

CONFIDENTIAL



ACT
Government

CAPITAL METRO BOARD

Monday, 13 May 2013

9.00 – 11.30am

Level 2, Executive Conference Room
Assembly Building

BRIEFING PACKAGE



Minutes

Subject	Project Board meeting #1	
Date	13 May 2013	Our ref
Location	Assembly Building, Level 2, Executive Conference Room	
Prepared by	Adam Boersma	
Attendees	Simon Corbell (introductory period) – 'SC'	Minister for the Environment and Sustainable Development
	David Dawes (Chair – interim) – 'DD'	Director-General Economic Development Directorate
	Dan Stewart – 'DS'	Deputy Director-General Land Development, Strategy and Finance, Economic Development Directorate
	Dorte Ekelund – 'DE'	Director-General Environment and Sustainable Development
	Andrew Kefford – 'AK'	A/Director-General, Territory and Municipal Services Directorate
	Natalie Howson – 'NH'	Director-General, Community Services Directorate
	Glenn Bain – 'GB'	Project Director
	Adam Boersma – 'AB'	Project Board Secretary and presenter
	Peter Devine – 'PD'	Facilitator
	Steve Ambrose – 'SA'	Advisor on risk management
Apologies	David Nicol (Deputy Chair) – Under Treasurer DN	

No.	Item
1	<p>Welcome and introduction</p> <p>SC emphasised the Board's role in decision making and strategy. Thanked members for progress to date.</p> <p>SC emphasised two points:</p> <ul style="list-style-type: none"> ◦ The project is achievable and the Board is central to that. ◦ Some momentum may have been lost since Cabinet approved the Governance Framework.

No.	Item
	<p><i>Minister exited the meeting</i></p> <p>DD referred to the success of the Gold Coast Rapid Transit project in their use of a project board. Much of their approach has been adopted in the Governance Framework and the operation of these meetings.</p> <p>DD emphasised the role of the Project Board as a decision making body, in contrast to an IDC or steering committee which are geared more towards internal government coordination.</p>
<p>2</p>	<p>Project update</p> <p>GB provided an update:</p> <ul style="list-style-type: none"> ◦ Governance, in particular arrangements regarding the establishment of the Capital Metro Agency (CMA) and recruiting a permanent project director and independent Chair. Confirmed that GSO was providing probity advice, but had recommended that at certain points in the project, it may be appropriate to engage specialist probity advisors. ◦ Staff, in particular those placements that have been confirmed over the coming fortnight. Also confirmed that the Gungahlin to City Network Integration Study would be managed within CMA. <ul style="list-style-type: none"> ◦ Program of work. Confirmed that consultants SMEC were recently contracted to undertake the Network Integration Study. Confirmed that Project Update No. 4 was being prepared for the Gungahlin to City Transit Corridor (No. 3 was released in September 2012). A stakeholder engagement and communications strategy is being developed and the Gungahlin to City Property Strategy is underway. ◦ Rail regulations. Advised that the Office of the National Rail Safety Regulator (ONRSR) commenced in January 2013. <p>Resolution 1.2.1: The Board noted the need for flexibility regarding the Project Director's employment package. The scope for flexibility was limited under the Public Sector Management Act, but employment as a Director General under the Act may be appropriate.</p> <p>Resolution 1.2.3: The Board requested that Project Update No. 4 be circulated to the Project Board out of session for information.</p> <p>Action 1.2.1: The Board queried whether it would afford a more comprehensive update if Project Update No.4 were delayed until after the Budget's release and agreed that DD would speak to the Minister accordingly.</p> <p>Resolution 1.2.4: The Board agreed that while ONRSR's applicability to light rail for the ACT was yet to be confirmed, adopting an alternative regime would be likely be sub-optimal.</p> <p>Resolution 1.2.5: The Board agreed that future updates from the Project Director should include details on stakeholders, and that it be provided as a Board Paper. This would be assumed as read, and matters would be addressed by exception.</p>
<p>3</p>	<p>The Project Board</p> <p><i>Tabled: Capital Metro Agency Governance Framework version 1.1 and associated board paper.</i></p> <p>AB summarised:</p> <ul style="list-style-type: none"> ◦ The role of the Board. ◦ The role of individual members within the Board (e.g. Project Owner, Senior Supplier, etc). ◦ The purpose and responsibilities of the Project Board Secretary.

No.	Item								
	<ul style="list-style-type: none"> ◦ How Board documentation should be treated regarding confidentiality. ◦ The upcoming Project Board Charter (to be tabled at meeting #2). <p>Action 1.3.1: The Board requested that a procedure be confirmed for how members briefed their respective Ministers on Board meetings. Suggested the Secretariat develop a pro-forma to document significant positions brought forward on decisions, which would include where non-consensus views were expressed.</p> <p>Action 1.3.2: The Board confirmed that the Chair will provide regular updates to Cabinet on Board activity.</p> <p>Action 1.3.3: The Board requested that a 'agreed key messages' be added as a standing item to the agenda.</p> <p>Action 1.3.4: The Board noted that the suitability of NH as a Senior User was questionable, and requested AB to clarify this in the Project Board Charter.</p> <p>Resolution 1.3.1: The Board confirmed that confidentiality – and the ability to restrict what is released publicly – is determined by the associated material's content and not for instance an 'In confidence' watermark.</p>								
4	<p>Project Objectives</p> <p><i>Tabled: Board paper explaining the purpose of project objectives and including examples from other major projects.</i></p> <p>PD facilitated a discussion on the Project Objectives. Important open questions were raised to support this discussion, such as what the project is, when the project is finished, what success looks like.</p> <p>Action 1.4.1: The Board requested that the notes from the facilitated discussion be used by GB to develop a set of draft Project Objectives including their justification, to be tabled at meeting #2 for approval.</p>								
5	<p>Strategic risks</p> <p><i>Tabled: Board paper with sample strategic risks from similar projects.</i></p> <p>PD facilitated a discussion on the strategic risks facing the project. Strategic risks were described as those events that can lead to the project's demise.</p> <p>Action 1.5.1: The Board requested that the notes from the facilitated discussion be used by GB to develop a strategic risks schedule including corresponding mitigations, to be tabled at meeting #2 for approval.</p>								
6	<p>Summary of Board operations</p> <p><i>Tabled: Draft excerpt from the Project Board Charter with associated Board paper.</i></p> <p>AB confirmed that the Board Charter would be presented at the next board meeting.</p> <p>Resolution 1.6.1: The Board agreed that proxies needed to be identified as soon as possible. The following were confirmed:</p> <table border="1" data-bbox="326 1765 1176 1912"> <thead> <tr> <th>Member</th> <th>Proxy</th> </tr> </thead> <tbody> <tr> <td>David Dawes</td> <td>Dan Stewart</td> </tr> <tr> <td>Dorte Ekelund</td> <td>Ben Ponton</td> </tr> <tr> <td>Gary Byles</td> <td>Paul Peters</td> </tr> </tbody> </table>	Member	Proxy	David Dawes	Dan Stewart	Dorte Ekelund	Ben Ponton	Gary Byles	Paul Peters
Member	Proxy								
David Dawes	Dan Stewart								
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No.	Item		
	<table border="1" data-bbox="331 293 1193 331"> <tr> <td data-bbox="331 293 762 331">Natalie Howson</td> <td data-bbox="762 293 1193 331">Bronwen Overton-Clarke</td> </tr> </table> <p data-bbox="331 367 1222 405">Action 1.6.1: The Board agreed to provide the names of remaining proxies to AB.</p> <p data-bbox="331 398 1362 465">Action 1.6.2: The Board requested that all proxies be present for pre-meeting reviews with GB and AB.</p>	Natalie Howson	Bronwen Overton-Clarke
Natalie Howson	Bronwen Overton-Clarke		
7	<p data-bbox="331 495 580 524">Next steps and close</p> <p data-bbox="331 519 1315 591">Action 1.7.1: The Board requested that AB confirm with urgency a date for the next Board meeting and subsequent meetings soon after. Book calendars accordingly.</p> <p data-bbox="331 584 1353 680">Action 1.7.2: The Board requested that GB provide a summary to the Minister of the meeting, however in future this approach may be replaced by whatever procedure is formalised in the Board Charter (refer to Action 1.3.1).</p>		

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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



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

COMMERCIAL IN CONFIDENCE



A Capital Metro Governance Framework, version

I.1

COMMERCIAL IN CONFIDENCE



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 statements 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 #	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

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	Project objectives are noted in the Project Plan. Report on impacts by exception.
Project scope	Impact/No impact	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.
Key milestones	Impact/No impact	Key milestones are listed in the Project Plan. Report on impacts by exception.
Project costs	Impact/No impact	The project's cost plan is provided in the Project Plan. Report on impacts by exception.
Stakeholders	Impact/No impact	Report on impacts to business, community, other directorates, Australian Government, etc.

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

COMMERCIAL IN CONFIDENCE



B Title of attachment

COMMERCIAL IN CONFIDENCE

Capital Metro

Project Director's report

Key achievements for the month

Progress on project plan items

Carriage of Network Integration Study transferred from ESDD to CMA. Second Government stakeholder meeting took place 7 June 2013.

Position description for Project Director circulated out of session to Cabinet Sub-Committee. Head of Service was the only party that put forward any suggested changes. Discussions continuing with CMTD around job sizing and recruitment process, with David Dawes to be the contact while ACW is on leave.

Met with IA regarding revised submission. The Submission will be redrafted to focus on the 'City Building' integrated land use benefits that the project will bring.

Governance, Staffing and Budget

Capital Metro appropriation outlined in ACT Budget and new Administrative Arrangements to become effective from 1 July 2013 establish the Capital Metro Agency.

Appropriation to be transferred from ESDD to EDD, awaiting drafting of Instrument by Treasury.

Second Instrument required to transfer the remained of that appropriation from 1 July 2013 to the Capital Metro Agency. Discussions underway between CMA, ESDD and CMTD.

Agreement with EDD to retain Divisional structure for engagement of non-executive staff to be seconded to CMA. Once new Employment arrangements are in place across Government, MOG moves will transfer those staff into CMA.

Communications and Engagement

Project Update 4 produced, pending Minister's authorisation for publication.

Preliminary Communications and engagement strategy being drafted to cover the first six months of CMA operation. Draft expected to be with Board for next meeting.

Key risks and issues

Appropriation being made available. Irrespective of the interim arrangements with EDD and others to cover costs until appropriation comes through, the effect of the AAs will be such that from 1 July 2013, those agencies will not be able to commit funds to activities outside their responsibilities, without CMA having at least some appropriation against which those costs might be accrued.

Staff recruitment. A job sizing exercise is required across the proposed structure to set the appropriate remuneration and levels before recruitment activity can be undertaken.

Probity around responses to unsolicited approaches must be made clear. Once produced, the Probity Plan should be applied and 'signed up to' by everyone involved in the project.

Next steps and actions for next month

Finalise job sizing work, and commence recruitment activity.

Engage Executive Recruitment specialist for recruiting into Project Director and Board Chair roles.

Finalise Probity Plan with GSO, and engage with Auditor General around expectations.

Finalise IA submission, including where possible any work being undertaken within CMTD on the economic and financial analysis.

Draft briefs for specialist advisors, particularly the Shadow Operator and Technical Design.

Capital Metro

Dashboard report (interim)

	Rating	Trend	Commentary
Key milestones and achievements	■	↑	<ul style="list-style-type: none"> To be confirmed, subject to decisions around scope, expected outcomes and Project Plan.
Strategic risks	■	↑	<ul style="list-style-type: none"> Key strategic project risks identified Risk policy and risk management plan drafted.
Budget	□	↑	<ul style="list-style-type: none"> 2012-13 appropriation in place, but will need prompt action on transferring 2013-14 appropriation from ESDD.
Schedule	■	↔	<ul style="list-style-type: none"> To be confirmed, but no significant slippage apparent at this time.
Resources	□	↑	<ul style="list-style-type: none"> Still some work to be done before recruitment activity can be started in earnest.
Stakeholders	■	↑	<ul style="list-style-type: none"> Communications and Engagement Strategy being drafted.

Legend

Rating	■	□	■
	On track	Further progress required	Attention required
Trend	↑	↓	↔
	Improvement from last month	Worsening from last month	No change from last month



Project Board meeting paper

Meeting agenda item #	3
For meeting number and date	Meeting No 2, 13 June 2013
Date submitted	5th June 2013
Copy to	
From	Peter Devine
Manager	Glenn Bain
Subject	Finalising the project objectives.
Relevant decision or action number	Action 1.4.1
Related papers	Finalising the Project Objectives
Endorsed by the Project Director	Yes

Purpose of this paper

The purpose of this paper is to:

- Seek the board's approval for the project objectives.

Background

Project objectives are used in a number of ways throughout the planning and development of the project including publicly positioning the project, evaluating options and design modifications and seeking private sector investment.

At the last board meeting suggestions for project objectives were raised and documented. The project team has now developed a final draft set of objectives. The 'headline' objectives are described below and a detailed description of each is included in Attachment A.

Draft project objectives

Preamble

Capital Metro is a 12-km light rail service linking Gungahlin and Civic. The service will introduce a new and vital public transport mode along the congested Northbourne Corridor to the growth area of Gungahlin.

The project responds to the need for accessible, high capacity and high quality transport to support more intense and efficient land uses.

The new service will generate economic and social benefits outside those transport benefits derived directly by the project. Capital Metro is a central pillar of a suite of inter-related projects aimed at transforming the city and boosting economic development.



Vision

To boost Canberra's sustainable development by changing and improving transport options, settlement patterns and employment opportunities.

Project objectives

Transport objectives

- Increase the mode share of public transport.
- Maximise service reliability.

Economic objectives

- Grow a more diversified Canberra economy.
- Stimulate sustainable, urban re-development along the corridor.
- Affordable capital and operational costs.

Community objectives

- Increase social and economic participation.
- Revitalise the Northbourne Avenue corridor.

Environmental objectives

- Reduce carbon and other emissions.

Statement of impacts

Issue	Status	Description of impact
Project objectives	Impact	Confirmation of project objectives.
Project scope	Impact	The objectives should be read in conjunction with the project scope described in a separate board paper.
Key milestones	No impact	
Project costs	No impact	
Stakeholders	To be determined	To be clarified in the Project Plan.

Recommendations

- That the board approve the project objectives described in this board paper.

Attachments

Attachment	Title	Author	Date
Attachment A	Detailed project objectives and benefits	Peter Devine	5 June 2013



Project Board meeting paper

Meeting agenda item #	4
For meeting number and date	Meeting #2, 13 June 2013
Date submitted	5 June 2013
Copy to	
From	Adam Boersma
Manager	Glenn Bain
Subject	Project Board Charter
Relevant decision or action number	Not applicable
Related papers	Attachment A: draft Project Board Charter, version 0.2
Endorsed by the Project Director	Yes

Purpose of this paper

The purpose of this paper is to seek Project Board approval to finalise the attached Project Board Charter, with particular attention on:

- The scope of the Project Board's decision making authority, as described in Section 2.3.2.
- The role of each Board member as outlined in Section 3.2.
- Decision making approach, as outlined in Sections 4.1 to 4.3.

Background

The Project Board Charter builds from the Cabinet-approved Governance Framework (version 1.1, April 2013).

The Charter:

- Confirms the position of the Board in terms of levels of decision making; i.e. in relation to the Project Director, Minister and Cabinet Subcommittee.
- Confirms the purpose of the Board as the primary decision making body to progress the project.
- Confirms roles and responsibilities of Board members and invitees.
- Outlines Board meeting principles and operational procedures.

Results of consultation across government

The Board is solely responsible for approving the Charter and as such no cross-government consultation has occurred.

Government budget impact

None.



Statement of impacts

Issue	Status	Description of impact
Project objectives	No impact	
Project scope	No impact	
Key milestones	No impact	
Project costs	No impact	
Stakeholders	No impact	

Recommendations

- That the Board approve for finalisation the draft Project Board Charter attached, noting in particular:
 - The scope of the Project Board's decision making authority, as described in Section 2.3.2.
 - The role of each Board member as outlined in Section 3.2.
 - Decision making approach, as outlined in Sections 4.1 to 4.3.

Attachments

Attachment	Title	Author	Date
Attachment A	Draft Capital Metro Project Board Charter, version 0.2	Adam Boersma	5 June 2013

Attachment A Draft Project Board Charter, version 0.2



ACT
Government
Capital Metro Agency

Project Board Charter

Prepared by:

CAPITAL METRO AGENCY

ACT Government
Level 2, Building 3
9 Sandford Street
Mitchell ACT 2911

Author: Adam Boersma
Filename: CMA Board Charter v0.1.docx
Version / Date: 0.2 / 27 May 2013

Document control sheet

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Contact officer Glenn Bain
Title Project Director, Capital Metro Agency
Phone 02 6207 6569

Version history

Version no.	Date	Author	Issue purpose
0.1	27 March 2013	Adam Boersma, Project Board Secretary	Outline for approval by the Project Director
0.2	5 June 2013	Adam Boersma, Project Board Secretary	90% draft for Project Board approval.

Approval

This Project Board Charter was approved by the Project Board at meeting No X on XX XXXX 2013 (Decision No. XXXX).

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1.0 Introduction

1.1 The purpose of this document

The purpose of this document is to:

- Define the role of the Project Board in relation to the decisions made to progress the project.
- Define the scope of the Project Board's decision making authority.
- Define the Board's membership and the role each member plays within the Board.
- Define Board operations and meeting principles such, as the decision making approach, location and frequency of meetings, use of proxies, record keeping and other administrative arrangements, etc.

1.2 The project

Planning for the Capital Metro project has been underway for several years, following from the release of the Sustainable Transport Plan in 2004. The update to this plan – Transport for Canberra – was released in March 2012, which has guided further, more detailed planning.

In November 2012 the ACT Government committed to the delivery of a light rail network for Canberra, specifically to¹:

- Establish a statutory independent authority to finalise planning, procure and deliver the network.
- Undertake the necessary design studies, preparatory works, financing, procurement and tendering arrangements, with a target commencement date for construction in 2016.
- Create a Canberra wide light rail network master plan.

A Cabinet Subcommittee was consequently formed, tasked with the ensuring the necessary focus is being placed on the project to meet these commitments. The Subcommittee approved the Governance Framework in April 2013, formally establishing the Project Board as the primary decision maker for the project. The Governance Framework also confirmed the Board's relationship with the responsible minister and the Project Director.

A Project Director was appointed during April and a project office set up in Mitchell during the following month. Work has commenced on a Project Plan and associated input documents², which will confirm the activities required of the project team to procure the project's major packages. This work is due for completion at end-June 2013.

1.3 Relationship to other documents

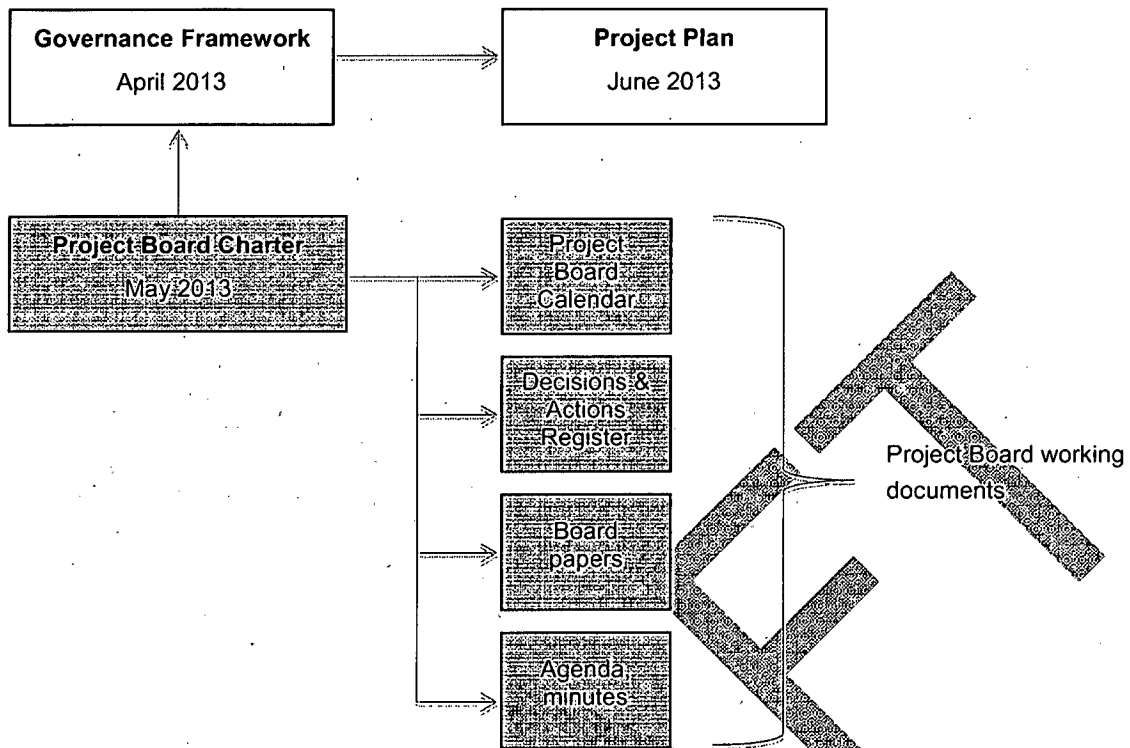
Figure 1 is a simple diagram illustrating this document's relationship to other relevant documents. The Project Board Charter (hereafter 'the Charter') operates under the Governance Framework, which operates at equal level with the Project Plan (yet to be completed).

The Charter guides a number of working documents including the Project Board Calendar, Decisions and Actions Register and minutes, etc. These are explained further in Section 4.10.

¹ (Legislative Assembly for the ACT, 2012)

² Associated documents: Resource Management Plan, Risk Management Plan, Monthly Report template.

Figure 1 Key documents related to the Project Board Charter



2.0 The role of the Project Board

2.1 Project governance principles

The project governance principles were approved by the Cabinet Subcommittee as part of the Governance Framework. The principles have guided the preparation of this Charter, notably the decision-based focus of the Board (refer to Section 2.2) and the roles and responsibilities of each member (refer to Chapter 3.0).

The principles are listed below. A detailed explanation of how each of these principles has been addressed can be found in Section 3.2 of the Governance Framework.

- **Principle 1: Ensure there is a single point of accountability for the success of the project – the Project Owner.** This principle is outcome focused: it concentrates on the 'success' of the project meaning the realisation of the transport service originally espoused in the project's business case. Importantly, 'success' means different things to different people, so the definition of success must be determined.
- **Principle 2: The Project Owner must be focused on delivering a transport service, not merely an asset.** This principle recognises that while the construction of the transport asset is important, it is a means to an end: the provision of transport services.
- **Principle 3: Where possible apply the best features of corporate governance to the project's governance.** The corporate governance model has existed successfully for decades, while theory and precedence associated with project governance is relatively new. Where possible the Government will draw on successful elements of the corporate governance model to buttress governance for the project.
- **Principle 4: Constructive tension exists within the structure** particularly between those supplying products or services and those funding and/or using those products and services. To enhance this tension it is furthermore preferred that these individuals are from different organisations.
- **Principle 5: There must be a separation of project governance from organisational governance structures,** so that project team members are aligned on project objectives rather than separate organisational objectives. The integrated project team model⁴ draws its effectiveness from this idea.
- **Principle 6: Proper placement of project decision makers in relation to project stakeholders (ie influencers).** Stakeholders should not be on decision making groups (eg Project Board, Project Management Team), but their views should be captured in other ways such as through advisory groups.

2.2 The Board's 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).

³ For example, the Prince2 project management methodology – widely viewed as the global standard in project management – has only recently begun to standardise project governance approaches (Garner, 2009, p. xi)

⁴ An integrated project team is generally understood to be a large (75+ member) project team with a mixture of public and private sector resources, all reporting to one project director.

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 1.1

2.3 Scope

2.3.1 Project scope composition

Project scope is composed of¹:

- Project Objectives.
- Project Performance Requirements.
- Project Definition.
- Physical Scope.

An explanation for each of these components is provided in Table 1.

Table 1 Description of each component of the project scope

Component	Description ⁵
Project Objectives	<p>Should be expressed as:</p> <ul style="list-style-type: none"> • An operational target date. • A link between corridors. • A corridor capacity improvement. • Wider benefits to the community, the economy, the environment, etc.
Project Performance Requirements	<p>Should be stated as:</p> <ul style="list-style-type: none"> • Vehicle carrying capacity / train path capacity. • Functionality of an intersection/junction or section of highway/rail track. • Design and posted speed limits. • Pavement or track life/axle load capacity. • Sustainability criteria. • Maintenance and operational requirements for structures and track/pavements; etc
Project Definition	<p>Should include and define:</p> <ul style="list-style-type: none"> • Likely project program (both pre-construction & construction phases). • Type of project to establish level of risk & complexity (e.g. is it 'greenfield' or 'brownfield') • What constraints exist (on access/possessions, staging, continuity of traffic/train flow, etc). • Key interfaces so extent of project is known and conditions applying at those interfaces. • Method of delivery (Construct only, Design & Construct, Alliance, ECI, etc) to the project as defined (for avoidance of doubt, for example refits or upgrades often require existing items to be brought up to current standards, etc).
Physical Scope	<p>Should be properly documented on concept/preliminary design drawings to identify:</p> <ul style="list-style-type: none"> • Nature of work (interchange/junction, stretch of new highway or track, widening existing highway/track duplication, large bridgeworks, change to signaling etc. • Extent and limits of work (so there is less uncertainty as to extent of work costed). • Assumptions made in design of key features (for pavements/track, the soil tests, for earthworks extent of rock, for signaling and communications the ability to add to existing systems, etc). • Interfaces, such as property, grade separations, existing infrastructure etc (utilities)

⁵ Adapted from *Best Practice Cost Estimation for Publicly Funded Road and Rail Construction*, Department of Infrastructure, Transport, Regional Development and Local Government, 18 June 2008

Component	Description ⁵
	<p>relocations as these are regularly vastly underestimated.</p> <ul style="list-style-type: none"> • Specific exclusions to physical scope, so that scope creep can be measured.

2.3.2 The role of the Project Board in relation to project scope

The Capital Metro project can be considered as both:

- **A transport asset**; e.g. track, rolling stock, stations, etc.
- **The benefits** resulting from the construction of that asset; e.g. economic growth, land use development, social inclusion, etc.

The Project Board has a role to play for each of these elements. Their core responsibility is to see to the delivery of the light rail transport asset, so accordingly the Board's role regarding this work is to be the primary decision making body.

The Board recognises however that the transport asset is not an end in itself; that it is being built for the economic, social and environmental benefits it brings. The Board also has a role to play in this work then, but as an influencer and coordinator, rather than a decision maker.

Table 2 summarises this concept along with how it relates to the project scope components (refer to the section above).

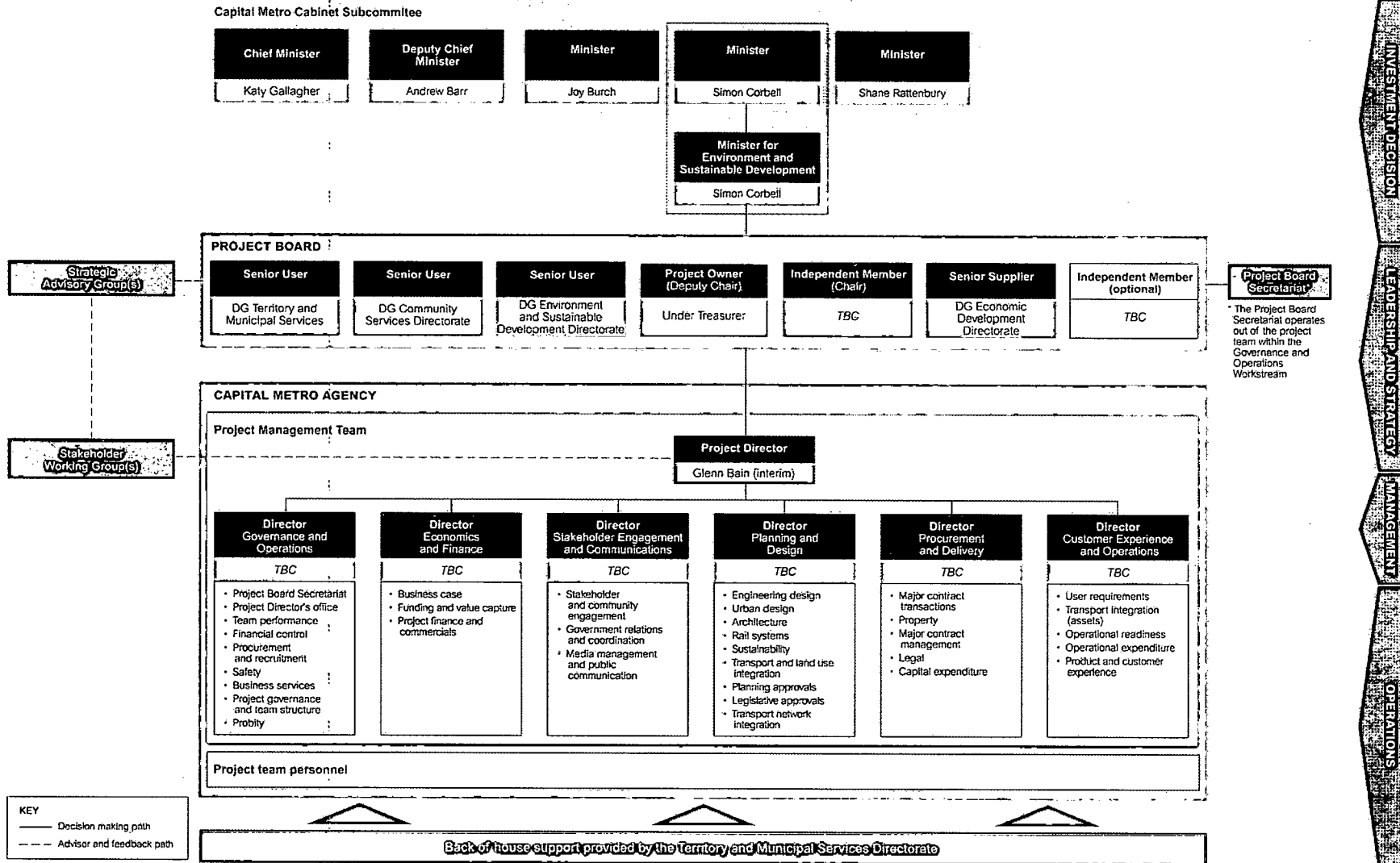
Table 2 The role of the Project Board in relation to the project's scope

Project element	Defined by...				The role of the Project Board
	Project Objectives	Project Performance Requirements	Project Definition	Physical Scope	
Transport asset	✓	✓	✓	✓	<ul style="list-style-type: none"> • Decide, approve, endorse. • Holds the primary decision making role for all of these matters. Some matters escalated to the Minister or Cabinet Subcommittee.
Benefits of the transport asset	✓				<ul style="list-style-type: none"> • Coordinate, influence, endorse. • Recommendations and suggestions sent to directorates, Cabinet, Ministers, etc. • Not the decision making body on these matters (though individual Board members may be in their day-to-day role).

2.4 Project governance structure

The project governance structure was defined in the Capital Metro Governance Framework and is illustrated in Figure 2.

Figure 2 Capital Metro governance structure



Source: Capital Metro Governance Framework, version 1.1

3.0 Membership, roles and responsibilities

3.1 Members and their proxies

The members of the Board are listed in Table 3, along with their proxies.

The approach towards the use of proxies is outlined in Section 3.3.3

Two independent members are proposed to occupy a role on the Board (one as Chair), however these positions have not yet been filled.

Table 3 Project Board members and their proxies

Individual	Proxy
Chair Independent member – to be confirmed	To be confirmed.
Deputy Chair, Project Owner David Nichol, Under Treasurer	To be confirmed.
Senior Supplier David Dawes, Director General Economic Development Directorate	Dan Stewart, Deputy Director General Economic Development Directorate
Senior User Dorte Ekelund, Director General Environment and Sustainable Development Directorate	Ben Ponton, Deputy Director General Environment and Sustainable Development Directorate
Senior User Natalie Howson, Director General Community Services Directorate	Bronwen Overton-Clarke, Executive Director Housing and Community Services
Senior User Gary Byles, Director General Territory and Municipal Services	Andrew Kefford, Deputy Director-General, Workforce Capability & Governance Division
Independent member To be confirmed	To be confirmed.

3.2 The role of each member within the Board

Central to addressing the governance principles (see Section 2.1) is the need for each of the non-independent Board members to represent a specific element of the project's delivery. The internationally recognised PRINCE2 project management methodology⁶ provides guidance in this area, and has been used as the basis for this Charter.

The key roles are 'Project Owner', Senior User and Senior Supplier; confirmation of which Board member occupies which of these roles is provided in Table 4. An explanation of each role is provided in Sections 3.2.1 to 3.2.3 below.

⁶ Office of Government Commerce, *Managing Successful Projects with PRINCE2*, 2009 Edition.

⁷ PRINCE2 uses the label 'Executive' rather than Project Owner. The latter label is sourced from *Project Governance* by Ross Garland (2009). Ross Garland is an advisor to the Office of Government Commerce.

Table 4 Roles each non-independent member plays within the Project Board

Role	Member
Project Owner	<ul style="list-style-type: none"> David Nicol, Under Treasurer
Senior User	<ul style="list-style-type: none"> Dorte Ekelund, Director General Environment and Sustainable Development Directorate. Natalie Howson, Director General Community Services Directorate. Gary Byles, Director General Territory and Municipal Services.
Senior Supplier	<ul style="list-style-type: none"> David Dawes, Director General Economic Development Directorate.

3.2.1 Project Owner

The Project Owner is the Under Treasurer.

The Project Owner is accountable to the success of the project. 'Success' for the Project Owner is the delivery of a transport asset that meets the service delivery requirements (defined in the Business Case). As the Under Treasurer, the Project Owner has the capability and means to mobilise government resources around this aim.

The primary responsibilities of the Project Owner are⁸:

- Ensure the project maintains a service delivery focus. Responsibilities central to this include:
 - Represent the interests of and is accountable for the final project outcome – the transport service. Views the transport asset as a means to this end.
 - Draw on the requirements of Senior Users to ensure the transport service is properly defined in the Business Service Requirements. Ensure the output specification is designed around delivery of benefits.
 - Ensure the Senior Supplier is aware of service requirements and is delivering the transport asset according to those requirements.
 - Ensure project costing, budget and cost controls are focused on whole-of-life costs rather than only capital costs.
 - Ensure the project benefits are clearly stated and that a clear plan is developed for realising those benefits. Ensure the project's critical success factors are clearly stated and widely known.
 - Ensure the project focuses on benefits realisation throughout its life.
- Ensure the project is aligned with the goals, vision and policies of the ACT Government.
- Recruit the Project Director. Final approval of the Project Director rests with the Capital Metro Cabinet Subcommittee however.
- Assume the role of Deputy Chair.
- Support the Project Director to manage stakeholders to ensure their issues are heard and addressed. Help to ensure there is ongoing stakeholder support for the project.
- Take primary responsibility for ensuring a whole-of-government response to the project. Ensure the various directorates are aligned and providing the necessary support to the Project Director.
- Generally support the Project Director.

3.2.2 Senior User

There are three Senior Users for this project:

⁸ Adapted from (Garner, 2009)

- Director General Territory and Municipal Services Directorate.
- Director General Environment and Sustainable Development Directorate.
- Director General Community Services Directorate.

Senior Users represent those who will use the final product. This usage may comprise direct usage (ie passengers) or indirect usage such as network operations where the asset forms part of a network.

The primary responsibilities of the Senior User are⁹:

- Ensure the project maintains a focus on the needs of users. Responsibilities central to this include:
 - Advise the Project Board of any user issues that may have an impact on the project.
 - Ensure the user requirements accurately represent the needs of users.
 - Advise the Project Board of the impact on users of any changes being considered by the Project Board.
 - Negotiate with the Project Owner and Senior Supplier regarding the provision of user requirements balanced against the cost of providing those requirements.
 - Liaise closely with other Senior Users and align on user requirements.
 - In developing user requirements, maintain a whole-of-life perspective.
 - Ensure the user related deliverables (ie the product) meets the standards set out by the original user requirements and that they are fit for purpose. Sign-off on behalf of users that this has occurred.
 - During operations ensure that products provide the expected user benefits.
 - Generally support the Project Director and Project Owner.

3.2.3 Senior Supplier

The Senior Supplier for this project is the Director General Economic Development Directorate.

The existence on the Project Board of the Project Owner and Senior Users makes for a very service-focused approach. This is generally a good thing.

The Senior Supplier helps to balance this out however by representing those who deliver the transport asset itself: designers, developers, builders and procurers. Their role is to ensure the assets or products the project delivers meet the needs of the Project Owner and the Senior User; ie the user requirements. The Economic Development Directorate typically delivers major projects in the ACT (including major roads for land releases), so it is appropriate that the Director General is the Senior Supplier.

The primary responsibilities of the Senior Supplier are¹⁰:

- Represent the interests of suppliers on the Project Board.
- Advise the Project Owner of any supplier-side issues that may have an impact the project.
- Ensure all suppliers are advised of any issues raised by the Project Board that may affect them and ensure the Project Owner is aware of these impacts.
- Interpret technical aspects of the project for the benefit of less technical Project Board members.
- Assist the Project Owner and Project Director as required in discussions with stakeholders on matters of a technical nature.

⁹ Adapted from (Garner, 2009)

¹⁰ Adapted from (Garner, 2009)

- Commit resources to the project as required to meet project needs.
- Relinquish the role of Senior Supplier in the event that the project has progressed in its lifecycle to a point where another organisation better placed to provide a person to fill the role.

3.3 Invitees

Those listed in **Error! Reference source not found.** are not members of the Board but are invited to attend meetings. An explanation for each is provided in Sections 3.3.1 to 3.3.3 below.

Table 5 Project Board meeting invitees

Individual		Proxy
Project Director Glenn Bain		To be confirmed!
Project Board Secretariat	Project Board Secretary Adam Boersma	To be confirmed!
	Administrative support To be confirmed!	To be confirmed!
Probity advisor Individual be confirmed. ACT Government Solicitors Office		To be confirmed!

3.3.1 Project Director

The Project Director's role is similar to a CEO on a corporate board. They do not have voting rights, but are anointed with significant responsibilities and influence.

Similar to a CEO and their company, the Project Director is the link between the Board and the project team and uses the team's resources to actualise the Board's decisions. The Project Director directs and manages the delivery of the project to meet the Project Objectives, and within the bounds set by the Project Plan.

As the nexus between the Project Board and the project team, the Project Director is required to manage both up and down – to manage Project Board expectations and requirements, and the project team's efforts in delivering on those requirements. They must have good head for strategy and understand wider organisational (ACT Government) objectives while also being across the project's detail. They must have a good working knowledge of project management methodologies but must also be a leader who takes responsibility for the team's culture, morale and the professional development of staff.

The major responsibilities of the Project Director are outlined in Section 4.3.4 of the Governance Framework.

3.3.2 The Project Board Secretariat

The Project Board is supported by the Project Board Secretariat.

3.3.2.1 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, from within the Governance and Operations functional area.

3.3.2.2 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.

3.3.3 **Probity advisor**

The Probity Advisor attends Board meetings at the request of the Chair or Project Director; i.e. they are not required to attend all meetings.

The primary responsibilities of the Probity Advisor in relation to the Board are:

- Ensure all Board members are well briefed on the project's probity procedures, and that each Board member has signed all necessary confidentiality agreements and related undertakings. *Note: this role extends also to the Minister and the Cabinet Subcommittee.*
- Identify and advise the Board on strategically significant risks to the project, and through the Risk Management Plan, ensure the necessary mitigation strategies are in place.
- Inform the Board (through the Project Director or Chair) on real, perceived or potential breaches of probity.
- More generally, anticipate probity related problems and advise the Board on courses of action.
- Act as an independent voice when the Board is making strategically significant decisions. This includes in particular during the selection of preferred bidders on major packages of work (e.g. a PPP package).
- Sit in on Board Subcommittee meetings when requested by the Chair or Project Director.
- Provide comment on matters and issues of probity accountability and transparency during the procurement process, how probity risk issues are being managed and how strategies set out in the probity plan are being applied.

3.4 **Use of proxies**

The use of proxies is discouraged.

Only the proxies listed in Table 3 and **Error! Reference source not found.** may attend meetings in place of the corresponding member or invitee.

It is the responsibility of each member/invitee to ensure their proxy is appropriately familiar with the Board's activities, so they can effectively carry out their role during meetings. This is particularly important for Board members, as their proxies will be called upon to make Board-level decisions.

The proxy must have the full delegated responsibilities of the member/invitee.

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4.0 Meeting principles and Board operations

4.1 Decision making

Project Board decisions will typically take the form of one of the following:

- **Approved/endorsed** – the recommendations tabled at the meeting are approved/endorsed as presented in the Board paper.
- **Approved/endorsed subject to...** – the recommendations tabled are approved/endorsed subject to specific changes.
- **Not approved** – the recommendations tabled are not approved/endorsed, with a summary of rework required provided.

The Board 'endorses' when a decision must be escalated to the Minister or Cabinet Subcommittee for approval. Chapter 5 of the Governance Framework lists what deliverables must be escalated and what approvals occur at the Board level. The Chair determines what must be escalated for any items not covered by this list.

Board 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 is being 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.

All Project Board decisions are to be recorded by the Project Board Secretariat in the Decisions and Actions Register. It is the responsibility of the Chair to ensure that this register is an accurate representation of the Board's activities.

4.2 Dissenting views

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.

Dissenting views or significant differences of opinion will however be captured by the Project Board Secretariat – in the minutes and also in the Decisions and Actions Register.

4.3 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.

4.4 Attendance

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

- Project Board members (refer to Section 3.1).
- Project Director and other invitees (refer to Section 3.3).
- Pre-appointed proxies for those above when the usual member/invitee can't attend.

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 contravened.

4.5 Quorum

A quorum is constituted when the Project Owner, two Senior Users and the Senior Supplier attend the meeting.

4.6 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 Sanford 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.

4.7 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.

4.8 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.

4.9 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 (refer to Section 3.3.3).

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

Documents are uploaded 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 Appendix A.
- **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.

4.10 Working documents

The operation of the Project Board is administered through a number of working documents (listed in Table 6). Responsibility for ensuring these documents are prepared rests with the Project Board Secretariat, assisted by the Administrative Officer.

Table 6 Project Board working documents

Document	Frequency of updates	Prepared/ updated by	Reviewed by
Project Board Charter	Every six months (if required) in line with Project Board workshops.	Project Board Secretary	<ul style="list-style-type: none"> • First review: Chair. • 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		Administrative Officer	
Decisions and Actions 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.

4.10.1 Board calendar

The Project Board Calendar is provided in 0. It confirms Board meeting dates as well as an indication of what decisions might be required at that time. This timing is based on the Project Plan.

4.10.2 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.

4.10.3 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.

4.10.4 Decisions and Actions Register

The current Decisions and Actions Register is provided as Appendix C. The register reflects the meeting minutes but because it is a spreadsheet, allows for easier sorting and filtering.

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Appendix A Board paper template

Project Board meeting 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 #	<i>Insert agenda item number</i>
For meeting number and date	<i>Insert meeting number and date (or 'TBC' if date not confirmed)</i>
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	Project objectives are noted in the Project Plan. Report on impacts by exception.
Project scope	Impact/No impact	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. Report on impacts by exception.
Key milestones	Impact/No impact	Key milestones are listed in the Project Plan. Report on impacts by exception.
Project costs	Impact/No impact	The project's cost plan is provided in the Project Plan. Report on impacts by exception.
Stakeholders	Impact/No impact	Report on impacts to business, community, other directorates, Australian Government, etc. Report on impacts by exception.

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			

Appendix A Title of attachment

Appendix B Project Board Calendar

To be completed in line with the completion of the Project Plan

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Appendix C Decisions and Actions Register

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Project Board meeting paper

Meeting agenda item #	7
For meeting number and date	Meeting No 2, 13 June 2013
Date submitted	5 June 2013
Copy to	
From	Steve Ambrose
Manager	Glenn Bain
Subject	Risk
Relevant decision or action number	Not applicable
Related papers	Attachment A – strategic risks (excerpt from the risk schedule) Attachment B – Draft Risk Management Policy Attachment C – Draft Capital Metro Risk Management Plan
Endorsed by the Project Director	Yes

Purpose of this paper

- To seek Board approval of proposed mitigations against the strategic risks identified at Board meeting #1 (Attachment A).
- To seek Board endorsement of the Risk Management Policy (Attachment B).
- To seek Board approval of the Risk Management Plan (Attachment C).

Background

The first Capital Metro Board meeting was held on the 13th May, and the key strategic project risks facing the project were discussed and recorded. These strategic risks have been logged into the Capital Metro Risk Register and will be reviewed monthly and re-assessed (quarterly) by the Project Board or on an 'as needs' basis (as determined by the Chair).

As a means to assisting the project's ongoing effective risk management, Capital Metro requires a risk approach be developed and adopted for the project. A Risk Policy and a Risk Management Plan have subsequently been developed for the project.

Results of consultation across government

Consultation regarding the approach to the development and deployment of the Risk Policy, Risk Management Plan has been had with ACTIA. ACTIA have favourably endorsed the approach to the Risk Management Plan. Further consultation regarding risk management has also been undertaken with the LDA and further reinforces the consistency in the approach to risk management

Government budget impact

Nil at this stage



Statement of impacts

Issue	Status	Description of impact
Project objectives	No impact	
Project scope	No impact	
Key milestones	No impact	
Project costs	No impact	
Stakeholders	No impact	

Recommendations

That the Project Board:

- Approve the proposed mitigations to the strategic risks identified in Attachment A.
- Approve the Risk Policy included as Attachment B.
- Approves the Risk Management Plan included as Attachment C, noting in particular:
 - The risk approach and methodology illustrated in Figure 2.
 - The description of the risk register in Section 2.3.
 - Roles and responsibilities confirmed in Section 3.1.
 - The description of risk reporting in Section 4.1.
 - The risk matrix illustrated in Appendix A.

Attachments

Attachment	Title	Author	Date
Attachment A	Strategic risks (excerpt from the risk schedule)	Steve Ambrose	3 rd June 2013
Attachment B	Capital Metro Risk Management Policy	Steve Ambrose	3 rd June 2013
Attachment C	Capital Metro Risk Management Plan	Steve Ambrose	3 rd June 2013



Project Board meeting paper

Meeting agenda item #	#8
For meeting number and date	Meeting #2, 13th June 2013
Date submitted	5 th June 2013
Copy to	
From	Peter Devine
Manager	Glenn Bain
Subject	Approach to resource planning for the Integrated Project Team
Relevant decision or action number	Not applicable.
Related papers	
Endorsed by the Project Director	Yes

Purpose of this paper

The purpose of this paper is to:

- Present an approach to resource management for Board endorsement¹, in order to finalise a Resource Management Plan for the first year of operations of the Capital Metro Agency.

Background

A Resource Management Plan is currently being prepared for the next phase of the project. The Resource Management Plan will identify the integrated project team's requirements including organisational structure and responsibilities and sources of capability.

The fact that Capital Metro is a new agency offers advantages and dis-advantages in relation to resourcing. The main advantage is there are no current constraints to the team composition, structure, capability and culture. The disadvantage is that building the integrated project team will take some time, which will have an impact on the project program.

Assumptions

- One of the project plan options contained in a separate board paper will be adopted (refer to Meeting #2, Item #5).
- That a Public Private Partnership contract will be entered into for the project.

Approach to resource management

Table 1 describes the key elements of the approach that have the most significance to the resource management plan.

¹ Note: under the Governance Framework the Minister approves the Resource Management Plan.



Table 1 Approach to resource management

Issue	Approach
Integrated project team	<ul style="list-style-type: none"> • The project team would be small (around 20-25 people) with high levels of skill in scoping work packages and managing others (particularly specialist advisors) to produce deliverables. • The team would be built with a mix of public sector and private sector skills and experience. There is a need to import skills and experience in light rail, major project delivery and PPP's that currently does not exist within the ACT public service. • Roles would be mostly full-time and dedicated to the project. • A number of mechanisms would be used to engage the right people including full-time employment, secondments, contracts and consultancies.
Organisation of the team	<ul style="list-style-type: none"> • Three parts of the organisation structure would be aimed at management of the organisation and approvals namely: governance and operation; economics and finance; and stakeholder engagement and communications. • Three parts of the organisation would be aimed at the definition and delivery of the transport service, namely: planning and design; procurement and delivery; and customer experience and transport operations. • The team would be highly integrated by adopting a matrix structure, being co-located and answering to one project director. Roles will report via functional directors and workstreams will be delivered using multiple roles from across the organisation. • A role at Deputy Director-General level would be required to oversee the organisation, approvals and stakeholder parts of the organisation. This would complement the likely private sector sourced project director with senior knowledge and experience inside the ACT Government. • Fast track mobilisation is important to meet the milestones of the project program.
Sourcing and securing capability and experience (outside the integrated project team)	<ul style="list-style-type: none"> • Specific, relevant project experience will be important to deliver many of the work streams identified in the project plan. This experience exists in private sector consultancies and it is appropriate risk management to contract these services into the project. • The ACT Government has capability in some of the specialist advisor areas and these would be utilised. These include scheduling (Shared Services), probity (GSO), HR and workforce management (TAMS), transport integration (TAMS) and planning approvals (ESDD).
Legacy	<ul style="list-style-type: none"> • The project is an ideal opportunity to build public sector capability and experience in PPP delivery, light rail service and major project management. A number of roles would be identified as opportunities to retain experience within the ACT Government. In addition, a strong 'lessons learned' process and culture will be adopted.
Probity	<ul style="list-style-type: none"> • Exclusivity to Capital Metro (that is – exclusion from bidding with PPP operators and contractors) is a pre-condition for consulting companies providing roles to the integrated project team or major specialist advisor consultancies.

Table 2 describes the likely source of people for each of the roles in the organisation.

Table 2 Source of people for the integrated project team

Role	Likely from ACT public service	Likely from the private sector	Could be from either	Notes
Director General – Capital Metro (Project Director)		✓		Key role requiring major project, PPP and rail experience.
Deputy Director General – Governance and Operations	✓			Would bring senior experience of the machinery of Government to the project team, particularly Cabinet and Treasury knowledge and experience in cross agency coordination.
Senior Manager – Governance and Operations	✓			
Project Officer - Reporting	✓			
Administrative support	✓			Would be the executive assistant to the Director-General and Deputy Director-General.
Director – Economics and Finance			✓	Would be 'hands on' with the business case.
Senior Manager – Funding and Finance	✓			
Manager - Economics			✓	
Project Officer – Economics and Finance			✓	
Director – Stakeholder engagement and communications	✓			
Assistant Manager – Stakeholder and community engagement	✓			
Project officer – Media and issues management	✓			
Director – Planning and design			✓	
Senior Manager – Civil and road design	✓			
Manager – Urban design, landscape architecture and land use integration			✓	This role would include liaison with the LDA to coordinate corridor growth.
Assistant Manager – Control systems and services			✓	
Project Officer – Planning approvals	✓			This role must fully understand the complexities of the approvals process.
Director – Procurement and delivery		✓		
Senior Manager – Procurement and transaction			✓	
Manager – Cost estimation			✓	



Role	Likely from ACT public service	Likely from the private sector	Could be from either	Notes
Director – Customer experience and transport operations		✓		
Manager – Shadow operations		✓		This is an important role to bring actual service operations expertise and thinking into the team.
Manager – Product and customer experience		✓		
Senior project officer – Transport integration	✓			This role will include responsibilities for coordinating reshaping of the bus network.

Specialist advisor services

The table below describes the specialist advisor services required for the next phase of the project and the likely source of the experience and capability needed.

Table 3 Approach to resource management

Specialist advisor role	Likely source
Probity advisor	ACT Government Solicitors Office.
Rail safety assurance advice	Consultancy, most likely from Victoria or the new National Regulator.
HR and workforce management	Under MoU with Territory and Municipal Services Directorate.
Commercial advisory	Consultancy. This is a critical role where there needs to be demonstrated ability to bring direct experience from relevant recent projects.
Patronage modelling and forecasting	Consultancy, building on and working with ACT Government transport policy areas.
Engineering design - civil	Consultancy. Some capability likely from the Canberra market but some light rail specific capability will need to be imported from elsewhere in Australia.
Engineering design - services	Consultancy. Capability likely to be available in the Canberra market.
Urban design and landscape architecture	Consultancy. Capability likely to be available in the Canberra market.
Cultural heritage assessment	Consultancy. Capability likely to be available in the Canberra market.
Sustainability benefits analysis	Consultancy, most likely from the Canberra market, Victoria or NSW.
Capital and recurrent cost estimating	Consultancy. Some capability likely from the Canberra market but some light rail specific capability will need to be imported from elsewhere in Australia.
Transaction management	Consultancy. This is a critical role where there needs to be demonstrated ability to bring direct experience from relevant recent projects.
Legal and advisory services	ACT Government Solicitors Office, supplemented where appropriate with experienced skills. This is a critical role where there needs to be demonstrated ability to bring direct experience from relevant recent projects.

The cost of the integrated project team and specialist advisors will be further developed with the Resource Management Plan and presented at the next board meeting.

The cost of consultants and contractors with relevant experience is not likely to fit neatly within the bands of Public Sector salaries. Close attention will be paid during the development of the plan to ensure wherever possible that the Territory is not competing for those scarce resources with a number of other jurisdictions at similar stages of light rail project delivery.

Statement of impacts

Issue	Status	Description of impact
Project objectives	To be determined	The Project Objectives have not yet been finalised.
Project scope	No impact	
Key milestones	Impact	The ability of Capital Metro to deliver appropriate quality outcomes at each project milestone will be affected by the number, capability and organisation of resources in the integrated project team.
Project costs	Impact	Most of the project costs for the next two years will be for specialist advisors and the integrated project team. The need to attract major project/light rail experience will add to costs and needs to be planned for.
Stakeholders	Impact	Other agencies within the ACT Government are sources of potential talent to populate the integrated project team.

Recommendations

- That the Board endorse the approach to resource management approach represented by Tables 1, 2 and 3 of this paper.