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GOVERNANCE LESSONS FROM ROE 7

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UNIVERSITY OF
TECHNOLOGY SYDNEY

Presentation Overview

- 1. Roe 7 governance framework**
- 2. Roe 7 project context**
- 3. Roe 7 community engagement story**
- 4. Implications for collaborative governance**

Roe 7 governance framework

1. What was different about the Roe 7 governance framework?

The Roe 7 Highway was delivered using an Alliance project delivery framework

2. What is an Alliance framework?

A contractual arrangement involving creation of a unique legal entity comprising government and industry partners

3. What is different about Alliance frameworks?

Alliance partners share in the risks and benefits of projects, avoiding adversarial behaviour that occurs within Design and Construct contractual frameworks

Roe 7 governance framework (continued)

4. Why was an Alliance contract used for Roe 7?

Consent for the project had not been granted because of environmental constraints and flexibility was required.

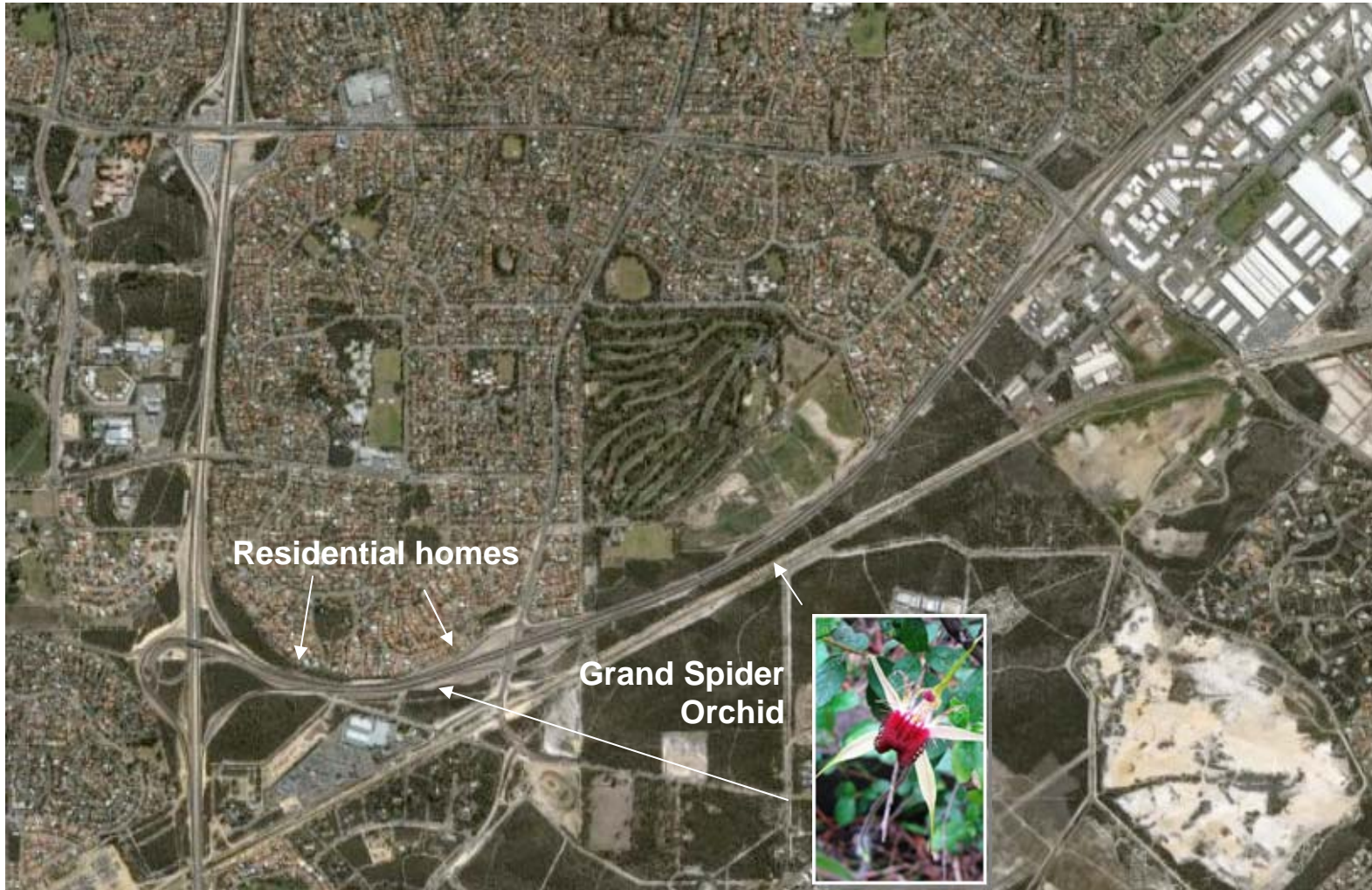
5. What lessons came out of Roe 7?

Meaningful community engagement can improve project outcomes and professionals need 'space' to solve problems.

6. What does Alliancing mean for sustainability?

Inherent flexibility — team composition and project outcomes — enhance our ability to solve complex problems. Most sustainability issues are complex.

Roe 7 project context



The Roe 7 story

‘It’s a bit hard to say from a conservation point of view that there were a lot of positives. I suppose we were able to set up a dialogue between the conservation people and the Alliance people, [but] the environment was the loser in the end’ (Interviewee #10).

‘It was all very satisfying to see it all come together and know that we had been responsible for saving something like 6.6 hectares of bushland that would have just gone under the bulldozer’ (Interviewee #6).

The Roe 7 story (Karel Avenue)

‘One of the Community Representative Group [members] wanted a roundabout put in at the [Karel Avenue] interchange. The concept design was [for] a set of lights, and he kept saying look I hate standing at a set of lights when they’re red and there is no one around. If you put in a roundabout, I won’t have to do that. I said [it won’t fit] it’s going to take too much land, and I thought my decision was right. ❖ [T]o his credit he persevered, and I said look just to keep you quiet I’m going to have a look at the site. When I had a look, it was obvious [a roundabout] was the right decision’ (Interviewee # 1).

The Roe 7 story (Karel Avenue ... continued)



‘By making it two roundabouts, with a two-lane bridge, it sent a signal — this is not a through road. So the community got a better outcome, drivers got a better outcome and the state got a better outcome, because instead of paying for a five-lane bridge, they got a two-lane bridge which was a huge saving’ (Interviewee #4).

‘That same issue of building a roundabout instead of traffic signals] was raised at Roe Highway Stage 6 and was knocked back by Main Roads. In this case, Main Roads approved it. That’s the first time it was done’ (Interviewee #3).

The Roe 7 story (Median strip example)

‘Some really good things came out of us pushing for them to reduce the median right down the length of the road. We argued that if at the beginning of Roe Highway there is a concrete barrier in the centre why can’t you do the same thing past Ken Hurst Park, which would reduce the clearing of the bushland? [The median] was originally to be something like 14 or 16 metres across [...] we said that was excessive, so they squeeze it down to 10.5. We pushed them again, and said if you can do it to 10.5, why [not] further and we got them down to about 6 or 6.5’ (Interviewee #6).

The Roe 7 story (Off-ramp example)

‘[W]e even altered the curvature of the access off Kwinana  so we retained more bushland. They were going to run it right through the middle of the bushland on that corner and we got them to  tighten up the corner, so they reduced the speed so it wasn’t an issue. So we saved more bushland, and that wouldn’t have happened if we weren’t there saying why can’t you do this?’ (Interviewee #6).

The Roe 7 story (Safety fence example)

‘Main Roads had adopted a principle from AustRoads that says you need nine metres clearance at the sides of roads. We’d already built this cyclone fence [that] minimised the vegetation [clearing] and then they said, we’ve got a problem, we want nine metre clear zones. So we go out on site again. Well this is totally stupid, what about your steel posts and your cyclone fence? Surely that’s a hazard to drivers given your design rule. [T]he posts on that are made to be what they call frangible and they are only 75 mm. And we said yeah, but you’ve got a high-tensile wire to hang the cyclone mesh on, that’s a structure and more dangerous than the grass-trees❖. Of course the design engineer is scratching his head and saying, OK I see your point and of course it never got done’ (Interviewee #7).

Lessons from Roe 7: challenging standards

‘Standards are written for a state-wide road infrastructure, but when you apply it to [a] particular location, maybe it’s not necessarily the best that can be achieved. Maybe if we examine the intent behind the standards and apply it to this particular location there is a better way, or a faster way, or a cheaper way and that can be explored’ (Interviewee #4).

Lessons from Roe 7: challenging standards

‘The plans were drawn up to Main Roads’ standards and the question was asked why do the standards have to be so broad? Why can’t they be flexible? So the Alliance said we’ll speak to Main Roads and see if they are prepared to modify those standards. In the following meeting they came back and said ‘yep’ and allowed us to narrow the median down. You just need to drive along Roe Highway and you can see the change in standard. It’s not negative, but I think Main Roads has been a bit more flexible and that probably wouldn’t have happened if Main Roads were solely running the project’ (Interviewee #3).

Lessons from Roe 7: challenging standards

‘That was the revelation — challenging the standards — so I am quite comfortable now that I can challenge any standard, because I can go back to the basics of what is this standard trying to achieve which we normally don’t discuss in any other form of contract. Mind boggling!’ (Interviewee #1).

Conclusions

Governance frameworks for infrastructure projects that are sustainable need to:

Make use of local knowledge through meaningful community engagement.

Be able to adapt and accommodate changing project goals as new information becomes available.

Bring professionals together from a diverse range of professions, government agencies and private industry to work as cohesive teams.