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Message from the CEO

As we approach a Federal Election, public and industry discussion around roads and integrated transport policy will inevitably take on extra significance. Even before we moved into the 2019 calendar year, issues like congestion and liveability were hot political topics, with the public demanding that their governments – at both the Commonwealth and State levels – fund projects that will help people better move around their communities, often in the face of unprecedented population growth.

Roads Australia has a key role in helping decision makers navigate this difficult terrain. We envisage a policy landscape where governments are funding great infrastructure solutions, and pursuing sensible reform designed to benefit ordinary Australians well into the future.

Our four Chapters – Transport Reform, Capacity, Sustainability and Journey Reliability – are on the frontline of efforts to contribute to sound transport policy development in this country. But it’s a structure that is only as strong as the buy-in from our members and, on that count, I’m delighted by the level of drive and participation we have witnessed over the past 12 months. In 2018, members contributed to fantastic events all around Australia, taking part in well-informed discussion, sharing their expertise and building knowledge and networks.

Following on from the CEO’s session at the 2018 Summit, the Roads Australia Board has created a new Safety Policy Stream in recognition of the increasing road toll trend in many jurisdictions and the impact on worker safety from transport infrastructure development. I look forward to updating all stakeholders on this policy issue in the months ahead.

The following is a summary of the Chapters’ annual Policy Reports, with each report providing a snapshot of activities over the last 12 months, key recommendations, and an outline of policy challenges and objectives for 2019.

As a communication tool, we hope this report will provide our members and stakeholders with unique insights and a platform to engage with us on these important policy issues into the future.

Michael Kilgariff
CEO / Roads Australia
Executive Summary

Our Capacity Chapter supports industry and government in addressing challenges around procurement and risk management, and skills and materials shortages. In 2018, the Chapter hosted workshops and roundtables around the country, focussed on better managing utilities during project delivery (Brisbane and Sydney), and capacity and skills issues (Sydney, Brisbane, Melbourne and Perth).

Genuine road funding and financing reform remains a priority issue for our Transport Reform Chapter. Central to the debate is the need to re-think the fuel excise system, which has become an outdated, inefficient way to raise funds to build and maintain Australia’s roads. In 2018, the Chapter actively participated in a wide range of government processes and programs and held workshops on fuel tax equity, public safety and cyber security, and led a Cities of the Future study visit to Japan, South Korea and Singapore. In 2019, the Chapter will focus on three core issues: the transition to electric and autonomous vehicles, road funding reform, and opportunities for greater Australian participation in the development of hydrogen fuel cell technology.

The remit of our Journey Reliability Chapter is to bring industry and government together to research and review congestion solutions, ensuring they are evidence-based, customer-centric and focused on network efficiency and productivity. In 2018, the Chapter held highly successful Customer and Congestion workshops in Sydney and Adelaide.

Eight City Deals have been signed across Australia since 2016, with each agreement underpinned by a shared vision of liveable, sustainable cities. Strong local collaboration and consultation is central to the successful realisation of each of these visions. In 2018, the Sustainability Chapter supported this process by convening forums in Geelong, Hobart, Western Sydney, Darwin and South East Queensland, engaging leaders and representatives from government, academia, industry and the community.
The current infrastructure boom - characterised as it is by complex, multi-billion-dollar projects - represents a once-in-a-generation opportunity for Roads Australia members to make a powerful contribution to Australia’s future prosperity.

Yet the complexity and scale of these projects means they carry significantly higher risks - both financial and reputational - making it more difficult for some of our industry members to compete for the work.

Ultimately, it also impacts on clients. Having fewer bidders undermines the competitive process, and threatens to place a handbrake on industry capacity at the very time it needs to be expanding.

The Roads Australia Capacity Chapter has a straight-forward, practical purpose. We bring government and industry together to find solutions that build long-term sector capacity, and encourage competition by making projects as attractive as possible for potential bidders.

Scott Olsen
Capacity Chapter Chair, RA Board Member and Executive General Manager NSW/ACT, John Holland
Six Key Recommendations

It is clear that demand for improved infrastructure is largely driven by economic and population growth factors outside the control of the sector. Yet these factors have a direct and acute impact on our capacity to deliver projects.

Given this reality, it is heartening to see governments adopt a more mature approach to their infrastructure forecasts and commitments, now routinely casting these out over several election cycles. This long-term planning allows the sector to avoid the boom-and-bust political cycle and associated risks that have curtailed our industry in making the long-term investments in human resource capacity we now need.

1. Government clients work with industry to promote more flexible procurement approaches, which reflect the true complexity, scale and duration of projects.

2. All States and Territories take the lead of NSW and Victoria by joining the CILF.

3. Where appropriate, projects should be unbundled to reduce complexity and concentrate risk management efforts around complex parts of the project.

4. More projects to take a staged approach, with early works contracts promoted to reduce utilities risk.

5. Industry, government and education sectors should work together on sustainable measures to bridge the skills gap in the sector, including better promotion of construction as an attractive career for young people, women and targeted culturally diverse groups.

6. Government clients and industry should work together to find solutions to looming materials shortages.
PROCUREMENT APPROACHES

A more flexible, fit-for-purpose procurement approach is an effective weapon in the battle to increase industry capacity and capability.

Key discussions in our 2018 Capacity Chapter forums underlined the widely held view that a one-size-fits-all approach, sometimes dictated by Treasury guidelines, is a real threat to capacity. This is partly because it incorrectly assumes all of the procurement expertise lies with the government client and most of the risk should be borne by the commercial sector. In reality, a fixed approach to procurement hinders innovation and the ability for firms to bring their national and international expertise to the table.

A better way would see the complexity, scale and duration of the project considered in collaboration with industry before the optimal procurement approach is determined. Under this model, there is a greater likelihood of utilising innovative approaches such as Design and Construct (D&C), Early Contractor Involvement (ECI) and Alliance Contracts, including multi-party joint ventures. While ECI and Alliance Contracts have been tested previously, there is reluctance in some jurisdictions to use this approach.

A more collaborative and mutually beneficial approach to major projects requires more time and strategic effort in the pre-tender stage, ideally by selecting a small number of preferred tenderers who have some portion of their bid costs met by the client. A better balance of resources, and appropriate time allocation to engineering and design resources versus a pure delivery cost focus, delivers better outcomes - with all sides working to the common objective of reducing the cost of tendering and bidding.

Government clients need to be more transparent on project requirements, to improve communications and timeliness, and to be more trusting of the construction industry. And all parties need to work towards more mature and collaborative project variation and claim management processes.

On a positive note, the Chapter commends the work of the Australian Constructors Association (ACA) in working with the NSW and Victorian governments on these issues as part of the Construction Industry Leadership Forum (CILF). This is a step in the right direction. RA supports this collaborative work to find better, more fit-for-purpose procurement and contracting approaches and strongly encourages other jurisdictions to follow the lead by engaging with CILF.

The Chapter also welcomes the 10 Point Plan developed by the NSW government as a step in reshaping the risk profile for procurement, whilst recognising that there is much work to do supporting its implementation.

Recommendations

That Government clients work with industry to promote more flexible procurement approaches, which reflect the true complexity, scale and duration of projects.

All States and Territories take the lead of NSW and Victoria by joining the CILF.
During industry forums in 2018, participants continually pointed to risk identification and allocation as a key capacity constraint in the sector, with particular concerns raised around utilities risk.

The influx of more complex and larger-scale projects increases the likelihood of facing unknown risks at the contract stage. In response, Government clients are already considering changes to the procurement, risk allocation and collaborative risk identification processes, most recently through the CILF program being utilised by the Victoria and NSW governments. The benefits of this process to the overall successful delivery of Australia’s massive infrastructure pipeline must not be underestimated.

Industry has been clear in favouring the unbundling of large projects into smaller packages to reduce complexity and concentrate risk management efforts around more complex areas. This unbundling is also conducive to a staged approach to projects, which has the added benefit of allowing for progressive assessment of risk, and also identifying opportunities for innovation.

The creation of early works contracts can also act to significantly reduce headaches with utilities such as electricity and water providers, which are increasingly having to make provision for the disruption caused by major projects, despite the fact that this is not their core business.

RA believes these risks can also be better managed through improved and earlier planning and communication. This applies particularly to utilities and the significant scope to identify potential interruptions sooner in the process, and allocating funds for fair compensation. Only as a last resort should governments consider enacting legislation to give these essential new projects priority.

**Recommendations**

Where appropriate, projects should be unbundled to reduce complexity and concentrate risk management efforts around complex parts of the project.

More projects to take a staged approach, with early works contracts promoted to reduce utilities risk.
SKILLS AND MATERIALS

Construction and related industry players openly acknowledge that they underestimated the levels of employee attraction, investment and development efforts required to meet the needs of the current infrastructure boom. Similarly, governments and the university and TAFE sectors have been struggling to grow the pool of skilled workers, also being tapped by a resurgent mining sector.

Our sector now faces skills shortages across the board. RA members understand there is no short-term fix to this problem, which will only be solved by the industry, government and education sectors working together on sustainable measures to meet demand.

There is also growing concern from RA materials sector members that future shortages of rocks, gravel and sand could be as much of a looming capacity constraint for the sector as skill shortages. With the lead time for the development of new materials resources sitting at around 5 to 10 years, it is vital that strong relationships are forged with those State government departments responsible for minerals and resources.

Four steps to addressing the skills shortage

**BETTER MARKETING**
Selling the sector to the community as an exciting place to work across diverse disciplines through an industry marketing campaign.

**TARGET YOUNG PEOPLE**
Speak directly to our future leaders through industry and government engagement with secondary schools throughout the country.

**INVEST IN DEVELOPMENT**
Create leadership development programs, including active mentor/buddy programs to support management and graduates.

**TACKLE DIVERSITY ISSUES**
Actively support recruitment of women and people of culturally and linguistically diverse backgrounds, backed up by real targets.
In industry forums, RA members have highlighted a number of policy responses which could ease this pressure.

These include:

- Moving from prescription to performance-based material specifications in projects
- Providing more room for negotiation by contractors in the materials strategy for projects
- Encouraging more materials recycling and a transition to regenerative systems
- Removing cultural barriers to materials innovation, supported by contractual incentive

**Recommendations**

Industry, government and education sectors should work together on sustainable measures to bridge the skills gap in the sector, including better promotion of construction as an attractive career for young people, women and targeted culturally diverse groups.

That Government clients and industry should work together to find solutions to looming materials shortages.
Priorities for 2019

The Capacity Chapter recognises the need for national policy reflecting both industry and government commitment to improving industry effectiveness and efficiency, specifically in the areas of procurement costs, risk allocation, managing the relocation of utilities and providing confidence in future workflows to promote investment in capability.

In line with this, the Capacity Chapter’s 2019 priorities are:

1. Promote Temporary Skill Shortage (TSS) Labour Agreement
2. Develop a report - *Driving the future: The economic and social value of the Australian roads industry*
3. Utilise the NSW 10-point plan concept and run workshops focused on developing a future-state procurement model
4. Engage with utilities in procurement reform discussions
5. Develop a *Roads Australia Industry Confidence Index* to highlight the industry outlook on investment confidence, employment and top business challenges
6. Develop a Transport & Infrastructure Career Promotion Program
7. Develop a Transport & Infrastructure Industry Digital Skills Passport / Ticket concept
8. Develop an E-mentoring offering for industry participants
2018 Chapter Activity Summary

Over the past year, the Capacity Chapter organised a range of successful events and other activities. Through membership surveys and event feedback, members continued to highlight the benefits that resulted from the activities: great networking opportunities; the ability to contribute to policy outcomes of relevance; and staying informed on key industry issues. Our 2018 activities included:

**Utility Roundtables**
- **Sydney**: hosted by Transport for NSW Deputy Secretary Infrastructure, Steve Troughton. The event brought together government project clients, and industry and utility leaders.
- **Brisbane**: hosted by the Queensland Cross River Rail Project, the roundtable focused on early industry, utility and client involvement in understanding and mitigating relocation and disruption risks.

**Capacity and Skills Series**
- **Sydney**: workshop hosted by Infrastructure NSW CEO Jim Betts, featuring a presentation from Jeff McCarthy - Executive Director, RMS.
- **Brisbane**: roundtable hosted by Director General, Transport and Main Roads QLD, Neil Scales. Addressed the forward work program for Queensland and key capacity constraints.
- **Melbourne**: workshop featuring presentations from Josh Miller - Victorian Office of the Coordinator General, and Steve Collett, Construction Industry Leadership Forum (CILF).
- **Perth**: roundtable hosted by Department of Transport Director General, Richard Seller, focusing on the WA infrastructure program and cooperative work with industry on addressing procurement and capacity issues.

**Fellowship Program Participants Reports 2018.**
Group 3, *How will the current State infrastructure pipeline impact the supply chain?*
The project investigated current capacity constraints and the true capacity of the current Queensland Road Construction market.
Rapid economic and technological changes are forcing governments globally to confront serious questions about the way we fund, build and manage our transport infrastructure.

In Australia, the community has an ever-growing expectation that the public and private sectors will work together - co-operatively and efficiently - to deliver the country’s massive pipeline of infrastructure projects.

At the same time, advances in electric vehicle technology, the growing use of peer-to-peer transport solutions and the imminent arrival of autonomous vehicles is bearing down on our policy makers, leading to real concerns about how these changes will be accommodated and how reductions in fuel excise collection might affect the funding base for transport projects.

In this context, the pace of transport policy reform must accelerate. Roads Australia, in seeking to support governments and the broader transport sector to confront these conundrums together, continues to embrace its role as a partner and guide, informing sensible policy development in key transport reform areas.

Clare Gardiner-Barnes
Transport Reform Chapter Chair,
RA Board Member and
Deputy Secretary Freight, Strategy and Planning,
Transport for NSW
Three Key Recommendations

The Transport Reform Chapter continues to focus on looming issues around road user charging in Australia. Getting reform in this area right is a matter of urgency. Yet it is with some disappointment that Roads Australia notes that more than two years after the Federal Government announced it would undertake a study into the potential benefits and impacts of road user charging, led by an eminent Australian, this initiative is yet to commence.

While the Commonwealth’s challenges here are well understood, there is growing consensus within the Chapter that State governments, and particularly state treasurers and treasury officials, could play a greater role leading reform. The States’ recent success in doing the heavy lifting around reforms in other areas - most notably water and energy - offers some hope that positive change could come from the second-tier of government.

Whoever grasps the policy nettle, a number of key issues will need to be navigated, including questions around equity, funding sustainability and the effect of disruptive technologies.

Pursue reform in road user charging in Australia by working collaboratively with state treasurers and treasury officials.

Governments should engage collaboratively with industry and academia to examine how new technology presents both challenges and opportunities to the transport system, and the way in which it is funded.

Government and industry formally partner on a range of initiatives that accelerate the adoption of new forms of mobility for safer roads, reduced congestion and cleaner energy consumption.
FAIRNESS OF THE FUEL EXCISE SYSTEM

For every litre of fuel purchased in Australia today, the excise component is more than 40 cents.¹ As a method of recovering funds to build and maintain Australia’s roads, it is a blunt and inaccurate instrument.

Worse, the excise is inherently inequitable, as it penalises older vehicles with lower fuel efficiency (often driven by people from lower socio-economic backgrounds) and collects a lower distance-based road user charge from more fuel-efficient vehicles and hybrid fuel/electric vehicles, with zero collections from electric vehicles.

A typical older vehicle operating at 10 litres/100 km will pay around $600 in fuel excise over a typical 15,000km annual average driving year, while a more modern fuel-efficient and/or hybrid vehicle operating at 5 litres/100 km will pay approximately $300 for the same 15,000 km travel over the year. And, of course, a full electric vehicle would pay no fuel excise towards the use of the road network.

Recommendation

Pursue reform in road user charging in Australia by working collaboratively with state treasurers and treasury officials.

Due to a combination of factors, including increased fuel efficiency, excise revenues have fallen an estimated 23 per cent over the past 15 years as a proportion of vehicle kilometres travelled.\(^1\) With a future light vehicle fleet made up of even more low and zero-emissions vehicles, the funding base for maintaining the transport network will continue to shrink unless action is taken. The Commonwealth Parliamentary Budget Office reports that fuel excise as a percentage of GDP was around 1 per cent in 2016/17. This represents a steady decline from the 1.7 per cent of GDP in March 2001, after indexation was abolished. The re-introduction of indexation in November 2014 addressed the decline somewhat, although improvements in fuel efficiency have led to further declines since.\(^2\)

At the same time, there have been significant increases in Commonwealth funding for transport infrastructure investments over the past 5 years, and forecasts are for an increasing future investment pipeline, all while authorities continue to chronically underfund maintenance of their existing road networks.

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**Recommendation**

Governments should engage collaboratively with industry and academia to examine how new technology presents both challenges and opportunities to the transport system, and the way in which it is funded.

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3

SECTOR DISRUPTION

In the decade ahead, there will be escalating advances in both disruptive technologies and the new business, operational, financial, and service models enabled by them. This will drive important changes in the evolution of transport options that need to be considered in making the transition away from the current model. While new technology is a disruptor to the status quo, technology advances will also provide a range of new options to optimize the road transport sector - which may include, for example, testing new future road user charging options.

Roads Australia’s discussions with technology providers suggest that alternative mechanisms for road user pricing are feasible with existing available technology. The complexity is no more challenging than the existing mass-market mobile communication data collection and billing that occurs for nearly every Australian today. The challenge for governments will be to engage with the community to increase its understanding and acceptance of the change.

It is highly likely that the fuel excise will need to be replaced in Australia within the next 10 years. A change so significant in magnitude will require a coordinated approach, involving all levels of government, industry, the community and road users.

Recommendation

Government and industry formally partner on a range of initiatives that accelerate the adoption of new forms of mobility for safer roads, reduced congestion and cleaner energy consumption.
How much fuel excise do you pay?

OLD CAR

$600

NEW CAR

$300

ELECTRIC CAR

$0

The owner of a typical older car, who is more likely to be from a disadvantaged socioeconomic group, will pay approximately $600 in fuel excise over an average 15,000km driving year, double that of the same person driving a newer vehicle who is likely to be richer. The electric vehicle owner, who is probably even better off, pays nothing.
Priorities for 2019

Over the coming year, the Transport Reform Chapter will focus on continuing to facilitate productive conversations between government and industry and drive outcomes on the following priorities:

1. **Lead a senior delegation on a Study Visit to US & Canada to learn about autonomous and zero emissions vehicles**

2. **Develop, consult and advocate a policy proposal to lift uptake of electric vehicles**

3. **Partner with Infrastructure Australia to deliver a consultation workshop on the Electric Vehicles Reform Series paper**

4. **Explore and positively influence the progress of States and Territories in preparing for automated and zero-emissions vehicles**

5. **Lead and facilitate policy debates and discussion on road funding reform**

6. **Promote international partnerships and collaboration on hydrogen fuel cell technology**
2018 Chapter Activity Summary

Over the past year, the Transport Reform Chapter actively participated in a wide range of government policy processes. These included:

- The National Transport Commission’s 2020 roadmap of reforms to prepare for automated road vehicles. The Commission is now turning its attention to issues around control, safety assurance, driving laws and a review of compulsory third-party insurance.

- Austroads’ work to support connected and automated vehicle preparation through its Connected and Automated Vehicles (CAV) program. The body’s multi-agency governance structure means the Chapter is actively participating in CAV trials.

- The Department of Infrastructure, Regional Development and Cities’ National Policy Framework for Land Transport Technology 3-year action plan, including a 2018 focus on consulting on road vehicle standards; participation in the UN task force on cyber security; and continuing the work commenced in 2017 to investigate heavy vehicle road reform.
In addition, the Chapter led a wide range of well-attended forums, with a particular highlight being the Cities for the Future international study visit to Japan, South Korea and Singapore. There was also great engagement and high-level participation at the Equity of the fuel tax system workshops.

These forums, submissions and reports included:

- **Public safety and cyber security workshop (Melbourne)** - bringing together an informed group to discuss public perception, risks and mitigation of potential breaches and their impact on the service provision of CAVs.

- **Equity of the fuel tax system workshop (Sydney)** - preparation to support pending market reform under the proposed “eminent person” review and to inform the development of a strategic communications plan to industry and road users.


- **Cities for the Future International Study Visit** - a senior delegation visited Japan, South Korea and Singapore to investigate how major cities are preparing for the 4th Industrial Revolution. A detailed report will be released on the visit on 28 February 2019 titled *Cities for the Future*.

- Submission to Parliament of Australia Inquiry into Automated Mass Transit (December 2018) - a summary of Roads Australia’s key findings and recommendations from our Cities for the Future report.

- **Fellowship Program Participants Reports 2018 - Group 2, Funding Future Transport Infrastructure - Facilitating change in current funding mechanisms**
Rapid population growth in Australian cities positions congestion ‘front and centre’ in the national transport policy debate.

In that context, governments are increasingly focused on ‘congestion-busting’ projects that offer the promise of getting people home to their families sooner, and more safely.

Yet it’s critical these solutions are framed by hard evidence rather than political expediency.

And that’s where the RA Journey Reliability Chapter comes into the picture.

In facilitating an open and ongoing dialogue between industry and government, the RA Journey Reliability Chapter acts as a conduit for ideas, evidence and best practice that contribute to customer-focused network efficiency and productivity outcomes.
Key Recommendations

Communication between stakeholders is vital in effectively managing and maintaining road and transport assets and improving the safety of journeys. In line with this philosophy, the Chapter’s key goal has been to facilitate dialogue between industry and government, holding two well attended and highly successful workshops in Sydney and Adelaide in 2018.

Participants attending the two workshops canvassed a range of improvements to the way in which policy-makers deal with congestion. While congestion issues and levels in the two cities are very different, common themes emerged.

At both events participants said they wanted more bipartisanship and a stronger evidence base in long-term transport planning. They also said governments should give greater consideration to non-construction, technology-based solutions to congestion and that there should be greater collaboration between states and territories in developing innovative congestion responses.

Following the workshops, the Chapter’s key recommendations are:

1. Increase uptake of technological innovations, particularly the use of Traffic Management Centres, which reduce congestion and positively influence road and public transport network flows.

2. Reduce politicisation of the road and transport infrastructure pipeline through bipartisan transport planning.

3. Create stronger collaboration between transport agencies and planning departments, particularly in relation to land use planning.

4. Drive innovative demand-side action to incentivise flexible workplaces and encourage positive behavioural change.

5. Develop strategies on how to prepare the existing road network for electric and autonomous vehicles.
Four ways to improve journey reliability

BUILD MORE EFFICIENT NETWORKS
Ensuring people and businesses have access to the best transport options, and are encouraged to use them outside of peak times.

PUT PEOPLE AT THE CENTRE OF TRANSPORT DECISION MAKING
The customer is always right, especially when it comes to congestion-busting.

LOOK AFTER OUR ROADS
A system that works gets people to their destination sooner.

MAKE TRAVEL SAFER
We all want the reliability of knowing we will get home safely.
Sydney is in the midst of the largest infrastructure transformation in its history, with the State Government allocating over $52 million over the next year on projects to upgrade the network.

With the population expected to jump from 5 million to 8 million over the next 30 years, the looming challenges around congestion and liveability are immense. Congestion is estimated to cost the economy $6.1 billion a year,1 with recent ongoing increases in traffic across a range of categories, including construction, freight, weekend and general commuter traffic.

The workshop heard that while the population has been growing rapidly, there had actually been a negligible impact on commuting distances, with only minor increases in the duration of travel time. This was attributed to effective planning by Transport for NSW (TfNSW), as well as rapid advances in the technologies deployed by transport agencies, plus demographic changes which have seen people increasingly opting to work closer to home.

TfNSW speakers told the workshop that the agency was focused on both sides of the congestion equation by both increasing supply and capacity but also influencing demand. This can be evidenced in a broad range of small capacity improvements across the network that lead to significant improvements in traffic flows.

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Moving forward

Workshop participants in Sydney developed consensus positions around a number of actions that policymakers could take to tackle congestion into the future:

- Commit to evidence-based, bipartisan, long-term transport planning
- Leverage non-construction technological solutions to congestion
- Increase focus on small to mid-sized transport infrastructure proposals with higher net value community benefits
- Redevelop transport strategies to include behavioural analysis
- Introduce time-of-day congestion charging and reform registration processes
- Rethink and modernise processes around cost-benefit analyses
- Strengthen collaboration on congestion initiatives with other States and Territories
- Examine international trends and strategies that could be adopted in the local context
With almost 2 million people expected to move to metropolitan Adelaide between now and 2045, the city will need an extra 248,000 homes and the transport infrastructure to cope with the influx. Even now, parts of the city are struggling to cope with increased congestion, with some major intersections either approaching or at capacity.

While the South Australian capital doesn’t experience congestion at the level of Australia’s larger metropolises, the State Government is still seeking to optimise the network in the short to medium term with a range of low-cost actions and technologies. Central to these efforts is the city’s Traffic Management Centre, which is open 24 hours a day, 365 days a year, and oversees the smooth operation of the road network from a central ‘nerve centre’.

A key plank in the Government’s efforts to manage congestion is the recently passed roadworks legislation, introduced in 2017 in response to a significant increase in the number of roadworks and projects occurring throughout Adelaide which had resulted in an increasing number of complaints. The Road Traffic (Roadworks) Amendment Act 2017 enables the Government to better manage the network and control the roadworks, particularly during peak hour. Road contractors are now required to apply for a permit to undertake work, allowing the government to coordinate construction-related road closures.

The legislation also enables the government to fine road work companies up to $20,000 for a first offence and up to $50,000 for a second offence. Consultation is occurring with companies to ensure they understand the new regulations.

Moving forward

Workshop participants in Adelaide developed consensus positions around a number of actions that policy makers could take to tackle congestion into the future:

- Commit to a long-term, coordinated bipartisan transport plan
- Continue increased investment into low-cost technological solutions
- Work closely with councils on implementing local network operating plans
- Investigate the development of traffic engineering courses with local universities
- Explore targeted initiatives specific to sustainable transport modes - cycling, walking and public transport options
- Develop strategies to prepare the network for the introduction of autonomous and electric vehicles
- Strengthen collaboration on congestion initiatives being implemented and trialled in fellow states and territories
- Look at international trends and strategies that could be adopted on the Adelaide transport network
Priorities for 2019

The Journey Reliability Chapter recognises that customers and communities are central to all transport and infrastructure strategic decisions. In 2019 the Chapter will continue to collaborate with industry and State and Territory governments to focus on the following priorities:

1. **Promote the need for investment in the renewal and expansion of mass public transport systems through key events and policy papers.**

2. **Develop a paper on Roads for Life.** A customer-centric flagship paper on the future role of roads in Australians’ lives (high-level paper on multi-modal mobility lifestyle outcomes).

3. **Develop a user-driven customisation of transport solutions paper which covers two categories of users: passengers and freight - on disruptive technologies’ opportunities and impacts. Including: digitalization, economic incentives, multimodal infrastructure, inclusion and ‘active mobility’.**
More than ever, transport and mobility are recognised by government, industry and the broader community as fundamental ingredients of sustainable, liveable cities.

Since the first City Deal was struck in Townsville in 2016, the Federal Government has continued to roll out its model across Australia. To date, a further seven agreements have been signed in six cities (Launceston, Darwin, Hobart, Geelong, Perth and Adelaide) and one region (Western Sydney) across the nation.

Adapted from the UK, the City Deal model brings together all three levels of government to develop a shared, place-based vision for coordinated, sustainable, economic and social development.

While every City Deal is different, each is underpinned by a shared vision of liveable, sustainable cities, spanning policy, regulation and governance in areas like infrastructure investment, city planning, housing, innovation and technology. All depend on strong local collaboration to succeed.

Because of this emphasis on sustainability and consultation, the RA Sustainability Chapter has been focussed on providing an open forum for key stakeholders to come together to examine these deals and explore ideas and opportunities that strengthen them - particularly in the context of sustainable transport.

Marko Misko
Sustainability Chapter Chair, RA Board Member and Partner
HWL Ebsworth
City Deal Events

Over 2018, the Sustainability Chapter organised events in Geelong, Hobart, Western Sydney, Darwin and South East Queensland, bringing together representatives from all tiers of government as well as industry and community leaders to develop a better understanding of the opportunities and challenges each city is facing, and participants’ aspirations for City Deal outcomes.

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<th>Event</th>
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<td>Geelong Cities Forum - April 27</td>
<td></td>
<td>Peter Murrihy, Deputy Mayor, City of Greater Geelong, William Tieppo, Deputy Secretary, Network Development, Transport for Victoria, Elaine Carbines, CEO, G21 Geelong Region Alliance.</td>
<td>Will Fooks, Director, Transport Planning, GTA Consultants, Professor Louise Johnson, Deakin University, Peter Dorling, Business Manager, Avalon Airport, Tom Shield, Senior Consultant, Land Use Planning, Jacobs.</td>
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<td>Hobart Cities Forum - June 22</td>
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<td>Peter Gutwein, Treasurer of Tasmania, Allan Garcia, CEO, Infrastructure Tasmania, Mary Massina, CEO, Macquarie Point Development Corporation.</td>
<td>Leigh Woolley, Adjunct Professor, University of Tasmania, Nick Heath, General Manager, Hobart City Council, Vicki Gardiner, General Manager, Engineers Australia Tasmanian Division.</td>
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<td>Western Sydney Cities Forum - July 13</td>
<td></td>
<td>Cr John Thain, Mayor of Penrith, Alex Yee, Country Director - Australia and New Zealand, Amey, Stuart Ayres, NSW Minister for Western Sydney and State Member for Penrith.</td>
<td>James Rosenwax, AECOM, Emma Husar, Federal Member for Lindsay, Rob Roggema, Professor of Sustainable Urban Environments, UTS, Andy Marks, Assistant Vice-Chancellor, Western Sydney University.</td>
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<td>Darwin Cities Workshop - September 28</td>
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<td>Toby Robinson, Acting GM Cities Division, NT Dept. of Infrastructure, Regional Development and Cities, Bridgette Bellenger, Regional Network Leader, NT Government.</td>
<td>Scott Waters, CEO, City of Darwin, Meredith Parry, Deputy Vice-Chancellor, Charles Darwin University, Gaurav Sareen, Partner, Deloitte.</td>
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<td>South East Queensland Cities Workshop - October 31</td>
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<td>Paul Lucas, Former Queensland Deputy Premier and Deputy Chair, Cross River Rail Board.</td>
<td>Scott Smith, Chief Executive Officer, Council of Mayors SEQ, Julie Saunders, Chair, SEQ Housing Supply Expert Panel, Mike Gillen, Director - Cities, AECOM, Neil Sipe, Professor in Planning, The University of Queensland, Jason van Paassen, Team Leader - Transport Planning (Qld/NT), SMEC.</td>
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Key Issues

The process around developing City Deals has given the Chapter unique insight into the aspirations of the participating cities, and innovative ideas for tackling their problems and grasping opportunities. Importantly, these can also be applied beyond the borders of these municipalities to other centres facing similar challenges.

Unsurprisingly, a wide range of issues emerged across the five Roads Australia events. The strongly interrelated challenges of managing growth, transport planning and liveability were particularly prominent. All City Deal cities are either experiencing, or aspire to, strong population growth. This, in turn, demands innovative transport systems and infrastructure solutions that support and enhance those cities’ liveability.
What do cities want out of their City Deals?

DARWIN
- City-wide digital transformation
- Investment in heat mitigation
- More walking and community spaces

GEELONG
- Expand visitor economy
- Economic diversification
- Planning that supports growth

SOUTH EAST QUEENSLAND
- Reduced red tape
- More innovation & research
- Road rail transport integration

WESTERN SYDNEY
- Better community consultation
- Creative & innovative investment
- Best practice sustainability approaches

HOBART
- More social infrastructure
- Using technology to give real time travel information
- Industry/education collaboration
MANAGING GROWTH

Across the five cities, looming growth and change were the biggest constants, with City Deals holding the promise of giving those centres a set of powerful tools to ameliorate the pressures of rapid population increases.

In Geelong, the fastest-growing regional city in Victoria, the population is expected to jump from 239,000 to 321,000 over the next 18 years. Drivers of this growth include proximity to Melbourne, relative housing affordability, renowned natural environment, good schools and health services and a growing economy.

In response, the community is pushing to diversify a local economy that previously relied on car making and tourism and is now successfully expanding into knowledge industries and advanced manufacturing, to ensure that employment growth keeps pace with population increases.

Hobart’s current boom and the emergence of the hottest property market in the country means the City Deal represents an opportunity for the State Government and local councils to cooperatively plan for a decade which will bring prosperity, but also requires Tasmania’s capital city to address key issues such as a shortage of affordable housing.

Participants in the Western Sydney forum were clear that strong population increases required developing an infrastructure pipeline and employment opportunities to keep up with that growth.

The development of a second Sydney airport at Badgerys Creek provides some of the answers, with the promise of a big uplift in job numbers. But it is only part of the picture, with the region looking to other growth sectors such as agribusiness to underpin its future.

Darwin’s population is currently sitting around 145,000 but city leaders believe it will need to grow to 250,000. Sustainable industry, a strong economy and increased job prospects are required to attract new residents. The forum generated ideas about the best ways to achieve these population goals: boost industries such as defence and maritime support, tourism, supply chain logistics, cyber security, data analysis, agriculture and tropical health services; develop an education and training hub for the region; and strengthen strategic links with Asia.

Recommendations

Promote economic diversification, boosting employment and skills to match population growth (Geelong)

Plan for high density housing and appropriate economic infrastructure around the new Western Sydney airport (Western Sydney)

Increase the supply of affordable housing (Hobart)
TRANSPORT PLANNING

During the Roads Australia city forums, good transport planning was raised as one of the best protections against the negative impacts of growth, and an important contributor to liveability. For many cities, these notions centred around the concept of the 30-minute city – where work, key health, education and social services and community facilities were all within a half-hour trip from any given household.

In Geelong, the local council is advocating for 30-minute travel times to both Melbourne and all parts of Geelong using fast rail and public transport, with Greater Geelong connected via public and active transport links, with more cycling and improved rider safety. The goal is to transform travel so that half of all journeys to work are made by sustainable public or active transport.

The Tasmanian capital is proposing a Greater Hobart Transport Vision to guide a coordinated approach to future transport options, including a mix of buses, light rail and ferries, while the Darwin forum heard that there should be a focus on walkable, safe streets to help increase the sustainable transport options for getting around the city.

Western Sydney has a different set of challenges, with three quarters of the local workforce commuting to central Sydney. This huge movement of people travelling in and out of the region each day leads to congestion and long commute times. Potential solutions aired at the July forum included better local transport options such as the North South Rail link, making it easier for people to live and work in their community.

And South East Queensland has also put forward a strong ‘30-minute city’ agenda, coupled with the aspiration to be a ‘45-minute region’. Forum participants believe this would help strengthen the area’s identity as a connected, single region with flow-on benefits for tourism, population and economic investment.

Recommendations

- Pursue initiatives that promote 30-minute city goals (SE Queensland, Western Sydney, Geelong)
- Create a Greater Hobart Transport Vision to guide a co-ordinated approach to transport planning in the city.
- Promote active transport solutions to encourage walking and safe spaces for children and families (Darwin)
PROMOTING LIVEABILITY

Liveability remains a key priority for urban communities, and questions around how to make cities more liveable were prominent in forum discussions.

In Hobart, participants talked about how a City Deal could deliver a more people-focused city where social infrastructure would be as important as physical infrastructure. Key considerations included: how people move around, what the city feels like to be in, and residents’ feelings of connection to the local landscape.

In Darwin and Western Sydney, liveability is partly seen through the lens of climate. High temperatures in the Top End were cited as a key reason why residents chose to relocate, so investments in reducing the impact of heat on the city – such as planting more trees and even painting the roads white to reflect the midday sun – were mooted as attractive potential elements of the Darwin City Deal.

Western Sydney leaders were also keen to incorporate climate mitigation into their City Deal, pushing for an examination of what other cities are doing in Australia and around the world to create green space, drought-proof communities and create sustainable energy systems.

Recommendations

Consider social as well as physical infrastructure when planning for the future (Hobart)

Look at other cities for global best practice in managing heat, creating green space, drought-proofing and creating sustainable energy systems (Western Sydney, Darwin)

Enhance social connectivity by creating more city communal spaces (Darwin)
Priorities for 2019

The Sustainability Chapter has a focus on facilitating active dialogue between government and industry on the nation’s sustainability goals for the transport sector and performance measurement towards the global sustainability goals. These are the key priorities going forward:

1. **Green Roads**: Build public awareness about roads as a sustainability solution
2. **Continue directly supporting and promoting sustainable City Deals across the nation**
3. **Promote the adoption of sustainability standards for infrastructure**
4. **Promote waste management in construction**
5. **Contribute to roads and liveability ‘Roads for Life’ paper led by the Journey Reliability Stream**
## Policy Chapter Leadership

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