



TRANSPORT AND INFRASTRUCTURE
COUNCIL

Australian Transport Assessment and Planning Guidelines

F6 Delivery



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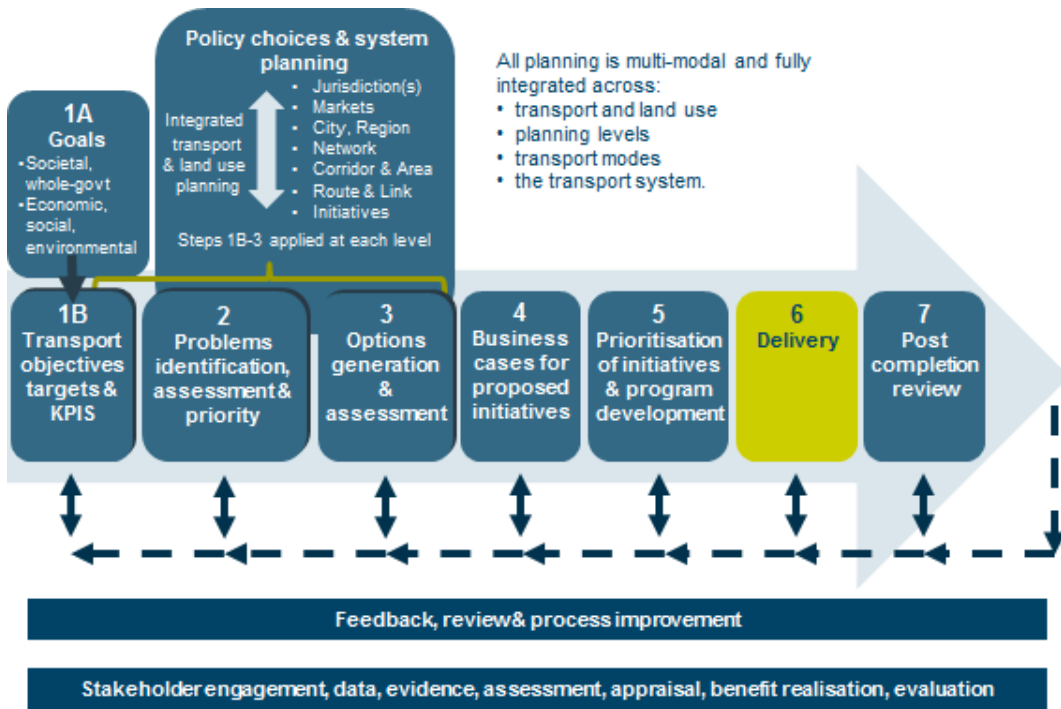
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Step 6: Delivery



At a glance

Step 6 involves the delivery of individual initiatives contained in a funded forward program of multiple initiatives. The ATAP Guidelines do not provide any specific details on this step, but some general comments are made, and other guidelines are referred to.

Individual initiatives are delivered by both government agencies (state, territory, local) and the private sector. Major activities include detailed planning and design of initiatives, construction (of infrastructure), commissioning, risk management and final delivery on time, on budget and to the agreed quality.

Program delivery involves the management of the planned program and its overall budget. Primary responsibility for delivery often rests with state or territory governments. There is also liaison between program deliverers and agencies of the funding government.

The private sector has shown increasing interest in participating in transport activities that were once the domain of the public sector. Private sector operators can facilitate and improve the delivery of transport initiatives through contributions in areas such as funding, risk transfer, entrepreneurial skills and innovation.

1. Introduction

At the end of Step 5 of the Framework, a program of justified and funded initiatives will have been developed. Step 6 involves delivery of the program and the initiatives within it. It incorporates processes for delivering individual initiatives and managing the overall program.

The Guidelines do not provide any specific guidance on this step. For guidance, the reader is directed to the following:

- Austroads Guide to Project Delivery:
<https://www.onlinepublications.austroads.com.au/collections/agpd/guides>¹
- Australasian Procurement and Construction Council:
<http://www.apcc.gov.au/SitePages/Home.aspx>
- Project Delivery and Management guidelines in each jurisdiction
- Gateway models (e.g. Victorian and Commonwealth guidelines). These provide quality assurance processes for government delivered initiatives and initiatives delivered through public private partnerships. They are accepted and comprehensive frameworks for ensuring value for money is delivered
- National Public Private Partnership Policy and Guidelines:
https://infrastructure.gov.au/infrastructure/ngpd/index.aspx#anc_public-private.

The remainder of this Part makes some general introductory comments on delivery.

¹ Parts 2 and 3 of the Austroads Guide contains relevant material on delivery. As Part 1 of the Austroads Guide states, it does not cover project/initiative 'initiation'. ATAP steps 1 to 4 provide the relevant process for the initiation of an initiative/project.

2. Major activities

The focus of Step 6 should be a multi-year time frame (reflecting the fact that many initiatives take multiple years to implement and the forward years of budgets), within which the most practical short term considerations play a key role. Normal project management principles and documentation practices apply.

2.1 Delivery of individual initiatives

Delivery of individual initiatives is undertaken by government agencies and by the private sector. The major activities include:

- Detailed planning and design of initiatives
- Construction (for infrastructure initiatives) and commissioning
- Risk management relevant to these activities
- Delivery on time, within budget and to agreed quality specifications.

An effective 'deliverability assessment' as recommended in Step 4 will maximise the likely efficiency of implementation of an initiative at the time of delivery.

2.2 Program delivery

Program delivery provides the context for implementing individual initiatives. Step 5 discussed program development, and the focus here shifts to the delivery of the program.

The major activities in program delivery are:

- Management of overall funds and associated financial arrangements
- Monitoring of progress on individual initiatives
- Assessment of interrelationships between initiatives (building on initial assessments of these interrelationships in earlier steps)
- Monitoring of contractor performance
- Reallocation of resources between initiatives required to deliver the program if circumstances change
- Management of delivery risk
- Coordination with ongoing management and operation of the network.

There is also a dynamic element, with program details being modified in response to changing circumstances during the budget period.

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The management of funds and associated financial arrangements are particularly important aspects of program delivery. For example, a delay in one initiative will reduce the immediate cash-flow requirements. This may provide an opportunity to expedite other initiatives within the program while still meeting fiscal targets such as budget allocations and short-term borrowing limits.

With effective management, the intended program can continue to be delivered, resulting in benefits accruing to the community as originally expected.

3. Delivery arrangements

The Australian Government provides substantial funding for transport programs and initiatives. It has primary responsibility for program delivery, but little direct involvement in the delivery of individual initiatives. Initiatives are delivered by government agencies (state, territory, local) or the private sector. Australian Government and state and territory agencies also have substantial expertise in transport planning and coordination.

Effective delivery of Australian Government transport programs requires close liaison with state and territory agencies. In addition to delivering individual initiatives, states and territories also have responsibility for managing and operating the National Land Transport Network.

State and territory governments are often required to make a funding contribution to national transport initiatives. In addition, they provide substantial funding for programs and initiatives on their own non-national transport networks, particularly arterial road and public transport networks. State and territory agencies also manage the delivery of these programs and initiatives, which they undertake either directly or through the private sector.

4. Private sector participation

The private sector plays an important role in the delivery of initiatives and the operation of transport systems.

The private sector is increasingly participating in the operational side of transport (e.g. private bus routes in urban areas, rail freight) as well as being directly involved in the financing and operation of transport infrastructure initiatives (e.g. toll roads).

Private sector participation is common through public private partnerships (PPPs).

For guidance on initiatives involving the private sector, see the *National Public Private Partnership Policy and Guidelines* (Australian Government, 2016).

References

Australian Government 2016 National Public Private Partnership Policy and Guidelines:
https://infrastructure.gov.au/infrastructure/ngpd/index.aspx#anc_public-private

ATC 2006, *National Guidelines for Transport System Management in Australia*, Australian Transport Council, Canberra

Austrroads *Guide to Project Delivery*:
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Australasian Procurement and Construction Council:
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