (left-right) and Michael Parker, CEO of Barcoo Shire Council (far right), present the 'Partnering for Prosperity' submission to the Hon Anthony Albanese MP, Federal Minister for Infrastructure, Transport, Regional Development and Local Government.



Review of TIDS

The LGAQ led a joint review of TIDS practices in 2009 to address the significant carryover by councils of unexpended TIDS allocations into subsequent financial years. This review has led to the identification of a number of areas of improvement across policy and process, systems and communication.

The Roads Alliance is implementing changes in these areas to help lift the level of TIDS expenditure, and more broadly, improve TIDS administration, reporting and management.

Key outcomes of this review include:

- The establishment of an RRG TIDS expenditure target of 85%. Where an RRG's or council's expenditure of their TIDS allocation falls below this target over two consecutive years, the Board can elect to reallocate the shortfall between the target and the group's two year expenditure average to another RRG or council.

- Work to address system incompatibility associated with regional offices' ability to accept exported RRG work program data versus the current process of manual entry.
- Reconciliation of TIDS expenditure and TIDS funded projects data between councils, RRGs, TMR regions, and central management systems to ensure expenditure and project allocation figures are accurate.
- Development of system capability to generate detailed TIDS expenditure reports against a variety of criteria including council, RRG, TMR regional, project, carry-over versus new funds, and TIDS category.
- TMR has written new TIDS Management Guidelines to assist TMR regional staff to liaise with RRGs and councils on TIDS

programming and expenditure in a more consistent and structured way. The RAPT will work with RRGs to continue to improve TIDS expenditure and provide regular reports to the Roads Alliance Board. Groups are encouraged to update progress of TIDS funded projects at each RRG Technical Committee meeting.

