



Roads Australia 2023 Future Leaders' Forum Outcomes Report

30 March 2023



About Roads Australia (RA)

Roads Australia (RA) is the peak body for roads within an integrated transport system.

Roads Australia (RA) is the peak body for roads within an integrated Transport system. We bring industry, government and communities together to lead the evolution of Australia's roads, integrated transport and mobility networks.

Our members include all of Australia's transport agencies, road owners, major contractors and consultants, material suppliers, service and technology providers, and other relevant industry groups.

RA upholds the principles of a safe, inclusive, sustainable, economic and socially valuable roads industry for all Australians.

We strive to achieve a robust integrated transport system for people and freight that values and invests in all modes of land transport.

The Future Leaders' Forum is proudly sponsored by CPB Contractors.



2023 Future Leaders' Committee



Stuart Cook
Transport Lead
BG&E (QLD)
Chair



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Environment, Planning and
Compliance Manager, M4-M5 Link,
Transurban (NSW)
Deputy Chair



Jane Ada
Major Projects Executive
WSP (VIC)
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Jana Balachandran
Director and NSW Lead, Commercial &
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Infrastructure Advisory Group (NSW)



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Principal, Transport
Aurecon (SA)



Hollie Hynes
General Manager - Roads,
Laing O'Rourke (QLD)



Thilanka Silva
Associate, Highways Business Leader WA
Arup (WA)

In 2015, the RA Board appointed its first Future Leaders Committee (previously known as the Fellowship Council).

The Fellowship Committee was established to guide activities of the Fellowship Chapter, including to:

- Provide governance over the RA Fellowship Program and the RA Fellowship network
- Lead activities which deliver on the objectives of the RA Fellowship network
- Develop the next generation of leaders for Australia's transport industry
- Provide advice to the RA board on the RA Fellowship network or any other matters relevant to its mission

The Future Leaders Committee's priorities include:

- Leadership development
- Policy chapter engagement
- Emerging road and transport professionals (Emerging Leaders Program)
- Diversity
- Communication and engagement

The Forum

On 30 March 2023, Roads Australia held its inaugural Future Leaders' Forum. This event was developed to respond, in part, to the RA Diversity & Inclusion Strategy that calls for a focus on gender equality, Indigenous participation and hearing and acting on the voice of younger people in and around our industry.

RA defines future leaders as people with less than 10 years of industry experience. This is the next generation of technical and people leaders that will be relied upon to ensure the transport sector continues to deliver positive results for the community.

The Forum is an opportunity for future leaders to come together, hear from an established leader in an interesting field and provide their perspectives to the RA Board, which will inform the development of RA's policy strategy.

For the inaugural Future Leaders' Forum, RA invited the Chief Operating Officer of Sustainability Victoria, Kate Dundas, to provide a presentation on how her career has progressed and some of the strategic approaches she uses.

Following Kate's presentation, future leaders were divided into tables and with the help of an experienced leader acting as their scribe, tables were tasked to come up with a Policy Objective RA should consider based on one or more of RA's Policy Goals.

Task

RA has three major policy goals. These are general statements of purpose.

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

To progress towards these goals, tables were asked to devise a policy objective, which is a specific part of the actions needed for the achievement of a policy goal. To add to this objective, tables were also asked to come up with possible actions and activities RA could take to deliver it.

At the end of the workshop, each table presented its policy objective and possible actions to the entire group. These were all voted on via a "dotmocracy" system where each participant was provided with five sticky dots to vote on objectives they felt were better to contribute towards achieving the goal.



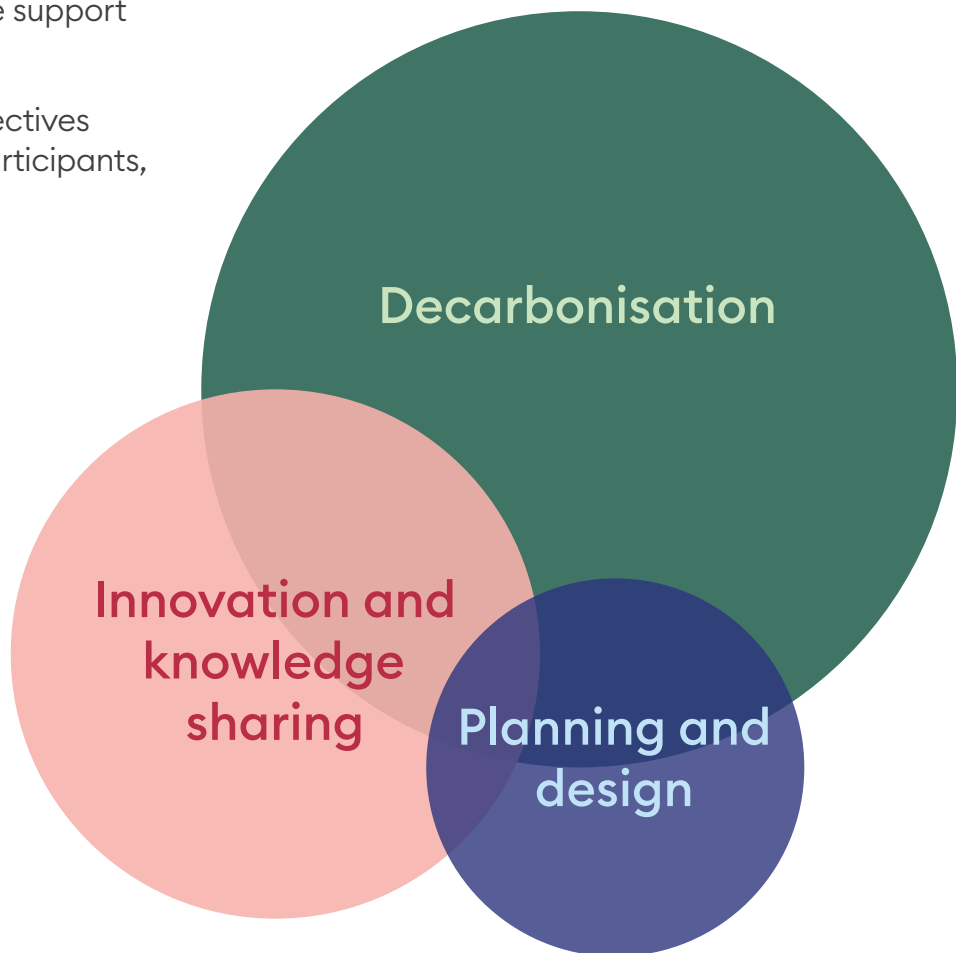
Results

Participant input fell generally into the following general themes:

- Decarbonisation
- Innovation and knowledge sharing
- Planning and design

The Venn diagram to the right provides a representation of the outcome of the voting of the objectives based on these themes. The size of the circle represents the support by workshop participants.

An edited summary of the key objectives and actions, as voted on by the participants, is included in the following pages.



Decarbonisation

Highly voted objectives and actions

Government policy settings to incentivise and mandate climate outcomes.

- Specific sustainability and climate performance measures with a roadmap to compliance (i.e. in 2 years we expect X and in 4 years we expect Y).
- Clients to set minimum % requirements in contracts for decarbonisation and recycled materials – with incentivisation through performance regimes.

Along with government – seek change from industry and the supply chain.

- Flexibility in the ISC rating scheme
- Training to reduce current conservative approach
- Encourage industry to reduce risk-adverse practice

Reward behaviour change towards more sustainable transport choices.

Rewards could include:

- Free public transport;
- Build and convert existing infrastructure; and
- Registration discounts for low and zero emission cars.

Other objectives:

- Use data and artificial intelligence to challenge perceptions of modern-day life, road usage and sustainability
- Implement a national carbon rating scheme for all projects under \$200m by 2025
- Promote decarbonisation resources for construction projects
- Sustainability driven metrics mandated and weighted in procurement
- Framework for sustainability outcomes expressed in monetary terms
- Overarching energy body that coordinates and provides direction

Innovation and knowledge sharing

Highly voted objectives and actions

Build an accessible industry standard knowledge share platform that establishes a baseline so future projects can continue to build and optimise environmental, social, economic and cultural outcomes.

- Promote legacy products from projects
- Collect lessons learnt from projects
- Early stakeholder engagement standard with more specific members
- Dynamic specifications
- Share any success with rest of industry in real-time

Drive innovation by sharing the risk and reward and having a collaborative environment for research between clients and contractors.

- Strategy Summit
- Flexibility on specifications
- Reward innovation in tenders
- Share any success with rest of industry in real-time
- Resource departments to respond to proposed ideas
- Give industry clarity on product approvals
- Standardise the principles between public and private sectors for decarbonisation
- Build sustainable and decarbonisation teams into project governance
- Pain/gain share in construction contracts for sustainability initiatives
- Propose government pay cost difference

Other objectives:

- Increase the adoption of new technology and products
- Technology that facilitates integrated / dynamic transport options and modes
- Adapting new forms of energy

Planning and design

Highly voted objectives and actions

Planning to be focused on a future where social, environmental and cultural outcomes are valued as highly as economic outcomes across the full lifecycle.

- Harmonise approach and evolve best practice
- Redefine value for money to include social, environmental and cultural outcomes
- Establish social, environmental and cultural reference groups focused on “considered” progress

Redefine use of available space

- Increase area of use for inclusive transport
- Prioritising active and mass transport
- Increase the use of multi-modal corridors
- Balance buses, trams, shared user paths and private vehicles
- Increased landscaping in new roads
- Improve the safety focus for active transport
- Using rail for mass transport, freight distances
- Prioritise cycling lanes and separation from vehicles



Summary and next steps

The results of the inaugural Future Leaders' Forum show a strong demand from those just beginning their careers in transport for action on sustainability and decarbonisation, particularly on how we build, maintain and operate transport networks.

To achieve this and other important social goals, future leaders have called for:

More innovation and the application of technological solutions

Sharing of best practices

The use of state-of-the-art tools by transport planners and designers

Over the last several years, RA has been working on policy recommendations and actions for decarbonisation, most significantly the Journey to Net-Zero report and a submission to the National Electric Vehicle Strategy.

The outputs from the Future Leaders' Forum will also be used by RA to continue evolving our policy work, to remain relevant to all our members and their interests.

Based on the input from this workshop, RA will reinforce this previous work by reviewing and implementing actions put forward by the future leaders. RA will continue to support and give visibility to efforts by industry and government aligned with the aforementioned documents.

Acknowledgements | Scribes

The Future Leaders' Forum would not have been able to achieve these outcomes without the support of senior leaders from industry and government who volunteered their time to lead the table's work and scribe their results.

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