Project proposal/Options Analysis/Business Case/Project Plan (Infrastructure)

Project Name

Queensland Government

Creative Commons information

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│                          4in1 Template                                                          │
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Project Summary

Region/Unit	
Location	
Program	
Project Number	
Project Description	

Document Control

Prepared by:	Name
Title:	Job title
Branch:	Branch
Division:	Division
Location:	Floor, street, city
Version no:	0.1
Version date:	dd mm yyyy
Status:	Initial Draft/Consultation Draft/Approved Document/Minor Revision/Major Revision
DMS ref. no:	DMS reference number
File/Doc no:	File number/document number

Version history

Version no.	Date	Changed by	Nature of amendment
0.1			Initial draft.

Endorsement and Approval

Customer (delete for Project Plan)

I agree to the project proceeding as proposed in this document.

Name			
Position			
Signature		Date	
Comments			

Sponsor

I agree to the project proceeding as proposed in this document.

Name			
Position			
Signature		Date	
Comments			

The following officers have **endorsed** this document:

Name			
Position			
Signature		Date	

Add further names as required

Project manager:

I recommend the project proceeds as proposed in this document.

Name			
Position			
Signature		Date	

Contents

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Table of Tables

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Executive summary

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1. Purpose of this document

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2. Definitions

Terms, abbreviations and acronyms	Meaning
Customer	Decision maker 'owning' the new asset
Sponsor	Head of the delivery group

3. Governance

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The project will be/is being managed in accordance with the project management policy of April 2012 and the principles on the OnQ website under governance. Governance arrangements for the project are set out below.

3.1 Key Roles

Identify key personnel in the proposed project in the table below. Each member of the team must be aware of their roles and responsibilities. Note that these roles should be pushed to the lowest level that has the span of control to make decisions.

Refer to the OnQ website for clarity on 'roles and responsibilities'.

Where multiple agencies are involved that own different parts of the new/upgraded asset/network to be created by this project, list the coordinating customer who will be responsible for obtaining agreement from the others on required functionality when the project identifies any such issues. The other customers should also be listed.

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The key project management roles are:

Project Customer	[Name], [Position]
Project Sponsor	[Name], [Position]
Concept Manager	[Name], [Position]
Program Manager	[Name], [Position]
Project Manager	[Name], [Position]
Advisory Group	(optional)

3.2 Project organisation structure

Consider adding a project organisational structure here. Refer to the OnQ website under Project management> Governance>/Project Governance Model.

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3.3 Higher level requirements

This sub-section will generally be completed by a transport planning area for a transport strategy development project that will recommend that a number of projects proceed to delivery. When the proposal document is prepared for these projects, locate this strategic material and simply cut and paste, including whichever of the following headings are relevant.

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3.4 Whole of government requirements/strategic focus

Consider the immediate priorities of the current government, and TMR's longer term accountability to sustain the operations and asset management of the State's transport network. Describe how this project contributes to these (sometimes competing) drivers.

Extra links to federal and state strategy documents can be found on the OnQ website under Resources> External websites.

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3.5 Departmental corporate/strategic requirements

Outline the project's relationship to the TMR strategic plan and Roads Connecting Queenslanders. Show also how the project contributes to any departmental regional/area strategy/plan, corridor and link strategies/plans, and any local government local area transport plan.

Note that, whatever the government priorities of the day, there is still a requirement to develop safe, affordable, fit-for-purpose project solutions.

Regional Transport plans can be found on the TMR website in the projects alphabetical listing under 'C' titled 'Connecting - ……..'.

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3.6 Portfolio management requirements

State which TMR portfolio this project is a part of. Transport infrastructure projects generally form part of QTRIP, which although it has the word program in its name, is a portfolio under the PMI Portfolio Management Standard definition. Mention any governance requirements of the portfolio relevant to this project, such as

- inclusion in the QTRIP submitted to parliament,

- requiring an approved OnQ proposal document to get on this list four years out,

- requiring an approved OnQ business case two years out.

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3.7 Program management requirements

State which program this project is included in and managed under, at both the state and local level. The state program may be national, state or local. Locally, the project may be managed in program groups that collect some of the above together into either geographic area or project management phase. A project may commence as part of a planning program, and then move into delivery or operations programs.

Note that current departmental policy is that for any project to be entered on the QTRIP, it must have an approved proposal and any project less than two years out must have an approved business case.

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3.8 Business and program benefits of the project

What is the purpose of this project?

Enumerate both the strategic business benefits the project is intended to produce, and the delivery benefits anticipated from including this particular project in this particular program in this particular way, e.g. economies of scale in procurement or delivery, avoiding expensive re-establishment if the project is split or the remote area has to be revisited to complete an adjacent job.

The desired benefits should provide a compelling case for the investment and also provide the basis for assessment of benefits realisation. Specific and realistic targets should be set for benefits that can be quantified.

The project purpose may be to achieve benefits that may include reducing (whole of life?) costs for government/community through

- asset preservation,

- improving safety/reducing traffic accidents,

- improving operational functionality by reducing pollution/congestion/travel times,

- improving network functionality by improving flood immunity, improving accessibility, providing regional capacity/resilience or supporting development etc.

Some benefits will be difficult/impossible to quantify, and those that can be quantified will generally be calculated and reported at the business case.

If federal funding is required, a Strategic Merit Test in accordance with Nation Building Program (NBP) guidelines will be required with the business case.

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3.9 Approvals

Advise the approvals required, apart from those on this document's endorsement and approvals page above. Larger projects may have additional approvals or gates, such as IIC/PAF gates, or may require inter-agency concurrence. Consider also financial approvals related to the likely cost of the project and the likely cost of major procurement items. Indicate the approval levels likely to apply.

Consider also the approval levels required for variations.

If federal funding is desired for a proposed project that is not committed as part of a National Partnership Agreement with the Australian Government, a Strategic Merit Test is required to be provided with the PPR. (Templates for both of these appear on the OnQ site> program management> Nation Building Program> templates). For projects requiring a Strategic Merit Test, IIC endorsement for submission to the Australian Government is required. Federal approval of a submitted PPR is required before tenders are called. See project management method below for more details. There is also a federal legislative requirement for open tenders to be called for projects with Australian Government funding (please consult with National Programs).

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3.10 Reviews and reporting

Indicate the reporting cycle, and any review requirements. Reporting is usually done on a monthly basis, and larger projects may be subject to whole of government Project Assessment (PAF) requirements and or IIC reviews. Where there is no internally required report format, the OnQ Monthly Project Report proforma under Tools> proformas and worksheets can be used, together with the reporting requirements planner.

Federally funded projects have their own review requirements as follows:

- A monthly status report may be required for significant projects.

- A Post Completion Report (template appears under Programs management> NBP) is required within six months of physical completion of a project with an Australian Government contribution.

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3.11 Project management method

TMR's policy is that the OnQ project management methodology is to be used for all TMR non ICT projects. OnQ has a maximum of 20 steps and 10 templates in its 4 phases. Two of its 10 templates (the BPA and the BRS) are only used for business development projects. The Component Assignment Brief (CAB) may be used in any project, and is useful for briefing an internal service provider unit. The need for the other templates is determined by the scale and complexity of the project. Large, complex projects will generally warrant preparation of all templates, while smaller, routine projects can appropriately skip or combine some templates. Similarly, template length will vary considerably with the complexity of the project. Large/complex projects may have a major feasibility study that obviates the need for an options analysis template, with approvals being done by correspondence.

Federally funded projects require a PPR report to be prepared at various stages. These are Scoping (at TMR Proposal), Development (at TMR Business Case) and Delivery (at TMR major contract approval). These are federal program management documents covering only funding, strategic fit and outcomes, benefits and risks. They do not cover all of the elements needed for TMR internal project management, and so are no substitute for preparing the OnQ Four-by template at Proposal, Options Analysis, Business Case and Project Plan stages.

An OnQ proposal will bring forward material from any corridor study/link/route investment strategy that an NBP project may have, and will also provide the basis for management of TMR concept phase work. Where the state wants federal money for planning/feasibility, an early milestone will be preparation and submission of the federal Scoping PPR, or Strategic Merit Test where a project is not currently part of the NBP. The project may then proceed to some form of feasibility investigation and report, which may be approved via correspondence in lieu of completing an OnQ options analysis. (Note: The Proposal will have contained the project management plan for the whole of the concept phase. However, where major change has occurred, the project management plan will need updating, and this is best done by producing the Options Analysis document. This will provide a revised project management plan for preparing the Business Case and obtaining approval). An OnQ business case will be prepared next, and this will feed a federal Development PPR and outline the OnQ development phase work. An OnQ project plan will then be developed during this phase, and a federal Delivery PPR will be prepared before calling tenders. Following the implementation phase of the project, the OnQ finalisation phase handover and completion reports will be prepared.

> **PAF projects** similarly have their own <u>program</u> management requirements that similarly do not coverall of the elements needed for internal <u>project</u> management.
>
> Some Type 2 projects may combine Options Analysis and Business case if only one practical option exists. Small/routine projects may use the reduced set of Type 3 abbreviated templates.
>
> A transport planning study/strategy/policy development project would complete a proposal, and possibly an options analysis. The business case would be retitled Organisational Delivery Plan and a project plan would not be required, as the recommendations will be delivered by others. This is consistent with the process outlined in the Integrated Transport Planning Framework (ITPF) at http://www.tmr.qld.gov.au/Projects/Name/I/Integrated-Transport-Planning-Framework.aspx.
>
> The OnQ methodology therefore gives the palette of processes for management of any project, and the project manager needs to select from this palette the actual method that will be used for this particular project.
>
> Advise the project Type, the steps to be carried out, and the templates to be prepared.
>
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3.12 Technical standards and processes

> Departmental technical standards are set out on the department's external website > business and industry > technical standards and publications). List at least the principal ones and consider listing all standards that apply.
>
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All relevant departmental technical standards will be followed. These include:

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4. Project definition

> Once the following sub-sections are completed for the project proposal, there should be few changes in following templates, other than current situation and performance measurement of different phases.
>
> For the proposal, some information for these sections will come from any portfolio or program planning/strategy document or link study that may have been prepared.
>
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4.1 Location

> Describe the location of the proposed project. Insert a graphic of the location and describe the roads, intersections or interchanges, etc involved. And/or refer to any annexed plans/visuals/diagrams, etc).
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4.2 Background

Outline any research that has been done to justify this project. Identify why the proposed project is to be undertaken, preferably from the perspective of someone with no prior knowledge of the project. Relevant details may include:

- How the project need was identified (include such items as AADT, traffic volume, crash history data, and any benchmarking or safety audit).
- Any other investigations, initiatives or projects carried out previously to address related issues.
- Previous consultation or community engagement, issues and outcomes.

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4.3 Current situation

Give details of any current issues, detailing the problem(s), need(s) and/or opportunities etc. together with the issues this project will address.

Consider the impacts of the current situation on internal and external stakeholders, including the impacts of not proceeding.

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4.4 Objectives

Describe the specific objectives of the project - the goals to be achieved, the issue to be resolved or the rationale for undertaking the project. Objectives should relate to the benefits desired by the program and portfolio that the project is part of, as detailed in 3.3.

These objectives should be reviewed and refined at the business case to ensure they are still relevant and achievable.

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4.5 Proposed project

Given the above, describe the essential features of the proposed project in general terms, leaving detailed specifics to the scope section.

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4.6 Delivery strategy

Where a particular delivery strategy/contract type becomes apparent, indicate this, together with the rationale for selecting this approach. The Main Roads Project Delivery System (MRPDS) Feb 2009 Volume 1 provides guidance

on developing an appropriate delivery strategy for road infrastructure projects. It also describes the various contract types and provides assessment criteria for use in narrowing the range of options.

Contract types include the Road Construction Contract (RCC), Roadwork Performance Contract (RPC), Design and Construct Contract (D&C), Alliance Contract (AC), Early Contractor Involvement (ECI). Relational Incentive Contract (RIC) and so on.

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4.7 Project performance measurement/success criteria/KPIs

Indicate how management of this phase of the project will be judged to have been successful. This may range from a general statement through to a tabulation detailing what the Key Performance Indicators (KPI) will be, how and when they will be measured and what the desired targets are. These may be in terms of on time and within budget, or achieving particular milestones, and may also include measures such as customer/ stakeholder satisfaction. Note that these are likely to change as the project progresses.

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4.8 Product performance measurement/success criteria/KPIs

Indicate the success criteria for achievement of the project operational objectives. Again, this may range from a general statement through to a tabulation detailing what the Key Performance Indicators (KPI) will be, how and when they will be measured and what the desired targets are. These will generally be known quite early in the project, and data collection may need to be initiated to ensure there is a baseline before any physical work commences, to measure the impact of the project against. Possible criteria include travel time/queue length reduction, end user satisfaction, operating costs, pollution reduction etc. Refer to the Post Implementation Report template for possible KPIs.

The project manager does not control the usage or network impacts of the project, so will not be in a position to measure, or be held accountable for achieving these. However it is most important for the project manager to know what is required so that 'before' measurements can be taken to enable later comparison, and potential operating issues can be identified and escalated promptly to the customer. These may include opportunities or threats to the final operation of the asset that is being created, or decisions that need to be made that will have significant repercussions for subsequent operations.

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5. Project scope

For the proposal, some information for these sections will come from any project charter that may have been developed by a portfolio or program planning/strategy document or link study.

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5.1 In scope

Identify the project boundaries. Also identify, to the level of detail appropriate for this template, the work required to complete the project successfully. Project scope is defined in increasing detail as the project moves from proposal, through options analysis to business case. It is then refined further during preliminary and detailed design in the development phase.

Where possible include specific products or outputs.

A preliminary Predominant Type Cross Section is available from the OnQ site under tools> proformas. This allows details to be entered in a word document, without the need for preparation in a CAD package by a design office.

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5.2 Out of scope

State the work which will not form part of the project scope, and outline the risks to the project from these out of scope work items not being performed by others.

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5.3 Constraints

Identify any restriction or limitation, either internal or external to the project that will affect its delivery. Constraints may include budget, time, staff, developments/events, political circumstances, electoral cycle, funding availability, environmental, native title and cultural heritage issues, permits, materials supply, geotechnical conditions/testing, black soils, availability of key plant, seasonal weather conditions, legislative requirements, immovable physical items etc.

Any known environmental and cultural heritage constraints should be listed. Note that during the concept phase, an environmental scoping exercise will need to be conducted to identify existing environmental values & constraints and possible legislative triggers to be further investigated. See the TMR Environmental Management System for the steps required, at: http://share.qdot.qld.gov.au/project/ems/Pages/InfrastructureProjects.aspx, entering 'corp\' before your username.

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5.4 Assumptions

Assumptions bring a degree of risk to the project, as they are often presumed to be true, are easily overlooked and can appear to be not worth documenting. Examine your implicit as well as explicit assumptions and list them, for your own protection. Some examples are:

- traffic volumes will continue to grow at ….%
- land that needs to be acquired can be obtained within the required timeframe

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5.5   Related projects/proposals/planning studies

Type here

5.6   Urgency

Type here

6.   Stakeholder impacts

A stakeholder is any person, group or organisation whose interests may be impacted by the project. Identify them, and their interest in the project. Typical stakeholders are listed below

Possible stakeholders to consider		
Political representatives (local, state and federal)	Local governments	Media
Local community	Local indigenous groups	Other areas of the department
Regulatory authorities	Individual citizens	Outback regional roads group
State government agencies - Treasury, Infrastructure Queensland, EPA etc	Special interest groups	Property owners
	Energy providers	Road users
	Telecommunications providers	Other projects

Impacts may be internal and/or external, positive or negative and may vary during the life of the project (costs, disruptions, temporary arrangements etc.). Some of these may require culture change and associated change management, either internally (where staff attitudes will be important) or externally within the community affected. New standards/policies/legislation/regulation may impact outside agencies and service providers.

Overview the stakeholder consultation carried out to date.

Complete/amend the following tables as appropriate. This section is meant to include the standout stakeholders and groups only, to guide targeting of key messages in the external communications plan.

Thereafter it will remind the project of the original groupings and identify for approvers any new group or major individual stakeholder that may emerge.

The following tables are not intended to substitute for the more detailed stakeholder records and analysis done as part of Section 9.6 external communications plan.

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Internal

Stakeholder	Impact/Interest in the project

External

Stakeholder	Impact/Interest in the project

7. Options

Note: Where, after reading this guidance text, there is nothing to add in this section, delete the subheadings and guidance and enter Nil here so the heading numbers remain the same.

Proposal – list any options to be considered in very broad terms only and delete the four sub- sections below.

Options Analysis – complete the four sub-sections below, removing the words 'Options Analysis document only'

Business Case – This section may contain only a summary outline of other options considered and the reasons for dismissing them, with the four sub-sections below deleted.

Project Plan – This whole section is generally not required.

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7.1 Options Considered (Options Analysis document only)

Consider a range of feasible possibilities. Options may involve only parts of the project, and the analysis may present relative or comparative costs for individual portions. Risk-adjusted estimates (of revenue, costs, duration and benefits) may need to be applied to address project characteristics, level of knowledge and degree of confidence in the estimates.

Note that while cost estimates of various options will normally be attached, the cost reported in the following full section headed 'Project Cost' should be the total cost of the recommended option only.

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7.2 Assessment Criteria (Options Analysis document only)

The following assessment criteria can be considered:

- Rating of achievement of project and strategic objectives

- Cost, including potential revenues

- Economic benefit (net present value/BCR)

- Whole of life cost (maintenance, operations and depreciation)

- Public interest assessment/stakeholder impacts

- Legislative requirements and regulatory issues

- Whole of government policy issues/government priorities

- Procurement strategies

- Environmental/cultural heritage benefits/impacts

- Social benefits and their distribution

- Key assumptions and or risks

- Timing and sequencing of project delivery

- Constructability.

Attach results of analysis and evaluate these to determine the best option to proceed with.

Comparative costs should include land acquisition, PUP and Principal's costs, as per the PCEM, where these costs differ between options. Cost may be just one criterion, or it may need to be considered separately and may be a go/no go item,

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7.3 Option Comparison (Options Analysis document only)

Options should be first evaluated against major 'go/no go' criteria and any option which does not meet these criteria should not be considered further. Remaining options will then be compared.

One comparison method is weighted multi criteria analysis. This is carried out as follows:

- Identify the criteria and weightings for each criterion. Note that each criterion must be totally discrete from the others. Weightings can be derived by agreement, or via a paired comparison technique. Weightings are generally expressed as a percentage and values assigned by evaluating their relative importance.

- Rate each option against each criterion. Use of a 1-10 scale is common.

- Add the weighted scores for all criteria for each option

Alternative methods include using a traffic light colouring system, or Low, Medium and High, classifications rather than numeric values.

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7.4 Option Assessment (Options Analysis document only)

Assess the options. Include a qualitative description/summary of the advantages/strengths, disadvantages/weaknesses and estimated comparative costs of the various options. Note that small differences in total score may not necessarily identify the best option due to the level of accuracy of the process.

Be sure to arrive at a conclusion. Until you can do that, you're not ready to progress to Business Case.

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8. Project cost and quantifiable benefits

As per Annexure G of the Project Cost Estimating Manual (PCEM), complete the following stage estimates for the following completions of this template:

Proposal   Strategic estimate
Options Analysis   Options analysis estimate
Business Case   Business case estimate
Project Plan   Detailed design estimate.

Attach the standard Project Cost Estimate (Summary) Form M4755 to this document and summarise it below.

Some estimate of likely BCR should be made at Proposal stage. The CBA team can provide such advice based on AADT, %CVs, length, type of works, roughness, anticipated flood immunity improvement and viability of alternate routes. See http://rams/cba/ for their contact details.

Detailed BCR calculations using TMR's CBA tool will be required for submission with the project Business Case.

Complete/amend the following as necessary.

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The date of the last stage estimate is …/…/…..

This estimate is a category (1 to 6) …..

The method of contingency estimation was deterministic/probabilistic.

The final figure given is a P90/50.

The confidence level in this estimate is very low/low/medium/high/very high.

Project Phase	Total ($)
Concept	
Development	
Implementation	

Finalisation	
Base Estimate	
Contingency	
Total Project Cost	
Escalation Amount	
Out-turn Cost	
Amount of any funding/contributions approved to date	

Operating costs, including operations maintenance and any depreciation, are likely to be/have been estimated at $......... per annum.

Quantifiable benefits/revenue are likely to be/have been estimated at $......... per annum.

The likely/calculated BCR is ………

Social, environmental or other considerations that indicate the project must be done are ….

9. Project management plan

Where this template is amended to become a program or portfolio level Organisational Delivery Plan (that is the end point of a project that has completed a study or developed a strategy/policy identifying a number of projects to be progressed), delete all of the following sub-headings and replace with a list of the study/strategy/policy recommendations, indicating who will be required to progress which projects by when, and how they will be funded.

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9.1 Scope

Add to or amend the following as appropriate to the template being prepared. Note that scope may be impacted by the time available, the funds potentially available and the quality requirements for the finished product, such as the design standards and surface finishes required, as detailed under sub-section 4 below on quality.

Once scope is finalised, the project manager needs to be constantly on the lookout for any scope changes and have them documented, costed and forwarded to the customer for decision. Failure to do this results in scope creep. Approved variations for additional works are not scope creep, for the project manager at least.

Review and amend the following as necessary.

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Scope will be managed initially by proceeding through the concept and development phases to enumerate the scope defined in Section 5 above.

An Environmental Scoping Exercise will also be conducted, which will identify existing environmental values & constraints and possible legislative triggers to be further investigated, This will be done in accordance with the TMR Environmental Management System and will be initiated by completing an Environment & Heritage Service Request, (See InsideTMR> Tools and resources> Environmental Management System).

Once scope is finalised, any changes will be identified, costed and their implications for time and quality determined, using the OnQ site> tools> proformas> project change request and change log, or other required/existing organisational process. Any changes to estimated cost will be handled through the cost variation process in sub-section 3 below on cost.

9.2 Time

The plan for the concept phase and the indicative strategy for the remaining phases are outlined by the milestone activities listed in the tables below. These tables will often suffice for the Proposal, but if a more detailed electronic schedule has been prepared, it should be attached. Electronic schedules in Primavera P6 are required for business case submission and for project plan.

Any proposed staging of the project should be mentioned.

Complete the tables below and review and amend the text following them as necessary.

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Progress of the concept phase will be managed against the milestones listed below:

Milestone	Date
Submission of project proposal for approval	
Approval to commence Options Analysis	
Select consultant from Registration of Interest (ROI) list	
Prepare consultant briefs and offer documentation	
Negotiate prices and gain financial approval	
Commence Options Analysis	
Complete strategic economic analysis on options	
Approval to proceed to business case stage	
Establish the preferred option	
Complete business case	

The following information will provide input to development of an electronic schedule for later phases.

Activity	Planned Date
Business case approved	
Commence detailed design	
Detailed design completed	
Commence procurement	
Contract award	
Commence construction works	
Construction works completed	
As-constructed documents recorded	

Progress will be reviewed and reported monthly, initially against the above milestones, and at later stages, against the P6 schedule.

Extensions of time (EOTs) will be recorded in a change log for major contracts.

For projects that are mandated in RPM, TMR's Reporting and Performance Management system, the project manager will enter commentary on any time or financial variances, preferably as they occur, but by the sixth working day of the month at the latest.

9.3　　　Cost

Extract the cost of completing this phase of the project from the Project Cost Estimate (Summary) form M4755 into the table below. This will have been prepared in accordance with the Project Cost Estimating Manual (PCEM). Note that the M4755 includes projected annual cash flow. It may be necessary in later templates to provide estimated monthly cash flow. Note also that there are worksheets on the OnQ site under Tools> proformas and worksheets to assist with basic costing and with financial impact analysis, including revenue (if any).

Complete the table below for the current/coming phase and review and amend the text following it as necessary.

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Activity	Total ($)
Project Management	
Total Phase Cost	

The total project budget, formerly called allocations, will be obtained/managed through TMR's State-wide Program Investment Delivery Application (OPPM). Variations to the project total budget will be initiated and approved using the program submission form, formerly known as the M3131.

Approval to spend money on the project will be obtained in TMR's Financial Approval Process (FAP) system using the 'Financial approval for purchase of materials and services' form, formerly known as the M739.

Staff and contractor staff working in-house will use CATS timesheets, and apportion their times to appropriate cost codes determined by the project manager.

Expenditure will be recorded in SAP. General Ledger (GL) codes will be assigned to all expenditure, and detailed estimate items aggregated to a suitable level into either SAP WBS elements or internal orders. The structure of these needs to be determined by the project manager at the start of the job. The total of these estimated items becomes the project management budget for each cost code/internal order, which SAP expenditure will be monitored against.

SAP line items will be reviewed monthly, if necessary, to ensure no items have been charged to the wrong cost code, and that any such items are corrected.

Expenditure forecasts will be done in Unifier/P6.

Expenditure will be reviewed and the forecast cost to complete will be estimated monthly.

Variations to project internal budget items will be identified by the project manager/team and submissions requesting financial approval will be approved as per the limit of each officer's financial delegation, with due consideration being given to the impact on total project budget.

Variations that need to be funded from contingencies will be identified by the project manager/team and the funds released by the program manager or the 'major project owner' for projects where the Major Projects Contingency and Savings Management Policy applies.

For projects that are mandated in RPM, TMR's Reporting and Performance Management system, the project manager will enter commentary on any time or financial variances, preferably as they occur, but by the sixth working day of the month at the latest.

9.4   Quality

> Outline the anticipated quality requirements of the finished product. Consider geometric standards, such as EDD/greenfields/brownfields requirements, surface finishes, environmental and cultural heritage requirements and safety in design.
>
> Where there is no required quality assurance format, the OnQ quality matrix on the OnQ site under Tools> proformas and worksheets can be used.
>
> Amend the following text and refer back to Section 3.8 as necessary.
>
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The quality requirements of the end product will be addressed during the concept phase process of considering options and developing the business case. This process is designed to balance aspirations for project scope, completion date, cost and quality, all of which impact upon each other. Design standards and surface finish requirements will be considered in balancing these aspects of the project. Once these matters are settled and the project proceeds to implementation, then the quality standards will be incorporated into the contract brief and specification annexures.

9.5   Environment, cultural heritage and native title

> The Environmental Processes Manual is the department's primary document establishing environmental assessment, approval and management processes for transport infrastructure projects. The department's Environmental System (EMS) has been developed to implement the requirements of this manual.
>
> It can be found at http://share.qdot.qld.gov.au/project/ems/Pages/Home.aspx).
>
> Note that to access the EMS system, you will need to use your Novell password and username, with 'corp\' before the username. The EMS can also be accessed from insideTMR under the 'Operations' tab.
>
> Beware native title on leases, camping reserves, sporting fields etc, especially in western areas.
>
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Environment and cultural heritage will be managed in accordance with the Environmental Processes Manual as per the TMR EMS under the Operations tab on InsideTMR.

9.6   Safety

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9.7   Functionality

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Decisions on issues that could either reduce or increase functionality will be referred to the customer.

9.8   Human Resources

once the resources are in place. These would be attached when this template is completed as a project plan, and may, on occasion, be attached to others as well.

Consider also opportunities for professional development and skills transfer, as well as how performance will be monitored and training requirements determined.

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9.9 Communications

External to project

Complete and attach the OnQ external communications strategy/plan and any necessary worksheets, located on the OnQ site under Tools> proformas and worksheets.

This covers both community engagement and stakeholder management, both of which may involve similar key messages and activities.

Community engagement is generally undertaken once in the concept phase, running concurrently with stakeholder management. By the time this template is completed as a business case, community engagement will have finished, and only stakeholder management will be required.

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External to project communication will be managed as per the attached external communications management plan and worksheets.

Internal to project

Complete and attach completed OnQ internal communications plan and any necessary worksheets, located on the OnQ site under Tools> proformas and worksheets.

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Internal project communication will be managed as per the attached Internal Communications management plan and worksheets.

9.10 Risk

Proposal – Identify the risks to the concept phase and the overall or high level risks which may impact on later phases of the project. These risks will be fully defined during preparation of the business case. Ensure that property acquisition, environment, cultural heritage (including indigenous), flooding, constructability, traffic managemnent, PUP and critical supply item risks are considered.

Options Analysis – Expand on the concept risk list and/or assess comparative risks. Consider commencing use of the corporate risk management log.

Business Case and Project Plan – Attach completed corporate risk management log and include only the higher level risks in the table below.

The TMR risk prompt list can assist with the identification of risks. It contains several hundred risks in a number of categories. This list can be found at: http://tmrintranet/~/media/bf5ea575-e386-493f-a955-c90b9929baaa/tmr%20risk%20prompt%20list.pdf

The table below identifies the major risks or uncertainties likely to be encountered in this phase as well as the remaining phases of the project.

Risk details	Comment on likelihood, consequence and treatment
Overall Project Key Risks	
Current Phase Risks	

This list will be further developed by:

- taking these risks into the risk register in the corporate risk log,

- expanding as the project scope and impacts are fully developed,

- referring back to the corporate risk prompt list, and

- conducting (a) risk workshop(s).

- conducting (a) value management workshop(s).

- monitoring, reviewing and updating the risk register on a monthly/quarterly basis.

9.11 Procurement

The major consultancies/contracts/service providers required are listed below together with the proposed procurement method:

Consultancy/Contract/Service Required	Expected $ value	Procurement method

Procurement will be in accordance with the State Purchasing Policy and will be carried out in accordance with departmental procurement procedures including the Manual – Consultants for Engineering Projects, and MR 41/05 Prequalified Supplier Arrangement Manual.

Any contracts will be managed using the TMR Contract Administration System (CAS) Manual/other approved system.

All purchase orders will be processed in SAP and approval limits will be monitored in Unifier/P6.

Corporate Card will be used for purchase of small items provided these items are not cumulative to an amount in excess of the current limit.

Requisitions for goods/services and purchase orders will be created in SAP.

Accounts will be processed and paid through SAP.

9.12   Integration

This project management plan has been prepared taking into account the requirements of all knowledge areas, and so provides the means of integrating them, ensuring they can be progressed individually and as a seamless part of the whole project with cohesive inter-relationships. Management against this plan using the issues register on the OnQ site under tools> proformas will provide ongoing integration that will be supported by the regular project meetings and reporting outlined in this plan.

9.13   Phase transitions/handover/completion

> The finalisation activities of handover and completion should also be included in the project schedule, together with such activities as closing ledgers, producing as-constructed plans and updating systems such as ARMIS and Asset Master.
>
> At Business case and Project Plan, overview any known operational/traffic management issues, along with intended commissioning arrangements that may be required for M&E equipment/operating systems, as well as operations and maintenance manual preparation, asset transfer, handover, maintenance and warranty arrangements as well as durability assessment report.
>
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9.14　　Design development

> Within the OnQ methodology, design development is a 'work management' activity, not a 'project management' activity. For road infrastructure projects, TMR uses the Design Development Report M4212 to document the design inputs and details. This record needs to be progressively completed throughout concept and development phases. It documents the existing conditions, design considerations, parameters and details, actions, technical decisions, design verifications and safety considerations. This will also document normal design domain and any use of extended design domain and design exceptions.
>
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Design considerations will be progressively documented in the Design Development Report M4212. As-constructed plans will be prepared progressively during the implementation phase.

9.15　　Project Learnings

> There is a learnings register on the OnQ website under tools> proformas. One way of using this is to have it in a directory area accessible to all team members who can add anything they wish to it as the project progresses. This may be in very rough form, but the advantage is currency at the time of writing, and if added to regularly by all, avoids losing learnings that may be forgotten by the time it comes to preparing the completion report. Preparation of the completion report needs to resolve conflicting views that may have been expressed in the register and present these concisely and cohesively. Of course, information for this report will also be obtained from the project filing system and e-mail records.
>
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Learnings on the project will be progressively entered into the learnings register from the OnQ website. Project team members will add to this progressively throughout the project, and it will be an agenda item at monthly team meetings. This will provide a source of information for preparation of the completion report at the end of the project.

10.　　Recommendations

> Summarise the key findings and make a recommendation on whether the project should proceed past this point/gate to preparation of the next template in the series.
>
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11. Annexures

Annexures may include but not be limited to the following:

Locality Plan

Predominant type cross section

Project (Strategic) Cost Estimate (From PCEM).

Responsibility Assignment Matrix

External Communications Plan (OnQ proforma)

Internal Communications Plan (OnQ proforma)

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When the template is complete and the guidance boxes removed, update the table of contents by right-clicking on it and selecting 'Update Field', then 'Update entire table'.

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