



The peak body for roads within an integrated transport system

2021 CEO's Workshop Report



THE LEADER • THE COLLABORATOR • THE FACILITATOR • THE CHAMPION

Introduction



Each year, RA invites CEOs from amongst our membership to participate in a workshop that helps to determine policy objectives for RA.

Having government and industry as part of our membership allows RA to actively facilitate policy leadership. When we speak, it is with a powerful and considered voice. Where others seek attention, Roads Australia seeks positive, practical outcomes that deliver real results for industry and the community.

The CEO's workshop is a clear demonstration of this approach, as senior leaders from the public and private sector sit down and collaboratively identify opportunities for RA to develop solutions to challenges now confronting our industry.

The workshop's outcomes also build upon RA's ongoing efforts to champion a diverse, inclusive, sustainable and values-led organisation and industry by drawing upon direct perspectives from industry leaders as to how our workforce can attract and retain talented individuals from diverse backgrounds.

This year's workshop was held in Sydney on 16 June and related to the release of the updated **RA Strategic Plan 2021-2023**.

The Strategic Plan groups RA's policy activities around four key Themes:

1. Resilience
2. People
3. Place; and
4. Data and Technology

These themes are aligned to the Strategic Goals of the RA Policy team, which see RA working to:

- » Optimise the use of our roads for environmental, social, economic and cultural outcomes.
- » Improve the stewardship of our roads, for the workers on them and the people who use them.
- » Decarbonisation of the economy through integrated transport and the efficient use of resources and energy.

These Themes and Goals were the output of the consideration of the priorities of the various Australian transport agencies by the Roads Australia Board in their Strategy Workshop held in March 2021.



The Workshop

After a brief introduction on the themes; CEOs were placed into 'teams' dedicated to each theme and asked to consider the issues and opportunities their theme presents for RA with respect to our existing Policy Streams:

- » Safety
- » Capacity
- » Transport Reform
- » Customer Experience
- » Sustainability



The recommendations from the CEO Workshop will flow into current and future policy work by the RA team. This includes work on existing projects, policy webinars and other ways to meet our strategic policy goals.

Sustainable infrastructure

With such a large pipeline of transport infrastructure projects now being delivered, along with an increasing industry and community focus on environmental factors, a number of the teams examined what RA could do to assist in developing more sustainable infrastructure and facilitating the creation of a circular economy in Australia.

Suggestions put forward included:

Resilience Team:

- » Promote the successful research in greening the production of steel and concrete and transition it from trials to operational use.
 - Encourage government to continue to support research in this area.
- » Promote "Build Back Better" following disasters etc.
- » Promote the use of recycled material and the circular economy.
 - Including the movement from trials to standard specifications.
 - Flexible approach to previously siloed design areas.
- » Facilitate the exchange of knowledge and experience with international colleagues around building in extreme conditions.

Place Team

- » Highlight good practice in the design and management of place.

Data and Technology

- » Support better (carbon neutral) products that go into roads.

Best Practice Guide – Sustainable infrastructure

RA is currently undertaking a project to showcase best practice in environmentally sustainable infrastructure development and operation. The purpose of the project will be to highlight best practice initiatives within this field, both in Australia and internationally.

This project will also deliver a series of potential next steps, which will help guide RA's future work in this area. This may include setting out parameters for developing a best practice framework, together with a corresponding set of accreditation guidelines.

In addition, RA will host a *Spotlight on Sustainability* event that will showcase the best practice examples and help promote efforts to improve the sustainability of transport infrastructure.

Decarbonisation of transport



The increasing salience of environmental issues in the wider community is also driving greater focus on opportunities to reduce operational emissions in the transport sector.

To complement the focus on more sustainable infrastructure and the pursuit of circular economy opportunities, teams highlighted actions that could be pursued to reduce emissions from transport, including:

Resilience:

- » Promote (through Facilitation and Collaboration) the transition to zero carbon fuel, especially for heavy vehicles and construction plant.
- » Promote Resilience Plans in every sub-sector of transport and use those plans to communicate to communities and industry what transport is doing.

Data and Technology

- » Support data collection on places and how they are used to achieve better decisions, including for improved prioritisation of movements so that users get help to get where they need to be.
- » Speed up the electrification of the fleet - especially with the Commonwealth.

RA has been supportive of efforts by governments across multiple jurisdictions in recent state and territory Budgets to hasten the shift to zero and low emission vehicles through the provisions of incentives, including subsidies, discounted registration and the waiving of stamp duty on vehicle purchases.

As a continuation of this work, the Transport Reform policy stream is considering the role RA can further undertake to support the uptake of alternative fuels.

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Innovation in infrastructure procurement, construction and maintenance

As noted earlier, Australian governments are collectively delivering the largest pipeline of transport infrastructure projects in the nation's history.

In order to deliver such a massive pipeline, our industry will need to find ways to work smarter. This includes embracing the productivity and safety benefits afforded by new and emerging technologies.

This movement towards smarter infrastructure also has benefits beyond the procurement and construction of infrastructure as it can also improve the productivity of asset management and maintenance.

Opportunities highlighted by CEO teams included:

Data and Technology

- » Improve the capture, storing and sharing of data for new builds and for maintaining assets.
- » Digital Engineering needs to be interoperable between governments and with industry.
- » Support new ways of addressing road and bridge conditions.
- » Challenge government to truly accept innovation for procurement AND maintenance.
- » Engage with governments to generate acceptance of standardisation and remove state anomalies.
- » Work on the use and collection of data from road users and vehicles.

People:

- » Facilitate broader thinking and engaging with people that will eventually fill the roles and use infrastructure in the future.
- » Highlight the opportunities coming from COVID, such as being reliant only on the people currently in the country and breaking up decades of culture and practice.

Place:

- » Support data collection on places and how they are used to achieve better decisions, including for improved prioritisation of movements so that users get help to get where they need to be.

Resilience:

- » Facilitate the harmonisation of skills and services.

Roads Australia's submission to the House of Representatives inquiry into procurement practices for government-funded infrastructure highlighted this need for innovation in procurement and transport infrastructure construction in Australia.

It is intended to continue this call for innovation with further work to champion the uptake and standardisation of digital engineering measures across Australia. In addition, RA will look at how data and technology will help the transport sector make better decisions about construction, operation and maintenance on our networks.

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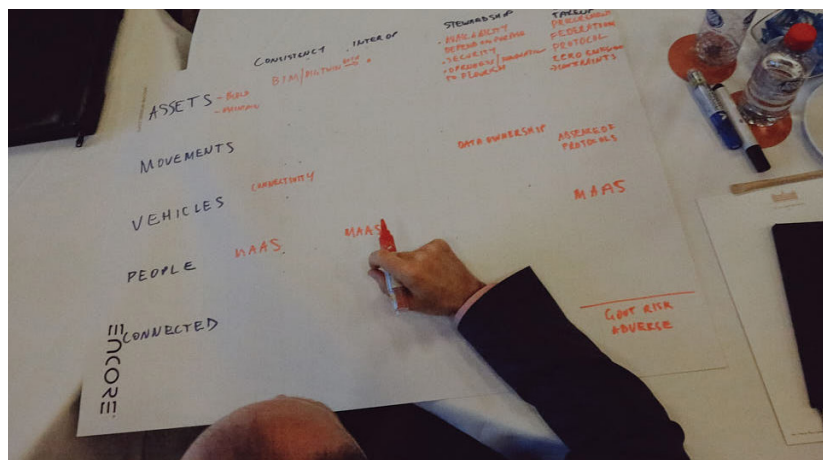


Other emerging opportunities

Conversations between CEO teams also identified other emerging opportunities RA can pursue that will broadly enhance the industry's profile and connection to the wider community.

Suggestions advanced included:

- » Develop a relevance in the place making space.
- » Support wider collaboration with the industry and government by expanding to include Planning and other agencies in conversations with RA and our members so that place outcomes can be considered early.
- » Help remove the barriers and challenges to better use of data and technology.
- » Use the Board and the Membership to work through the wicked problems between government and industry.
- » Lift the profile of THE ROAD with the development of a PURPOSE | CULTURE | BRAND.



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The suggestions advanced by participants in our CEO workshop will enable RA to pursue this task in a way that best aligns industry imperatives with emerging community expectations, as our industry continues working to deliver an unprecedented pipeline of transport infrastructure projects.

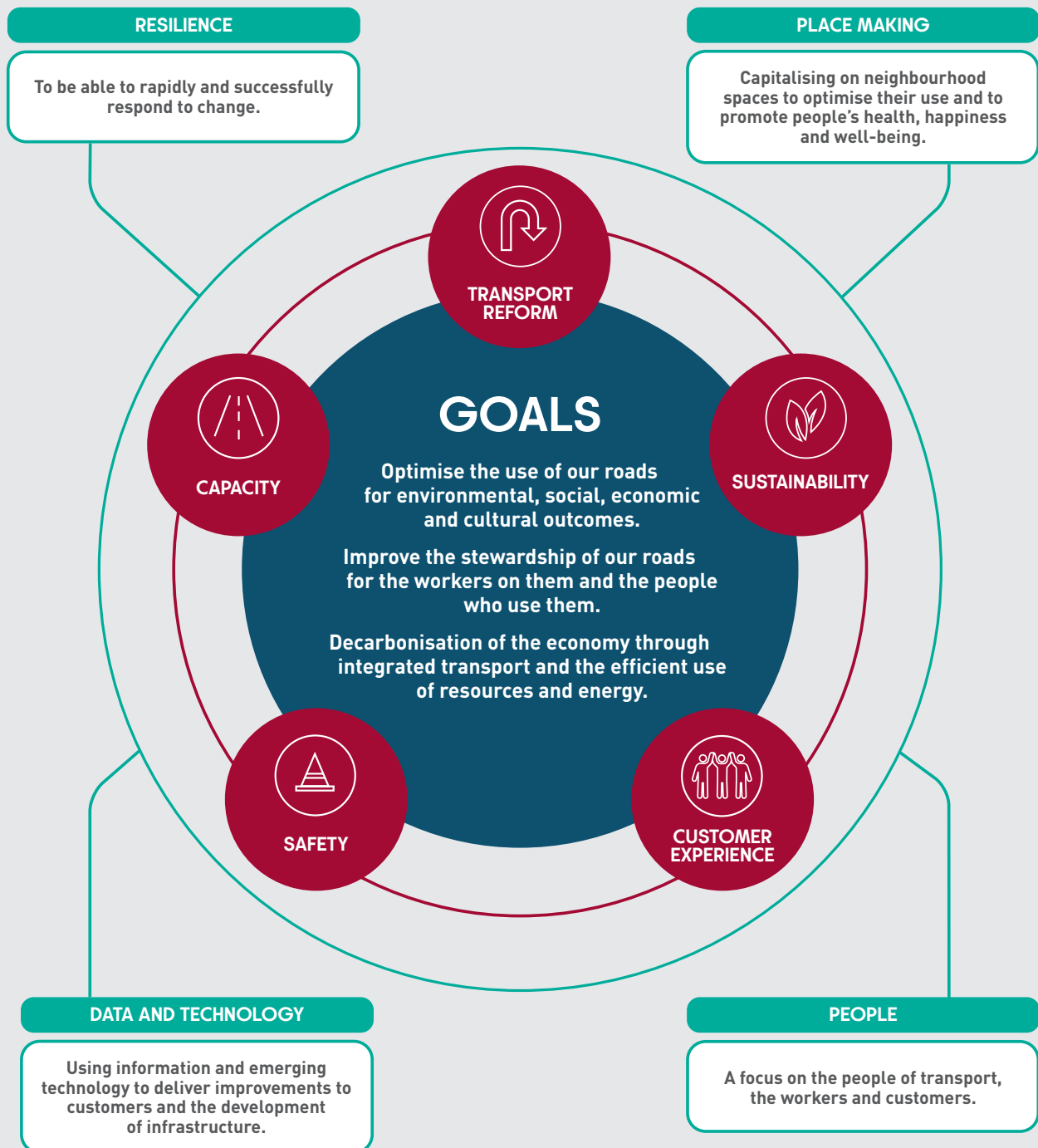
The initiatives identified during the CEO workshop will further complement and enrich RA's continued efforts to champion a diverse, inclusive, sustainable and values-led organisation and industry.

This includes a focus on developing a highly skilled, diverse and productive workforce that ensures we can continue delivering safe and sustainable transport infrastructure in line with changing community expectations.

The priorities and opportunities identified will also be reflected in our unprecedented networking and thought leadership offered by RA's events calendar.



RA Policy Strategy On A Page





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