

WOLGAN ROAD PROJECT MANAGER BRIEF

Date prepared: February 2024

1. Background

The Wolgan Road has been closed since November 2022, due to damage caused by a landslide and rockfall onto the road in several sections. Lithgow Council (**Council**) is undertaking work to identify an appropriate permanent road solution.

The structural failure of the Wolgan Road has been deemed a disaster and is therefore eligible for funding under the Disaster Recovery Funding Arrangements, funded by the Australian Government's National Emergency Management Agency, thereafter administered the Central West Regional Office of Transport for NSW (**TfNSW**) in partnership with the NSW Reconstruction Authority.

Engineering firm WSP has been engaged by Council to assess and monitor the instability of the Wolgan Road. WSP has assessed that the road is not repairable.

WSP has prepared an alternative corridor selection report, which identified nine options and shortlisted three, with capital costs estimated to be in the order of \$180m.

2. Need for Role, Timing Pressures and Role Location

- Understanding the complexity and value of the project, Lithgow Council does not have the capacity to deliver the project internally, nor with current resourcing.
- A full time Project Manager is needed at the earliest opportunity to support a disaster funding application (EPAR) due on 30 June 2024 and to progress the Project through to completion.
- The role will be based in Lithgow. Council has a flexible work arrangement policy.

3. Project Manager Role Description

Council require a full time Project Manager to manage the planning, development and delivery of the Wolgan Road permanent access solution (**the Project**). The Project Manager will be responsible for managing all aspects of Project, including:

- preparing a program
- preparing a budget and managing costs in accordance with the budget
- providing strategic direction to ensure the Project is planned, developed and progressed in a timely, logical manner, and so that key decisions are clearly defensible based on reliable information and facts and in accordance with Council's Project objectives
- identifying the need to engage any services, identifying appropriate, suitably qualified service providers with sufficient capacity, negotiating commercial terms, managing the service providers and administering their engagements, including performance, cost and time.
- ensuring that a risk management approach is adopted so that risk and opportunities are identified and managed during the Project's planning, development and delivery
- working collaboratively and effectively within Council

- ensuring at all times that Council is ‘an informed client’ by interrogating all information prepared by consultants on Council’s behalf and constantly testing the integrity and logic of decisions and that the outcomes are aligned to the stated Project objectives.
- preparing regular Project Reports to Council on all aspects of the Project
- fostering a transparent, trust-based relationship with community and stakeholders, providing timely written and verbal information to ensure community and stakeholders are kept informed of the Project’s progress, and engaging and consulting with community and stakeholders to ensure their needs and requirements are understood
- Attend community meetings as required to present information, consult with community and answer community queries.

The role can be considered in three key phases as described below. The phases are likely to overlap each other in time.

Ideally the same Project Manager would be engaged across all phases of the Project to provide continuity. However, if a Project Manager able to meet the capability requirements of all phases is not available, then a Project Manager who can respond to the requirements of Phase 1 should be engaged, due to the immediate urgency to progress planning and prepare the funding application.

Phase 1 – Strategic Pathway and Funding Application

During this phase the Project Manager will be responsible for:

- reviewing all available information to date and becoming fully conversant with the history of the project
- together with Council, setting the Project’s Objectives
- communicating with and developing relationships with key personnel in TfNSW and NSW Reconstruction Authority to understand the funding application process, the criteria used to assess applications and all obligations associated with the funding (timelines, reporting, any procurement obligations, such as local content, etc)
- preparing the funding application
- actively managing the engineering consultant WSP and administering the contract between Council and WSP
- developing the strategy to identify the optimal permanent solution for the Wolgan Road that represents Value for Money across the full lifespan of the asset. This will include: review of all reports prepared to date, including WSP technical reports; assessing the need for independent review of any reports; assessing whether the options identified to date are exhaustive; assessing whether the shortlisted options have been appropriately selected; assessing any other advice Council should seek, including construction industry representatives and subject matter experts Council should engage.
- preparing an overarching pathway document that identifies the high-level steps required to plan and develop the Project to get it to ‘construction ready’ status.
- identifying if there is any requirement to prepare a Business Case and if so, managing the preparation of the Business Case.

Phase 2 – Selection of Preferred Solution & Environmental Approval Management

During this phase the Project Manager will be responsible for:

- managing the process to select the preferred route using a multi-criteria analysis approach that considers: technical issues; cost; program; environmental and social / cultural impacts and environmental approval pathway; community and stakeholder issues; and risks and opportunities
- assessing which technical specifications will apply to the Project (e.g. if there is potential the Project will transition to delivery by TfNSW will the Project need to comply with TfNSW specifications)
- identifying, engaging and actively managing consultants and service provider(s) required to select the preferred route
- considering how constructability advice will be included in the preferred route selection, including whether an Early Contractor Involvement (**ECI**) process is warranted
- updating the funding application as required
- preparing reports and other material as required to keep Council, community and stakeholders informed
- confirming the environmental approval pathway for the Project
- engaging an appropriately resourced and qualified consultancy to prepare the environmental approval document (e.g. Environmental Impact Statement or Review of Environmental Factors)
- actively managing the environmental approval process, including program, risks and consultation with government agencies.

Phase 3 – Procurement: Strategy and Implementation

During this phase the Project Manager will be responsible for:

- developing the procurement strategy for the Project based on the likely or actual preferred solution. This should consider: current construction industry market capacity; how to attract contractors to the project; how the best Value for Money will be achieved – e.g. whether there is an opportunity for industry to deliver some design and construction innovation through a partial or full design and construct contract
- considering how best to engage with industry and keep them informed of Project progress of the upcoming tender
- if the selected procurement strategy is detailed design followed by construct only, then managing the appointment of an engineering consultant to undertake the design and manage the engineering consultant throughout their preparation and delivery of the detailed design
- identifying and managing a process to shortlist suitably qualified contractors to tender the Project
- engaging a suitably experienced consultant to assist in the preparation of tender documentation and to run the construction industry tender process
- as part of the tender process, negotiating a contract with a contractor to deliver the Project in a manner that delivers certainty of outcomes and Value for Money.

Phase 4 – Delivery

During this phase the Project Manager will be responsible for:

- managing the contractor and ensure the contract is administered effectively
- managing time, cost, safety, environmental and quality aspects of the Project's delivery.

4. Skills and Capabilities

The Project Manager must:

- be self-motivated and able to work with minimal supervision
- have strong verbal and written communication skills
- be conversant with government processes, including TfNSW procurement processes
- be a strategic thinker
- be analytical and able to logically solve problems
- be collaborative and work well in a team
- be able to work under pressure and to tight time deadlines.

5. Qualifications

The Project Manager should have:

- a relevant tertiary degree, such as engineering or project management
- a minimum of 15 years' relevant experience in the infrastructure industry.