



# WSFN

WHEATBELT SECONDARY  
FREIGHT NETWORK

## PROGRAM GOVERNANCE PLAN

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# 1 Program Governance Outline

## 1.1 Program Overview

The Wheatbelt Secondary Freight Network (WSFN) in the Main Roads WA Wheatbelt region comprises some 4,400km of Local Government managed roads that connect with State and National highways to provide access for heavy vehicles into the region. These roads are intended to enable large, high productivity trucks safe and cost-effective access to business. The WSFN project is developing a submission, with the supporting evidence and documentation required, to seek the addition of a program of road improvements across the network be added to the Infrastructure Australia (IA) Priority List.

The efficiency of supply chains serving industries in the Wheatbelt region is determined by the performance of the weakest link. Failure to maintain and improve productivity of the secondary freight network will reduce the international competitiveness of the Wheatbelt agricultural sector, which underpins employment and economic activity in the region. Transport links need to be addressed if the production of this sector is to be supported.

## 1.2 Goals

The 42 Local Governments (LGs) that collectively manage roads that comprise the Wheatbelt Secondary Freight Network are seeking to:

1. Efficiently deliver Stage 1 pilot projects funded through the Federal Government Roads of Strategic Importance (ROSI) program with State and Local Government co-contributions;
2. Develop a prioritised program of works for Stage 1 based on available funding (approximately \$87.5 million in funding for on-ground works), priority and deliverability.
3. Complete an "IA Stage 4 Business Case" submission covering the unfunded work needed to develop the WSFN to meet to industry requirements and submit this to Infrastructure Australia for inclusion on the Infrastructure Priority List (IPL).

## 1.3 Background

The 42 LGs of the Wheatbelt region have worked collaboratively for over 4 years to identify and now secure funding to improve secondary freight network routes on Local Government Roads in the Wheatbelt.

The 42 LGs have worked collaboratively with a number of State Government Departments to develop this plan and secure the Federal funding and this level of collaboration is unprecedented. In order to ensure ongoing success it is imperative that governance to deliver this program be established to administer the available funds and deliver the agreed outcomes in a transparent, reportable manner to the satisfaction of all parties; Local Governments, States Government and the Commonwealth.

\$70 million of Federal funding (ROSI) has been allocated and this has been matched with State funding of \$17.5 million (reflecting the 80/20 funding agreement). The State funding will be sourced two thirds from the State and one third from the Local Governments whose assets are being upgraded.

The available \$87.5M will not be sufficient to upgrade all the identified 80 routes and good governance of this program, and ongoing collaboration between all parties, will be critical in securing additional funding.

In addition to this the Shire of Koorda has received a REDS grant of \$100k for 2019/20 to engage a project manager for this project.

#### **1.4 Purpose of the Program Governance Plan**

The purpose of this Program Governance Plan (PGP) is to identify how key governance and administrative aspects will be undertaken to ensure successful delivery of the program. It will assist to outline the structure and processes for decision making and consultation within the Wheatbelt Region Regional Road Groups (WR RRG), their respective Sub-Groups and Local Governments. It will address who has responsibility for decision making on specific components. The PGP will provide a framework and guidelines for all members of the WSNF program to operate within. It also outlines how key administrative roles associated with program management such as stakeholder engagement, funding acquittal, project development and delivery and general correspondence will be undertaken. The PGP links all administrative tasks into a single concise document that members of the program governance team can regularly refer to.

The PGP will be used to communicate to all stakeholders how the program will be governed. It also provides a reference from which the governance of the program can be evaluated at any point in time and modified or improved as required.

The process and procedures outlined in this PGP will enable Wheatbelt North and Wheatbelt South RRGs and the WSNF Steering Committee to make decisions in accordance with in the PGP. This approach would mitigate the need for every decision to be considered by all 42 Shires and would therefore enable swifter decision making.

#### **1.5 Governance and Delivery**

Given this funding is for Local Governments and all improvements are on Local Government assets it is appropriate that Local Government representatives determine program prioritisation, project selection, and appropriate standards and are responsible for design and delivery of the works.

It is proposed to split the Local Government responsibilities for this program delivery into three areas;

- Governance
  - Provide sound governance
  - Overall program management
  - Administration
- Management
  - Design and scoping of projects.
  - Delivery of individual identified projects
- Administration
  - Funding breakdown.
  - Funding acquittal.
  - Program agreements.

#### **1.6 Formal Agreement**

This PGP should be read in conjunction with the Program Delivery Plan and the Multi-criteria Analysis (MCA) Methodology documents that provide operational details about how the work will be delivered.

As outlined later in the PGP it is proposed that all 42 Local Governments are to formalise their commitment to WSNF Program, to be eligible for future funding and project consideration, via a formal resolution of Council, which will entail the presentation and acknowledgement of the following WSNF program documents:

- Project Governance Plan
- Program Delivery Plan
- MCA Methodology.

The 42 Council resolutions will be collated as addendums to a formal agreement (either a Deed of Agreement / Memorandum of Understanding, with exact terminology to be confirmed) that the Regional Road Group will sign with the Federal and State Governments on behalf of all 42 LGs associated with the WSNF program formalising the ongoing commitment to the program.

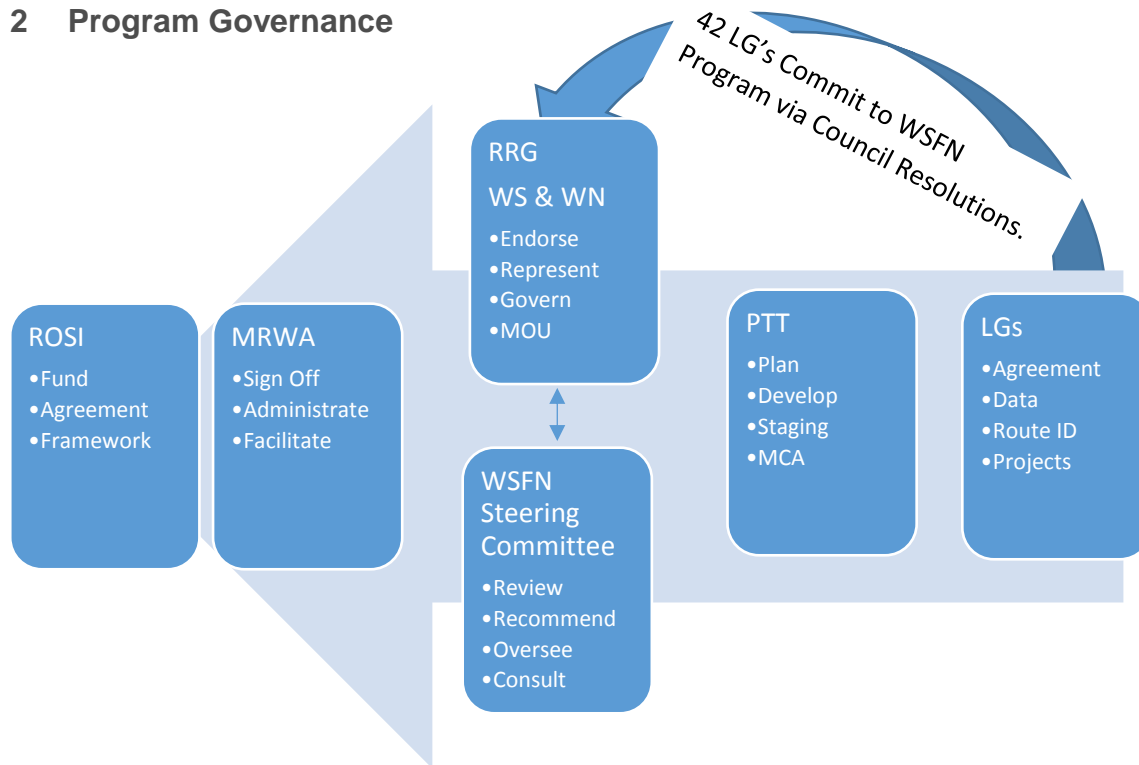
The following provides an overview of the delegations and approval processes for each relevant stakeholder group associated with WSNF program governance and delivery.

<b>Document</b>	<b>WSFN Steering Committee</b>	<b>LG</b>	<b>RRG</b>
<b>Formal Agreement</b>	Prepare & Submit	Commit	Approve
<b>Governance Plan</b>	Prepare & Submit	Receive	Approve
<b>Program Delivery Plan</b>	Prepare & Submit	Receive	Endorse
<b>Preliminary MCA</b>	Prepare & Submit	Receive	Approve
<b>Annual Report</b>	Prepare & Submit	Receive	Receive
<b>Staging Plan</b>	Prepare & Submit	Receive	Endorse
<b>Annual Program Budget</b>	Prepare & Submit	Receive	Endorse
<b>Specific Projects</b>	Approve	Commit	Receive

The Program Delivery Plan will be a “live” document that will evolve as the program and its various projects are delivered. It is envisaged that this document incorporate various learnings undertaken over the course of the program.

In submitting Program Proposal Reports to the Commonwealth Department of Infrastructure, Transport, Cities and Regional Development, that are required to enable payments from the Commonwealth to be made, Main Roads WA will confirm that the Program Delivery Plan and Annual Program Budget have been developed in accordance with the approved Governance Plan and that the projects have been delivered in accordance with the plans and budgets as amendment from time to time.

## 2 Program Governance



### 2.1 Federal Government

The Australian Federal Government intends to invest \$4.5 billion over ten years to the Roads of Strategic Importance (ROSI) initiative to help connect regional businesses to local and international markets, and better connect regional communities.

The WSFN Stage 1 prioritised program and on-ground capital works, up to a value of \$87.5 million, will be completed through the provision of Federal Government ROSI funds (\$70 million) along with matching State Government funds (\$11.7 million) and Local Government (\$5.8 million) co-contributions. The envisaged timeframe for this is 3 – 5 years subject to funding arrangements outlined by the Federal Government.

The Federal Government will:

- Provide guidance regarding program delivery and funding arrangements for WSFN program in-line with the ROSI requirements.
- Note Agreement between the 42 Local Governments of Wheatbelt North & Wheatbelt South Regional Road Groups (RRGs) regarding on-going support for investment in the WSFN and governance arrangements.
- Note a 5 year Staging Plan.
- Approve annual program plan through the Program Proposal Report (PPR).
- Provide funding to WA State Government via Main Roads WA in alignment with agreed milestones.

### 2.2 State Government (Main Roads WA)

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 WSFN. 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.

### **2.3 Wheatbelt North and Wheatbelt South Regional Road Groups**

The WSNF Program will use existing governance structures and decision-making processes within the Wheatbelt North (WN) and South (WS) Regional Road Groups.

The RRGs will make decisions in accordance with agreed processes and procedures based upon advice from WSNF Steering Committee and the PGP. Its specific roles and responsibilities will entail:

- WS & WN RRGs to enter into a formal agreement representing all 42 LGs confirming their inclusion in WSNF program.
- Receive and acknowledge Steering Committee decisions.
- Endorse Governance Plan under which the Steering Committee will operate.
- Approve Multi Criteria Assessment as recommended by Steering Committee
- Receive and Note the Annual Report as presented by Steering Committee
- Endorse the Program Staging Plan.
- Endorse the Annual Program Budget

Should WN & WS when approving programs not come to an agreed position it will be referred to mediation group comprising of RDA-W, WALGA and MRWA.

### **2.4 WSNF Steering Committee**

The purpose of the Steering Committee is to provide oversight and governance to the program.

The Steering Committee is made up of the following members:

#### **Voting Delegates**

- 2 x Wheatbelt North Regional Road Group (WN RRG) Elected Members
  - Chairperson plus 1 other delegate
- 2 x Wheatbelt South Regional Road Group (WS RRG) Elected Members
  - Chairperson plus 1 other delegate

#### **Non-Voting Delegates**

- WSNF Program Technical Director (ex-officio from LG)
- WA Local Government Association (WALGA)
- Regional Development Australia - Wheatbelt (RDA-W)
- Main Roads WA - Wheatbelt Region (MRWA-WR)

- Wheatbelt Development Commission (WDC)

*The Elected members are nominated to the Steering Committee for a two year term at the first RRG meeting following the LG elections. The Chairperson shall be elected at the first WSNF Steering Committee meeting following the LG elections.*

*Should the Steering Committee be unable to reach an agreed position it will be referred to mediation group comprising senior officers appointed by RDA-W, WALGA and MRWA.*

The Steering Committee would work to set the goals and outcomes for the program in order for the Program Technical Team (refer Section 2.5) to develop a program brief and manage the consultant engagement process. Key roles would include:

- Set the goals and outcomes for the program.
- Provide political representation with State and Federal governments as well as their relevant authorities and departments.
- Identify funding opportunities and sources.
- Provide communication and consultation back to the WN and WS RRGs.
- Provide a collaborative approach to program delivery across multiple organisations.

The Steering Committee will recommend decisions to RRGs and approve the commitment of funds to individual LGs in accordance with agreed processes and procedures outlined in WSNF Governance Plan.

Specific roles and responsibilities of the Steering Committee will be to:

- Review and recommended to RRGs
  - proposed routes within each sub-group.
  - approved Multiple Criteria Analysis process.
  - prioritisation of the 80 routes in accordance with the agreed Multi Criteria Assessment
  - work programs for future years and project prioritisation plans.
- Approve projects and allocation of project funding on an annual basis against agreed scope and budget with individual Shires.
- Consult and communicate with their respective sub-groups and member LGs.
- Ensure relevant information is presented to each RRG meeting for consideration.
- Prepare annual reports of achievements in the previous year
- Report on decisions made and program progress to Regional Road Groups and Main Roads

## **2.5 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.

### **2.5.1 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.

### **2.5.2 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.

## **2.6 LGs**

- 42 Local Governments are to formalise their commitment to WSNF Program, to be eligible for future funding and project consideration, via a formal resolution of Council, which will entail the presentation and acknowledgement of the follow WSNF Program documents:
  - Program Governance Plan
  - Program Delivery Plan
  - MCA Methodology.
- Provide necessary data to PTT to be utilised as part of MCA process and Staging Plan.
- Assist PTT with development of Staging Plan by identifying routes and assessing deliverability within the timeframes and parameters of the WSNF Program.