

THE ROADS AND TRANSPORT ALLIANCE

Operational Guidelines 2016



Version	Date	Changed by	Nature of amendment
1.0	31 March 2016	A. MacGregor	Final Document after full review of 2013 version.

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ACRONYMS

Alliance	Roads and Transport Alliance
ASC	Aboriginal Shire Council
ATSI	Aboriginal and Torres Strait Islander
JP&RS	Joint Purchasing and Resource Sharing
LGAQ	Local Government Association of Queensland
LRRS	Local Roads of Regional Significance
MoA	Memorandum of Agreement
PD Tool	Program Development Tool
QTRIP	Queensland Transport and Roads Investment Program
RRTG	Regional Roads and Transport Group
RTA	Roads and Transport Alliance (in reference to TIDS funding)
RTAPT	Roads and Transport Alliance Project Team
SCDF	State-wide Capability Development Fund
SOI	Statement/s of Intent
TC	Technical Committee
TIDS	Transport Infrastructure Development Scheme
TMR	Department of Transport and Main Roads

INTRODUCTION

The Roads and Transport Alliance (the Alliance) is a cooperative governance arrangement between the Local Government Association of Queensland (LGAQ), on behalf of local governments, and the Department of Transport and Main Roads (TMR), to invest in and regionally manage the Queensland road and transport network.

It was established in 2002 to create a more collaborative and coordinated approach to road management and investment, aligns with the *Partners in Government Agreement 2015* between LGAQ and the Queensland Government and operates under a Memorandum of Agreement (MoA).

Memorandum of Agreement between the Department of Transport and Main Roads and Local Government Association of Queensland Ltd – The Roads and Transport Alliance Agreement 2013 – 2018

The Memorandum of Agreement outlines the principles and governance arrangements for the operation of the Roads and Transport Alliance between the Department of Transport and Main Roads (TMR) and Queensland's local governments. The Agreement is between TMR and the Local Government Association of Queensland Ltd (LGAQ) on behalf of Queensland local governments.

Alliance members operate state-wide as 17 Regional Roads and Transport Groups (RRTGs), and may address any road or transport-related issue involving TMR and councils. The main delivery focus of the Alliance is in the development and improvement of regionally significant transport infrastructure, and to improve the knowledge, decision-making and capability of its members.

The objectives of the Alliance are to:

- maximise the economic, social and environmental benefits of joint investments
- achieve maximum efficiencies through collaboration and innovation in network planning, program development and delivery
- improve technical skills through training, technology and knowledge transfer
- optimise safety
- maximise the investment on Queensland's road and transport network.

These objectives seek to realise the Alliance's vision of:

“An integrated road and transport system which helps grow the Queensland and national economy through strategic regional collaboration and decision-making across all levels of government.”

The Operational Guidelines aim to provide a framework for effective decision-making and operations and are not intended to be exhaustive.

NOTE: All forms, templates and resource documents referred to in the Operational Guidelines will be made available in an Appendix (TBA)



Queensland Government

THE ROADS AND TRANSPORT ALLIANCE REGIONAL ROADS AND TRANSPORT GROUPS as at August 2015

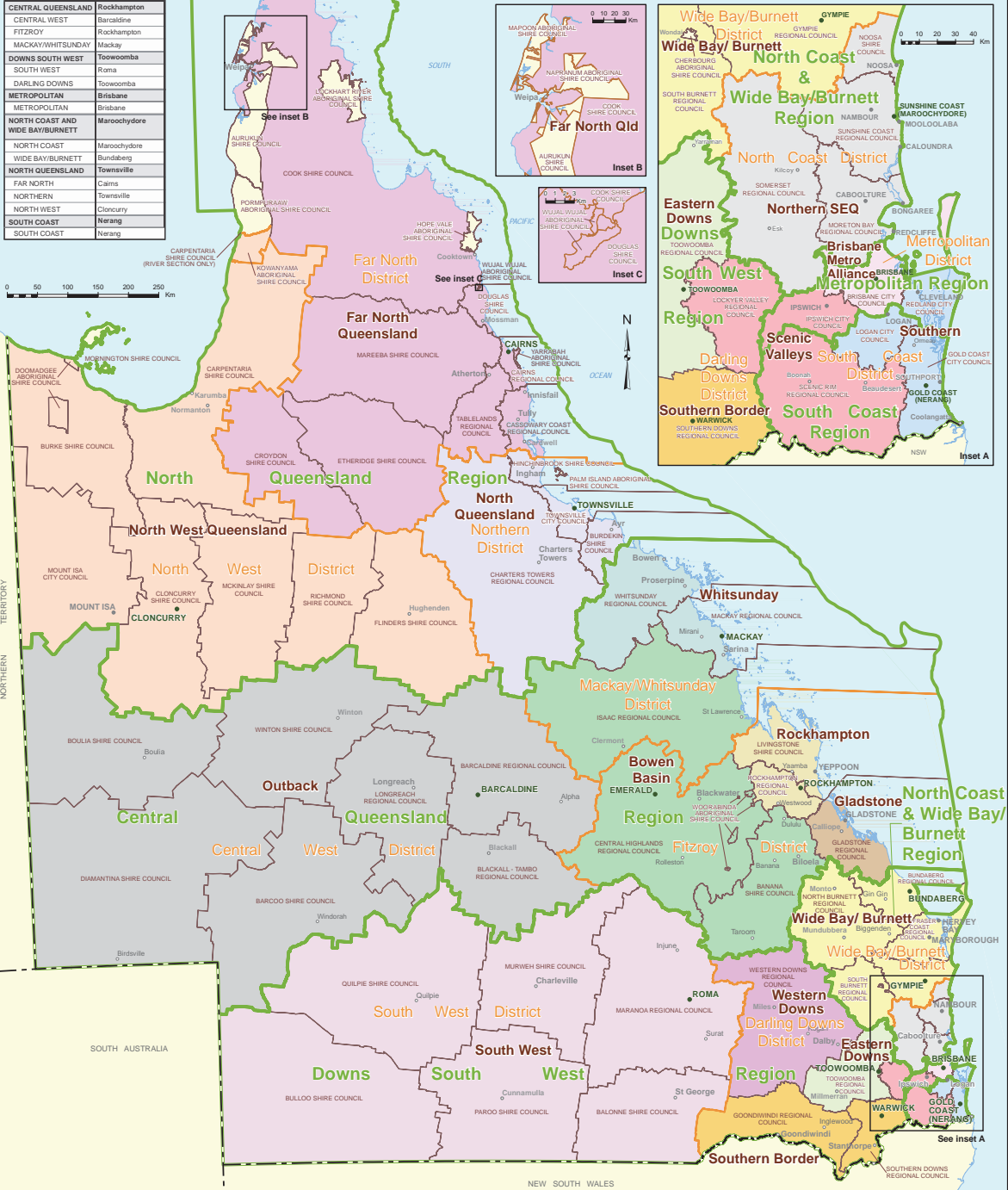
Legend

- Region Boundary
- District Boundary
- LG Boundary
- Outback RRTG Name
- Metropolitan PDO Region Name
- BUNDABERG PDO Office
- YEPPON Towns

Region / District	Office
CENTRAL QUEENSLAND	Rockhampton
CENTRAL WEST	Barcaldine
FITZROY	Rockhampton
MACKAY/WHITSUNDAY	Mackay
DOWN SOUTH WEST	Toowoomba
SOUTH WEST	Roma
DARLING DOWNS	Toowoomba
METROPOLITAN	Brisbane
METROPOLITAN	Brisbane
NORTH COAST AND WIDE BAY/BURNETT	Maroochydore
NORTH COAST	Maroochydore
WIDE BAY/BURNETT	Bundaberg
NORTH QUEENSLAND	Townsville
FAR NORTH	Cairns
NORTHERN	Townsville
NORTH WEST	Cloncurry
SOUTH COAST	Nerang
SOUTH COAST	Nerang

Transport and Main Roads/LGAQ Regional Roads and Transport Groups (RRTGs)

Brisbane Metro Alliance	North Queensland	Southern
Bowen Basin	North West Queensland	South West
Eastern Downs	Outback	Western Downs
Far North Queensland	Rockhampton	Whitsunday
Gladstone	Scenic Valleys	Wide Bay/Burnett
Northern SEQ	Southern Border	



Corporate Mapping Unit - September 2015
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The Roads and Transport Alliance Regional Roads and Transport Groups (August 2015)

2.1. Governance model

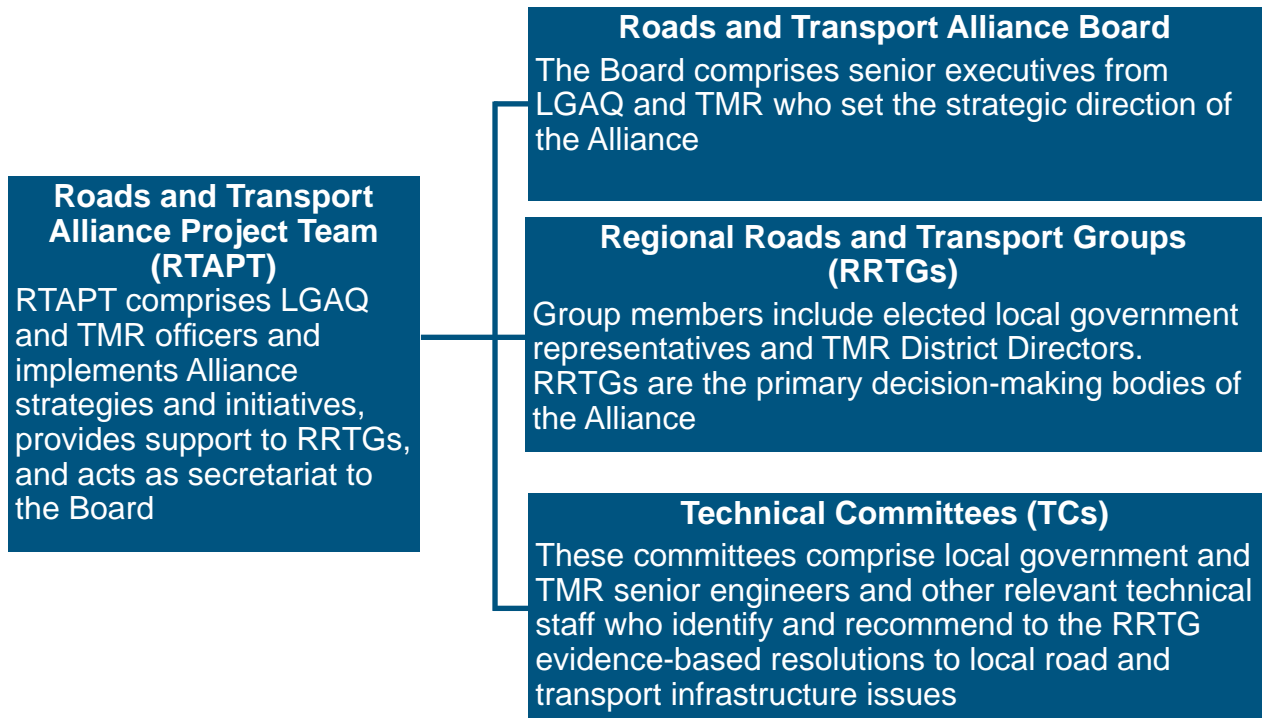


Figure 1 - Roads and Transport Alliance Governance Structure

2.2. Roads and Transport Alliance Board

The Alliance Board provides strategic direction and oversight of the Roads and Transport Alliance. Board members are currently:

LGAQ

- Chief Executive Officer
- General Manager (Advocacy)
- Manager (Advocacy, Infrastructure, Economic and Regional Development)

TMR

- Director-General
- Deputy Director-General, Infrastructure Management and Delivery
- General Manager (Transport Strategy and Planning)

The role of Chair of the Alliance is rotated annually between LGAQ and TMR at the start of each new financial year. The Board provides strategic guidance and leadership to the Alliance. This includes approval of RRTG membership, facilitating the resolution of any issues that arise and identifying strategic skill development opportunities.

The Alliance is underpinned by the Transport Infrastructure Development Scheme (TIDS) that provides targeted investment in local government transport infrastructure. The Board determines the annual Roads and Transport Alliance (RTA) TIDS allocations to RRTGs, approves State-wide Capability Development Fund (SCDF) allocations, and determines the process for notifying RRTGs of any changes.

The Board promotes the Alliance framework as a best practice model for collaboration

between the two levels of government and operates under the *Roads and Transport Alliance Board Terms of Reference*.

2.3. Roads and Transport Alliance Project Team

The Roads and Transport Alliance Project Team (RTAPT) consists of officers from the LGAQ Infrastructure, Economics and Regional Development team and the TMR Local Government Partnerships team. RTAPT is jointly led by the LGAQ Manager (Advocacy, Infrastructure, Economics and Regional Development) and the TMR Director, Government Partnerships.

The RTAPT provides a secretariat function to the Alliance Board, is responsible for attending and supporting RRTG and Technical Committee (TC) meetings and providing an avenue for sharing information.

2.3.1. Board delegations

Some operational decisions have Board-delegated responsibility:

Approval required	Delegation
Capability Agreement/Action Plan	RRTG Chair
Status Reports for Capability Agreement/Action Plan	RTAPT Managers
LRRS additions, deletions and changes	RRTG Chair, Road Manager and TMR District Director
SCDF applications under \$50,000	RTAPT Managers

2.4. Regional Roads and Transport Groups

RRTGs are the foundation of the Alliance. RRTGs are formed through voluntary collaboration between councils that align regionally and the local TMR District or Districts.

RRTG members include local government elected representatives and TMR District Directors. Generally, RRTGs will have multi-council membership and align with TMR District boundaries where possible.

2.5. Technical Committees

TCs are the advisors to the RRTG. They provide technical advice and recommendations and assist the RRTG to meet its responsibilities. Other local government and TMR officers may attend meetings or provide assistance as appropriate – for example, finance/procurement staff, program managers, transport planners and so on.

2.6. Roles and responsibilities

RRTGs and TCs have a number of roles and responsibilities which are outlined below.

Chapter 3 – RRTGs	Meet and establish governance arrangements, collaborate with neighbouring councils and the local TMR District/Districts.
Chapter 4 – Roads and transport infrastructure	Identify transport infrastructure of regional significance.
Chapter 5 – Planning and program development	Determine regional investment outcomes on the transport network delivered through a four year regionally prioritised program of works.
Chapter 6 – Safety	Ensure safety is a priority for works on roads and transport infrastructure.
Chapter 7 – TIDS funding and administration	Monitor the delivery of projects, finalise paperwork and progressively claim funds through to the full expenditure of the RRTG's annual RTA TIDS allocation. Meet the conditions for the administration of TIDS funding.
Chapter 8 – Capability Development	Improve skills of members' workforces.

REGIONAL ROADS AND TRANSPORT GROUPS

Each RRTG and its TC is responsible for determining their meeting frequency, procedures and administrative arrangements. The Board expects the following minimum requirements.

Chairperson	RRTGs and TCs must elect a Chairperson and determine the tenure and responsibilities of these roles. RRTGs and TCs should also elect a Deputy Chairperson.
Secretariat	The Chairperson for the RRTGs and TCs should be supported by a Secretariat.
Technical Coordinators	The RRTG should determine if they would benefit from the engagement of a Technical Coordinator to assist the group meet its responsibilities. A Technical Coordinator is impartial, typically has an engineering background and assists with facilitating and coordinating the group.
Constitution	RRTGs must establish a set of rules, or constitution, to formalise their governance and issue resolution arrangements. A copy of the RRTG's Constitution must be provided to RTAPT. It should be updated as required (for example, with a change in membership). New members of the RRTG should be provided with a copy prior to participating. A template Constitution is in the Appendix.
Decision-making/ issues resolution	Decision-making is ideally by consensus. Where consensus cannot be achieved, each council and TMR District is entitled to one vote, or as outlined in the RRTG's Constitution.
Membership	A local government can only be a member of one RRTG but may attend other RRTG meetings as an observer (with permission). If there is more than one TMR District responsible for the council areas in a RRTG, one District will take the lead role with representatives from all TMR Districts to be involved.
Meetings	RRTGs and TCs should each meet quarterly, at a minimum. Meetings should have Agendas prepared in advance and be minuted.

Each RRTG must identify the transport infrastructure that is important for their region. There are a number of infrastructure types and selected activities that RRTGs can consider, including:

1. Road infrastructure
2. Marine infrastructure
3. Airport infrastructure
4. Active transport infrastructure
5. Safe school travel infrastructure.

4.1. Road infrastructure

Types of works – definitions:

Construction works: Works that enhance or add to the value of the road asset. This includes providing new formation, drainage structures and pavements where none previously existed, upgrading the existing asset by realigning roads, constructing bridges, improving intersections, installing traffic signals, and widening works.

Corridor and minor safety enhancements: Works to improve the safety and environment of the network. This includes improved intersections, roadsides, signage, delineation and pedestrian facilities.

Programmed maintenance: Scheduled replacement of the road surface, including resealing and resurfacing. These activities are forecast and planned using engineering and pavement management techniques.

Rehabilitation: Rehabilitation includes activities that replace or restore the pavement or bridge to its original condition for both surface and structural components, at the existing width and on the existing formation.

Routine maintenance cannot be considered for inclusion in the RRTG program of works. Routine maintenance is defined as the day-to-day maintenance of road infrastructure assets to ensure the safe operational condition of the network and to reduce its rate of deterioration.

RRTGs can allocate RTA TIDS funding to design works on projects in the RRTG's four-year program (for example, design in Year 1 and construction/delivery in Year 2).

4.1.1. Local Roads of Regional Significance

Local Roads of Regional Significance (LRRS) are determined by the RRTG to focus RTA TIDS investment on roads of strategic importance.

LRRS consist of lower-order State-controlled roads and higher-order local government controlled roads that perform a similar function. As a general rule, LRRS align with the Austroads classification in Figure 2.

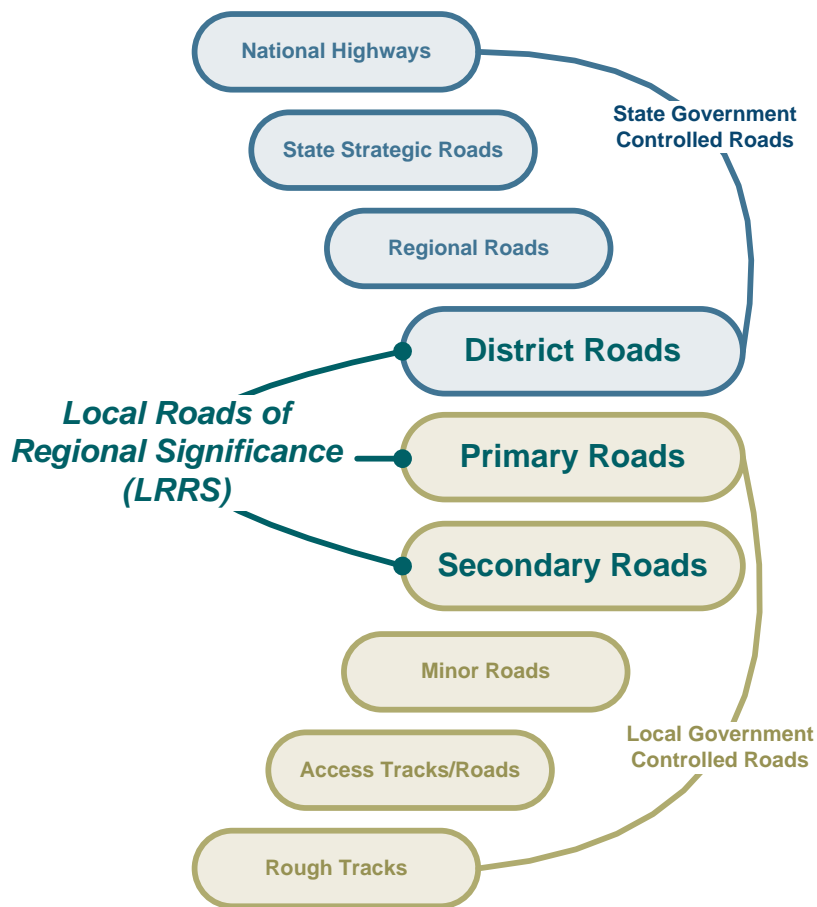


Figure 2 - Austroads Road classifications that relate to Roads and Transport Alliance LRRS

The RRTG determines eligibility criteria appropriate for their LRRS network, though generally, a LRRS will fulfil one or more of the following criteria:

- Forms an important part of the economic development strategy of the region, including access to natural resources, agricultural areas, industrial zones and attractions of regional significance.
- Provides access to rail heads, freight depots, ports and major airfields from a higher order road.
- Connects shires, towns, cities and regions and provides travel time and distance savings.
- Provides a connecting function across a local government boundary.
- Acts as a significant commuter route (i.e. urban roads providing travel and distance savings).
- Provides access to regionally significant institutions like community health, education, recreation, youth, aged care and entertainment facilities.
- Provides the only access to a remote community.
- Provides emergency access.

4.1.1.1. LRRS network information

Each LRRS road should have a Statement of Intent (SOI) which outlines the long-term investment strategy for the road; including link function, current status, vision, gap analysis, scope of works and projected investment. A template SOI can be found in the Appendix.

The Alliance encourages RRTGs to review their LRRS network every two years at a minimum. This review is to identify roads that may have decreased or increased in regional significance due to economic, demographic or other changes. Proposed changes should be discussed and moderated by the TC and any recommendations made to the RRTG.

4.1.1.2. LRRS register

RRTGs are responsible for maintaining a LRRS register. RRTGs can add, delete or change a LRRS with the endorsement of the RRTG Chair and TMR District Director.

To enable TMR to maintain accurate LRRS maps, RRTGs are required to complete a LRRS Change Request form for any changes to their LRRS network. A copy of the LRRS Change Request Form is included in the Appendix.

Figure 3 outlines the steps required for adding and deleting LRRS from the RRTG's LRRS network.

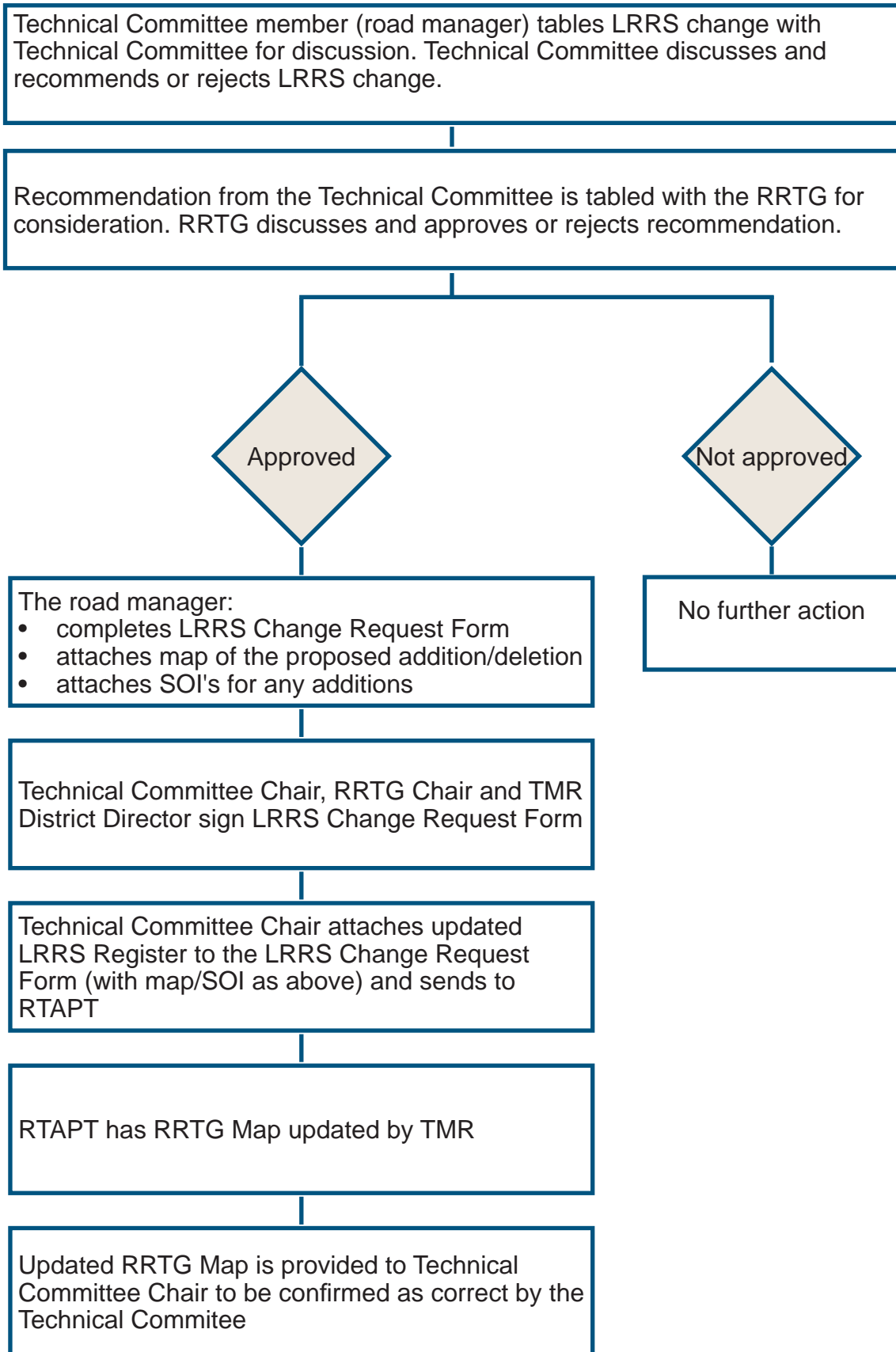


Figure 3 – Process for making changes to LRRS network

4.1.2. Non-LRRS roads

Local government roads not included in the RRTG LRRS network can be included in the RRTG works program. No more than 20% of the annual RTA TIDS allocation can be used on non-LRRS road projects.

4.1.3. State Controlled Network

Investment in the State Network, including TMR LRRS, is through various State-funded programs. As per the *Roads and Transport Alliance Agreement 2013-2018*, the TMR District member will advise the RRTG of any TMR funding programmed on State-controlled LRRS at the start of the program year and provide updates as necessary.

Works on the State-controlled road network, including TMR LRRS, are eligible for inclusion in the RRTG works program.

RRTGs can allocate RTA TIDS to works on the State-Controlled Road Network, including TMR LRRS, noting RTA TIDS funding allocated to these projects is not required to be matched.

In the *Queensland Transport and Roads Investment Program (QTRIP)*, RTA TIDS funded projects on State-controlled LRRS are captured under “State Network (RRTG funded)”. These projects are included in the regular RTA TIDS expenditure reports prepared by RTAPT.

4.2. Marine infrastructure

Local government marine infrastructure may be considered for inclusion in a RRTG works program. Eligible marine infrastructure includes the land-based components of boating facilities, such as boat ramps. Typically, local government is responsible for:

- Funding and maintaining ancillary facilities including car and trailer parking and lighting.
- Maintaining the condition of the facilities to a standard appropriate to their use.

4.3. Airport infrastructure

Regional airports can be considered part of the RRTGs strategic infrastructure. Works that enhance the safety and accessibility of airports can be included in a RRTG works program, including:

- The upgrade of animal proof fencing, repair to surface damage, reseal of runway or improvements to lighting.
- Infrastructure improvements to ensure continued Royal Flying Doctor Service or other emergency evacuation capability.
- Seals, reseals and major repairs of a runway, taxiway or apron.

4.4. Active transport infrastructure

4.4.1. Cycling infrastructure

RRTGs may consider works on local government cycle infrastructure, including off-road, on-road and shared paths and crossing provisions. Projects identified in the Region's Principal Cycle Network Plan (where there is one) may be accelerated using RTA TIDS.

4.4.2. Pedestrian infrastructure

RRTGs may consider pedestrian infrastructure on the local government network if it is deemed to be a regional priority.

4.5. Safe school travel infrastructure

RRTGs can program works to improve the safety of children travelling to and from school, including bus and passenger set-down and parking areas at existing schools and safety measures on rural school bus routes aimed at ensuring the safe operation of school buses.



Figure 4 – Types of projects eligible for RRTG program of works

A key principle of the Alliance, outlined in the MoA, is “*joint decision-making, planning and investment which reflects regional priorities across the road and transport network including LRRS and other transport assets*”.

This principle highlights the requirement for RRTGs to undertake long-term strategic planning and develop a program of works based on regional investment priorities across all infrastructure classes considered by the RRTG in program development.

5.1. Planning and developing the RRTG program of works

Effective management of the LRRS network and other transport infrastructure requires that RRTGs use a robust program development process to determine future investments for their nominated transport infrastructure assets.

This program development process is underpinned by a number of interrelated components which translate community aspirations into infrastructure service objectives and ultimately projects, which over time seek to meet the long-term vision identified by the RRTG.

Investment strategy development, gap analysis, project generation and prioritisation as well as asset management data are all important building blocks to the Alliance’s planning and program development framework.

5.2. Regional Investment Strategy development

RRTGs are responsible for setting the vision and strategic transport-related objectives for the region. These objectives should be guided, at a minimum, by community and industry expectations, transport and land use requirements.

Integrated Transport Plans, Local Government Planning Schemes and other relevant strategies and legislation should also be considered in identifying the strategic transport objectives for the region.

These deliberations will help inform the development of a Regional Investment Strategy, which details the desired transport network characteristics to service demand over a future timeframe (up to 20 years).

A Regional Investment Strategy will assist the RRTG in:

- making decisions about the balance between community and industry expectations and the affordable network standards and levels of service
- the targeting and prioritisation of funds on and across different transport infrastructure assets.

Refer to the *Alliance Program Development Kit* for guidance on developing a Regional Investment Strategy.

5.3. Statements of Intent (SOI)

A dedicated workshop should be convened with RRTG members at the start of a program development cycle to determine/review the strategic transport objectives for the region. From this, the TC can progress the necessary activities required to develop the Regional Investment Strategy, commencing with SOI.

The SOI succinctly outlines the current standards and the proposed development and maintenance strategy to be adopted to achieve the vision for each road link and/or infrastructure asset based on the likely future level of funding.

From this a gap analysis is undertaken.

5.3.1. Gap analysis and generating projects

A gap analysis is undertaken to compare the existing configuration and condition standards with those configuration and condition standards necessary to achieve the vision identified in the Regional Investment Strategy.

Once the gap is identified, it will be necessary to determine how best to close the gap over time. Broadly, gaps occur because:

- demand exceeds current capacity
- current performance is below the required service level
- asset condition is below the nominated intervention level
- new standards/regulations require intervention
- assets are beyond their economic life.

Using the outputs from the gap analysis, a scope of works is determined, short-term priorities identified and possible projects generated for inclusion in the regional prioritisation process.

5.4. Regional prioritisation

Each year RRTGs are required to identify a four-year regionally prioritised works program, that:

- directs investment to the highest local and regional priorities, in line with the vision and objectives outlined in the Regional Investment Strategy
- provides a two-years firm, two-years indicative list of all projects scheduled for the four year period
- identifies the cost and sources of funding for each project
- is regionally prioritised across all infrastructure classes.

Project prioritisation will:

- assist RRTG members to rate proposed projects on a consistent basis across the region
- assist RRTG members to better determine 'which projects' and 'when' a project be undertaken.
- promote more accountable and transparent decision-making based on factual data.

Many RRTGs use the Alliance-developed Program Development Tool (PD Tool) to assist in prioritisation of potential projects. As the PD Tool is roads-focussed, the RRTG must moderate the priority of other transport infrastructure to ensure the overall works program meets the highest needs of the region across infrastructure types, and aligns with the Regional Transport Strategy.

A RRTG works program may comprise any or all eligible transport infrastructure types, depending on what is agreed to be a regional priority. In developing its works program, RRTGs must also consider the requirement for local government to provide a minimum 50% contribution to the total project cost, as well as the capacity of RRTG members to deliver the project.

Road projects on non-LRRS roads deemed to be of a high regional priority and included in the works program, are restricted to funding of up to 20% of the RRTG's annual RTA TIDS allocation.

Up to 2.5% of the RRTG's annual RTA TIDS allocation (unmatched) may be used for capability development. These projects should be identified and agreed to prior to the prioritisation and allocation of funding to eligible transport infrastructure projects.

It is also suggested RRTGs maintain the list of projects that might, for whatever reason, fail to be incorporated in the initial years of the RRTG works program. These projects are then able to be considered should savings become available within the RRTG program, or in applications to other government grant and subsidy programs.

The Alliance recommends the process in Figure 5 below for developing a four-year regional works program.

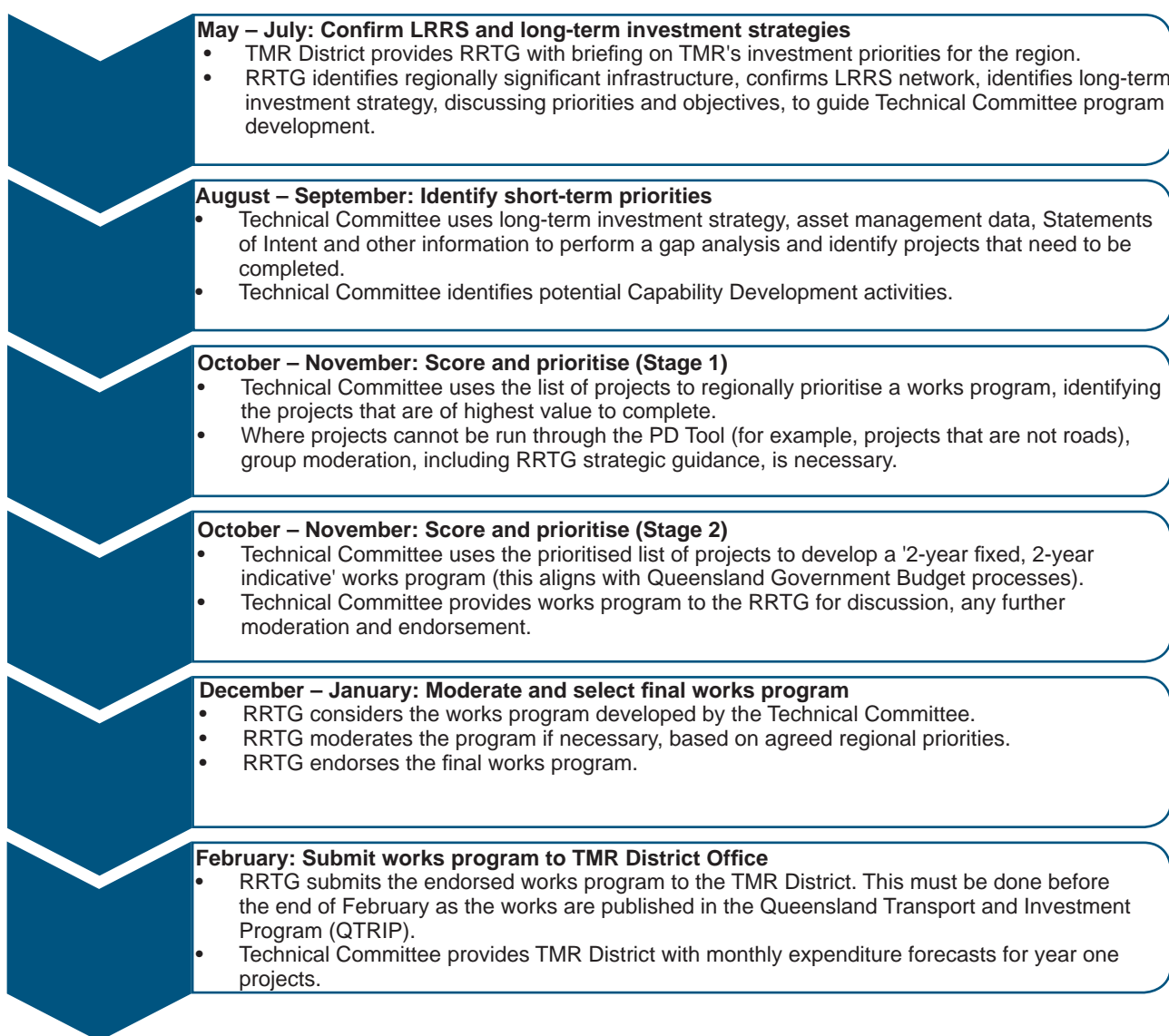


Figure 5 – Four-year program development process

Note: All works funded by RTA TIDS must comply with accepted quality standards for that infrastructure type, and achievement of project objectives will need to be demonstrated before RTA TIDS funding is released by TMR.

5.5. Asset Management

The *Local Government Act 2009* and *City of Brisbane Act 2010* (the Acts), have a clear and mandated focus on financial management, planning and accountability. The focus for Queensland councils is to maintain financial and infrastructure capital over the long-term (captured in long-term asset management plans and financial forecasts).

This emphasis on long-term planning for infrastructure assets strengthens a local government's capacity to plan and determine the long-term requirements for services, service levels and associated costs – a key attribute of a RRTG Regional Investment Strategy. The Acts also require councils to keep asset registers for non-current physical assets which record basic information on the asset, such as length, width and location.

As outlined above, this type of asset data is a necessary input to the Alliance's planning and program development framework. At a minimum, inventory, condition and performance data will be necessary in developing SOIs and undertaking the gap analysis process.

5.6. Joint Purchasing and Resource Sharing

The Alliance encourages regional collaboration, and in particular, RRTG members working together to generate efficiencies. The collaborative acquisition of goods and services, works scheduling and document development is referred to as Joint Purchasing and Resource Sharing (JP&RS).

JP&RS activities have proven to deliver cost savings, efficiency gains, capacity improvements and risk reductions for participating organisations.

Examples of effective JP&RS projects include:

- joint reseal projects
- developing a Regional Airport Plan
- urban stormwater training
- working safely with bitumen training
- Professional Certificate in Asset Management Planning
- Erosion and Sediment Control Training
- development of joint procurement documents.

RRTGs are expected to consider JP&RS opportunities within their Group (between member councils and/or with TMR) as well as between RRTGs. These opportunities could be for works delivery, procurement or even planning activities. Other RRTGs and RTAPT representatives can provide guidance and assistance.

The Alliance JP&RS Toolkit, developed by RRTGs for RRTGs, also provides information, advice, processes and templates.

RRTGs need to have an understanding of safety issues in their region and are encouraged to work with safety stakeholders (for example, community groups, Queensland Police Service) to identify and address road and transport safety issues. Safety should be considered when developing and assessing all TIDS projects.

For this reason, it is expected that RRTGs complete safety assessments of their transport network, in particular their LRRS network, to inform the four-year works program.

A road safety assessment is a broad review of safety issues on a road. Road safety assessments completed using NetRisk are considered valid where the road has remained relatively unchanged since the assessment – for example, there has been no significant degradation of the road or no improvement works have been completed.

The Alliance can facilitate the establishment of a road safety partnership approach to address road safety issues with:

- Local/regional ownership – the projects are owned and driven by the local needs and resources of the region.
- Broad partnering – working with local governments, state agencies and community/ professional organisations.



The Transport Infrastructure Development Scheme (TIDS) is the grants program through which TMR provides funding to local government for targeted investment in transport-related infrastructure.

Funding is administered by TMR under the TIDS Policy (in Appendix) and through the TMR TIDS program which comprises three subprograms:

- Roads and Transport Alliance (RTA) TIDS
- Aboriginal and Torres Strait Islander (ATSI) TIDS
- State-wide Capability Development Fund (SCDF).

7.1. Roads and Transport Alliance (RTA) TIDS

The allocation of RTA TIDS is based on the following methodology approved by the Board. It is the Board’s responsibility to allocate RTA TIDS funding to RRTGs.

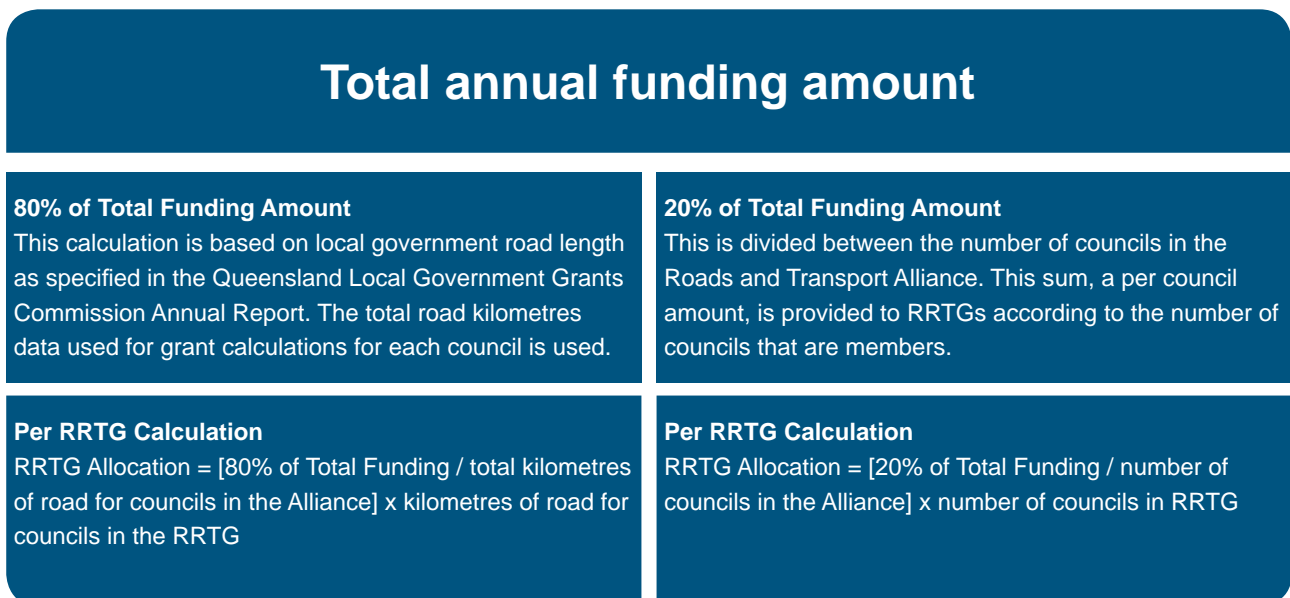


Figure 6 – RTA TIDS funding allocation model

RRTGs must spend 100% of their TIDS allocation each program/financial year. TIDS allocations cannot be carried over to the next year.

RRTG members are required to regularly monitor the delivery of their works program to address potential under-spend/savings as early as possible.

The Board may adjust TIDS funding allocations to RRTGs to ensure full delivery of the program at a state-wide level.

TIDS Administration Process

Submit Program Details

RRTGs submit key project details to TMR via the Program Overview template prior to the start of each financial year.

Program Delivery

Local governments deliver their program of works and advise TMR of any approved variations through the Change Request template.

Making Payments

The Progress Report template will be the mechanism for TIDS reimbursement. It is to be completed by LGs and submitted to TMR with an invoice for the work completed and any supporting documentation (for example receipts, before and after photos).

Program Financial Acquittal

RRTGs will complete the Program Financial Acquittal template and send to RTAPT at the end of each financial year.

Note:

This is an example process.

Final process details and templates are in development and will be published by end-April 2016, for implementation in the 2016-17 program year.

7.2. ATSI TIDS

ATSI TIDS funding is provided by TMR for the upgrade of transport infrastructure that improves primary access (road, air and sea) to Aboriginal and Torres Strait Islander communities.

A number of Aboriginal Shire Councils (ASCs) are now members of RRTGs and receive an annual allocation of ATSI TIDS funding. This funding, and any RTA TIDS funding allocated to works within ASC areas on identified significant local roads, is not required to be matched.

ASCs who are members of a RRTG have decision-making authority over their ATSI TIDS allocation. *Transitional Guidelines* have been developed to guide RRTGs with member ASCs through a transition period to full RRTG membership.

ASCs that are not members of a RRTG have their ATSI TIDS funding managed through their local TMR District office.

7.3. Monitoring program delivery

To ensure 100% expenditure, it is recommended RRTGs conduct a program review each year in February to consider alignment of delivery to forecasts and make adjustments as necessary (including variations submitted to the TMR District).

At a minimum, forecasting and delivery is to be monitored at TC meetings to ensure expenditure aligns to forecast and progress reporting reflects actual expenditure.

When a RRTG member council identifies that a project will underspend or not be delivered by 30 June, the funding should be redirected to the next highest priority project within the RRTG's program where funding can be used.

If this redistribution of funds within the RRTG is not achievable, the RRTG should inform their TMR District and RTAPT representative to facilitate the redistribution of funding between RRTGs. Funding redistributed between RRTGs is conditional on being 'paid back' the following program year.

7.4. RTA TIDS reporting

RRTGs are accountable for the delivery of TIDS projects within the approved budget and timeframes. The Alliance monitors forecast and actual expenditure and provides RRTGs with reports on the status of the RTA TIDS funds that have been claimed by the RRTG:

- RRTGs are provided quarterly reports on the status of their RTA TIDS balance and unallocated funding in the TMR system. In the fourth quarter these reports are provided monthly.
- These reports show an 'end of month' snapshot of key financial information including budgets, forecasts and actual expenditure.
- As TMR administers TIDS funding, the financial data for reporting is sourced from TMR systems and complies with the department's business processes and standards.
- Monthly forecasting as well as regular and timely claims by RRTG member councils to the member TMR District are necessary to ensure these reports provide an accurate snapshot of works that are completed.
- The member TMR District must confirm with local government RRTG members, the end-of-financial-year 'cut-off' date for claims. All RRTG members must ensure all claims have been submitted by that date to ensure state-wide acquittal and

7.6. TMR responsibilities

As TIDS is a Queensland Government grant program, TMR must comply with the *Queensland Government Financial Accountability Handbook*. Volume 6 of this Handbook, Grant Management, outlines whole-of-government processes used to monitor grant funding.

TMR's responsibilities include:

- Project Verification - confirming that works have been completed within scope and that desired outcome has been achieved.
- Financial acquittal - ensuring funding was used in accordance with the TIDS Policy and these Operational Guidelines.

7.7 Recognition

Communicating successes reinforces the value of a program in the eyes of the community, local political representatives and decision makers. Many funding programs require a range of communication and marketing measures be implemented as a condition of receiving funding, to ensure the program and the level of governments involved are acknowledged in delivering outcomes to the community.

TIDS is the State's only ongoing annual funding program provided to local government for transport related initiatives.

Where a RRTG project is funded jointly (TIDS and matching local government contribution) all contributing parties must be acknowledged in any public recognition, for example, media release/comment, signage.

RRTG members may release a media statement to local newspapers listing the TIDS funded projects for the coming financial year, and on delivery of major improvements/outcomes and so on.

The Alliance publishes an annual Progress Report, generally to coincide with the LGAQ Annual Conference, which highlights RRTG achievements, programs of work and program delivery (financial reports).

RRTGs are encouraged to actively identify key projects/activities/outcomes throughout the program year, and provide information and photos to their RTAPT representative for inclusion in the Annual Progress Report.

The Alliance encourages RRTGs to develop their staff and provides significant support and opportunities for RRTGs to develop capability and capacity. This includes training, technical documents and processes, forums and funding.

The Alliance encourages RRTGs to focus investment in capability development on the following core functions:

<p>Asset management</p> <ul style="list-style-type: none"> • Consistency in asset management practices using minimum common datasets as described by Austroads, including: <ul style="list-style-type: none"> • asset management systems and processes • condition, inspection and risk assessment data. 	<p>Road Safety</p> <ul style="list-style-type: none"> • Continual improvement of road safety on the Queensland road network, including: <ul style="list-style-type: none"> • a comprehensive and collaborative approach to road safety • road safety assessments • targeting investment on roads for safety benefits • assisting local government to meet their duty of care as a road authority.
<p>Program development</p> <ul style="list-style-type: none"> • Development of investment strategies based on the vision for the transport network and regional objectives. • Generating and prioritising projects for the RRTG's regional works program, including: <ul style="list-style-type: none"> • strategic investment objectives • regional investment strategy • regional program prioritisation • four-year regional works program • strategies for delivery of the regional works program • risk management. 	<p>Joint Purchasing and Resource Sharing</p> <ul style="list-style-type: none"> • Investigate opportunities for, and implement, joint purchasing of goods and services, including: <ul style="list-style-type: none"> • sharing knowledge and experience with RRTG member councils, and other RRTGs • achieving better value for money, efficiency improvements and capability improvements for staff • reduction of risks by collaborating regionally.

Table 6 – RTA TIDS Funding Allocation Model

8.1. Capability Agreement and Action Plan

The Capability Agreement and Action Plan (a template can be found in the Appendix) is a self-analysis and self-assessment tool for RRTGs to plan and measure their performance in the functions.

RRTGs are required to update their Capability Agreement and Action Plan each financial year. This enables RRTGs and TCs to identify opportunities for skill development. The Alliance encourages RRTGs to think about where they would like to position themselves, and develop actions accordingly rather than progress through, the capability levels.

Having a current Capability Agreement and Action Plan, and funding applications that align with identified needs and opportunities, will result in more favourable consideration for SCDF.

8.2. Funding for Capability Development

8.2.1. RTA TIDS

Up to 2.5% of a RRTG's total RTA TIDS allocation can be used for capability development without having to be matched. The intent of this 2.5% is to increase capability as described in this Chapter. As this is part of the RRTG's RTA TIDS allocation it is a requirement to complete appropriate financial acquittal forms as per the TIDS Funding and Administration process in Chapter 7.

8.2.2. State-wide Capability Development Fund (SCDF)

The SCDF is available to RRTGs to develop and enhance their capability. Funding is allocated in two ways:

1. RRTGs can request funding from the Alliance Board, on a state-wide competitive bid basis, or
2. The Board identifies actions to address capability needs as a state-wide initiative.

Decisions are based on merit, alignment to the Alliance vision and development needs identified in Capability Agreement and Action Plans. SCDF applications that demonstrate broad regional benefits (for example, more than one RRTG) will be considered favourably.

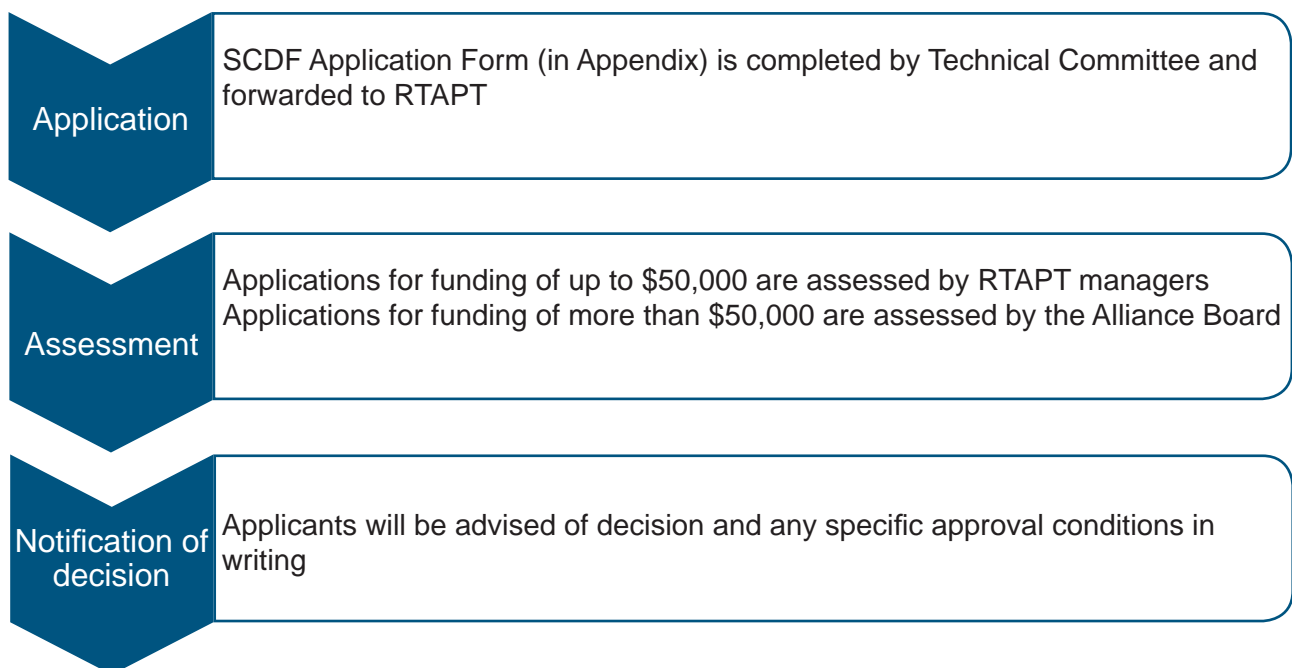


Figure 8 – Process of applying for SCDF

Funding recipients must:

- match the funding on a minimum 50/50 basis
- undertake approved funding activities within agreed scope and timeframes
- provide RTAPT with a summary of project outcomes within 30 days of completing the project, and meet any other specific approval conditions
- submit invoice to TMR within 30 days of completing the approved project.

Note: SCDF is not available for administrative, travel or accommodation expenses. If SCDF is used for a course that has an assessment component, funding will only be released when evidence is provided that attendees have passed (costs associated with “re-sitting” will not be funded).

Criteria for SCDF application assessment

<i>SCDF Criteria 1 – Alliance Vision</i>	Training/development opportunity aligns with the Alliance Vision
<i>SCDF Criteria 2 – Capability Agreement and Action Plan</i>	The RRTG has identified a need to develop this skill in their Capability Agreement and Action Plan
<i>SCDF Criteria 3 – Regional Thinking and Transferability</i>	The proposed opportunity benefits the region or regions
<i>SCDF Criteria 4 - Alliance Principles</i>	The initiative improves RRTG skills in at least one of the four core functions: <ul style="list-style-type: none"> • Asset Management • Road Safety • Program Development • Joint Purchasing and Resource Sharing (JP&RS)

8.3. Capability Development Resources

Asset Management	<ul style="list-style-type: none"> • Austroads Guide to Asset Management • International Infrastructure Management Manual - http://www.ipwea.org/publications/bookshop/ipweabookshop/iimm
Road Safety	<ul style="list-style-type: none"> • Austroads - https://www.onlinepublications.austroads.com.au/ https://www.onlinepublications.austroads.com.au/items/AGRS06-09 • ARRB - https://www.arrb.com.au/Safe-Systems/Tools-for-improving-road-safety.aspx
JP&RS	<ul style="list-style-type: none"> • Alliance JP&RS Toolkit • The Queensland Government Chief Procurement Office (QGCP) database of arrangements can be found at http://qcd.govnet.qld.gov.au/Pages/Home.aspx • Local Buy services are available to single councils or as a group through www.localbuy.net.au/Contracts.htm
Program Development	<ul style="list-style-type: none"> • Program Development Kit • Project Development Tool

To be added