

Thank you in anticipation of your help in getting this project to its next stage. If you have any questions or suggestions, please let me know.

Regards

Glenn

Glenn Bain | Project Director
Capital Metro | ACT Government
Phone 02 6207 6569 | Mobile 0403 502496
Level 2 Building 3
9 Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601

Contact details for Adam, Peter and Steve.

Person	Deliverables/responsibilities	Contact details
Adam Boersma	<ul style="list-style-type: none">• Interim lead Governance and Operations.• Interim Project Board Secretary.• Deliverables: Project Plan, Project Board Charter.	Ph: 0420 362 516 Email: adam.boersma@act.gov.au
Peter Devine	<ul style="list-style-type: none">• Deliverables: Project Objectives, Resource Management Plan.	Ph: 0414 285 826 Email: pdevine@manidisroberts.com.au
Steve Ambrose	<ul style="list-style-type: none">• Deliverables: Risk Management Plan, Monthly Report template (inc Dashboard Report), Performance Management Framework.	Ph: 0414 195 674 Email: sambrose@manidisroberts.com.au

Capital Metro Agency

Determining past and future workstream owners

Background information on the workstream concept is provided in Appendix A. Indicative historical and future responsibilities for each proposed workstream are outlined in Table 1 below. Workstream names are draft and subject to change as project planning progresses. In cases where there is no historical owner for a particular workstream, an assumption about the most appropriate person has been made.

Table 1 Historical and future responsibilities aligned with workstreams

Workstream	Historical responsibility	Future responsible party within the Capital Metro Agency
Product definition workstreams		
Product Workstream 1 Project definition and business case	Erin Brady Executive Director City Planning Division Environment and Sustainability Directorate Ph: 02 6207 7226 Email: erin.brady@act.gov.au Kuga Kugathas Senior Manager, Transport Planning and Projects City Planning Division Ph: 02 6207 1755 Email: kuga.kugathas@act.gov.au	Director Economics and Finance unit
Product Workstream 2 Funding and affordability	Not undertaken in detail. Most appropriate people: Erin Brady (details above) Kuga Kugathas (details above)	Economics and Finance unit
Product Workstream 3 Transport product and operator business requirements	Paul Peters Executive Director Roads and Public Transport Division Territory and Municipal Services Ph: 02 6207 0738 Email: paul.peters@act.gov.au	Director Customer Experience and Transport Operations
Product Workstream 4 Planning approvals	Jim Corrigan Executive Director Planning and Delivery Division Environment and Sustainability Directorate Ph: 02 6207 3520 Email: jim.corrigan@act.gov.au	Director Planning and Design
Product Workstream 5 Transport and land use integration	Erin Brady (details above) Kuga Kugathas (details above)	Director Planning and Design
Product Workstream 6 Engineering design	Erin Brady (details above) Kuga Kugathas (details above)	Director Planning and Design
Product Workstream 7 Corridor availability	Jamie Valdivia Senior Project Officer	Director Procurement and Delivery

Workstream	Historical responsibility	Future responsible party within the Capital Metro Agency
	Office of the Coordinator-General Ph: 02 6205 4417 Email: jamie.valdivia@act.gov.au Brooke Yates Senior Project Officer Office of the Coordinator-General Ph: 02 6205 0887 Email: brooke.yates@act.gov.au	
Product Workstream 8 Constructability	New issue. Most appropriate person: Hamish McNulty Executive Director Infrastructure and Capital Works Economic Development Directorate Ph: 02 6205 9674 Email: hamish.mcnulty@act.gov.au	Director Procurement and Delivery
Product Workstream 9 Early works	New issue. Most appropriate person: Hamish McNulty (details above)	Director Procurement and Delivery
Product Workstream 10 Delivery strategy and procurement	New issue. Most appropriate person: George Tomlins A/g Executive Director Shared Services Procurement Commerce and Works Directorate Ph: 02 6207 8944 Email: george.tomlins@act.gov.au	Director Procurement and Delivery
Project management workstreams		
Management Workstream 1 Programming	Not undertaken in detail. Most appropriate person: Erin Brady (details above) Kuga Kugathas (details above)	Director Governance and Operations
Management Workstream 2 Stakeholder engagement and communication	Erin Brady (details above) Kuga Kugathas (details above)	Director Stakeholder Engagement and Communications
Management Workstream 3 Risk management	Kuga Kugathas (details above)	Director Governance and Operations
Management Workstream 4 Budget forecasting	Not undertaken in detail. Most appropriate person: Erin Brady (details above) Kuga Kugathas (details above)	Director Economics and Finance
Management Workstream 5 Government relations and internal approvals	Glenn Bain Executive Director Office of the Coordinator-General Ph: 02 6207 6569 Email: glenn.bain@act.gov.au	Director Governance and Operations

Workstream	Historical responsibility	Future responsible party within the Capital Metro Agency
Management Workstream 6 Project Office	Glenn Bain (details above)	Director Governance and Operations

DRAFT

Appendix A Background on the workstream concept

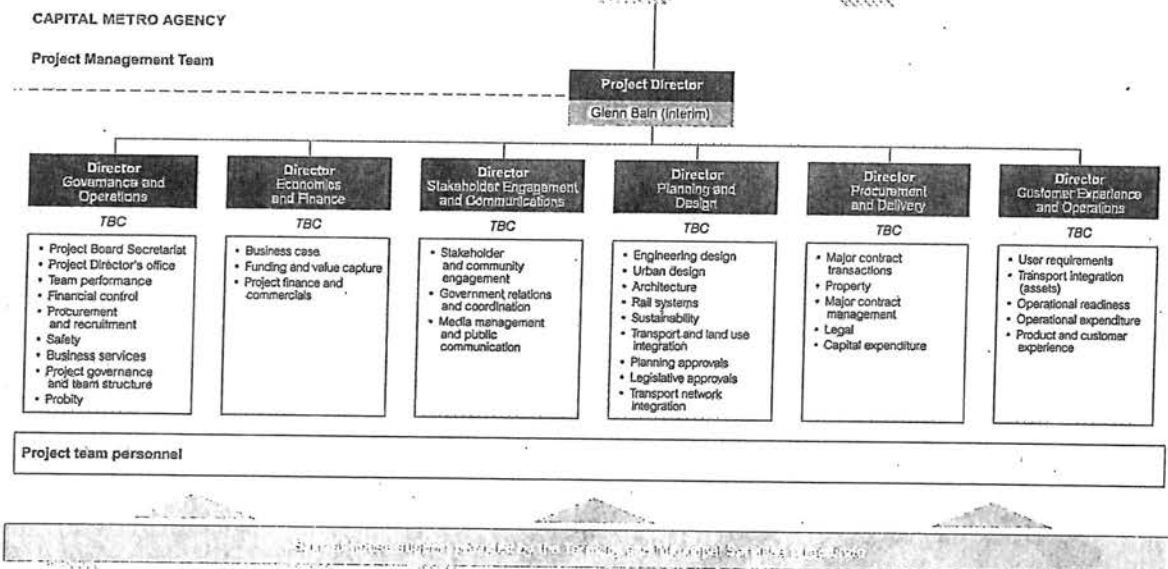
A.1 Functional areas within the project team

The Capital Metro project team will be organised into the following functional areas:

- Governance and Operations.
- Economics and Finance.
- Stakeholder Engagement and Communications.
- Planning and Design.
- Procurement and Delivery.
- Customer Experience and Transport Operations.

These functional areas and their associated responsibilities are illustrated in Figure 2.

Figure 2 Project team functional areas and associated responsibilities (draft)



A.2 Workstreams

Most of those significant deliverables to be undertaken by the project team need input from all functional areas. Examples include the concept design, business case, environmental assessment, etc.

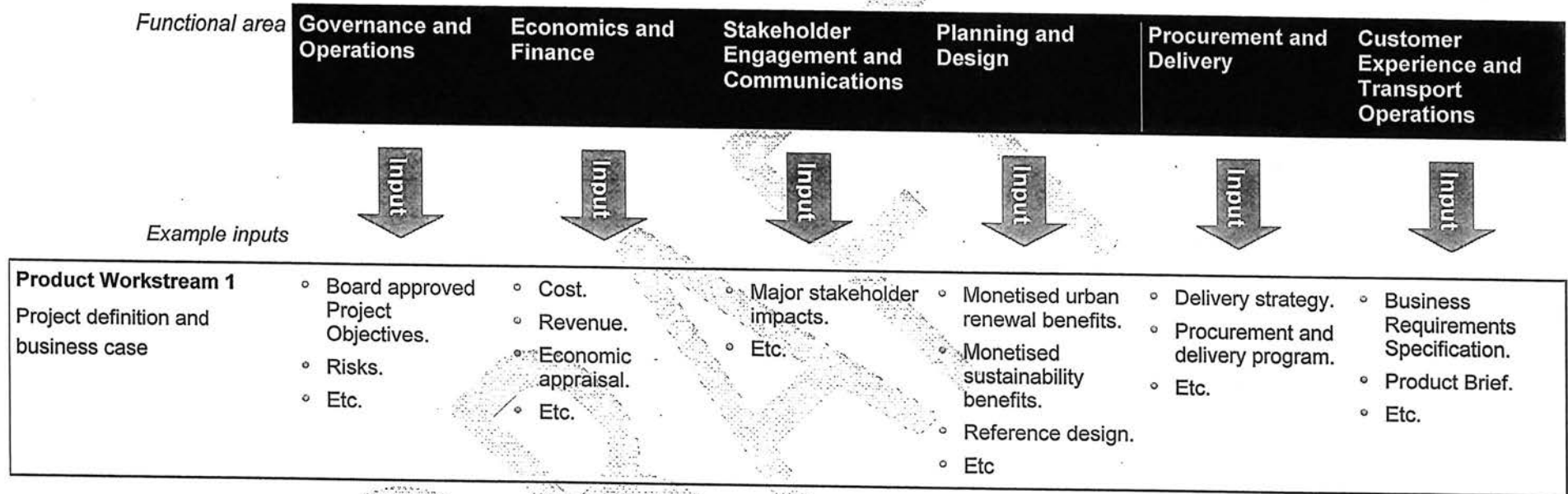
The workstream concept draws on this fact. A workstream operates horizontally *across* the organisational structure rather than vertically in line with functional areas (i.e. a matrix model). An example of this is shown in Figure 2 for the Project Definition and Business Case Workstream.

Two types of workstreams will be established for the Capital Metro project:

- **Product definition workstreams ('what we are delivering')**, representing deliverables that go towards defining the final 'product' being delivered by the Capital Metro Agency; e.g. scope, cost, design, etc.
- **Project management workstreams ('how we're going to do it')**, representing deliverables focused on the Capital Metro Agency business; e.g. programming, stakeholder engagement, government relations, cost forecasting, etc.

Each workstream will be assigned an owner, along with the deliverables within those workstreams (can be the same person).

Figure 3 Sample workstream and associated example inputs from each functional area



Christie, Joan

From: Pirani, Yuka on behalf of Dawes, David
Sent: Wednesday, 8 May 2013 9:58 AM
To: Stewart, Daniel; Hudson, Catherine
Cc: Dawes, David; Wilson, Chris
Subject: FW: Final agenda for Project Board Meeting Number One - Capital Metro
Attachments: CMA Board Mt1 Agenda v0 6.pdf

FYI

Yuka Pirani | Executive Officer to David Dawes
Phone 02 6205 3143 | Fax 02 6205 0386
Economic Development Directorate | ACT Government
Level 7 TransACT House, 470 Northbourne Ave, Dickson | GPO Box 158 Canberra ACT 2601 |
www.economicdevelopment.act.gov.au

From: Bain, Glenn
Sent: Wednesday, 8 May 2013 9:43 AM
To: Dawes, David; Kefford, Andrew; Howson, Natalie; Ekelund, Dorte; Nicol, David
Cc: Cappie-Wood, Andrew; Corbell, Simon
Subject: Final agenda for Project Board Meeting Number One

Hello Board members

Please find attached the confirmed agenda for the meeting of the Project Board next Monday.

Regards

Glenn

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Capital Metro | ACT Government
Phone 02 6207 6569 | Mobile 0403 502496
Level 2 Building 3
Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601



Agenda

Subject	Project Board meeting 1	
Date	13 May 2013	Our ref
Location	Assembly Building, Level 2, Executive Conference Room	
Prepared by	Glenn Bain, Adam Boersma	
Attendees	Simon Corbell (introductory period)	Minister for the Environment and Sustainable Development
	David Dawes (Chair – interim)	Director General Economic Development Directorate
	David Nicol (Deputy Chair)	Under Treasurer
	Dorte Ekelund	Director General Environment and Sustainable Development
	Andrew Kefford	A/Director General Territory and Municipal Services
	Natalie Howson	Director General Community Services Directorate
	Glenn Bain	Project Director
	Adam Boersma	Project Board Secretary and presenter
	Peter Devine	Facilitator
	Steve Ambrose (Item 5 only)	Advisor on risk management

Apologies

Workshop objectives

The Board

- To familiarise members with the purpose of the Project Board including its role in decision making.
- To familiarise members on their respective roles within the Project Board; e.g. Chair, Project Owner, Senior Supplier, Senior User.
- To familiarise members with Board operations, including meeting principles, decision making approach, expected behaviours, procedures for tabling, record keeping, etc.

The project

- To agree on a framework for confirming the Project Objectives.
- To agree on the highest priority strategic risks facing the project.

Item	Time	Speaker
1 Welcome and introduction <ul style="list-style-type: none"> • The role of the Project Board. • Expectations for this workshop and the immediate months. 	9:15 – 9:40 am	Minister
2 The purpose of the workshop Project update	9:40 – 10:00 am	Glenn Bain
3 The Project Board <ul style="list-style-type: none"> • Governance principles. • Governance structure. • The Board's role in decision making. • Key groups. • Key individuals and their role (e.g Chair, Project Owner, etc). 	10:00 – 10:20 am	Adam Boersma
4 Project Objectives <ul style="list-style-type: none"> • The need for project objectives. • Discuss over-arching principles; e.g. what is 'the project'? What does success look like? When are we finished?, etc • Framework and timing to confirm the Objectives. 	10:20 – 10:50 am	Facilitated discussion: Peter Devine
5 Strategic risks <ul style="list-style-type: none"> • Agree on a 'top ten' including mitigation strategies. 	10:50 – 11:50 pm	Facilitated discussion: Peter Devine
6 Summary of board operations <ul style="list-style-type: none"> • The role of the Project Board Secretariat. • Meeting principles, procedures, proxies, expected behaviour, etc. • Systems: Board calendar, decision and actions register, templates. • Project Board Charter. 	11:50 – 12:05 am	Adam Boersma
7 Next steps and close	12:05 – 12:15 am	David Dawes

Christie, Joan

From: Bain, Glenn
Sent: Thursday, 2 May 2013 12:48 PM
To: Dawes, David; Nicol, David; Byles, Gary; Ekelund, Dorte; Howson, Natalie
Cc: Cappie-Wood, Andrew; Stewart, Daniel; Boersma, Adam
Subject: Confidential: Board meeting agenda papers and Project Director Position Description
Attachments: Project Director Position Description Draft 1 May 2013.docx; CMA Board Mt1 Agenda v0.4.pdf; CMA Board Mt1 It3 AttA CapMetGov v1.1.pdf; CMA Board Mt1 It3 cover v0.2.pdf; CMA Board Mt1 It4 v0.3.pdf; CMA Board Mt1 It5 v0.2.pdf; CMA Board Mt1 It6 AttA v0.2.pdf; CMA Board Mt1 It6 AttB.pdf; CMA Board Mt1 It6 cover v0.2.pdf

Dear Capital Metro Agency Board members

I am making arrangements for the first meeting of the Board, and have attached a proposed agenda and papers for that meeting. I expect that the meeting will be scheduled for the morning of 13 May, in the executive conference room at the Assembly building. The venue, date and timing of that meeting is dependent upon advice from Minister Corbell's office as to his availability, however, as he wants to attend at least the first part of the meeting.

Subsequent Board meetings will be held in the Boardroom at our Mitchell premises on level 2 of Building 3, 9 Sandford Street.

In the interim, I was hoping to progress the recruitment activity for a permanent Project Director. To that end, I would appreciate any suggestions you may have on changes to the attached draft position description. This draft has been worked up based on the position description for similar roles across Australia, drawing in particular on the Gold Coast Light Rail Project and more recently the NSW Northwest Rail project. I would appreciate any suggestions you might have to better reflect your understanding of what we need from this role.

Once agreed, I propose to engage a recruitment agency to initiate as soon as possible a search for potential candidates.

If I have not done so already, I will be seeking to set up time in each of your diaries over the next week to come and brief you on the agenda items for the first meeting, and to introduce Adam Boersma who has been contracted to undertake the Board Secretariat function over the coming months. The intended pattern for Board meetings will include a package of materials being provided to each of you at least a week before the scheduled meeting date, closely followed by a briefing from myself and Adam through a half hour meeting with each of you to go through that material.

Quite apart from those regular briefings, and particularly in the early stages, I am happy to make myself available to discuss any aspect of the project.

Regards

Glenn

Glenn Bain | Project Director
Capital Metro | ACT Government
Phone 02 6207 6569 | Mobile 0403 502496
Level 2 Building 3
9 Sandford Street Mitchell ACT 2911
GPO Box 158 Canberra ACT 2601

Project Director

Reference: XXXX	Closing date:
Capital Metro Agency	Classification: Project Director/Head of Agency
Location: Canberra, ACT	Contact officer: XXXX

We are seeking an enthusiastic Project Director to lead the Capital Metro Agency in the planning, procurement and delivery of the Capital Metro light rail project for Canberra.

The opportunity

There is currently an exciting opportunity for a Project Director to lead the Capital Metro Agency.

As Project Director you will be accountable for the planning, procurement and delivery of Stage 1 of the Capital Metro light rail project in accordance with the Territory's procurement framework, and direction provided by a Project Board. You will provide strategic leadership to the Agency and negotiate sustainable outcomes with both the public and private sector to provide a light rail system.

You will also play an important role in enhancing the project management capability of the ACT Government, with input to policy and procedures and transfer of knowledge and experience to other important projects.

Role objectives

Your primary objectives for this role are:

- Contributing through the delivery of the Capital Metro Light Rail project, to realising the government's vision for a sustainable transport system as outlined in *Transport for Canberra*.
- The successful mobilisation of a large and multi-disciplinary project team with the experience, skills and motivation required to plan and deliver a major project of this scale, and that all team members make valuable contributions to the project, and achieve their potential and personal satisfaction from their participation in the project.
- The development of a sound business case for the project that accurately captures and monetises the project's costs and economic benefits.
- Achievement of the government's tight timeframes for this project, specifically the commencement of construction by 2016 and the planning for, and the procurement of, associated delivery contracts.
- The continuous improvement of the ACT Government's project management and procurement capability through promoting a motivated culture and through the communication of "lessons learned", including seeking opportunities to apply innovation to procurement, contracting and construction processes.

Is this role for you?

Are you someone who:

- Has first-hand experience in establishing and leading a multi-disciplinary and multi-agency team, particularly in the management of large and complex infrastructure projects, with an understanding of both government and PPP financed environments?
- Understands when and how a PPP arrangement can deliver the best project outcome, and can demonstrate an understanding of the risks and opportunities of working with a PPP partner, while working under tight timeframes and delivering under intense community and political scrutiny.
- Is able to develop complex contractual arrangements with public and private sector stakeholders?
- Is an exceptional communicator with the necessary abilities to manage often competing expectations of key stakeholders and members of the public to ensure effective relations are maintained at all times?

Key responsibilities

Reporting to the Capital Metro Project Board you will be responsible for:

- Providing strategic and operational leadership to the Capital Metro Agency.
- Mobilisation and management of the project team, consultants and contractors to ensure all members are appropriately skilled and utilised, and to ensure deliverable, time and budgetary requirements are met.
- Representing the government's interests in dealings with all service providers and major contractors.
- The performance of the project in terms of time, quality, and budget, including recommendation and authorisation of project expenditure.
- Investigation and resolution of complex engineering, commercial and economic issues associated with the project as inputs to the project's business case.
- Management of the project's political interfaces including with the relevant Minister (briefings, media announcements), other directorates within the ACT Government, and the Commonwealth Government.
- Oversight of stakeholder engagement activities to ensure that appropriate liaison is undertaken with community, local councils and other major stakeholders, and that the project is well presented and highly legible to the private sector.
- Regular reporting to the Project Board on the project's delivery and the performance and morale of the Agency.
- The promotion of a supportive and productive culture within the Agency, and the management of your team member's aspirations to help them realise their potential. This includes the oversight of human resource and staff performance for all ACTPS staff allocated to the Agency.
- Capturing of shared project learnings, and leadership in translating those learnings into the development of best practice project and procurement management methodology across the ACT Government.

Why join us?

The ACT Government offers you:

- **Work/life balance** including flexible work arrangements.
- **Flexible 38 hour working week.**
- **Generous leave** provisions including 4 weeks recreation leave and up to 10 days sick leave per year, with access to accrued long service leave after 7 years.
- **Generous superannuation** (employer contribution of up to 16 per cent).
- **Salary sacrificing** arrangements.
- **Opportunities** for challenging work, professional development, networking and career progression.

Remuneration

A generous Executive remuneration package will be negotiated with the successful applicant, commensurate with the level of responsibility of the position and the level of expertise and experience the person brings to the role.



Agenda

Subject	Project Board meeting 1	
Date	To be confirmed	Our ref
Location	To be confirmed	
Prepared by	Glenn Bain, Adam Boersma	
Attendees	<p>Simon Corbell (introductory) Minister for the Environment and Sustainable Development</p> <p>David Dawes (Chair – interim) Director General Economic Development Directorate</p> <p>David Nichol (Deputy Chair) Under Treasurer</p> <p>Dorte Ekelund Director General Environment and Sustainable Development</p> <p>Andrew Kefford A/Director General Territory and Municipal Services</p> <p>Natalie Howson Director General Community Services Directorate</p> <p>Glenn Bain Project Director</p> <p>Adam Boersma Project Board Secretary and facilitator</p> <p>Peter Devine Facilitator</p>	
Apologies		

Workshop objectives

The Board

- To familiarise members with the purpose of the Project Board including its role in decision making.
- To familiarise members on their respective roles within the Project Board; e.g. Chair, Project Owner, Senior Supplier, Senior User.
- To familiarise members with Board operations, including meeting principles, decision making approach, expected behaviours, procedures for tabling, record keeping, etc.

The project

- To agree on a framework for confirming the Project Objectives.
- To agree on the highest priority strategic risks facing the project.

Item		Time	Speaker
1	Welcome and introduction <ul style="list-style-type: none"> • The role of the Project Board. • Expectations for this workshop and the immediate months. 	9:00 – 9:10 am	Minister
2	The purpose of the workshop Project update	9:10 – 9:25 am	Glenn Bain
3	The Project Board <ul style="list-style-type: none"> • Governance principles. • Governance structure. • The Board's role in decision making. • Key groups. • Key individuals and their role (e.g Chair, Project Owner, etc). 	9:25 – 9:50 am	Adam Boersma
4	Project Objectives <ul style="list-style-type: none"> • The need for project objectives. • Discuss over-arching principles; e.g. what is 'the project'? What does success look like? When are we finished?, etc • Framework and timing to confirm the Objectives. 	9:50 – 10:15 am	Facilitated discussion: Peter Devine
5	Strategic risks <ul style="list-style-type: none"> • Agree on a 'top ten' including mitigation strategies. 	10:15 – 11:15 am	Facilitated discussion: Peter Devine
6	Summary of board operations <ul style="list-style-type: none"> • The role of the Project Board Secretariat. • Meeting principles, procedures, proxies, expected behaviour, etc. • Systems: Board calendar, decision and actions register, templates. • Project Board Charter. 	11:15 – 11:25 am	Adam Boersma
7	Next steps and close	11:25 – 11:30 am	David Dawes



Project Board meeting paper

Meeting agenda item #	3
Meeting number and date	Meeting #1, date to be confirmed
Date submitted	1 May 2013
Copy to	Not applicable.
From	Adam Boersma, Project Board Secretary
Manager	Glenn Bain
Subject	The role of the Project Board
Relevant decision or action number	Not applicable
Related papers	Attachment A: Capital Metro Governance Framework
Endorsed by the Project Director	Yes

Purpose of this paper

The role and function of the Project Board are described in the Capital Metro Governance Framework (Attachment A).

The principles and key features of this paper have already been approved by the Capital Metro Cabinet Subcommittee. This includes approval of the:

- Governance principles.
- Governance structure.
- The Board's role in decision making.
- Key groups and key individuals and their roles.

The purpose of this paper then is to familiarise the Project Board with these items rather than seek their approval.

Background

Excerpts of the Capital Metro Governance Framework paper were submitted to the Capital Metro Cabinet Subcommittee meeting of 3 April 2013. The framework is attached as Attachment A.

The Governance Framework describes the types of decisions to be made related to the project and which level of governance is accountable for those decisions. In doing this, the framework defines the role of the Project Board as being the peak decision making body for all decisions related to the project. For the most part, the Minister and Cabinet Subcommittee are accountable for decisions related to the government investment decision only.

Results of consultation across government

Consultation with other directorates on the Governance Framework was achieved through:

- Engagement with senior staff from relevant directorates through March 2013, including Directors General.
- Consultation with and endorsement by the Head of Service.
- A truncated and coordinated request for comments across all directorates.
- Approval by the Cabinet Subcommittee.

Government budget impact

No impact.

Statement of impacts

Issue	Status	Description of impact
Project objectives	No impact	The Project Objectives have not been confirmed yet.
Project scope	No impact	The project scope has not been confirmed yet.
Key milestones	No impact	Key milestones will be confirmed in the Project Plan, which has not been completed.
Project costs	No impact	Project costs will be confirmed in the Project Plan, which has not been completed.
Stakeholders	Impact	Some impact on other directorates, particularly Territory and Municipal Services who are back of house services to the Capital Metro Agency.

Recommendations

Recommendation 1. That Project Board members note Attachment A, in particular:

- The governance principles outlined in Chapter 2.
- The governance structure illustrated in Figure 1.
- 'Responding to governance principles' as described in Table 3.
- 'Decision levels', as summarised in Table 4.
- The role of the Project Board as described in Section 4.2.2.
- The role of the Project Owner, Senior Users and Senior Supplier, as described in Section 4.3.3, 4.35 and 4.36 respectively.

**Attachments**

Attachment	Title	Author	Date
Attachment A	Capital Metro Governance Framework, version 1.1	Glenn Bain, Adam Boersma	30 April 2013

A Capital Metro Governance Framework, version

1.1



Project Board meeting paper

Meeting agenda item #	4
For meeting number and date	Meeting #1, date to be confirmed
Date submitted	1 May 2013
Copy to	Minister for the Environment and Sustainable Development
From	Peter Devine
Manager	Glenn Bain
Subject	Project objectives
Relevant decision or action number	No relevant decision from this paper.
Related papers	Not applicable.
Endorsed by the Project Director	Yes.

Purpose of this paper

The purpose of this paper is to provide Board members with a context for the development of project objectives for Capital Metro, with a view to:

- Instructing the Project Director to confirm them through an out-of-session process.
- Approving the Project Objectives at a subsequent Board meeting.

Background

Investigations and planning have been underway on transport mode alternatives and improvements since 2004. Objectives and goals were indeed established to inform that work, but it is critical to re-examine and confirm the objectives now that the project is transitioning from a planning focused to a project delivery focused agenda.

Precedence on this project

The 2008 Infrastructure Australia submission identified three goals:

- Implementing a sustainable transport system.
- Implementing an integrated transport framework.
- Addressing climate change.

Ten objectives were described in a later submission to Infrastructure Australia in 2011:

- Deliver a high quality public transport infrastructure project, in accordance with required planning and design outcomes to meet Northbourne Avenue's role as a key approach route to the National Capital, and as part of delivering the new Transport for Canberra plan and draft ACT Planning Strategy.
- Integrate transport and land use through transitway development along inter-town public transport (IPT) transport corridors and create opportunities for transit-oriented developments.
- Shift the balance of travel from private vehicles towards public transport as per the mode share targets established in the ACT Sustainable Transport Plan (2004) and confirmed in the draft Transport for Canberra plan (2011).

- Reduce the total cost of the transport system including economic, environmental and social exclusion costs.
- Provide efficient public transport services and infrastructure in a key metropolitan corridor, servicing a growing population, with increased residential and employment density along major transport corridors.
- Manage congestion in a corridor carrying a high volume of vehicle traffic.
- Improve reliability and frequency of public transport services, recognising that improved travel times and reliability can be a powerful incentive in attracting public transport patronage.
- Increase population density and employment at town centres and nodes within the corridor, which in turn will assist in improving the viability of public transport services, and allow for increased frequency.
- Establishment of bus-based or light rail public transport with exclusive rights of way and stations.
- Increase economic efficiency for movement of goods and people within the corridor.

These project objectives have been recently amended to reflect the selection of light rail as the single mode choice.

Precedence other projects

Some examples are provided in Attachment A. **Note: their inclusion in this paper does not constitute an endorsement, either in the aim or the way the objective is worded.**

How project objectives are used on projects

Project objectives are used in a number of ways throughout the planning and development of the project. Some guidance is provided in Table 1.

Table 1 Examples of how project objectives are used

Purpose of the objective	Example of how the objectives are used
Positioning the project	<ul style="list-style-type: none"> • Communicating to the public via various publications and forums. • Communicating with other stakeholders, particularly within government.
Defining the project	<ul style="list-style-type: none"> • Evaluation criteria that are used to evaluate options and design modifications. • Guide the definition of the transport product.
Project justification	<ul style="list-style-type: none"> • Constructing the 'need' and 'justification' arguments for planning approvals. • Basis of the business case.
Project evaluation	<ul style="list-style-type: none"> • Measuring the progress and performance of the project team.
Project funding	<ul style="list-style-type: none"> • Justification for Federal Government funding. • Raising genuine interest from private sector investors.

Results of consultation across government

No consultation across government was undertaken for this paper.



Statement of impacts

Issue	Status	Description of impact
Project objectives	Impact	The purpose of this paper is to confirm a process with Board for defining the Project Objectives.
Project scope	Possible impact	The Project Objectives may define the scope of the project; e.g. the role Capital Metro Agency plays in land use development adjacent to the corridor.
Key milestones	Possible impact	Depends on the project scope which depends on the Project Objectives as per above.
Project costs	Possible impact	Depends on the project scope which depends on the Project Objectives as per above.
Stakeholders	Possible impact	Depends on the project scope which depends on the Project Objectives as per above.

Recommendations

- **Recommendation 1.** That the project board familiarise themselves with the context for project objectives, with a view to:
 - Instructing the Project Director to confirm them through an out-of-session process.
 - Approving the Project Objectives at a subsequent Board meeting.

Attachments

Attachment	Title	Author	Date
Attachment A	Examples from other projects	Peter Devine	30 April 2013



A Examples from other projects

Note: the inclusion of these examples does not constitute an endorsement, either in the aim or the way the objective is worded.

Gold Coast Rapid Transit project objectives

Category	Project objective
Transport benefits	<ul style="list-style-type: none">Delivering a modern high capacity public transport system that provides a real alternative to car travel.Combining with rail and bus to provide an integrated public transport service.
Economic development	<ul style="list-style-type: none">Contributing to local economic development
Strategic property development	<ul style="list-style-type: none">Achieving transit oriented development in the corridor
Planning and urban design	<ul style="list-style-type: none">A quality urban design that enables city transformation objectives
Community involvement	<ul style="list-style-type: none">Contributes to the Gold Coast as an attractive place to live, work and visit
Safety	<ul style="list-style-type: none">Safe for all users, staff and the public
Operator franchise PPP	<ul style="list-style-type: none">Delivers whole of life, value for money outcomes.Delivers sustainable returns to private sector participants.
Asset delivery	<ul style="list-style-type: none">Efficient delivery of fit for purpose assets from the EEW and PPP
Service delivery	<ul style="list-style-type: none">Reliable, secure, easy to use system for all users
Partnership model	<ul style="list-style-type: none">Harness the objectives of all three levels of government and the private sector to deliver outcomes
Stakeholders	<ul style="list-style-type: none">Enhances reputation of delivery agency
Resources	<ul style="list-style-type: none">Leaves a legacy of human capital
Property	<ul style="list-style-type: none">Ensures corridor tenure.Facilitates property transactions and relationships that enhance the project
Project management	<ul style="list-style-type: none">Efficient and fit for purpose
Procurement performance	<ul style="list-style-type: none">EEW procurement performance delivers fit for purpose assets
Legislation	<ul style="list-style-type: none">Ensures the legislative framework is in place to facilitate delivery and operation of the GCRT
Statutory development approval	<ul style="list-style-type: none">Ensures development approvals are in place to facilitate delivery and operation of GCRT
Interface management	<ul style="list-style-type: none">Ensures interface agreements are in place to facilitate delivery and operation of GCRT.

North West Rail Link (NSW) project objectives

- Ensure customer needs are met through provision of a safe, high quality, integrated and affordable transport service.



- Link existing communities and new growth areas in north west Sydney with jobs and services in the Global Economic Corridor (Macquarie Park – Chatswood – North Sydney – CBD).
- Deliver stage 3 (Rapid Transit System) of Sydney's Rail Future to improve transport network reliability by facilitating a shift from road to rail for trips to and from the north west, to reduce bus/road congestion and improve amenity in Sydney CBD.
- Deliver a transport service that has been informed by engagement with communities and stakeholders and demonstrates evidence based decision making.
- Support the Government's challenge to accommodate population growth in the north west by increasing the potential for a range of housing and employment opportunities.
- Contribute to environmental, social and economic sustainability by improving liveability, minimising our impact on the environment and the community, and delivering value for money.

Metro Area Express (Perth Light Rail) project objectives

- Reduced traffic congestion.
- Cost-effective solutions.
- Large capacity.
- Environmental benefits.
- Sustainability.
- Infrastructure certainty.
- Vibrancy.
- Easy access.
- Integration.

Sydney Light Rail project objectives

- Reduce surface transport congestion in the CBD.
- Improve the urban amenity within the CBD for workers, visitors and residents.
- Improve access to the University of NSW, Sydney University and associated hospitals.
- Improve transport for major event venues.
- Provide a transport system that is best able to satisfy the long term customer demand in the corridors under investigation.
- Grow public transport patronage and mode share in the Study Area.
- Improve the efficiency and effectiveness of the public transport system in the Study Area.
- Serve and stimulate the development of areas of high transport activity and access in the corridors under investigation.
- Optimise the potential for implementation of a feasible solution.



Project Board meeting paper

Meeting agenda item #	5
Meeting number and date	Meeting #1, date to be confirmed
Date submitted	1 May 2013
Copy to	None
From	Peter Devine, Adam Boersma
Manager	Glenn Bain
Subject	Strategic risks
Relevant decision or action number	No relevant decision from this paper.
Related papers	Not applicable.
Endorsed by the Project Director	Yes.

Purpose of this paper

The purpose of this paper is to inform a discussion on an initial 'top ten' strategic risks for the project, to be determined during the first Project Board meeting.

Background

A Risk Management Plan will be prepared for the project by end-May 2013. The primary outcome of this work will be a risk schedule, where the project's risks are listed and rated in a spreadsheet. The developed and adopted register is used to identify, record and assess all risks (project, business, safety, financial, resourcing and political) that are likely to impact the project, before they become problems or issues.

Risk ratings (after treatment) will be used to apportion ownership of risks, for instance:

- Extreme rated risks will be escalated to the Project Board and the Cabinet Subcommittee.
- High and medium rated risks will rest with the Project Management Team to resolve.
- Low rated risks will be assigned to operational level staff.

It is prudent for the Project Board to explore the strategic risks facing the project rather than wait for the Risk Management Plan and risk schedule to be in place. The strategic risks will form part of the risk schedule when it is completed, and will be subject to regular reporting.

Determining strategic risks

The purpose of the strategic risk schedule is to highlight those risks of greatest import to the success of the project, and to determine corresponding risk mitigation strategies. The Board should remain focussed only on those risks that could have the most significant impact on the successful delivery of the project.

At the meeting the Board will be asked to consider such questions as:

- What could compromise the project's survival? What event could lead to the project's demise?

- What public commitments have been made about the project by the ACT Government which are at risk of not being met, or are at risk of eventually being inaccurate? This could include statement's about delivery timeframes for instance, design approaches, etc.
- Who or what entity is not in favour of the project, and may therefore work against its success? Which areas of government have significant competing interests that may compromise the project?
- What haven't we thought of?

The relevance of these questions will be explored for a number of areas, such as funding, governance, etc. Examples of this are provided in the table below.

Strategic risk heading/ category	Examples
Funding	<ul style="list-style-type: none"> • Ability to pay - the project is unaffordable, either capex or opex (or both). • The Federal Government is reluctant to commit any funding.
Finance	<ul style="list-style-type: none"> • Private finance cannot be raised for the project; i.e. a PPP is not an option.
Governance	<ul style="list-style-type: none"> • Agency discipline is not maintained. • Important decisions are not made in time to meet announced deadlines.
Political	<ul style="list-style-type: none"> • Public commitments cannot be achieved. • Agitation against the project.
Stakeholders	<ul style="list-style-type: none"> • Loss of community or business support. • Active and protracted advocacy against the project from a segment of the local media (e.g. from a radio personality).
Probity	<ul style="list-style-type: none"> • Unsolicited bids to construct and operate directly to Ministers or senior officials. • Confidential commercial information released resulting in procurement failure and loss of confidence from the private sector.
Planning	<ul style="list-style-type: none"> • The announced project (i.e. mode choice, route selection) is not the best project to meet wider planning targets such as those in <i>Transport for Canberra</i>. An example of this is the public transport mode share target.
Budget	<ul style="list-style-type: none"> • Poor outcomes due to an inadequate budget allocation.
Procurement	<ul style="list-style-type: none"> • Lack of technical capability to procure a PPP. • Lack of resources to procure the services within announced timeframes.
Delivery	<ul style="list-style-type: none"> • The project can't be delivered according to publicly announced deadlines.
Operations	<ul style="list-style-type: none"> • Government does not have the resource capability or capacity to run a light rail system. • A government operator can't be mobilised in time to operate the project.

Results of consultation across government

No consultation across government was undertaken for this paper.

Statement of impacts

Adopting the recommendation(s) from this Project Board paper will have the following impacts:

Issue	Status	Description of impact
Project objectives	No impact	The project objectives have not been confirmed yet.



Issue	Status	Description of impact
Project scope	No impact	The project scope has not been confirmed yet.
Key milestones	No impact	Key milestones will be confirmed in the Project Plan, which has not been completed.
Project costs	No impact	Project costs will be confirmed in the Project Plan, which has not been completed.
Stakeholders	No impact	Impact on all directorates with direct or indirect involvement in the project.

Recommendations

- **Recommendation 1.** That the Project Board note the material above to inform Item 5 of the meeting agenda.

Project Board meeting #1, Item 6

Summary of Board operations and meeting principles

1.1.1 Focus

The Project Board is to focus on strategic decision making, drawing principally on recommendations tabled by the Project Director from the project team. The Board's focus is high-level strategic decisions (refer to Table 1, which is sourced from the Governance Framework).

Project Board membership is composed of decision makers only; i.e. those who are best identified as stakeholders – i.e. 'influencers' – are not on the Board.

For comparison, a project board differs from a steering committee in that the latter is often a cross-government coordination body rather than a decision making body. Because of this, steering committees allow membership of those who are stakeholders rather than only decision makers (refer to Table 3 of the Governance Framework for more detail on this distinction).

DRAFT

Table 1 Decision levels on the project

Decision level	Group / individual	Decision types	Key guiding document
Investment decision	<ul style="list-style-type: none"> Capital Metro Cabinet Subcommittee. 	<ul style="list-style-type: none"> Behaviour: 'approve', 'debate'. Government reputation. Funding approval. Approve major contract winners. Aware of 'extreme' rated risks from the risk schedule. 	<ul style="list-style-type: none"> Companion to the Standing Orders of the Legislative Assembly for the ACT. Parliamentary Agreement for the 8th Legislative Assembly. Project Governance Framework.
Strategy and leadership	<ul style="list-style-type: none"> Minister for the Environment and Sustainable Development. Project Board. Project Director. 	<ul style="list-style-type: none"> Behaviour: 'approve', 'debate', 'review and confirm'. Project reputation. Establish the project objectives. Value for money. 'Looking ahead', future project stages (ie operations). Must endorse all decisions before they are escalated to the Minister and/or Cabinet Subcommittee. Responsible for 'extreme' rated risks from the risk schedule. Aware of 'high' rated risks. 	<ul style="list-style-type: none"> Project Governance Framework. Project Board Charter (to be completed). Project Plan.
Management	<ul style="list-style-type: none"> Project Director. Project Management Team (the Project Director plus all Managers). 	<ul style="list-style-type: none"> Behaviour: 'review and confirm', 'guide and trigger', 'generate'. Project team performance and culture. Team resource management. Task management. Project systems and controls. Responsible for 'high' rated risks from the risk schedule. Aware of all other risks. 	<ul style="list-style-type: none"> Project Governance Framework. Project Plan.
Operations	<ul style="list-style-type: none"> Managers. Project team staff. 	<ul style="list-style-type: none"> Behaviour: 'design and generate', 'produce'. Task delivery. Responsible for 'medium' and 'low' rated risks from the risk schedule. 	<ul style="list-style-type: none"> Task Management Plans.

Source: Capital Metro Governance Framework, Version 1.0



1.1.2 Decision making

Members must attend meetings with the authority to make decisions on recommendations that are tabled. It is the member's responsibility to attain the necessary authority from the organisations they represent, or to indicate at the meeting that this has been sought. It is also the member's responsibility to undertake any investigations or consultation required to form a position on a recommendation.

The Project Board will make decisions based on consensus. Where consensus can't be reached, it is the Chair's responsibility to initiate a corrective response. This could include but is not limited to consulting with members out of session to reach a consensus, forming an issues focused Project Board Subcommittee, instructing the Project Director to undertake investigations that may inform and unlock the decision or calling on a Strategic Advisory Group for advice.

Once a decision is made by the Project Board, members are expected to support that decision outside of the Project Board whether or not they agree with it personally, and make every effort to ensure that the decision is not compromised, particularly within their own organisation.

All Project Board decisions are to be recorded by the Project Board Secretariat in the decisions register. It is the responsibility of the Chair to ensure the accuracy and relevance of the decisions register. The Chair can delegate this responsibility to the Project Board Secretary at their discretion.

1.1.3 Dispute resolution

Decisions that can't be made through consensus are to be re-tabled at the next Project Board meeting, which is the responsibility of the Chair. If a decision can't be resolved after two Project Board meetings, the Chair is required to escalate the issue to the Minister for resolution.

1.1.4 Attendance

Only the following are permitted to attend Project Board meetings for their full duration:

- Project Board members.
- Project Director.
- Members of the Project Board Secretariat.
- The project's Probity Advisor.

Presenters are to remain at the meetings for their allotted time only unless directed otherwise by the Chair.

Members are expected to attend at least 80 per cent of all meetings. Attendance by Proxies does not count towards this figure.

It is the Chair's responsibility to monitor attendance and to discuss it with members should this expectation be flouted.

1.1.5 The Project Board Secretariat

The Project Board is supported by the Project Board Secretariat.

1.1.5.1 Composition

The Secretariat's role is to manage the administration of the Project Board. For this project the Secretariat is composed of:

- The Project Board Secretary.
- Administrative Officer – the Project Director's Executive Assistant and/or a general administration officer from the project team, depending on need.

Project Board Secretariat resources are drawn from the project team, within the Governance and Operations workstream.

1.1.5.2 Responsibilities

Project Board Secretary

The Project Board Secretary's responsibilities include:

- Develop the Project Board meeting draft agenda in consultation with the Project Board Chair and Project Director.
- Consult on the draft agenda with Project Board members and Project Management Team members.
- Coordinate and review Project Board minutes for the Project Director's endorsement and Chair's approval.
- Coordinate the collection and distribution of all Project Board documentation.
- Coordinate subcommittee meetings including establishing terms of reference and setting up meeting invites.
- Provide support to the Strategic Advisory Group(s).
- Establishing the procedures and systems required to monitor Project Board performance, against the intention set out in the Project Board Charter.
- Generally ensuring that the Project Board is administered in accordance with the Project Board Charter.

Administrative Officer

The responsibilities of the Administrative Officer include:

- Project Board meeting minutes.
- Meeting minutes of the Strategic Advisory Group(s) if required.
- Generally assist the Project Board Secretary in coordinating Project Board activities.

1.1.6 **Quorum**

A quorum is constituted when the Project Owner, two Senior Users and the Senior Supplier attend the meeting. This does not include proxies.

1.1.7 **Use of proxies**

The use of proxies is discouraged.

Only the proxies listed in Table 6.6 may attend meetings in place of the corresponding Project Board member.

It is the responsibility of the member to ensure their proxy is at a similar level and level of knowledge as the member regarding Project Board matters. The proxy must have the full delegated responsibility of the member.

Staff acting in a member's position will be granted temporary membership of the Project Board for the duration of their acting role.

Table 2 Approved proxies for Project Board meetings

Individual	Proxy
Members	
Chair Independent member TBC	
Deputy Chair, Project Owner David Nichol, Under Treasurer	To be confirmed.
Senior Supplier David Dawes, Director General Economic Development Directorate	To be confirmed.
Senior User Dorte Ekelund, Director General Environment and Sustainable Development Directorate	To be confirmed.
Senior User Natalie Howson, Director General Community Services Directorate	To be confirmed.
Senior User Gary Byles, Director General Territory and Municipal Services	To be confirmed.
Independent member To be confirmed	To be confirmed.
Non-members	
Project Director Glenn Bain	To be confirmed.
Project Board Secretary Adam Boersma	To be confirmed.
Administrative support To be confirmed.	To be confirmed.
Probity advisor To be confirmed.	To be confirmed.

1.1.8 Meeting frequency and location

Meetings will be held monthly or more frequently as determined by the Chair.

Meetings will be held at the project office, located at:

Capital Metro Agency
 Building 3, Level 2
 9 Sandford Street
 Mitchell ACT 2911

Meeting locations can be changed at the discretion of the Chair, but members must be advised of the change at least three working days before the corresponding meeting.

Meeting dates can be changed at the discretion of the Chair, but members must be advised of the change at least 14 days before the previously set meeting date.

1.1.9 Meeting preparation

Members are to be prepared for meetings, and must read the relevant meeting papers before attending. The papers will be distributed seven days prior to the meeting by the Project Board Secretariat.

1.1.10 Pre-briefings

Members can request pre-briefings from the project team on issues to be tabled at upcoming meetings. To do this Members must advise the Project Director or Project Board Secretary, who inform the Chair that the request has been made.

It is the Project Director's responsibility to ensure pre-briefings are undertaken.

1.1.11 Meeting papers

Documents are distributed to the Project Board via an ACT Government server that all members and their Executive Assistant's have access to. Users of this facility must sign the project's confidentiality and probity agreements. It is the Probity Advisor's responsibility to ensure all users have done this.

The folders on the server are managed by the Project Board Secretary and administered by the Administrator Officer.

Documents are uploaded 2:00 pm seven days prior to the corresponding meeting. It is the responsibility of the Secretary to ensure documents are available by this deadline.

Three types of documentation can be tabled at Project Board meetings:

- **Board paper** of no more than four pages that summarises the purpose, background, options (if applicable), cost, justification and recommendations of the issue being tabled. Board papers are mandatory and must conform to the template provided in Attachment B.
- **Attachments** that supports cover sheet, typically in the form of a report. Attachments are optional but can only be tabled if a board paper is included as a cover sheet. Attachments do not have to conform to a template.
- **Presentations** such as Powerpoint slides, which may be presented on the day of the corresponding meeting. Presentations must not act as a substitute for a board paper. Recommendations can't be tabled to Project Board through a presentation, and members are not expected to make decision based on presentation material alone.

It is the responsibility of the Directors within the project team to ensure correct documentation is tabled at meetings. Directors will be advised by the Secretary if documentation is not appropriate.

1.1.12 Working documents

The operation of the Project Board is administered through a number of working documents. The preparation of these documents is the responsibility of the Project Board Secretariat. They are prepared in addition to the Project Board agenda and minutes.

The Project Board's working documents are outlined in Table 3.

Table 3 Project Board working documents

Document	Frequency of updates	Prepared/ updated by	Reviewed by
Project Board	Every six months (if required) in line with	Project Board	▪ First review: Chair.

Document	Frequency of updates	Prepared/ updated by	Reviewed by
Charter	Project Board workshops.	Secretary	<ul style="list-style-type: none"> Subsequent reviews: Other Board members, Project Director.
Project Board calendar	Monthly, or sooner if required.	Project Board Secretary	<ul style="list-style-type: none"> First review: Chair. Subsequent reviews: Board members and the Project Director.
Agenda	Monthly, in line with meetings.	Project Board Secretary	<ul style="list-style-type: none"> First review: Chair, Project Director. Subsequent reviews: Board members.
Minutes		EA to the Project Director	
Actions register			
Decisions register			
Subcommittee terms of reference	Annually (if required).	Project Board Secretary	<ul style="list-style-type: none"> Initial review: Subcommittee Chair. Subsequent review: Board members and the Project Director.

1.1.13 Agendas

A draft agenda will be distributed to members 14 days before the corresponding meeting. The Secretary will consult with all members on the content of the draft agenda, and report major issues to the Chair and/or Project Director at the member's request.

While the Secretary performs this role, it is the responsibility of the Chair to ensure the agenda aligns with the expectations of members. The Chair may delegate this responsibility to the Project Director at their discretion.

1.1.14 Minutes

Draft minutes of the previous meeting will be circulated three working days after the corresponding meeting. The Chair is responsible for approving draft minutes for release, but may delegate this responsibility to the Project Director at their discretion.

Alterations and comments on draft minutes are to be provided to the Administrative Officer within five working days of their release. Major discrepancies should be discussed with the Secretary, who will escalate it to the Chair or Project Director at the member's request.

The minutes are confidential, and should be viewed on a need to know basis.



Project Board paper

<Delete this before submitting. This cover sheet is mandatory for all submissions to the Project Board. It must no be more than four pages, excluding attachments>

Meeting agenda item #	
Meeting number and date	
Date submitted	
Copy to	<i>Insert if applicable</i>
From	<i>The name of the presenter</i>
Manager	<i>The name of the presenter's manager, or delete if not applicable.</i>
Subject	
Relevant decision or action number	<i>Refer to the decisions register, or request a copy from the Project Board Secretary.</i>
Related papers	<i>Note any attachments or write 'not applicable'.</i>
Endorsed by the Project Director	<i>Yes/No and note the date.</i>

Purpose of this paper

Background

Options considered OR Summary of the issues

Delete the heading that is not applicable.

Preferred option and justification

Delete if not applicable.

Results of consultation across government

Government budget impact

Statement of impacts

Issue	Status	Description of impact
Project objectives	Impact/No impact	<i>Project objectives are noted in the Project Plan. Report on impacts by exception.</i>
Project scope	Impact/No impact	<i>Report if this does, or is likely to result in a change to the project's scope. Changes should be managed through the Change Management process within Systems and Controls.</i>
Key milestones	Impact/No impact	<i>Key milestones are listed in the Project Plan. Report on impacts by exception.</i>
Project costs	Impact/No impact	<i>The project's cost plan is provided in the Project Plan. Report on impacts by exception.</i>
Stakeholders	Impact/No impact	<i>Report on impacts to business, community, other directorates, Australian Government, etc.</i>

Recommendations

- Recommendation 1.
- Recommendation 2.
- Etc.

Attachments

Delete if not applicable.

Attachments are optional. They are typically in the form of a report and do not have to conform to a Board paper template. An attachment can't be tabled at a Project Board meeting unless this paper is included as a cover sheet.

Attachment	Title	Author	Date
Attachment A			
Attachment B			
Attachment C			
Etc			



A Title of attachment



B Title of attachment

Project Board meeting paper

Meeting agenda item #	6
Meeting date and time	Meeting #1, date to be confirmed
Date submitted	1 May 2013
Copy to	
From	Adam Boersma, Project Board Secretary
Manager	Glenn Bain
Subject	Project Board operations
Relevant decision or action number	Not applicable
Related papers	Attachment A: briefing paper on operations and meeting principles Attachment B: Project Board paper template
Endorsed by the Project Director	Yes

Purpose of this paper

To seek Project Board approval for the key elements of noted in Attachment A, which addresses Project Board operations and meeting principles.

Background

The Project Board will be administered by a Project Board Charter. The Charter draws on the Governance Framework, but adds further detail on how the Board will be administered.

The key elements of this subject are summarised in Attachment A, which following Board approval would form the basis of the Project Board Charter.

Results of consultation across government

Significant cross-government consultation occurred for the Governance Framework document (refer to Board meeting #1, Item 3).

No such consultation has occurred for this agenda item given that the recommendation concerns principally Board members only.

Government budget impact

None.

Statement of impacts

Issue	Status	Description of impact
Project objectives	No impact	The Project Objectives have not been confirmed yet, but there would be no impact in any case.
Project scope	No impact	The project scope has not been confirmed yet, but there would be no impact in any case.
Key milestones	No impact	Key milestones will be confirmed in the Project Plan, which has not been completed, but there would be no impact in any case.
Project cost	No impact	Project costs will be confirmed in the Project Plan, which has not been completed, but there would be no impact in any case.
Stakeholders	Impact	Not applicable.

Recommendations

- **Recommendation 1.** That the Project Board approve the approach and procedures outlined in Attachment A.

Attachments

Attachment	Title	Author	Date
Attachment A	Briefing paper on Project Board operations and meeting principles	Glenn Bain, Adam Boersma	29 April 2013
Attachment B	Project Board paper template	Glenn Bain, Adam Boersma	29 April 2013

A Briefing paper on Board operations and meeting principles

B Board paper template