

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

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 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 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 #	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

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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
I.1**



Agenda

Subject	Project Board meeting 1	
Date	To be confirmed	Our ref
Location	To be confirmed	
Prepared by	Glenn Bain, Adam Boersma	
Attendees	Simon Corbell (introductory) Minister for the Environment and Sustainable Development David Dawes (Chair – interim) Director General Economic Development Directorate David Nichol (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 facilitator Peter Devine Facilitator	

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



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

000848

From: Bain, Glenn
Sent: Monday, 18 March 2013 7:46 AM
To: Swanepoel, Abrie
Cc: Kyle, Angela; Valdivia, Jamie
Subject: Transformational Projects speech#2
Attachments: Transformational Projects speech#2.doc

Hi Abrie

Please find attached some words on Light Rail Jamie has pulled together, a selection of which you might like to use in the Minister's speech. Give me a shout if you need anything more, or in my absence (most of this week), give Jamie Valdivia a call.

Regards

Glenn

Words for Abrie (CMTD) – *Transforming Our City: Strengthening Our Economy***Light Rail and the Corridor Development**

- As part of the 2012-13 Budget, the Government committed to the delivery of rapid transport links between the Gungahlin Town Centre and the City with the creation of the Gungahlin to City Project Office (GCPO). This commitment was reaffirmed during the 2012 Election and its priority entrenched in the Parliamentary Agreement for the 8th Legislative Assembly between ACT Labor and the ACT Greens.
- Capital Metro Stage 1 will be a light rail service with vehicles capable of carrying up to 200 people at 8 to 10 minute frequencies along a 12 kilometre route from Hibberson Street in Gungahlin to the City Centre.
- The proposal involves major stations at Gungahlin Town Centre and Dickson Group Centre with high quality stops 750 metres to 1.5 kilometres apart at various points along Flemington Road and Northbourne Avenue, terminating in the City.
- Investment in rapid transit along the Gungahlin to City Corridor, through the additional transport capacity and urban amenity benefits it would provide, has the potential to unlock a number of economic development opportunities.
- The light rail project will not only increase the transport capacity of existing corridors, but will also promote economic productivity and stimulate economic activity through urban redevelopment.

- A number of opportunities are being investigated to increase residential and commercial densities along the corridor on land sites which are significantly under-developed.
- As a key landowner, and as a land manager under the leasehold system, a unique opportunity exists for the ACT Government to both directly and indirectly encourage urban renewal along the corridor, and indeed at the key anchor points.
- The real value of the Capital Metro project is in enabling transformation of how the city develops and its capacity to encourage growth in economic activity, particularly at the anchor points both in Gungahlin and the City and for this first stage in particular, along the transit corridor.
- Light rail along system will represent a significant capital investment in transport infrastructure and will implement strategies and actions identified in Transport for Canberra and the ACT Planning Strategy.
- The Capital Metro light rail project is the first stage of a Canberra wide light rail network, and will be the backbone of Canberra's public transport network, combined with the Frequent Network of buses.
- As part of the original plan for the City, Walter Burley Griffin designed the major avenues in Canberra, including Northbourne Avenue, to include electric street cars (better known as trams), operating within broad central medians. Both the National Capital Plan and the Territory Plan have identified Northbourne Avenue as part of the Intertown Public Transport network. The Capital Metro project continues this vision.

- The aim of the Government, as articulated in the Parliamentary Agreement, is to commence construction of the light rail infrastructure by 2016. In order to meet this deadline, work has commenced to achieve this goal.
- Capital Metro provides an opportunity to influence the development pattern on the corridor from what is essentially a transport (car and bus) route between Gungahlin and the City, with little activity in between. Our vision is to make the corridor a vibrant boulevard and to create along Northbourne Avenue an approach route worthy of the Nation's Capital.
- There are a considerable number of projects that need to work in harmony to facilitate the broader objective of a transit outcome, particularly focussing on land planning and development, public housing provision, and affordable housing.
- These projects not only aim to provide significant revenue streams to Government, which support the broader provision of Government services, but also aim to transform the Territory by stimulating its economy through private and public investment, diversifying employment and residential centres, promoting new employment sectors, and increasing the wellbeing of residents through more efficient transport and exemplar urban development.
- The redevelopment of this corridor will transform the Territory by integrating land use planning with existing or planned infrastructure to create revitalised centres, provide greater access to public transport, generate a range of housing and commercial opportunities, and optimise land and infrastructure use in the ACT.

- Increasing density along the corridor is a critical factor to the success of this project. However, the release of land along the Gungahlin to City corridor will be staged to enable the release of other land sites within the Territory. Investigation into this element of the strategy will be undertaken to ascertain the appropriate timing and sequencing of releases along the corridor, and the impact this would have on the broader land release program.
- Gungahlin to City is the first part of a broader light rail network for Canberra which will ultimately link town centres and major employment areas as well as potentially servicing Queanbeyan and the region.
- A light rail network master plan for Canberra will be undertaken in the next 18 months to identify suitable light rail corridors across Canberra for future expansion of the network. These corridors will be based on the work underpinning the “rapid” network established in Transport for Canberra.
- Work is also underway on a range of preliminary engineering investigations, transport planning, economic and financing studies to guide the development of this project.
- There will be opportunities for community input into all aspects of the project as work proceeds, and further announcements will be made as the work program is finalised.
- Residential and commercial development along the corridor is critical to support the overall economic benefits of this project.

- The Capital Metro will achieve its broad range of policy objectives by ensuring that it is considered not just as a transport project, or as a land development or infrastructure project, but as one that brings all elements of our metropolitan context together.
- Given the complexity of the project and to enable advancement of this undertaking to its next phase, we will be setting up a Capital Metro Agency.
- As part of this work, the agency would coordinate and liaise with the National Capital Authority on behalf of the Government to gain relevant and necessary Commonwealth approvals and to ensure a cohesive approach to the project across layers of government, seeking and obtaining any other necessary approvals for the project, and acting as the 'public face' and single contact point for the community and broader public, including managing and conducting all relevant community, public and stakeholder liaison and engagement.
- The Government has commenced the investigative process of assessing the procurement and financing options for the light rail infrastructure and operations.
- As part of this process we will be approaching the market place once we have developed an appropriate level of preliminary design to provide sufficient information to successfully procure the Capital Metro light rail project.
- We will also be undertaking detailed risk analysis to understand and manage the risks presented by the project and identify appropriate strategies for risk mitigation.

- As part of this work, we have also commenced the preliminary investigation work for what will become the property strategy for the light rail corridor. The urban redevelopment of this corridor will be transformative, providing a stimulus and confidence in the market for development and growth.
- The work to understand the appropriate land release sequencing includes appreciating potential yields on the corridor, demand volume and patterns, particularly around housing preference in the corridor; and demographic trends and establishment of population and density targets.
- We will be developing a land release model that is able to immediately react to market requirements; a land release model that is attentive to the social and environmental impacts of urban renewal; and that supports affordable housing.
- We are aiming high with this project. We aim to put in place a framework that will safeguard high quality sustainable design while encouraging efficient land use and responsible economic growth.
- This project is not only about Government investment. We also aim to understand the role of the private sector in achieving the property strategy.
- The property strategy will have strong linkages with a number of Government policies and strategies including the ACT Planning Strategy, Transport for Canberra, and relevant City planning projects; as well as other related strategies such as our zero growth in obesity strategy.

- The Capital Metro Project is a multi-faceted initiative, and its scope and nature is unlike anything previously managed by any ACT Government.
- It represents a vision for our future, not only in the way by which people of the Territory get about their daily lives, but more fundamentally, in the way we think of ourselves and our city.
- A public transport network incorporating modern, efficient and integrated light rail services is the hallmark of a mature and confident city. It is that maturity and confidence, reflected in greater amenity, greater economic activity, and an enhanced sense of well being that we are determined to deliver to the people of Canberra.
- This first stage of the light rail is a critical step along that path of transformation and future proofing our great City.

Christie, Joan

From: Bain, Glenn
Sent: Tuesday, 12 February 2013 10:14 PM
To: Boogs, Monika; Cameron, Lesley; Guest, Clare
Cc: Dawes, David; Ponton, Ben; Brady, Erin; Wilden, Karen; Maher, Ellis; Valdivia, Jamie; Kyle, Angela
Subject: Speech - Corbell 13022013
Attachments: Speech - Corbell 13022013.docx

Hi Monika

Please find attached a draft speech for Minister Corbell on the light rail motion expected to be brought forward tomorrow.

Ben Ponton and David Dawes are comfortable with it.

The lines in red text are simply drafting signposts to ensure the specific elements you requested were addressed. They can be deleted once you are happy with the speech.

I have also sent a copy to Pam Davoren and Brook Dixon in CMTD, who are drafting a speech for the Chief Minister, so it can be a coordinated effort.

I hope this hits the mark.

Regards

Glenn



Simon Corbell MLA

Madam Speaker, I rise to speak on the motion brought forward by Mr Coe regarding the Government's commitment to delivering a Light Rail system to Canberra.

Reinforce the Government is committed to light rail;

The ACT Government has committed to progress a light rail network for Canberra with construction to commence in 2016 and preliminary construction (e.g. utility relocation) to occur from 2015.

The Government's commitment to the delivery of rapid transport links between the Gungahlin Town Centre and the City was first announced in the 2012-13 Budget.

This commitment was reaffirmed during the 2012 Election and its priority entrenched in the Parliamentary Agreement for the 8th Legislative Assembly between ACT Labor and the ACT Greens.

Capital Metro Stage 1 will be a light rail service with vehicles capable of carrying up to 200 people at 8 to 10 minute frequencies along a 12 kilometre route from Hibberson Street in Gungahlin to the City Centre.

The proposal involves major stations at Gungahlin Town Centre and Dickson Group Centre with high quality stops 750 metres to 1.5 kilometres apart at various points along Flemington Road and Northbourne Avenue, terminating in the City.

Outline benefit of the initiative and why the Government is undertaking the initiative;

Investment in rapid transit along the Gungahlin to City Corridor, through the additional transport capacity and urban amenity benefits it would provide, has the potential to unlock a number of economic development opportunities.

The light rail project will increase the transport capacity of existing corridors.

There are few viable options available to increase capacity outside of existing road corridors. During peak periods, existing bus services operating along Northbourne Avenue carry more passengers than all car passengers combined in a traffic lane. An investment in light rail will allow the carrying capacity of the corridor to be significantly increased, providing vital capacity to cater for future growth and by using an existing corridor, optimising the use of existing assets.

The light rail will promote economic productivity and stimulate economic activity through urban redevelopment.

A number of opportunities are being investigated to increase residential and commercial densities along the corridor on sites which are significantly under-developed. These include public housing redevelopments, the Dickson Group Centre and the potential redevelopment of land currently occupied by EPIC and the Racecourse.

As a key landowner, and as a land manager under the leasehold system, a unique opportunity exists for the ACT Government to both directly and indirectly encourage urban renewal along the corridor, and indeed at the key anchor points of Gungahlin and the City.

Providing additional transport capacity is a significant enabler of promoting further development of these sites, allowing for the better use of existing land capacity within the corridor.

The light rail network will enhanced sustainability in our development patterns.

As part of the project, the Government will actively support transit oriented developments. This would include a mix of activities along the light rail corridor with the aim of encouraging a greater level of localised trips, which are more likely to be undertaken by walking and cycling. Where inter-town travel is required to connect with employment hubs, faster and more reliable public transport services, facilitated by light rail, will encourage a greater use of public transport.

The project is also economically efficient.

Preliminary cost-benefit analysis undertaken suggests, despite the higher cost of delivery, that rapid transit has the potential to be economically viable. The preliminary economic appraisal showed that light rail under a 'business as usual' population scenario delivers a benefit-cost ratio just over one. By prioritising residential and employment growth along the corridor and within Gungahlin and the City, in line with the ACT Planning Strategy and Transport for Canberra, the benefit-cost ratio increases to above 2. That ratio represents an economically viable project which, given the transformational capacity of light rail, is worthy of delivery.

The development of a light rail system will represent a significant capital investment in transport infrastructure and will implement strategies and actions identified in Transport for Canberra and the ACT Planning Strategy.

However, the real value of the Capital Metro project is in enabling transformation of how the city develops and its capacity to encourage growth in economic activity, particularly at the anchor points both in Gungahlin and the City and for this first stage in particular, along the transit corridor.

Note what work has been done to date;
The aim of the Government, as articulated in the Parliamentary Agreement, is to commence construction of the light rail infrastructure by 2016. In order to meet this deadline, work has commenced to achieve this goal.

Feasibility works completed up to January 2013 include the following:

- Concept planning and transport engineering of Light Rail Transit (LRT) alignment options including kerbside and median alignments
- Evaluation of options
- Land use development scenario to support light rail
- Numerous Government agencies stakeholder consultations
- **Project Update 1 - December 2011: informing the public on the progress of the project**
- Concept Design Report completed in April 2012
- Community consultations during April/May 2012
- **Project Update 2**
- Six community information sessions in Civic, Dickson and Gungahlin
 - Survey to capture communities input
 - Social research survey on rapid transit preferences
 - 50 submissions
 - Meetings with industry and community stakeholders
- Strategic transport modelling to support economic evaluation
- Economic and financial appraisal
- Peer review of strategic transport modelling
- Cost estimation of options
- Options evaluation
- Nation Building II program for co-contribution of \$15 million for Capital Metro Agency - July 2012
- **Project Update 3 – September 2012**
- Refinements to light rail route alignment to achieve approx. \$100 million in cost savings
- Investigations into catenary free/wireless light rail technology

There are a considerable number of projects which need to work in harmony to facilitate the broader objective of a transit outcome, particularly focussing on land planning and development, public housing provision, and affordable housing.