

8 Project finalisation and network management

The Finalisation phase of a project transitions the project from a works project or activity to the network management and operation phase of the infrastructure network. At project finalisation, it becomes part of a broader network of an operational infrastructure that must be managed and maintained by the department.

An important realisation for departmental infrastructure projects is that environmental assessment and management findings, outputs and outcomes are not disregarded or neglected during infrastructure operation.

The findings, outputs and outcomes of project environmental assessment and management may need to be carried forward into the infrastructure operation. For instance, the identification of significant environmental information in the environmental assessment or environmental management stage may need to be transferred to network operational systems.

One mechanism for transferring and implementing environmental information to network operational systems is through the Maintenance, Preservation and Operations Element Management process.

This chapter defines the environmental processes for Project Finalisation and Network Management as being largely applicable to Medium Level and High Level projects. The findings of the ESR and Environmental Assessment process typically provide sufficient finalisation and management information for Low Level environmental projects however the processes described in this Chapter 8 may be applied if considered appropriate by the CM(E).

In order to finalise a project, a post implementation review is required to ensure environmental management has been successfully implemented and Finalisation and Network Management activities facilitated if required. Environmental processes in the Finalisation phase also include administrative tasks that will conclude the CM(E)'s role in the project.

8.1 *Post implementation review*

The department's OnQ framework recognises the post implementation review process for Type I projects.

It is the responsibility of the PM to determine whether a post implementation review is required for either a High Level or Medium level project.

The purpose of the post implementation review is to summarise the project's performance and outcomes. The environmental processes to consider in the post implementation review include:

- Environmental outcomes and benefits have been achieved.
- Environmental management tasks of the project have been delivered.
- Documents have been assembled for handover.
- Environmental data from project has been integrated into departmental resources.
- Identification of variations to the original environmental requirements.
- Outstanding project issues and responsibilities.
- Learning's to assist others undertaking future projects.

It is the responsibility of the CM(E) to carry out the post implementation review, where applicable, using the documents and guidance provided by the departmental EMS.

Where applicable, it is the responsibility of the PM to integrate the post implementation review findings into the project Post Construction Report (CAS form CAF012M) (or equivalent future version).

Where applicable, it is the responsibility of the PM to integrate the post implementation review findings into the project Post Construction Conference Agenda - Meeting (CAS form CAF032M) (or equivalent future version).

8.1.1 Defect liability period

The defect liability period is the period of time stated in the contract that the constructed works are put into service and the Contractor is responsible for the rectification of minor defects or omissions. Different defects liability periods may apply for different contracts.

The project is not considered finalised during this defect liability period, and environmental reviews are undertaken early in this period to ensure that the environmental assessment and management measures have been successfully incorporated.

It is the responsibility of the CM(E) to carry out the post implementation review, where applicable, using the documents and guidance provided by the departmental EMS.

Where applicable, it is the responsibility of the PM to integrate the post implementation review findings into the project Maintenance Report (CAS form CAF009M) (or equivalent future version).

8.2 Surrender of approvals

Any external approvals obtained through the project life will have provision for the approval surrender process.

All project external approvals must be surrendered or transferred at the project finalisation before the end of the defects liability period. An annual fee may apply if the approval is not surrendered within specified time frames.

It is the responsibility of the PM to surrender the external approval at the project finalisation.

The CM(E) may provide advice to the PM of the approval surrender process at project finalisation.

8.3 Handover report

The purpose of the handover report is to obtain formal acceptance from the Project Customer (for example, Regional Director. Refer to Glossary for full definition) that deliverables have been practically completed, outstanding project actions and issues have been recorded and all appropriate documentation has been provided. This information is captured in the Post Implementation Review (Section 8.1).

The department's OnQ framework recognises the Handover Report process for Type I and Type II projects.

It is the responsibility of the CM(E) to determine whether a Handover Report is required for either a High Level or Medium level environmental component project.

8.4 Nomination of a significant environmental area (sea)

The environmental assessment and management of an infrastructure project site area may identify a site that meets the Significant Environmental Area (SEA) policy criteria.

The departmental EMS contains the SEA policy and guidance on nomination of SEAs.

It is the responsibility of the CM(E) to refer to the SEA policy to implement its requirements.

8.5 Maintenance of infrastructure network

Maintenance is described in this manual under the Finalisation phase, however maintenance occurs 'post-construction' during the network asset operation.

The transport infrastructure network is maintained through either:

- Program Maintenance
- Routine Maintenance

Both Program Maintenance and Routine maintenance are typically performed by an external expert service provider working under the conditions of a contract. Environmental considerations of maintenance work must be captured within the contract documentation.

8.5.1 Program maintenance

The contract documentation governing Program Maintenance is guided by the department's Standard Contract Provision Roads, Volume 3 Minor Works Contract System (MW) Manual.

This manual recognises that the environmental processes for Program Maintenance are managed as a Low Level project as defined in this manual. (Refer to Section 5). Therefore environmental management recommendations and input to maintenance contract documentation occurs through the Scoping process.

The PM engages the CM(E) to provide specialist environmental advice to Program Maintenance (MW) contract.

The CM(E) provides environmental maintenance recommendations for inclusion in the Program Maintenance (MW) contract through completing the Scoping process.

The CM(E) may also be engaged by the PM to manage and review the environmental component of work of the external expert service provider performing the work.

8.5.2 Routine maintenance

The contract documentation governing Routine Maintenance is guided by the department's Road Maintenance Performance Contract (RMPC) manual.

Consideration and input of environmental factors of Routine Maintenance occurs through preparation of a Statement of Environmental Effects (refer Section 8.5.2). The Statement of Environmental Effects forms part of the contract documents and governs the content of the contractors Environmental Management Plan (Maintenance) (refer Section 8.5.3).

The PM engages the CM(E) to provide specialist environmental advice to Routine Maintenance (RMPC) contract.

The CM(E) provides environmental maintenance recommendations for inclusion in the Routine Maintenance (RMPC) contract through provision of a Statement of Environmental Effects

8.5.2.1 Statement of environmental effects

The Road Maintenance Performance Contract (RMPC) Volume 1 Sole Invitee manual requires a Statement of Environmental Effects be developed by the Principal.

The Statement of Environmental Effects briefs the contractor on any significant environmental areas and site-specific management techniques for the relevant road sections.

The Statement of Environmental Effects is prepared and issued to the Contractor by the department's representative, typically the PM (or Principal).

The CM(E) is engaged by the PM to develop the Statement of Environmental Effects.

The CM(E) may also be engaged to manage and review the environmental component of work of the external expert service provider performing the work.

The Statement of Environmental Effects forms part of the contract documents and governs the content of the contractors Environmental Management Plan (Maintenance).

The Scoping process described in Section 5 of this manual is used to prepare the Statement of Environmental Effects. The cost estimate tool in the ESR may however not be necessary or applicable to provide to the maintenance project.

8.5.3 Environmental management plan (maintenance) – EMP(M)

The department's RMPC Volume 1 Sole Invitee manual requires the Contractor to establish, review, maintain and update an EMP(M) when engaged by the department under an RMPC contract to perform road maintenance.

It is the responsibility of the project contractor to establish, review, maintain and update an EMP(M).

The department's Standard Contract Provision Roads, Volume 3 Minor Works Contract System (MW) Manual states the requirement for a Contractor to prepare Quality Plan(s) containing details relating to management of any environmental hazards. This manual considers the provision of an EMP(M) appropriate to meet this requirement.

General guidance and the minimum content of an EMP(M) is stated in Clause 10.5 of the department's Road Maintenance Performance Contract (RMPC) manual.

The contractor submits the EMP(M) to the PM for approval.

The PM submits the contractors EMP(M) to the CM(E) for document review and comment.

The EMP(M) is reviewed against the requirements of the RMPC Volume 1 Sole Invitee manual, and against the contract documentation issued to the contractor by the PM. The EMP(M) review considers the contents the Statement of Environmental Effects.

The departmental EMS contains templates and guidance to assess EMP(M).

The EMP(M) review documentation provided in the departmental EMS is completed by the CM(E) during the EMP(M) review process.

The CM(E) submits the completed documentation to the PM for response to the contractor.

The maintenance project is only commenced once the project plan (including the contractor's EMP(M)) is accepted by the PM (contract administrator).

8.5.4 Emergency works (under maintenance contract)

Emergency works is defined by this manual as the program of works to address the repairs required to transport network as a result of emergency events, including natural disaster or terrorism events.

Typically the works is in response to damage sustained to infrastructure such as the road pavement and shoulders.

Due to the necessity to produce rapid and streamlined environmental assessment and management decisions, the process described in this manual for Low Level assessment is also applied to all Emergency works projects.

It is important to note that the application of the Low Level assessment process does not necessarily denote the nature of the Emergency works as being low risk.

In general, the nature of the restoration work to be carried out involves activities similar to those under routine maintenance. Therefore the works may not result in significant additional disturbance of the environment. In these instances, the Low Level assessment response and use of the ESR provides sufficient environmental input and response to the project.

However instances may occur of works requiring additional disturbance to the environment, or requiring a higher level of assessment detail. In these instances, the same process for assessing Medium Level or High Level projects may be applied. The ESR must, however, still be applied as a means of providing initial rapid response and input to the project, with detailed assessment to follow subsequently.

It is the responsibility of the PM to engage the CM(E) for input to the Emergency works project.

The CM(E) provides a Low Level response and uses the ESR to provide environmental input and response to the project.

The CM(E) uses the ESR to identify instances where the works requires additional subsequent Medium Level or High Level response.

Emergency work is normally undertaken by RMPC providers (such as Local Government Authorities and RoadTek).

Any recommendations made in the ESR, or in subsequent detailed environmental assessments, are transferred to individual project Environmental Management Plans through the processes described in Section 6.5.3 of this manual.

8.6 Road corridor permits

In addition to managing the state-controlled road network, the department must also manage non-road transport activities and structures that occur within the road corridors. Applicants wishing to undertake an activity, works or erect a structure within the road corridor must first apply for a Road Corridor Permit (RCP).

The Transport Infrastructure Act (1994) defines a list of works, structures and activities for which approval is required. The RCP grants approval to carry out these activities, which include the construction, maintenance, upgrading or conducting of those works, structures and activities characterised as ancillary works encroachments under the Transport Infrastructure Act (1994).

Site specific environmental information may need to be incorporated into permit conditions, and a departmental environmental officer must be engaged to provide input to the condition details.

The ESR exercise described in Section 5 of this manual is used by the environmental officer to identify relevant environmental considerations within the road corridor area.

The departmental EMS contains reference information for standard responses to common RCP application types. This reference information defines specific issues related to the activity as well as stating the management actions required to be undertaken as a condition of the RCP.

Glossary

“Activity” means an element of work performed during the course of a project. An activity normally has an estimate of duration, cost and resource requirement. Activities are normally subdivided into tasks (see task). Each project phase is composed of several activities.

(Source: OnQ)

“Administrative (Cost Estimate)” see “Cost Estimate (Administrative)”

“Administrator” shall be as stated in Clause 1 of Annexure MRTS01.1 with the role as defined in the Contract. Where not stated, the Administrator shall be –

- a) the “Superintendent” as stated in the Contract for the following contracts –
 - (i) Road Construction Contract
 - (ii) Roadworks Performance Contract; and
 - (iii) Minor Works Contract
- b) the “Principal’s Representative” as stated in the Contract for the following contracts –
 - (i) Design and Construct Contract
 - (ii) Design, Construct and Maintain Contract; and
 - (iii) Alliance Contract

(Source: MRTS01)

“CM(E)” means Component Manager (Environment)

“Component Manager (Environment)” means the person or team nominated by the Project Manager to manage the environmental component of the project’s work scope on behalf of the Project Manager. (Derived from various OnQ project management definitions).

“Component project” means a smaller project or work package which forms an integral part of the overall project such that the two cannot be delivered independently. The component project is governed by the overall project management structure, and may be carried out by internal staff or external subcontractors.

“Component Interaction” means used when a component of a project is to be delivered by an internal business unit that is part of the same organisation but separate to the main project team.

“Contractor” means an external business providing an expert professional service under the conditions of a contract. Contractor includes a Local Government, Queensland Department of Transport and Main Roads Service Delivery Unit, or Joint Venture (including only Local Government(s) and/or Queensland Department of Transport and Main Roads Service Delivery Unit(s)).

(Part definition from RMPC vol 1 – sole invitee)

“Contract Administrator” (see “Administrator”)

“Cost Estimate (Administrative)” means the estimation of costs related to administrative tasks of the environmental component project. It includes capturing the cost (dollar estimate) of fixed-price and quantifiable actions and activities such as time spent, known resource use, cost of legislative approvals and cost of providing a service.

“Cost Estimate (Project Work Items)” means the estimation of the amount and type of cost likely to be incurred by project activity or action. It includes explaining the cost (description; not dollar estimate) related to work activities of the environmental component project. It includes describing the cost of actions and activities with variable cost components, or costs external to the environmental component project, such as material costs, labour costs, activity-specific costs (including purchasing environmental offsets), and design and construction particulars.

“Design Development Report” means the report deliverable described in the department's *Preconstruction Processes Manual*

“Department” means Queensland Department of Transport and Main Roads

“Environment” includes—

- a) ecosystems and their constituent parts, including people and communities; and
- b) all natural and physical resources; and
- c) the qualities and characteristics of locations, places and areas, however large or small, that contribute to their biological diversity and integrity, intrinsic or attributed scientific value or interest, amenity, harmony and sense of community; and
- d) the social, economic, aesthetic and cultural conditions that affect, or are affected by, things mentioned in paragraphs (a) to (c)."

(Source: Environmental Protection Act 1994)

“Environmental Component Project” means the smaller project or work package of environmentally relevant tasks which forms an integral part of the overall project such that the two cannot be delivered independently. The Environmental Component Project is governed by the overall project management structure, and could be carried out by internal or external subcontractors. The Environmental Component Project work package described in this manual includes sub-discipline categories such as Historical Cultural Heritage. (Derived from OnQ definition of “Component Project”).

“EAR” means Environmental Assessment Report. Document and process as described in this manual.

“EDR” means Environmental Design Report. Document and process as described in this manual.

“EMP” means Environmental Management Plan. Document and process as described in this manual.

“ESR” means Environmental Scoping Report. Document and process as described in this manual.

“Overall Project” means the controlling project which has end to end responsibility for the four project phases and covers all component areas (Source: OnQ).

“PM” means Project Manager

“Principal” means the State of Queensland acting through the Department of Transport and Main Roads. The Principal is the highest level in the contract.

“Principal's Representative” (see “Administrator”)

“Process Management” means the planning, organising, monitoring and controlling of all aspects of a project in a continuous process to achieve its objectives. (Derived from various OnQ process management definitions).

“Project” means a temporary endeavour undertaken to create a unique product, service or result. (Source: OnQ)

“Project Customer” The person with authority, nominated to represent the organisation(s) that receives the business benefits of the project. The customer's role includes:

- ensure the project is aligned with the strategic goals of the organisation
- ensure the project output meets the needs of the customer's organisation
- providing or securing project funding.

Note: Funding may come from the customer, sponsor or third party, and does not determine the customer role. (Source: OnQ)

“Project Manager” means the person responsible for managing a project and achieving its objectives. Manages all activities necessary to deliver the project or services to the required quality standard and within the time and cost constraints agreed to with the project sponsor or program manager. However, this role will depend on the type and nature of project being undertaken and may include the entire project from start to finish or a phase of the project (Source: OnQ).

“Project Work Items (Cost Estimate)” see “Cost Estimate (Project Work Items)”

“REF” means Review of Environmental Factors. Document and process as described in this manual

“Superintendent” (see “Administrator”)

“Task” means a subdivision of an activity. A task is an element of the project which usually results in a single deliverable which might take the form of a document or tangible component of the required deliverable. (Source: OnQ)

“Transport Infrastructure” includes –

- a) air, busway, light rail, miscellaneous, public marine, rail or road transport infrastructure; and
- b) transport infrastructure relating to ports.

(Source: Transport Infrastructure Act 1994)

“QTRIP (Queensland Transport and Roads Investment Program)” means the program of transport and road works the department plans to deliver over a four year cycle. QTRIP includes funding for maintenance and enhancement of road transport infrastructure, rail lines, busways, airports, and maritime and cycle infrastructure. (Derived from the Transport and Main Roads internet website and from the QTRIP 2010-11 to 2013-14 document).

“Work Management” means the management type that deals with the work that actually produces the required solution or product or service or project (or component project) output. Work management activities are specific to the content of the area being managed. Work management is not done in isolation from the Project Management but rather provides the context for it. (Source: OnQ)

