



# WSFN

WHEATBELT SECONDARY  
FREIGHT NETWORK

## PROGRAM DELIVERY PLAN

## Table of Contents

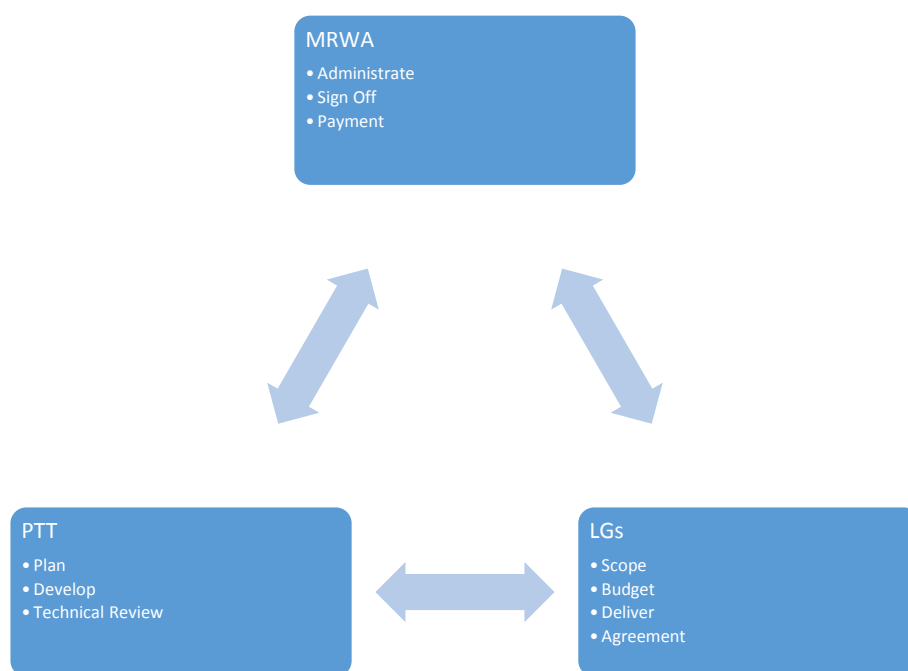
1	Program Delivery .....	1
1.1	MRWA.....	1
1.2	Program Technical Team.....	2
1.2.1	Program Technical Director .....	2
1.2.2	Project Manager.....	2
1.3	LGs.....	3
2	Project Administration .....	4
2.1	Project Management Funding .....	4
2.2	Capital Works Funding Administration .....	5
2.2.1	Funding Breakdown .....	5
2.2.2	Funding Acquittal .....	6
2.3	Project Delivery.....	6

## 1 Program Delivery

The program delivery structure aims to utilise existing resources across the LGs of the Wheatbelt RRG with input from other key program Working Group member organisation representatives. It also outlines the engagement of a Lead Consultant to undertake project management of the external technical consultancy components of the project.

The WSFN has a strong project management and governance experience, which has been working on this project since 2017. The program has thus far been coordinated by the Working Group, with Garrick Yandle, CEO Shire of Kulin, (previously Executive Manager of Infrastructure with the Shire of Dandaragan) undertaking the role of Program Manager. The Working Group has been in close consultation with all member organisations, key stakeholders, as well as the design consultant and various state government regulatory authorities and potential funding bodies.

As part of the on-going delivery of the program the Working Group consists of the following:



### 1.1 MRWA

Funding is to be channelled through Main Roads WA to each LG undertaking works. Main Roads will therefore process payments that are demonstrated to be in line with the agreed program management procedures.

- MRWA WR Manager to sign off on individual LGA Projects.
- MRWA to administer funds through the RRG Local Government Interface Manager (LGIM).
- MRWA WR Manager to ensures the various plans are being implemented

- Acquittal and review process for Certificates of Completion and Progress Payments is proposed to be.
  - Progress Payment Certificate - First 40% (once project is approved).
  - Progress Payment Certificate - First 40% (once project is commenced).
  - Completion Certificate - Final 20% (once project is completed).

## **1.2 Program Technical Team**

The PTT would be a technical working group consisting of the WSNF Program Technical Director and Project Manager as well as a Technical Advisor from each RRG.

The PTT will also have the ability to co-op specific technical resources as and when is required.

The role of the PTT will be to undertake a multi-organisational approach to deliver all the components of the program. Key responsibilities will entail.

- Engage consultants as required to deliver the program outcomes.
- Prioritise the 80 routes in accordance with the agreed Multi Criteria Assessment.
- Prepare work programs for future years.
- Prepare annual reports of achievements in the previous year.
- Prepare scope for future works to ensure consistency along identified routes.
- Allocate budgets against agreed scopes with individual Shires.
- Report on decisions made and program progress to Steering Committee and Working Group.

### **1.2.1 Program Technical Director**

It is proposed that this role is undertaken by a representative of a Local Government within the Wheatbelt Regional Road Groups. Their roles and responsibilities will entail:

- Technical Member of the Steering Committee.
- Chairperson and coordination of PTT.
- Review of Project Brief and Budget as prepared by the Project Manager and present to Steering Committee.
- Oversee Project Manager in conjunction with employing LG.

The Steering Committee will make a recommendation to the RRGs to approve the appointment of Program Technical Director for an initial period of 3 years commencing October 2019, and every 2 years thereafter, outside of an election cycle.

### **1.2.2 Project Manager**

The Project Manager will form part of the Program Technical Team and will be an integral key to successful program delivery. The complexity and scale of this program is significant and well beyond the technical and financial capabilities of the Wheatbelt Local Government staff on an individual basis. Engaging an external Project Manager with the skills and expertise required to work with the PTT, relevant LG officers as well as technical consultants will ensure a cohesive and collaborative environment is established for optimum outputs.

The Project Manager will direct the work of the external technical consultants and will be the main contact for communication between the PTT and external consultants.

Key roles of the Project Manager will be to undertake streamlined planning and coordination of activities associated with finalising the assessment, prioritisation and delivery of Stage 1 priority projects with relevant LGs. The activities include:

- Refine design criteria and develop preliminary standards and designs
- Consolidate existing data to gain an understanding of road user requirements, the physical site, and environmental context and constraints
- Undertake a study of quantified issues and opportunities, for input into route prioritisation.
- Collation and review of existing road condition and traffic data and program scopes.
- Identify priority projects and the proposed scope and timing for staged implementation of planned network
- Refine a route prioritisation MCA tool and conduct analysis of selected routes.
- Develop a route staging plan.
- Collection of additional, more detailed road condition and traffic data and project scope refinement.
- Site visits including cursory visual inspections would be undertaken to support desktop activities and to inform gap assessment.
- Development of detailed investigation and survey of Stage 1 priority projects. Supporting investigations that may be required which would include feature survey, environmental surveys, traffic surveys, utility services investigations (such as potholing), geotechnical and hydrological investigation.
- Development of “approved” and funded shovel ready projects
- Allocation for specific design or engineering investigations for immediate priority works (environmental, geotechnical, survey, detailed design).

The Shire of Koorda will be the auspice of the funding of the Project Manager for a nominal period of 3 years commencing 2019 (nominally October) as per the REDS Funding agreement.

### **1.3 LGs**

Officers from LGs with prioritised projects will be essential to ensure successful delivery of individual projects. This will provide a great opportunity for knowledge sharing and collaboration across the region. It will allow members of the PTT to undertake both informal and formal training of LGA staff to upskill and improve their technical capacity. Where possible neighbouring LGs will be encouraged to share technical, workforce and plant resources to assist in the efficient on-ground delivery of individual projects.

- Individual Shires will provide the following to the Steering Committee for approval before any funding will be released
  - Scope
  - Budget
  - Methodology
  - Delivery
- WSN 5 Year Plan incorporated in their LTFP.
- Individual Shires incorporate Project Budgets into Council Budgets Annually.
- Funding will be distributed to LGs via MRWA in accordance with Governance Plan.

## 2 Project Administration

As the WSFN Program and each individual LG project will be funded from three funding sources (Federal, State and Local Governments) it is important to clarify specific aspects with regards to the funding administration and delivery processes.

The Steering Committee put in separate funding submissions for a range of funding sources for both Management (administration, planning and design) Stage, as well as Capital Works Stage of the program. The program has been successful in obtaining funding from the following sources, as well as the required co-contribution from local governments:

Funding Source	Funding Amount	Stage
<b>Regional Economic Development Grant</b>	\$100K	Management
<b>Local Government Co-contribution</b>	\$252K 42 LGs x \$6K each	Management
<b>Federal Government</b>	\$70M	Capital Works
<b>WA State Government</b>	\$11.7M	Capital Works
<b>Local Government</b>	\$5.8M Individual LGs on project by project basis	Capital Works

### 2.1 Project Management Funding

The Project Manager is funded by the successful Regional Economic Development (RED) Grant through the WDC and acquitted by the Shire of Koorda. This specifically entails \$100K for a Project Manager to undertake project management.

The Project Manager will be initially contracted by the Shire of Koorda for a period of 3 years commencing 2019 (nominally October) as per the REDS Funding agreement.

Previously 42 local governments were asked to financially contribute to the WSFN project via a budget allocation of \$6,000 which was proposed to be part of a co-contribution towards BBRF. With the unsuccessful BBRF bid, it is proposed that the \$6,000 in financial contributions from each of the 42 local governments totalling \$252,000 be allocated to combine with the RED funding of \$100,000 to become project management pool of approximately \$350,000.

Funding Source	Funding Amount
<b>RED Grant</b>	\$100,000
<b>Local Government Co-contribution</b>	\$252,000
<b>In Kind Contribution (approximately)</b>	\$100,000
<b>Project Management Total</b>	\$452,000

This would contribute towards the overall project management requirements associated with the delivery of Stage 1 Priority Works over the course of an estimated 3 year delivery timeframe. Funding would contribute towards the following nominal requirements:

Role	Annual Funds	Comments
<b>Project Manager</b>	Nominal \$100,000 per annum of wages, plus superannuation and vehicle allowance and potentially accommodation	\$300,000 across 3 years
<b>Project Administration and Communications Officer</b>	Nominal \$20,000 per annum of wages only	\$60,000 across 3 years

Given the delivery of Stage 1 is likely to go over 5 years, then additional funding will be required for the Project Manager position. It is proposed that this additional funding be sourced via LGs contributing towards the PM as part of the LGs individual project budgets. A nominal figure for each project will be determined via the Steering Committee. As an example, a figure of 0.5% of total program funding (\$87.5M) would contribute approximately \$430K towards funding the Project Manager position. For each \$1M project approximately \$5,000 would be required to funding the Project Manager position. Individual LGs would still need to fund their own design, project management and project delivery of their individual projects.

Additional costs of vehicle and housing also likely to be required for the project manager position over the course the 5 years of delivery. The additional funding from each project would also contribute towards these additional costs.

Total project manager costs over 5 years are likely to be around \$750,000.

It is envisaged that a LG will advertise and employ the Project Manager over a 3 year period to work on the project on a part time basis. LGs with a desire to fulfil this role will be invited to make a submission to the WSFN Steering Committee for consideration. As indicated this contract will initially be managed by the Shire of Koorda for a period of 3 years commencing 2019 (nominally October) as per the REDS Funding agreement.

## 2.2 Capital Works Funding Administration

### 2.2.1 Funding Breakdown

The Australian Government will invest \$4.5 billion, including \$1 billion of additional funding committed in the 2019-20 Budget, to the Roads of Strategic Importance (ROSI) initiative to help connect regional businesses to local and international markets, and better connect regional communities.

Stage 1 priority program prioritisation and on-ground works, up to a capital value of \$90M, will be completed through the provision of Federal Government ROSI funds (\$70 million) along with matching State Government funds (\$11.7M) and Local Government (\$5.8M) co-contributions. The envisaged timeframe for this is 3 – 5 years.

Funding Source	Funding Ratio	Funding Amount
<b>Federal (ROSI)</b>	80%	\$70M
<b>State</b>	13.3%	\$11.7M
<b>LGA (Own Source)</b>	6.7%	\$5.8M
<b>Total</b>	100%	\$87.5M

The Federal Government's role will:

- Provide framework and guidelines for funding WSNF program via ROSI.
- Note Agreement with 42 LGs of WR RRG regarding WSNF.
- Note 5 year Staging Plan.
- Approve annual project plan.
- Provide funding to LG via WA State Government.

### 2.2.2 Funding Acquittal

Main Roads WA (MRWA) will represent the State Government in financial arrangements with the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development and provide the link between the Federal Government and the WSNF. MRWA will review the processes undertaken by RRGs, WSNF and associated LGs and approve when satisfied that these process have been complied with.

Federal and State Government funding will be managed through Main Roads WA. Main Roads WA will fulfil the public financial administration role as it does with the Regional Road Groups.

- MRWA Wheatbelt Regional Manager to sign off on individual projects.
- MRWA Wheatbelt Regional Manager to ensure the various projects are delivered in accordance with the project plan
- MRWA to administer funds.
- Reporting implementation of the WSNF Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.
- Acquittal and review process for Certificates of Completion and Progress Payments is proposed to be.
  - Progress Payment Certificate - First 40% (once project is approved).
  - Progress Payment Certificate - First 40% (once project is commenced).
  - Completion Certificate - Final 20% (once project is completed).

### 2.3 Project Delivery

The following provides an overview of the key components associated with planning, development, scoping, prioritisation and delivery of on-ground works. It outlines how the Working Group, Steering Committee, PTT and LGs will work together towards successful project delivery.

Stage	Details
<b>1. Program Staging Plan</b>	<ul style="list-style-type: none"> <li>▪ PTT will develop a staging plan for program delivery.</li> <li>▪ Relevant LGs will be informed of their proposed project and indicative budget, scope and year of delivery.</li> <li>▪ Identification of Funds required for a 4 year program set in advance by project priority lists.</li> <li>▪ Funding to be limited according to individual LG ability to deliver works.</li> </ul>
<b>2. Project Scoping and Approval</b>	<ul style="list-style-type: none"> <li>▪ Stage 1 priority projects will be determined via the MCA process.</li> <li>▪ Projects will be scoped and a preliminary budget developed by the PTT in-conjunction with individual LGs.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Projects prioritisation will be undertaken via an MCA process by the PTT with input from relevant consultants as required.</li> <li>▪ PTT will make recommendations to the Steering Committee for endorsement.</li> <li>▪ The Steering Committee will then forward endorsed recommendations through to the relevant WN or WS RRG.</li> </ul>
<p><b>3. Detailed Scoping, Design and Budget Development</b></p>	<ul style="list-style-type: none"> <li>▪ LGs will develop detailed budgets and designs (if necessary) for nominated Stage 1 priority projects.</li> <li>▪ LGs are to include projects in their annual budget for the proposed year.</li> <li>▪ LGs to be responsible for all relevant approvals.</li> <li>▪ PTT to work with LGs to verify budgets.</li> </ul>
<p><b>4. Delivery</b></p>	<ul style="list-style-type: none"> <li>▪ LGs will be responsible for tendering, project management and delivery of each project in the proposed year.</li> <li>▪ PTT to work with LGs to provide technical assistance and advice during delivery.</li> <li>▪ Incorporate into annual capital works program.</li> <li>▪ Works already funded from other sources are not eligible for funding under this program.</li> <li>▪ Cannot use existing funding sources, other than own sources funds, as co-contribution (ie not RRG or Roads to Recovery or Blackspot or Commodity Route funding sources)</li> </ul>