TECHNICAL SERVICES ATTACHMENTS
ORDINARY COUNCIL MEETING
WEDNESDAY 16 OCTOBER 2019

REPORT NUMBER	REPORT TITLE AND ATTACHMENT DESCRIPTION	PAGE NUMBER(S)
9.2.1	**Wheatbelt Secondary Freight Network Program: Formalisation of Commitment** **Attachments** 1. Project Governance Plan 2. Program Delivery Plan 3. Multi-Criteria Analysis 4. WSFN Map – March 2019	 1 – 10 11 – 19 20 – 24 25

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 WSFN 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.

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 WSFN 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 WSFN program documents:

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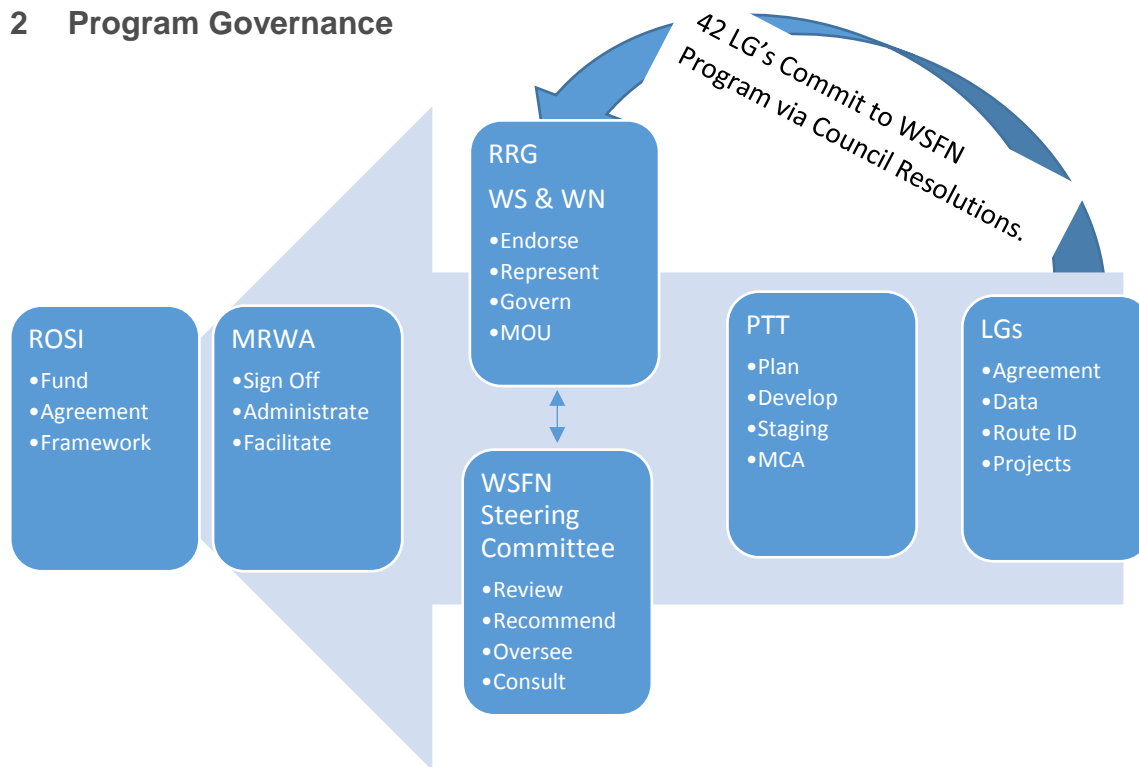
- Program Delivery Plan
- MCA Methodology.

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 WSFN program formalising the ongoing commitment to the program.

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

Document	WSFN Steering Committee	LG	RRG	MRWA
Formal Agreement	Prepare & Submit	Commit	Approve	Sign Off
Governance Plan	Prepare & Submit	Receive	Approve	Sign Off
Program Delivery Plan	Prepare & Submit	Receive	Endorse	Sign Off
Preliminary MCA	Prepare & Submit	Receive	Approve	Sign Off
Annual Report	Prepare & Submit	Receive	Receive	Receive
Staging Plan	Prepare & Submit	Receive	Endorse	Approve
Annual Program Budget	Prepare & Submit	Receive	Endorse	Sign Off
Specific Projects	Approve	Commit	Receive	Sign Off

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.

2   Program Governance

RRG
WS & WN
- Endorse
- Represent
- Govern
- MOU

42 LG's Commit to WSFN Program via Council Resolutions.

ROSI
- Fund
- Agreement
- Framework

MRWA
- Sign Off
- Administrate
- Facilitate

WSFN Steering Committee
- Review
- Recommend
- Oversee
- Consult

PTT
- Plan
- Develop
- Staging
- MCA

LGs
- Agreement
- Data
- Route ID
- Projects

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, WSFN 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 WSFN 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 WSFN 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 and endorse commitment of funds in accordance with agreed processes and procedures based upon advice from WSFN Steering Committee and its Governance Plan. This approach would mitigate the need for every decision to be considered by all 42 Shires and would therefore enable swifter decision making. Its specific roles and responsibilities will entail:

- WS & WN RRGs to enter into a joint Agreement / Memorandum of Understanding (MOU) [specific terminology to be confirmed] representing all 42 LGs confirming their inclusion in WSFN program.
- Receive and acknowledge Steering Committee decisions
- Endorse Governance Plan under which the Steering Committee will operate.
- Endorse Multi Criteria Assessment as recommended by Steering Committee
- Receive and Note the Annual Report as presented by Steering Committee
- Approve the program including back up projects (Staging plan).
- Approve the Annual program budget

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

2.4 WSFN 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

- WSFN Program Technical Director

- 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 WSFN 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 compromising 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 and the commitment of funds to RRG in accordance with agreed processes and procedures outlined in WSFN 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 WSFN 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 a period 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 WSFN 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 WSFN 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 WSFN program.

WSFN
WHEATBELT SECONDARY FREIGHT NETWORK

PROGRAM DELIVERY

PLAN

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1   Program Delivery

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

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

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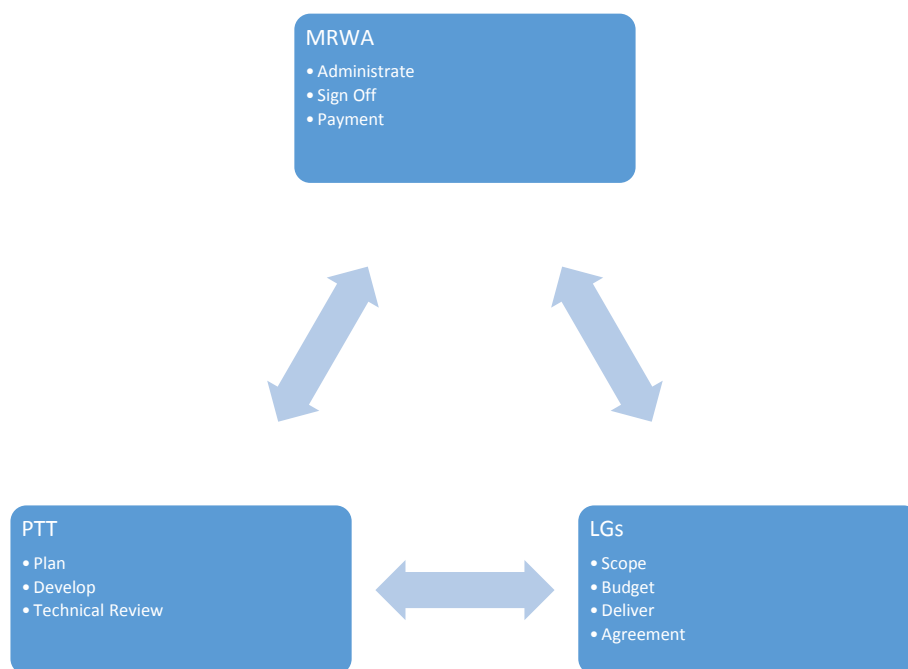
1.1   MRWA

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

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

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- Acquittal and review process for Certificates of Completion and Progress Payments is proposed to be.
  - Progress Payment Certificate - First 50% (once project is approved)
  - Completion Certificate - Final 50% (once project is completed)

1.2   Program Technical Team

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

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

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

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

1.2.1   Program Technical Director

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

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

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

1.2.2   Project Manager

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

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

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

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

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

1.3   LGs

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

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

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2   Project Administration

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

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

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

2.1   Project Management Funding

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

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

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

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

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

Role	Annual Funds	Comments
Project Manager	Nominal $100,000 per annum of wages only	$300,000 across 3 years
Project Administration and Communications Officer	Nominal $20,000 per annum of wages only	$60,000 across 3 years

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

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

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

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

2.2   Capital Works Funding Administration

2.2.1   Funding Breakdown

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

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

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

The Federal Government's role will:

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

2.2.2   Funding Acquittal

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

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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 WSFN Program will be an additional funding stream within the Wheatbelt North and Wheatbelt South Regional Road Groups.
- Acquittal and review process for Certificates of Completion and Progress Payments is proposed to be.
  - Progress Payment Certificate - First 50% (once project is approved)
  - Completion Certificate - Final 50% (once project is completed)

2.3   Project Delivery

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

Stage	Details
1. **Program Staging Plan**	- PTT will develop a staging plan for program delivery. - Relevant LGs will be informed of their proposed project and indicative budget, scope and year of delivery. - Identification of Funds required for a 4 year program set in advance by project priority lists. - Funding to be limited according to individual LG ability to deliver works.
2. **Project Scoping and Approval**	- Stage 1 priority projects will be determined via the MCA process. - Projects will be scoped and a preliminary budget developed by the PTT in-conjunction with individual LGs. - Projects prioritisation will be undertaken via an MCA process by the PTT with input from relevant consultants as required. - PTT will make recommendations to the Steering Committee for endorsement. - The Steering Committee will then forward endorsed recommendations through to the relevant WN or WS RRG.
3. **Detailed Scoping, Design and Budget Development**	- LGs will develop detailed budgets and designs (if necessary) for nominated Stage 1 priority projects. - LGs are to include projects in their annual budget for the proposed year. - LGs to be responsible for all relevant approvals.

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	▪ PTT to work with LGs to verify budgets.
4. Delivery	▪ LGs will be responsible for tendering, project management and delivery of each project in the proposed year.
	▪ PTT to work with LGs to provide technical assistance and advice during delivery.
	▪ Incorporate into annual capital works program.
	▪ Works already funded from other sources are not eligible for funding under this program.
	▪ Cannot use existing funding sources, other than own sources funds, as co-contribution (ie not RRG or Roads to Recovery or Blackspot or Commodity Route funding sources)

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WSFN

WHEATBELT SECONDARY FREIGHT NETWORK

MULTI-CRITERIA ANALYSIS METHODOLGY

In order to demonstrate best outcomes and value for money it is necessary to develop a transparent process to identify which routes have the highest priority for the limited available funding. A preliminary prioritisation of the Wheatbelt Secondary Freight Network routes was performed to provide an initial example of the future process and assist in identifying high-value routes. A simple multi-criteria analysis (MCA) was developed to score each route on the available data. This was undertaken as part of the Business Case development and funding submission process.

The objective of the MCA is therefore to accurately reflect the relative need for upgrade works for each route across the network. To achieve this, the MCA must be based on clear and justifiable scoring system that uses good-quality and verifiable data.

Following the Preliminary MCA development the WSFN team have been able to obtain additional more detailed data from the Revitalising Agricultural Region Freight (RARF) strategy being coordinated by the WA State Government. This data will be distributed to the WSFN Steering Committee via Main Roads WA. The additional data will be incorporated as part of the development of a Revised MCA.

This document summarises the Revised MCA methodology of prioritising the 80 Secondary Freight Routes of the WSFN program.

The criteria upon which each route will be assessed in the MCA includes:

- Average Daily Traffic
    - as submitted by LGAs
    - which would actually be "peak season" traffic
- Equivalent Standard Axles / per day
    - as submitted by LGAs
    - which would actually be "peak season" traffic
- Seal Width
    - Linearly relates to percentage of road below minimum 7M requirement for seal width.
- Road Safety
    - ROSMA as per RARF data
    - KSI
- Road Condition Data
    - as submitted by LGAs
    - Simple Condition Grading Model - IPWEA, 2015, IIMM, Sec 2.5.4

Input Data

Data will be collated from a range of sources as summarised below. These data sources fall under two general categories, relating either to the condition or utilisation of each route (see further explanation below):

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Category	Data Set	Description
Condition	ROSMA KSI Rate	ROSMA data will be supplied by Main Roads WA. It captures the rate of 'Killed or Serious Injury' (KSI) incidents on a route.
Condition	Seal Width	The seal width of the road described as a percentage of the route length, allowing an average seal width will be applied across the route. Seal width will be compared to a minimum seal width of 7m as per a Type 5 road.
Condition	Road Condition	Shire's have assessed road condition on a one to five scale, which has been applied as a direct metric. Five indicating very poor condition
Utilisation	ADT Counts	Average Daily Traffic counts provide data on the average number of total vehicles traveling on a road per day over the measurement period, capturing both heavy and light vehicle use.
Utilisation	ESA Counts	An Equivalent Standard Axle is defined as a dual tyred single axle transmitting 8.2 tonne to the pavement. ESA counts are therefore reflective of the total number and load of heavy vehicles that impact a road.

MCA Process

The MCA will use a three-step process to incorporate all routes into a final ranking system:

1. Each set of data is scored on a consistent scale (e.g. 1 to 5) based the range of results in the data set. For example, if average daily traffic counts (ADT) range from a minimum of 100 to a maximum of 600 then the following scores could be applied (**example only**):

ADT Range	ESA Range	Seal Width (m)	ROSMA (KSI)	Road Condition	Score
100 – 199	0 - 25	> 8	0	Excellent: only planned maintenance required	1
200 – 299	25 – 50	7 - 8	0.2	Good: minor maintenance required plus planned maintenance	2
300 – 399	50 - 75	6 - 7	1	Fair: significant maintenance required	3
400 – 499	75 – 100	5 - 6	1.5	Poor: significant renewal/rehabilitation required	4
500 - 600	> 100	< 5	2	Very Poor: physically unsound and/or beyond rehabilitation	5

2. The scores for each set of data are then combined using weightings (%) to reflect the importance of each set of results in establishing the need for works (example below). This system will be supported by a descriptive justification for the weighting applied to each set of data:

Data Set	Example Score	Weighting	Final Score
A	2	10%	0.2
B	3	20%	0.6
C	4	30%	1.2
D	1	40%	0.4
Total		**100%**	**2.4 out of 5**

3.   The final score for all routes are then compared to rank the routes according to a simple priority system e.g. high, medium and low.

Application of Weightings

The weightings applied to each set of data must be reflective of the actual need for upgrade/repair works. At a high level, the need for the works stems from:

1.   The current condition of the route and how far this is from an ideal standard
2.   How much the route will be utilised, primarily by heavy vehicles

Anecdotal feedback to-date has been that heavy vehicles generally choose routes based on travel time, irrespective of road condition. The result being that particular routes will quickly deteriorate if they are not maintained to a high standard – at significant cost to the affected Local Government. As an initial base it is therefore proposed that Condition and Utilisation categories collectively each receive equal weightings of 50%. This initial system is illustrated below:

Category	Suggested Category Weighting	Data Sets	Individual Weighting
Condition	50%	KSI Rate Seal Width Road Condition	To be developed (sum to 50%)
Utilisation	50%	ADT ESA	To be developed (sum to 50%)

It is noted that a higher weighting has been applied to ESA counts as this is reflective of the number of freight vehicles. Freight vehicles account for the majority of road costs and potential benefits through reduced VOC and repairs/reconstruction costs, these costs are generally proportional to total ESA numbers.

Under this system a highly utilised route in moderate condition may be prioritised over a route that is in poor condition but is seldom used. In refining and finalising the MCA weightings, agreement will need to be reached on what weightings approach will achieve the best value-for-money considering the root causes of costs and the expected future utilisation of each route.

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The criteria will be weighted according to relevance to the overall investment decision and these totals to produce the upgrade priorities for each route. The route prioritisation will be produced and presented using a high-level four stage project implementation schedule.

Project Funding

Funding will be considered for the highest priority projects and will proceed provided the relevant Local Governments commit to providing the necessary match funding (one third of the States 20%).

Some routes will have more challenges than others (environmental, land, heritage, utilities etc.) but this does not change the prioritisation. It may, however, impact on the year of delivery as more time may be required to get to delivery stage. In this case appropriate development funding will be provided to these high priority projects.

Once a route is funded a route specific project plan will be developed in accordance with the project management plan and each Local Government involved in development and delivery will sign up to a detailed scope of what is to be delivered and an associated agreed fixed budget will be allocated.

Additional Pavement Condition Data

It is proposed that TSD or FWD data is used to determine pavement condition. These data sets can be obtained through undertaking tests on all 80 of the identified routes. This data provides an indication of the nature and status of the existing road pavement including an indication of the relative residual life of the pavement in terms of equivalent standard axles (ESAs). The life of a pavement is always measured in ESAs and it is possible to determine the relative residual life of a pavement in terms of ESAs. When combined with ADT predictions a residual pavement life in terms of years can be ascertained. These surveys can be commissioned by the project through existing Main Roads contracts and data provided to Shires for all 80 routes.

Condition	TSD Pavement Condition	The collection of Traffic Speed Deflectometer data provides information on the pavement condition and remaining residual life of a road and is therefore reflective of future maintenance and/or reconstruction costs.

Undertaking the TSD investigation and analysing the data is likely to take between 6-9 months and would unlikely be available until after April 2020.

This will be used to:

- To refine and update Prioritisation List for Priority 2-5 projects and subsequent Staging Plans.
- Provide further clarity on Priority 1 projects if require.

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