<Project Name>

Project Management Plan (PMP)

**<Date Issued>**

**<Revision>**

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Document Control

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# Executive Summary

<Insert an Executive level Summary of the PMP in this section>

# Background and Objectives

## Background

Add relevant background here. Consider:

* What gave rise to the project?
* Why is the project being undertaken?
* Summarise any earlier work conducted
* Discuss current status

## Outcomes

The outcomes of the project are to:

* Add specific outcomes here

The objectives of the project should address the question ‘**WHY** is the project being done?’

Distinguish between essential or mandatory outcomes and desirable outcomes.

Define how the outcomes will be measured as objectively as possible

The following tabular layout should be used:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Outcome | Mandatory? | Quality Criteria | Current Performance | Targeted Performance | Performance Management Method | Outcome Responsibility |
| Reduced cost of maint. | Yes | Annual Maint. Cost | $755,000 pa | $220,000 pa | Monitor actual maint. cost after implementation | GM |
|  | No | Support Team Size | 1.0 FTE signal maint. crew | 0.25 FTE | Review work requests after implementation | GM |
| Reduced Signal failure rate | Yes | Failure rate | 3 failures per annum | 0 | Review Failure statistics ex WMS | Safety Manager |
| etc |  |  |  |  |  |  |

## Objectives

The objectives of the project are to:

* Add specific objectives here

The objectives of the project should address the question **‘WHAT’** will the project deliver?

Distinguish between essential and desirable objectives. In this section the major outputs are described – for later refinement in the ‘Scope of Works’ Section of the document.

## Project Definition

The Project Definition should describe the overall scope of the project:

* What work is included in the scope of the project? This may need to consider the physical track and infrastructure factors, geographic factors
* What work is excluded from the project (important to avoid possible ambiguity in relation to the scope of work and to state clearly those related elements that are outside of the scope.
* What constraints are in place? e.g. cost, time, regulatory etc.
* Any environmental works

# Scope of Work

## Agreed Scope of Work

The table below provides a summary of the works of the project:

|  |
| --- |
| Scope of Work - <Project Name> |
| Include the following elements: |
| ***New works to be delivered*** |
| * Track |
| * Civil works |
| * Signalling |
| * Electronics and Communications |
|  |
| ***Other Project Deliverables*** |
| * IT Systems |
| * Infrastructure |
| * Policy and Procedures |
| * Other |
| ***Works to be decommissioned or removed*** |
| * Track |
| * Civil works |
| * *Signalling* |
| * *Electronics and Communications* |
| * *IT Systems* |
| * *Other* |

*See FCO-PR-022 template for Schedule D Scope of Works for further guidance*

# Project Budget

## Project Budget Summary

The total required budget for the project is <$X>. This comprises:



The Project Budget should describe the overall costs of the project broken down by phase. This spreadsheet is also supported by a budget and cash flow analysis (see below).

The Budget tolerances should also be defined.

## Budget Tolerances

The budget tolerances for the Project are+ $X,0000/-$Y,000

## Budget and Cash Flow

The Cash Flow for the project is shown in the table below:



If the project is going to require longer than 12 months then this same format should be used however this budget and cash flow will be attached as an Appendix to this document and this section will summarise the salient points.

## Project Cost Management Plan

The Project Cost Management Plan should describe how the project budget will be monitored, reported and controlled. Key aspects for inclusion in this section are:

* How will project expenditure be approved?
* How will costs be captured and tracked as they are incurred?
* How are costs entered into the financial system?
* How are commitments to be tracked and how are these reconciled to actual expenditure and how often?
* What financial reports will be produced, how often and who are the recipients?
* How will any variation to budget be approved?
* How will forecast tolerance deviations be handled?

# Financial Evaluation

Financial Evaluation – A Financial Evaluation is to be undertaken in accordance with ARTC requirements. The outcome is the Financial Evaluation Report, covering at least Benefit Category, Corporate Objectives, Financial / Economic Benefits as detailed in the following table.

## Project Benefits

The project benefits are defined in the attached table:



## Nett Present Value

The investment appraisal for the project is summarised in the attached table:



## Project Financial Evaluation Summary

The Financial Evaluation should summarise the above table and rationalise the investment appraisal for the project in light of the costs, benefits, risks and overall value for money proposition.

# Project Delivery Strategy

## General

This section should summarise the overall approach to the delivery of the project. This should consider the approaches for:

* design
* track works
* civil engineering works
* signalling works
* communication works
* IT works
* Planning Environmental Impact Assessments and Environmental approvals

In defining these work elements commentary should be included on approaches for

* Major Contracts
* Use of alliance partners for some / all of the work
* Ensuring Rail Safety Accreditation requirements are met

The table and Project Team Chart below summarises the approach:

|  |  |
| --- | --- |
| Contract | Contractor |
| Track & Civil Works | XYZ Constructions (Principal Contractor) |
| Signalling & Communications Works | ABCD Signalling Alliance |
| etc |  |
|  |  |
|  |  |
|  |  |
|  |  |

Include a diagram of the major organisational aspects where relevant e.g.



## Design

Describe how the design work was/will be carried out and major responsibilities or contracts required.

## Track Works

Describe how the track work will be carried out and major responsibilities or contracts required.

## Construction

Describe how the construction work will be carried out and major responsibilities or contracts required.

## Civil Works

Describe how the civil engineering work will be carried out and major responsibilities or contracts required.

## Signalling Works

Describe how the signalling work will be carried out and major responsibilities or contracts required.

## Communications Works

Describe how the communications work will be carried out and major responsibilities or contracts required.

## IT Work

Describe how the IT work will be carried out and major responsibilities or contracts required.

## Planned Possessions

Describe any ARTC equipment or possessions that will be required in the course of the work and when they will be required.

## Interface Management Plan

Describe the major interfaces that will need to be managed throughout the project. This section needs to identify and describe:

* The interfaces between each major element of the capability
* How these interfaces will be managed during design, construction, testing and commissioning phases
* The roles of ARTC and all vendors in the management of the interfaces

# Project Quality Management Plan

## ARTC Project Management Related Procedures

ARTC follows its own Project Management Procedures to ensure Project Management quality. The key procedures for major projects include:

* Project Management Procedure (EGP-20-01)
* Inspection Test Plans - Signalling ESC-21-01, 02, 03, 04
* Inspection Test Plans Track and Civil EGP-20-02
* EGP-20-02 Inspection and Test Plans procedure can also be used for ITP guidance for other disciplines
* Finance Contracts Management procedure (FCO-PR-022)
* Risk Management Procedure (RSK-PR-001)
* Project Risk Management (RSK-WI-005)
* Configuration Management (EGP-03-01)
* Environmental Management System (ENV-PR-001)
* SMS - Manage Accreditation – Variation and Change

## Configuration Management Plan

The Configuration Management processes to be used on all ARTC projects are defined in the ARTC Configuration Management Procedure EGP-03-01.

Describe the Configuration Management processes to be used for the key work elements and when and for how long these will be needed.

Include appropriate references to the EGP-03-01 process where required.

For significant projects this section will reference a separate detailed document and in this case, only the major Configuration Management aspects will be summarised in this section.

For smaller projects this section will include the necessary detail to enable the effective management of the configuration impacted by the works on the project

### Summary of Configuration Changes

Summarise the configuration items to be created, changed, commissioned or de-commissioned from the project.

|  |  |
| --- | --- |
| Configuration Item | Nature of Impact |
| Track section abc….. | New section to  be constructed |
| Track section ghi…… | Old section to be closed |
| Signalling system …..xyz | Upgrade existing signalling infrastructure |
| etc |  |
|  |  |

### Configuration Management Process

Describe:

* who will perform the Configuration Management functions
* how the configuration items will be identified in the Ellipse Asset Management System
* any relationships with contractor Configuration Management systems, tools and roles
* the need to audit the configuration change (as per the Configuration Change List attached to the NAN) and how and when this will be undertaken during the project
* the process for verification of the configuration prior to commissioning

## Change Management Plan

Describe the Change Management processes be used for the project. This must include:

* How changes are identified and recorded
* Responsibility for change management e.g. Project Manager, dedicated change management roles (if any), administrative roles and the role of the project Approval Authority.
* Change approval levels
* Change budget and administration of same if applicable

## Safety Management

Safety management is a core principle of ARTC project management.

ARTC’s commitment to safety is also outlined in a separate section of this Project Management Plan.

## External Parties Quality Management

The quality of construction will be managed by XXXXXXX.

XXXXX has prepared a Quality Management Plan (QMP) that addresses how quality for Track & Civil Works will be managed on the site.

YYYYY have also prepared a QMP that addresses how quality for Signalling & Communication Works will be managed on site.

Inspection and test plans (ITP’s) will identify hold and witness points and will form the basis of documenting quality control during construction of the works.

XXXXX and YYYYY QMP’s are available upon request.

Describe any other specific external quality responsibilities in this section e.g.:

* Independent testing or approvals

*Inspection and Test Plans*

* Compliance
* Quality assurance roles e.g. process definition and/or conformance.

## Internal Parties Quality Management

ARTC has X Project Management staff responsible for surveillance, signing off and witnessing hold points and performing quality control audits.

Describe any specific internal ARTC quality responsibilities in this section e.g.:

* Testing or approvals

*Inspection and Test Plans*

* Auditing
* Quality assurance roles e.g. process definition and/or conformance.

## Material Supply

ARTC Major Projects, ARTC Procurement and XXXXX and YYYYY work together to arrange and deliver major materials required for the project. The quality of all civil, track and signalling materials are checked by suppliers. Contractor quality checks are also verified following the deliveries by ARTC to confirm supply quality.

Following installation a range of quality and testing procedures will be completed in accordance with ARTC standards (e.g. weld testing, survey checks, visual inspections, engineering sign-off etc).

Consideration should also be given to disposal of waste materials.

# Human Resources Management Plan

Describe the HR aspects of the project within this section.

## HR Plan – Project Based Resources

Consideration should be given to the HR aspects of all ARTC resources assigned to the project. This should include:

* Establish clearly defined project role definitions
* Gain agreement and commitment to these roles and associated reporting relationships
* Establish the need for skills development which might include training, mentoring or on-the-job development
* Describe how performance will be monitored and managed – for example the use of appraisals or other forms of performance assessment instruments. This might include leaving responsibility for this with ARTC operational line management or alternatively responsibilities allocated within the project team

The following ARTC resources will be utilised on the project:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Role | Allocated to | Time Allocation | Role Summary | Required Skills Development |
| *ARTC Project Manager* | *Jim Smith* | *Full Time*  *Duration of project* | *Ensure EGP-20-01 is followed*  *Deliver the changes required by the project*  *Ensure all procurement and contract related activities are conducted*  *Undertake Risk Management*  *etc* | *Mentoring by Fred Smith* |
| *Signalling engineer* | *Paul Kelly* | *50% from date X to date Y* | *Develop signalling upgrade requirements*  *Oversee design of signalling upgrade*  *Test and approve signalling changes* | *Training on new signalling test equipment* |
| *etc* |  |  |  |  |

## HR Plan – operational Based ARTC resources

Consideration should be given to the HR aspects of all ARTC resources whose role is impacted by the scope of work on the project. This should include

* Identify and list those ARTC resources whose job will be impacted by the project either during the project life-cycle or as a result of the implementation of the project
* Define the HR implications of this
* Consideration of ARTC individuals or departments who will acquire new or changed roles and responsibilities or lose their role entirely
* Identify other elements of work for inclusion in the Project Scope to ensure the HR and organisational change aspects of these changes are effectively coordinated

The following ARTC resources will be impacted by the project:

|  |  |  |
| --- | --- | --- |
| ARTC Role | Project Impact | Required Project Actions |
| *Signalling Maintenance Team* | *2 Less staff will be required* | * Redeployment planning in conjunction with HR |
| *IT System Team* | *New expertise required to support new software* | * Identify up skilling strategy * Identify new roles (if any) |
| *etc* |  |  |

# Inventory Management Plan

*Describe the Inventory aspects of the project within this section.*

## Inventory Management Plan – Spare Parts Requirements

Consideration should be given to the Inventory impact of the project. This should include:

* Describing the potential impact to Inventory holding costs and maintenance exposure – for example the introduction of a new product may increase inventory costs to support maintenance requirements and result in product obsolescence, while the introduction of a new design may reduce whole of life costs and increase reliability.
* Establish a recommended spare parts listing, including estimated costs and supplier details for inventory evaluation.
* Incorporate agreed spares listing in overall cost evaluation within quotation or tender to ensure competitive tension, cost awareness and timely cataloguing and procurement.
* Provide the Inventory Team with a recommended spares parts listing, including approved bill of materials and associated drawings for material cataloguing and ongoing support purposes.

The following table is a listing of recommended spare parts to support the ongoing maintenance of the infrastructure, following project hand over.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Component** | **Sub Component** | **Product #** | **Product Description** | **Quantity** | **Unit Price** | **Supplier** |
| e.g  Turnout | Crossing | *xxxxxxxxxx* | *SNX 300:10.5* | *1* | *$65,000* | *ABC* |
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# Project Schedule

## Phases and Milestone Definitions

The phases within the <Project Name> project are described in the following table:

|  |  |  |  |
| --- | --- | --- | --- |
| Phase | Phase Description | Milestone Description | Planned Completion Date |
| 1 | Phase 1 description. Major deliverables, work conducted | Phase milestone 1 description | Planned Milestone Completion Date |
|  |  | Phase milestone 2 description | Planned Milestone Completion Date |
|  |  | Etc | Planned Milestone Completion Date |
|  |  | Phase 1 Completion | Planned Phase Completion Date |
| 2 | Commissioning of Crossovers |  | Date |
| etc |  |  |  |
| Final Stage Number | Final commissioning | Complete Handover of works | Planned Milestone Completion Date |
|  |  | Establish Support Arrangements | Planned Milestone Completion Date |
|  |  | Finalise contracts | Planned Milestone Completion Date |
|  |  | etc |  |
|  |  | Project completion | Planned Project Completion Date |

Add any other narrative here to explain the rationale for the Phase definition/selection.

Phase end dates are added to the table once the scheduling process is completed.

## Project Deliverables

The <Project Name> project deliverables are summarised in the attached table:

|  |  |  |  |
| --- | --- | --- | --- |
| Phase | Deliverable | Team Responsible | Due Date |
| 1 | Signal Design | Vendor XYZ |  |
|  | Track upgrade design | Vendor abc |  |
|  | Design Approval | Project Manager |  |
| 2 | Signalling equipment | Signalling Engineer |  |
|  | Relayed Track | Vendor abc |  |
|  | Decommissioned old Track | Vendor abc |  |
|  | Environmental licences, permits and approvals | Project Manager |  |
| etc |  |  |  |

All project deliverables should be described in this section as these provide the starting point for the development of the Project Schedules.

As schedules are refined the Due Dates are added to this table.

## Work Breakdown Structure and Gantt Chart

A Project Schedule for the <Project Name> is shown at Appendix XX

It is a dynamic document and will be maintained during the life of the Project.

Summarise the salient points from the schedule here. This should include:

* Key dates not covered in the Phase definitions
* Stop/Go/Review points.
* Summary of Critical path
* Any other schedule related comments

## Project Time Tolerances

The project time tolerances are+$XDays/-$YDays

# Resource Management Plan

## Resource Summary

The <Project Name> internal and contract project resource utilisation is summarised in the attached table:



Add narrative here to explain in general terms the resourcing of the project. Consider:

* Overall resource projections
* Rationalise for internal versus contractor use
* Any other relevant resourcing comments.

## Critical Resource Summary

Describe any critical resourcing elements e.g.

* Niche or specialised skills required (Environmental consultant)
* critical resource availability/timings (Environmental consultant)
* Resource related risks – reference the Risk Management Plan

# Commercial Management Plan

## Procurement Management Plan

The procurement management plan for the <Project Name> project is described in this section.

When defining the Procurement Management Plan describe the following:

* Major procurement aspects of the project
* Strategy to be used for each procurement activity (e.g. request for quote, open tender, preferred supplier etc) and rationale
* Evaluation process -refer to procurement documents where necessary
* Procurement approval authorities to be used and details of how this will occur

### Procurement 1

Nature of Procurement….

Procurement strategy/approach….

Evaluation process. Consider evaluation criteria, evaluation teams

Targeted/mandated procurement timings

Procurement risks – reference Risk Management Plan

### Procurement 2

Nature of Procurement….

Procurement strategy/approach….

Evaluation process. Consider evaluation criteria, evaluation teams

Targeted/mandated procurement timings

Procurement risks – reference Risk Management Plan

## Contract Management Plan

The contract management plan for the <Project Name> project is described in this section.

When defining the Contract Management Plan describe the following:

* Major contracts required to deliver the project and approximate value of each
* Strategy to be used for each contract activity (e.g. fixed price, ceiling cost, time and materials…..
* Contract approval and execution responsibilities
* Ongoing contract monitoring and compliance activities and responsibilities

*Development of Schedule D Scope of Works*

### Contract 1

Description of Contract….

Contract approval and execution process and time scales….

Contract compliance considerations such as

* Audits
* Reporting needs
* References to any required Service Level Agreements (SLAs)
* Identify the need for and summarise Contract penalty clauses

### Contract 2

Description of Contract….

Contract approval and execution process and time scales….

Contract compliance considerations such as

* Audits
* Reporting needs
* References to any required Service Level Agreements (SLAs)
* Identify the need for and summarise Contract penalty clauses

# Safety Management Plan

## Rail Safety Accreditation

Describe the mechanisms to be used to achieve the necessary rail safety accreditations for all involved parties. The Project Manager shall determine and document that appropriate rail safety accreditation is held for undertaking the work. Safety Management System arrangements for works carried out by Contractors shall be agreed and documented.

The Project Manager shall determine if the change requires a variation to ARTC’s accreditation or whether the decision, event or change requires notification to the rail safety regulator (refer SMS Process - Manage Accreditation – Variation and Change).

RLS-FM-012 SMS Selection Tool will be completed by the Contractor Manager to determine the nominated SMS. For ongoing contracts, the form will be reviewed annually by the Legislation and Regulation Manager (Rail). The form may be used on a contract specific basis or for a specific job or project. Completed forms will be stored in Avetta.

## WHS Requirements

### Responsibilities

The following responsibilities will apply during the life of the project.

|  |  |
| --- | --- |
| Organisation | Safety Responsibility |
| *ARTC* | *Safety Related Document Reviews e.g. relevant Safety Management Plans and Safe Work Method Statements (SWMS).* |
|  | *Ensure all contractors meet all appropriate safety obligations.* |
|  | *Arrange safety inspections and audits* |
|  | *Ensure all applicable contracts include the required obligations for safety documents to be provided to ARTC. (eg: Safety Design reports)* |
|  | *Manage WHS risks associated with undertaking construction work* |
| *Contractor abc* | *Follow agreed and contracted Safety procedures* |
|  | *Ensure all abc staff are appropriately trained and accredited* |

It may be pertinent to reference other documents in this section such as the Safety Management Plans developed by any involved vendors or Alliance Partners,

This should also include any required safety related document reviews

### Work Health & Safety

Safety Management – The plan must address how Work Health and Safety requirements will be achieved as per COR-PR-017 Contractor Management Procedure. Additional guidance is available at:

* [Safe Design of Structures Code of Practice](http://www.safeworkaustralia.gov.au/sites/SWA/about/Publications/Documents/698/Safe%20Design%20of%20Structures.pdf)
* [Construction Work Code of Practice](http://www.safeworkaustralia.gov.au/sites/SWA/about/Publications/Documents/696/Construction-Work-V2.pdf)
* [*Managing the Work Environment and Facilities Code of Practice*](http://www.safeworkaustralia.gov.au/sites/SWA/about/Publications/Documents/626/Managing_the_Work_Environment_and_Facilities.pdf)

Project Managers are responsible to ensure that Safe Design of Structures and Construction Work requirements are referred to in the applicable contracts. Where design of structures or construction works are carried out by ARTC staff, the Project Manager is responsible for ensuring that safety requirements are implemented.

For construction work over $250,000.00, the following guidance is provided:

* EHS-FM-003 ARTC Safety Management Plan Template

Describe how compliance will be achieved and validated.

The Principal Contractor for a construction project must prepare a written Safety Management Plan. This will include safety measures, including lead and lag indicators. This will be reviewed by the contractor manager before works commence on site using EHS-FM-005 Safety Management Plan Checklist

# Communications Management Plan

## Major Stakeholders

The major stakeholder groups impacted by the project are summarised in the following table:

|  |  |
| --- | --- |
| Stakeholder Group or Individual | Nature of involvement |
| *ARTC Management and Board* | *Responsible for the outcomes of the project and for senior level oversight of the work* |
| *Vendor abc* | *Responsible for the effective design, development., testing and commissioning of all civil works* |
| *Vendor xyz* | *Responsible for the effective design, development., testing and commissioning of all signalling works* |
| *ARTC IT Group* | *Responsible for the upgrade of signalling interfaces and for the allocation of appropriate resources to the Project Manager* |
| *ARTC Contract Management Group* | *Responsible for the oversight of the procurement and contract establishment and management processes for the project* |

## Stakeholder Communications

### ARTC Internal Communications

A project communications plan is shown in the figure below

|  |  |  |  |
| --- | --- | --- | --- |
| Internal Stakeholder Group | Consultation Date, Planned Date or frequency | Consultation Method | Key Attendees |
| Internal Stakeholder 1 | Date consulted or planned consultation date or frequency | Eg Meeting, Operations Workshop, approvals etc | Org Units attending  Roles of the people attending |
| ARTC Board | Bi monthly meetings | Scheduled meeting | ARTC Board, Approval authority and ARTC Project Manager |

### Other Stakeholder Communications

ARTC will consult with key stakeholders throughout the development of this project as summarised in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| External Stakeholder Group | Consultation Date, Planned Date or frequency | Consultation Method | Key Attendees |
| External Stakeholder 1 | Date consulted or planned consultation date/frequency | Eg Meeting, Operations Workshop, approvals etc | Org Units attending  Roles of the people attending |
| Eg Vendor abc | Monthly project review meeting | Scheduled meeting | ARTC Project Manager, XYZ Project Manager, ARTC Contract Manager |
|  | Residents – Media and Communications |  |  |

Stakeholders were provided with the opportunity to comment on the project as part of the above consultation. Refer to Community Engagement Framework document COR-PR-027.

Consultation methods might include regular reports, email, face-to-face meetings, road shows, workshops etc

# Preliminary Project Operational Readiness Plan

## Commissioning

Project Commissioning Plans will be produced by each vendor involved in the project in conjunction with the ARTC Project Manager.

These plans will be used in conjunction with the Quality Plans to verify that the Works have been completed in accordance with the relevant standards.

Following certification of the Works by XXXXXX, ARTC’s relevant documentation will be completed.

Describe in this section any details of the commissioning plans required and how the commissioning of the overall capability will be undertaken.

## Handover

Following completion of an element of the works (e.g. plain track installation, structures, and modifications) ARTC’s appointed representative will inspect the works.

Included in this inspection will be a series of checks:

* Proposed operational handover procedures
* Any training required as part of the handovers and commissioning – reference the Training Plan
* Acceptance processes by relevant teams or parties responsible for ongoing support of the capability
* Spares, Tools and other Consumables availability i.e. Delivery Strategy and Schedule
* EGP2001T-05 Environmental Handover Checklist
* EGP2001T-13 Certificate of Practical Completion - Contractor

*EGP2001T-10 Infrastructure Certification and Handover*

Each of these elements will be described here as necessary and according to the needs of the project.

# Environmental Management

## EIA and Risk Assessment

Describe the type of Environmental Impact Assessment required for the works and identify how this will be obtained including consideration of approval timeframes and associated costs.

## External environmental approvals, licences and permits

Describe the type of licences, permits and approvals required for the works and identify how these will be obtained.

## Construction Environmental Management

The Works will be carried out in accordance with the ….

Specify any relevant legislative or government standards here

In particular, Contractors will be responsible for:

* Preparation of an Environmental Management Plan (EMP);
* Environmental inductions for all site personnel; and
* Auditing of the EMP to ensure compliance.

## Environmental Roles and Responsibilities

Identify who is responsible for key environmental management tasks i.e. complaints management or incident response.

## Environmental Site Inspections

With Reference to ENV-PR-005, Identify when any Environmental Site Inspection will be completed and by whom.

## Reporting

Describe the type of environmental reporting required for the works and identify how this will be completed including:

Monthly Compliance reports, and

Close-out report.

## Environmental Incident Management

For incident management, refer to COR-PR-012 Reporting Procedure.

# Training Plan

## Training of Suppliers

Suppliers will require training as follows:

Specify all required training for external suppliers that is conditional on them commencing work on the project. This might include:

* Safety related training, including WHS
* ARTC standards and procedures (e.g. risk management, configuration management,…)
* Environmental

|  |  |  |  |
| --- | --- | --- | --- |
| Supplier Personnel | Required Training | Time Required | Training Method |
| *Vendor xyz track workers* | *ARTC OH&S standards* | *1 day* | *Provided by ARTC in-house* |
| *Vendor ABC signal engineers* | *Signal test equipment* | *2 days* | *Test Equipment vendors – off-site* |

## Training ARTC Internal Project Resources

ARTC project team members will require training as follows:

Specify all required training for ARTC project staff that is conditional on them commencing work on the project. This might include:

* Safety related training including WHS
* ARTC standards and procedures (e.g. risk management, configuration management,…)
* Tool and technologies

|  |  |  |  |
| --- | --- | --- | --- |
| ARTC Personnel | Required Training | Time Required | Training Method |
| *ARTC IT* | *Signalling interface software* | *1 day* | *Signalling Equipment vendors – off-site* |

## Training of all Maintenance and Support Teams

Prior to commissioning of the project ARTC will arrange to complete training of ongoing maintenance and support teams.

Required training is as follows:

Specify all required training for all operational, maintenance and support teams that are required before implementation. This might include:

* Operational staff e.g. drivers
* IT Support staff
* Signalling engineers

|  |  |  |  |
| --- | --- | --- | --- |
| **Personnel** | **Required Training** | **Time Required** | **Training Method** |
| *Drivers* | *New signalling methods and infrastructure* | *3 days* | *Provided by ARTC project team in-house* |
| *ARTC IT Support team* | *Handover of new IT system* | *0.5 days* | *Walk through of functionality, Summary of systems documentation* |

# Risk Management

This section of the document will form the Project Risk Management Plan (PRMP).

## Risk Management Activities

<Insert relevant introductory text, if appropriate>

<Project risk management activities may be depicted in an alternative manner if deemed appropriate, for example, providing a schedule with timeframes, listing activities in dot point or table, or a diagram that integrates project risk management activities with other project management activities etc. If this method is chosen, the diagram may be deleted>

<If deemed required, appropriate sub-headings may be included in this section, and further detail provided on any of the identified risk activities that are to be undertaken>

<Example Visio diagram below, if project is being managed in accordance with EGP-20-01 Project Management. Double click to open in Visio and amend. Delete if alternative method is used>



Overview of Project Risk Management Activities

## Risk Management Methodology

Risk management activities conducted for the Project will be undertaken in compliance with:

* RSK-PR-001 Risk Management Procedure
* RSK-WI-005 Project Risk Management

The following arrangements will be applied specific to this project.

<Include any other additional information if deemed appropriate>

### Risk Matrix

Project Risks will be assessed utilising the following risk matrix

<Include customised risk matrix>

### Notification and Escalation of Identified Risks

Notification and escalation of identified project risks will be undertaken as depicted in Table 2.

<Include customised criteria in table where indicated in blue text>

|  |  |
| --- | --- |
| RISK LEVEL | ESCALATION |
| Very High | <Insert as appropriate> is informed immediately and <Insert as appropriate> is made aware of the risk as soon as practicable.  Reported to <Insert as appropriate>. |
| High | <Insert as appropriate> is made aware of the risk.  Reported to <Insert as appropriate>. |
| Medium | <Insert as appropriate> |
| Low | No escalation is determined to be required. Project risk management practices in place are sufficient to manage this risk. |

Table 2: Notification and Escalation Requirements

In the event that new ongoing risks are identified as a result of project activities or change impacts, notification and escalation will occur in accordance with requirements specified in RSK-PR-001 Risk Management.

In the event that a project risk is determined to have a High or Very High potential risk to ARTC as an enterprise, the risk will also be notified and escalated in accordance with requirements specified in RSK-PR-001 Risk Management, including notification to the Committee of the Whole Board for Risk.

<Amend wording as deemed appropriate. Add extra information if required>

### Risk Reviews

Risk Reviews will be conducted at:

* Project Gate Reviews / Hold Points
* Where significant changes are made to the project that may impact risk, including, but not limited to, changes to:
  + project scope
  + project / site conditions
  + stakeholders
  + project activities
  + process or work methods
* Investigation / review of a major incident
* Where there is a change in the effectiveness of a control.

<Amend wording as deemed appropriate. Add extra information if required>

Risk reviews will be conducted by <insert description of how risk reviews are expected to be conducted>.

## Risk Management Resources, Roles & Responsibilities

### Nominated Project Risk Manager

The Nominated Project Risk Manager for the Project is <insert name, job title>.

The Nominated Project Risk Manager is responsible for the risk management activities described in this PRMP including:

* Risk Workshops
* Project Risk Registers within CGR Foundation
* Closure and transfer of risks at project close.

<Amend wording as deemed appropriate. Add extra information if required>

### Specialist Expertise

Specialist expertise is required as follows:

* <list requirements>

<Amend wording as deemed appropriate. Add extra information if required. If no specialist expertise is required, provide appropriate wording to indicate that requirements have been considered and no specialist expertise is required>

### Corporate Risk Team

Appropriate liaison will occur with the Corporate Risk Team, including:

* Creation of project register within a suitable location in the ERMS
* Transition of residual risks to other registers within the ERMS
* Training of users who require access to the ERMS
* <Include any other agreed liaison or assistance>

## Risk Summary

*Comment on when and how the Risk Assessment was done.*

*Summarise key risks in this section.*

Site risks are managed through the pre-work briefing where individual risks are identified and mitigation put into place.

Company or project business risks are mitigated by the project cost management plan, and BIC review of the 5 year plan and approval of the BIC Project Evaluation Summary by the delegated authority.

The Project Manager shall undertake a So Far As Is Reasonably Practical (SFAIRP) risk assessment in line with RSK-PR-001 during the planning phase.

Where the Annual Works Program Risk Assessment has already been conducted, relevant risks and controls can be added to the Project Risk Assessment to avoid duplication of effort.

## Project Site Risks

*Summarise Project Site Risks and mitigations here*

|  |  |
| --- | --- |
| Risk | Mitigation / Action |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## Risk during Design

*Summarise Design Risks and mitigations here*

|  |  |
| --- | --- |
| Risk | Mitigation / Action |
| *Time* | *Set agreed timeframe in brief and monitor throughout design process*  *Set up a detailed construction timeline and book possessions (if required)*  *Continually monitor for project time over run* |
| *Budget* | *Conduct a detailed estimate in the planning phase to determine if funding is sufficient* |
| *Resources* | *Book external resources early in project* |

## Risk during Construction

*Summarise Construction Risks and mitigations here*

|  |  |
| --- | --- |
| Risk | Mitigation / Action |
| *Time* | *Set agreed timeframe in the way of a detailed construction timeline and monitor during the process*  *Hold points to be identified early in process and followed / monitored*  *Continually monitor for project time over run* |
| *Budget* | *Ensure costs are monitored at set intervals throughout the process*  *Variation processes are to be followed* |
| *Resources* | *Rosters to be set to allow staff enough notice* |
| *Safety* | *A pre work brief to be conducted at the start of each shift to ensure all safety risks are identified and assessed, are controlled and monitored. This is to be formally relayed to staff at the briefing* |
| *Environmental* | *Task based Environmental Impact Assessments completed and reviewed by Environmental officer.*  *Any mitigation measures identified by the EIA or task based Environmental Impact Assessments to be in place before work starts*  *Ad-hoc or planned environmental site inspection plan in place* |
| *Contractual* |  |
| *Quality* |  |
| *Configuration* |  |

## Risk during Integration, Testing and Commissioning

*Summarise Integration and Testing Risks and mitigations here*

|  |  |
| --- | --- |
| Risk | Mitigation / Action |
| *Time* | *Set agreed timeframe in the way of a detailed construction timeline and monitor during the process*  *Hold points to be identified early in process and followed / monitored*  *Continually monitor for project time over run* |
| *Resources* | *Ensure qualified staff are rostered on for the Integration and Testing phase* |
| *Safety* | *A pre work brief to be conducted at the start of each shift to ensure all safety risks are identified and assessed, are controlled and monitored. This is to be formally relayed to staff at the briefing* |
| *Environmental* | *Environmental officer to be present during commissioning.*  *Any mitigation measures identified by the EIA or task based Environmental Impact Assessments to be in place before work starts*  *Ad-hoc or planned environmental site inspection plan in place* |
|  |  |

## Residual Risk following Project Completion

*Summarise residual risks remaining after project completion and implementation of risk treatment here*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Risk | Action | Date | ARTC Responsibility | Sign |
|  | Transfer to appropriate register in the ERMS |  |  |  |
|  |  |  |  |  |