It’s my great pleasure to preface this report on RA’s activities for the year.

In 2018, we continued to grow - both in membership numbers and relevance. At year’s end we stood at 150 members, and every state and territory government in Australia – as well as the Commonwealth – had a seat at our table, alongside the industry’s leading players.

It’s a remarkable success story, given that we’re birthed with just 11 members some 15 years ago.

I firmly believe the non-advocacy engagement model we have evolved – based on fostering collaboration and forging partnerships – is truly unique and effective.

And if I was to point to one example through the year that best demonstrated the effectiveness of this approach, it would be the Utilities Roundtable we hosted in Sydney in June. This meeting brought together representatives of industry, government and the utilities sector to seek a better way forward for managing the relocation of utilities on major projects.

It was an opportunity for everyone to be heard, and out of it came a better understanding of the challenges each party faces, as well as a template for better communication and engagement to avoid future disputes.

Of course, this isn’t an issue that is solved overnight. RA will continue to facilitate discussion among these stakeholders, who’s important and significant is getting them to the table and commencing a constructive dialogue.

And that, I think, is RA’s fundamental strength and value.

We bring this strength to bear not just on practical, day-to-day issues, but on ‘big picture’ issues like future transport and mobility.

Again in 2018 we hosted an international study visit – this time to Japan, South Korea and Singapore - to look and learn from what others are doing to prepare their cities and infrastructure for the future.

We hosted workshops around the country with industry and all tiers of government to consider the challenges and opportunities around the Commonwealth’s City Deal template for smart cities.

And we invited global experts on city planning and mobility to speak at events here in Australia, to share their knowledge and visions.

This year also marked the ending of a significant chapter, and the beginning of another, in the life of Roads Australia.

The achievements of our retiring Chief Executive, Ian Webb, are too long to mention. Suffice to say, we are indebted to him for his vision and hard work over the past 15 years in making RA what it is today.

The Board and I look forward to working with his successor, Michael Kilgariff, as we write the next chapter in RA’s success.

David Stuart-Watt
President
November 2018

Roads Australia is a not-for-profit, non-political industry association of transport stakeholders.

We play a unique and indispensable role in bringing industry and government together to network and engage on practical and policy issues that are - at their core - about delivering the best transport options and outcomes for all Australians.

In 2018

- Our membership grew to 150 – a net increase of seven.
- We hosted 92 events around the country, attended by approximately 9,000 industry and government stakeholders.
- We hosted transport and/or infrastructure ministers and key government agency heads from every state, territory and the Commonwealth.
- We provided a forum for our members and stakeholders to ‘unpick’ issues and share ideas on road safety, industry capacity, city planning, contract issues (including risk and maintenance), infrastructure funding, new technologies (including data security), and mobility options, and network and asset management.
- We led a study visit to Japan, South Korea and Singapore to investigate city and transport planning for the future.
- We supported and championed initiatives in workplace diversity and social procurement, and continued to promote industry opportunities for skilled refugees.
- We continued to help nurture the next generation of industry leaders through our landmark Fellowship and Young Professionals programs.
It’s an exciting time for infrastructure development and transport in this country

Under Ian Webb’s leadership, RA has continually evolved to meet the challenges and opportunities of the day. Today, it is a remarkable, unique and diverse organisation. It also has a wonderfully dedicated staff who, as the following pages testify, have delivered an outstanding program of activities and initiatives in 2018. It’s an exciting time for infrastructure development and transport in this country, and I am looking forward immensely to working with you, the Board and our broader stakeholders to make the most of the opportunities ahead.

Michael Kilgariff
CEO – November 2018

**A message from the Chief Executive**

It’s both a pleasure and an honour to have joined Roads Australia as your new Chief Executive Officer. I’ve come into this role after a 30-year career in policy and advocacy across the construction, energy, freight/logistics and broader industry sectors - most recently as Managing Director of the Australian Logistics Council.

In all my past roles, I’ve actively sought to build strong working relationships between industry and government, with the aim of supporting and achieving public policy outcomes that are beneficial to national productivity, efficiency and safety. I bring to Roads Australia that same commitment, and the same enthusiasm.

I am a great believer that industry associations need to be agile, innovative and reflect the policy objectives, values and culture of the industry they represent.

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Our 2018 Board

President:
David Stuart-Watt
Director, Australia / Client Director, Transport ANZ, WSP

Vice President:
Marko Misko
Partner - WA, Ebsworth - Chapter Chair - Sustainability

Vice President:
Scott Olsen
Regional GM - NSW/ACT, John Holland Group - Chapter Chair - Capacity

Immediate Past President:
Ray Fisher
Former Chief Executive of Emoleum

Scott Charlton
Chief Executive Officer, Transurban

Dennis Cliche
Former Chief Executive Officer, Sydney Motorway Corporation

Sandra Dodd
Former Chief Executive - Urban Infrastructure, Broadspirem

Fernando Fajardo
Managing Director, Acciona Infrastructure Australia

Clare Gardiner-Barnes
Deputy Secretary - Freight, Strategy and Planning - Transport for NSW - Chapter Chair - Transport Reform

Ken Kanofski,
Chief Executive, Roads and Maritime Services

Craig Laslett,
CEO - Engineering and Services, Lendlease

Gillian Miles
Head, Transport for Victoria

Neil Scales
Director-General, Queensland, Department of Transport and Main Roads

Richard Sellers
Director-General, Transport (WA)

Greg Steele
Group Executive, Asia Pacific, Arcadis - Chapter Chair – Journey Reliability

Jay Stricker
Industry Director – Transportation, AECOM

Steve Cooley
Director, Asset Management and Optimisation, AECOM

Dan Reeve
Market Director - Transport and Logistics, SMEC Australia

Kris Cooney
Group GM NSW - Business Operations, Transurban

**Sustainability**

Industry Director – Transportation, AECOM

**Journey Reliability**

Director, Asset Management and Optimisation, AECOM

**Capacity**

Market Director – Transport and Logistics, SYEC Australia

**Transport Reform**

Group GM NSW - Business Operations, Transurban

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1 Resigned from SMC during year. | 2 Resigned from Broadspirem during year.
Our 2018 Staff

1. Ian Webb CEO (retired 30th Oct)
2. Michael Kilgariff CEO (commenced 17th Sept)
3. Lauren Striker, Executive Director, Stakeholders
4. Norm McIlfartick, Executive Director, Policy
5. Rachael Rooney, Director, Events
6. Mark Bowmer, Director, Communications
7. Marlie Curtis, Membership and Events Co-ordinator
8. Hannah Sauvann, Director, Membership and Programs
9. Anna Jabour, Director, Policy Partnerships
10. Veronica Ong, Accounts Manager
11. Alex Stott, Policy Manager
12. Thao Nguyen, Office Manager

Our 2018
Key Program
Supporters

RA Patrons 2018
1. Advisian
2. ALTUS Traffic
3. ARCADIS
4. ARUP
5. Aurecon
6. Cardno
7. Coffey
8. SMEC

RA Fellowship Program Sponsor
1. John Holland

RA Insider Sponsor
1. ARUP

RA Young Professionals Network Sponsor
1. ARUP
The networking experience

At its core, RA is about creating opportunities for high-level networking. In 2018, we hosted 92 events around the country, bringing together some 9,000 stakeholders.

The mainstays of our annual Event Program are the one-day Forums held in Brisbane, Melbourne and Perth, and the two-day Sydney Conference. This year the Conference had an international focus, with the International Road Federation (IRF) co-hosting and speakers and attendees coming from afar as Nigeria, China, India, Singapore, the United States and Europe. Future transport and city planning were top among the issues discussed, along with road safety, asset management, new technologies and Australia’s major transport project pipeline.

Similar themes were on the agendas at our state forums – albeit with a stronger local focus. We continued our tradition of hosting the respective road/transport portfolio minister from each state – Rita Saffioti in Perth, Mark Bailey in Brisbane and Luke Donnellan in Melbourne.

Among these major events, we also hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events – hosted a program of industry lunches and free, member-only single-table events.

We continue to help nurture the next era of industry leaders. Sponsored by John Holland Group, the RA Fellowship Program is one of the most successful initiatives undertaken by RA. Since its inception in 2015, 107 of our industry’s next generation of leaders and decision-makers have gone through the Program, including 30 in 2018.

Each Fellow is paired to a Mentor in their home state for one-on-one advice and leadership counselling, as well as participating in video-link workshops, a two-day induction and the annual gala dinner. As part of the program, the Fellows also work on group projects that are directly linked to our policy agenda – the results of which are presented at the annual end-of-year workshop.

In 2018, our Fellowship speakers included former NSW Roads Minister, Duncan Gay; BeCA Group Director for Transport and Infrastructure, Damien Redenbach; and Bechtel Infrastructure Australia MD, Alke Macdonald; Aurecon’s Global Director - Design to Innovate, Maureen Thurston-Chantaw; and RMS’ Pacific Highway Program Director, Bob Higgins; Seed Engineering Manager, Shaila Stone; Victoria’s inaugural Chief Engineer, Dr Collette Burke; Cross River Rail CEO, Graeme Newton; Laing O’Rourke’s National Senior Director for WA and SE Asia, John Anderson; and Transport for NSW Deputy Secretary, Clare O’Carroll-Roberts. Since its inception just two years ago, the Fellowship Program has welcomed over 1,500 attendees at its events nationwide.

For the first time in 2018, we hosted a networking event – sponsored by AECOM – specifically for our members’ Sydney-based comms and marketing people. We plan to build on the success of the event with similar functions in other states in 2019.
Keeping industry informed

Sponsored by Cardno, Roads Australia’s highly regarded fortnightly e-newsletter, the Insider, reaches nearly 14,000 stakeholders and has firmly established itself as the ‘go-to’ for industry news.

Late in the year we also launched a new monthly member-only communication, From the CEO’s Desk, which is focused specifically on RA initiatives and activities.

Diversity and social inclusion

Reflecting the values of our member organisations, we champion a more inclusive and diverse industry workforce. Nowhere was the changing face of industry diversity more evident than at our Leadership on Diversity Forum, held in Sydney in July. Sponsored by Lendlease and SMEC Australia, the Forum attracted over 200 participants to hear case studies, share experiences and workshop ideas and solutions with the Director of the Federal Government’s Workplace Gender Equality Agency, Libby Lyons; NSW Department of Premier and Cabinet Secretary, Tim Reardon; RMS Chief Executive, Ken Kanofski; Lendlease Engineering and Services Chief Executive, Craig Laslett; and A-Ha, A Human Agency Chief Executive, Katrina Tanaka.

We continued our strong association with CareerSeekers, the not-for-profit organisation supporting Australia’s humanitarian entrants into professional careers. Since establishing our partnership in 2017, Roads Australia members have placed 70 interns, with formal commitments to increase that number to 700. Led by Lendlease, GHD, the Sydney Motorway Corporation, the Level Crossing Removal Authority and DM Roads, in July we celebrated the success of that uptake at a special event in Sydney, hearing from both interns and their employers (including Sydney Motorway Corporation CEO, Dennis Cliche).

In September, RA and event sponsor, SMEC Australia, hosted Victorian Parliamentary Secretary for Treasury and Finance, Daniel Mulino, Level Crossing Removal Authority CEO, Kevin Devlin, and more than 100 leaders from government, social enterprise/NFPs and the private sector to hear about and celebrate the social procurement outcomes achieved across Victoria’s major projects portfolio.

Acknowledging our champions

In 2018, our industry’s highest accolade, the John Shaw Medal, was awarded to Doug Jones AO, the former head of national projects practice at Clayton Utz and a past Board member of RA. Doug was recognised for his expertise as one of the world’s foremost construction lawyers and arbitrators, and as the first recipient of the Award from an industry services (as opposed to design or construction) background.

Our Technical Excellence Award is presented during our end-of-year Annual Lunch season, and in 2017 this prestigious Award was presented in Sydney to Rod Toulbeck, a former Principal Research Scientist of ARRB Group who is recognised internationally for his expertise in road safety barrier design and the traffic operation of roads, in particular unsignalised intersections and roundabouts.

By contrast, our newest Award is presented to someone at the start of their industry career. The PPP (Promise, Passion, Pursuit) Award is given to a deserving Young Professional and includes access to networking opportunities with industry leaders. In late 2017 the inaugural PPP Award was presented to Elouise Robinson, a Graduate Highway Engineer at Arcadis, while in 2018 the Award went to Teresa Tran, a Civil Engineer in the Transport Cluster at WSP.

Since establishing our partnership in 2017, Roads Australia members have placed 70 interns, with formal commitments to increase that number to 700.
Building on the knowledge gleaned from last year’s study visit to the US and Europe, in 2018 we led a second delegation overseas – this time to South Korea, Japan and Singapore – to look at how governments were integrating future transport with land planning. One of the key observances was the critical role played by mass transit systems in the mobility mix of growing cities.

One of the most challenging ongoing issues in infrastructure delivery is managing the relocation of utilities. In 2018, RA kicked off a series of utilities roundtables in Sydney and Brisbane that brought together clients, contractors and utility owners to plot a better way forward. These meetings produced a consensus among all parties to improve communication and understanding of each other’s priorities, and to continue to work together to smooth the process.

In May, 44 leaders from industry and government attended our CEO Workshop in Sydney to identify and prioritise the industry’s key policy issues. By consensus, the top four issues were:

• road and roadworker safety,
• improved procurement efficiency,
• effective risk management in major projects, and
• future transport.

The annual CEO Workshop provides the policy agenda for the coming year and beyond. As a result of this year’s Workshop, we were able to recalibrate our program through the second half of the year to build on this new set of priorities.

The impact of Australia’s heated up infrastructure market on industry capacity and capability prompted Capacity Chapter workshops in Sydney, Melbourne, Brisbane and Perth, with representatives from industry and government sharing ideas on how to build and maintain the skilled workforce needed to deliver the nation’s infrastructure pipeline. Our sessions included briefings from Infrastructure NSW’s Chief Executive, Jim Betts; DTMR’s Director-General, Neil Scales; WA Director-General of Transport, Richard Sellers; and the Chair of the Construction Industry Leadership Forum (CILF), Capability and Capacity Working Group and Executive General Manager of McConnell Dowell, Steve Cole.

The Sustainability Chapter followed the progress of the Commonwealth’s City Deals, the Government’s template for productive and liveable cities of the future. Chapter workshops were held in Geelong, Western Sydney, Hobart, Darwin and South-East Queensland with representatives from all tiers of government and industry.

There was a high level of collaboration with government in formulating our agendas for each workshop. Among our presenters were the Federal Department of Infrastructure, Regional Development and Cities Acting GM of the Cities Division, Toby Robinson; the Northern Territory Government’s Regional Network Leader, Bridgette Bedeker; Queensland’s Former Deputy Premier and Chair of the Cross River Rail Board, Paul Lucas; Geelong Regional Alliance CEO, Gabe Currie; Tasmania’s Treasurer, Peter Gutwein; Infrastructure Tasmania’s CEO, Allan Garlake; and the Minister for Western Sydney and State Member for Penrith, Stuart Ayres.

The Journey Reliability Chapter hosted workshops in Adelaide and Sydney to share learnings and data on customers, congestion and network performance, and to consider the likely impacts of new technologies. Presentations were delivered by Transport for NSW Coordinator General, Mary McPheren; SA’s Manager of Traffic Operations, Julian Formston; and Aurecon’s Infrastructure Advisory + Built Environment Consultant, Zemina Blenkiron, and Transport Business Associate, Ly Galanos.

The Transport Reform Chapter explored one of the most critical aspects of future transport – cyber security of data – at a Melbourne workshop, and in Sydney tackled the tricky question of how to underpin future road funding in the face of a diminishing return from fuel excise. Among those joining these important conversations were RMS Director of Traffic Technology, Steven Shaw; Transport for NSW Manager of OT Cybersecurity, Swapnil Patil; Board Director of the Australian Information Security Association, Mike Trovato; AECOM Associate Director, Michael Hi, Infrastructure Australia Executive Director of Planning, Stephen Alchin; and the Institute of Transport and Logistics Studies Director, David Henscher.

Contributing to policy outcomes

We host the key players at our table as partners and collaborators, rather than competitors and adversaries. In 2018, RA’s Four Policy Chapters – Capacity, Sustainability, Journey Reliability and Transport Reform – hosted workshops around the country to unpick some key, ongoing industry issues and encourage new thinking.