

Framework

Externally Delivered Projects

MD-25-24

QUEENSLAND RAIL OFFICIAL

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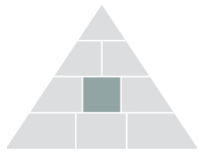
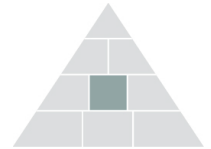


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1 Purpose

This framework defines how Queensland Rail, as a Rail Transport Operator (RTO), including its roles as both a Rail Infrastructure Manager (RIM) and Rolling Stock Operator (RSO), engages with Externally Delivered Projects (led by an External Delivery Partner) to ensure seamless interface management between the project and Queensland Rail.

It provides a structured approach for managing Queensland Rail interactions with projects sponsored or delivered by external entities that may impact Queensland Rail's infrastructure, operations, or create assets that Queensland Rail will ultimately own, operate, or maintain. External Delivery Partners must consider the safe operation and maintenance of the railway throughout all planning and delivery phases of their projects.

By aligning all Externally Delivered Projects with Queensland Rail's Safety and Environmental Management Systems (SEMS), this framework helps assure that all project deliverables meet Queensland Rail's standards for safety, maintainability and operability across the entire project lifecycle. It guides key aspects of change, all governed in detail by Queensland Rail's SEMS. These aspects of change are addressed through the ten principles outlined in the Requirements of this Framework section.

Compliance with SEMS is a mandatory obligation for Queensland Rail to maintain its RTO accreditation, and External Delivery Partner are responsible for ensuring full adherence to these requirements throughout their projects, regardless of the guidance provided in this document.

External Delivery Partners must account for Queensland Rail's roles as an operator, maintainer and asset owner from project initiation through to delivery and operations. This framework outlines Queensland Rail's approach to supporting External Delivery Partners, acknowledging that project certainty increases as it progresses, with initial advice potentially transitioning to directive requirements by handover and acceptance.

Queensland Rail's SEMS

Located in the Queensland Rail's Policy Centre, the Safety, Environment (and Asset Management) System (SEMS) provides the documents, tools and guidance that supports Queensland Rail's safety, environment and strategic asset management goals to deliver safe and high-performing railway operations and assets to uphold the "Safety Comes First. Always" vision. These legislative requirements are outlined in the Legal Requirements section.



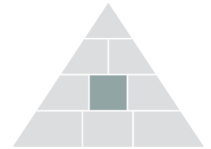
Railway Configuration Change (RCC):

The principles of Railway Configuration Change (RCC) support Queensland Rail's compliance with its Rail Transport Operator (RTO) obligations under the Rail Safety National Law and related regulations, including ONRSR Guideline – Major Projects 2.0 (A415539) and ONRSR Guideline - Asset Management 2.0 (A389849, clause 14) (refer Appendix 3).

The RCC process, internal to Queensland Rail, verifies that External Delivery Partners have applied appropriate due diligence to projects impacting Queensland Rail's configuration, consistent with its RTO responsibilities. However, RCC does not assure projects for External Delivery Partner or replace their governance and assurance obligations. External Delivery Partners remain fully accountable for their own project assurance, as required by this framework.

The RCC process is a centralised interface consisting of SEMS documents that streamline safety and environmental oversight for Externally Delivered Projects. It consists of key documents within Figure 1's hierarchy:

- **Policy:** Organisation-wide approach to managing the safety and the lifecycle of its assets so that those assets help achieve the objectives of Queensland Rail and the State of Queensland in a sustainable and cost-effective manner
 - RCCP Alignment - Safety Policy MD-10-69, Strategic Asset Management Policy MD-11-7029
- **Principles and Standards:** Set the overarching direction to the Externally Delivered Projects ensuring effective and efficient delivery with respect to Queensland Rail's Authority, Assurance, Safety, Corporate Governance and Railway Configuration, Change requirements
 - RCCP Alignment - Railway Configuration Change Standard MD-21-247 and Safety Change Management Standard MD-12-219
- **Specification / Framework / Procedure:** Define the requirements that Externally Delivered Projects must meet to ensure changes are accepted and managed by Queensland Rail
 - RCCP Alignment - Operational Readiness Framework MD-17-447, Project management methodology Framework MD-14-781, Railway Configuration Change Procedure MD-21-249



- **Form / Template:** Capture key information in a scalable and consistent manner throughout the Externally Delivered Project's lifecycle
 - RCCP Alignment - Safety Change Notification Proposal Form MD-23-135, Assessment of Significance Form MD-21-255, Railway Engineering Issues Paper Form MD-21-293, Railway Integrity Assurance Report Form MD-21-254 and Railway Configuration Change Gate Review Record Form MD-21-298.

The managed documents hierarchy shown in Figure 1 governs and assures Externally Delivered Projects supporting asset delivery into operation through the Railway Configuration Control Panel (RCCP) process:

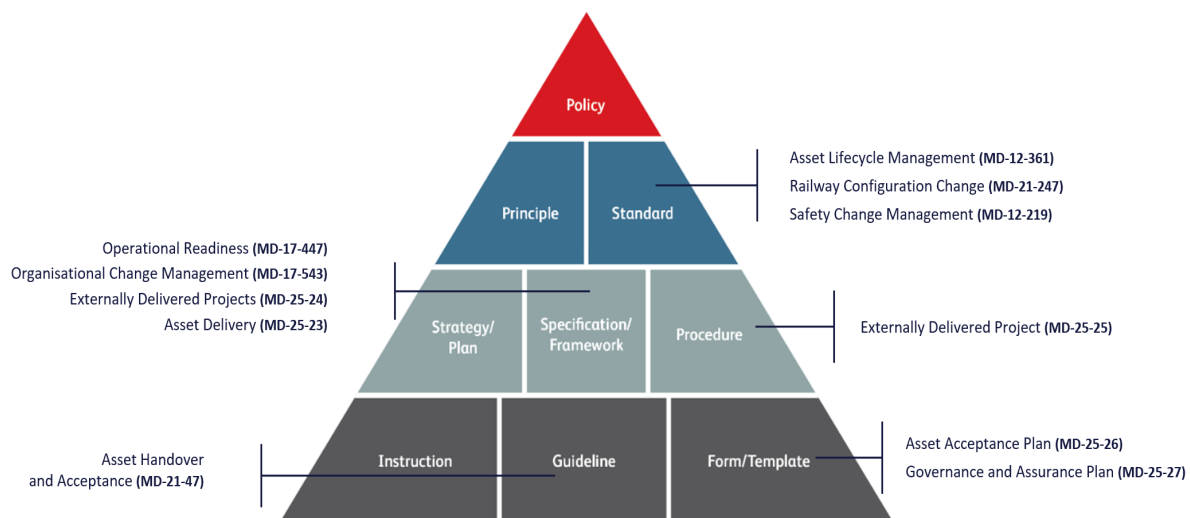


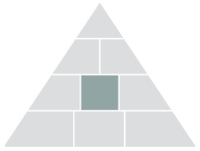
Figure 1 - Queensland Rail Externally Delivered Projects' Managed Documents hierarchy

Figure 1 illustrates the hierarchy of managed documents within Queensland Rail's Externally Delivered Projects framework, outlining the relationships between SEMS, RCCP and project specific plans.

Initiating a Project:

External Delivery Partners initiating a project that may affect Queensland Rail's operations, maintenance, or assets should contact Queensland Rail's Strategic Projects team as the first point of engagement via email at strategicprojects@qr.com.au or via the Queensland Rail website at [Projects or Works Interfacing with or Impacting on the Rail Corridor](#).

This team will provide initial guidance to the External Delivery Partner, and if the viability of a project is confirmed, assign the project to the relevant and competent Queensland Rail Project Representative.



1.1 Business or technical need

Queensland Rail regularly collaborates with External Delivery Partners on Externally Delivered Projects. When interfacing with these projects, or owning, operating, or maintaining the resulting assets, Queensland Rail retains legal, contractual and safety obligations under its SEMS. This applies to projects introducing new infrastructure, altering existing assets, or affecting operations. As the accredited Rail Transport Operator RTO, Queensland Rail must ensure safety So Far As Is Reasonably Practicable (SFAIRP).

To help Queensland Rail meet these obligations, this framework provides a structured, SEMS-aligned approach to governing and progressively assuring projects before they reach handover and acceptance into business-as-usual operations and maintenance. It ensures that deliverables from External Delivery Partners align with Queensland Rail's operational and regulatory needs. The scope of this approach is further detailed in the Application section.

Externally Delivered Framework

The Externally Delivered Framework depicted in **Figure 2** (highlighted in red), aligns projects with Queensland Rail's obligations by integrating SEMS and RCCP. It incorporates RCCP Standards (e.g., MD-17-543, MD-12-219, MD-21-247, MD-17-447 and MD-21-248) and management plans such as:

- Change Management Plan
- Safety Change Management Plan
- Railway Integrity Assurance Plan
- Operational Readiness Plan
- Asset Acceptance Plan.

This framework also includes input, output and assurance from External Delivery Partners ensuring compliance through key RCC documentation such as the Railway Integrity Assurance Report Form MD-21-254 and the Railway Configuration Change Gate Review Record Form MD-21-298. Queensland Rail verifies compliance via Handover and Acceptance Certificates contained in Asset Acceptance and Handover Guideline MD-21-47.

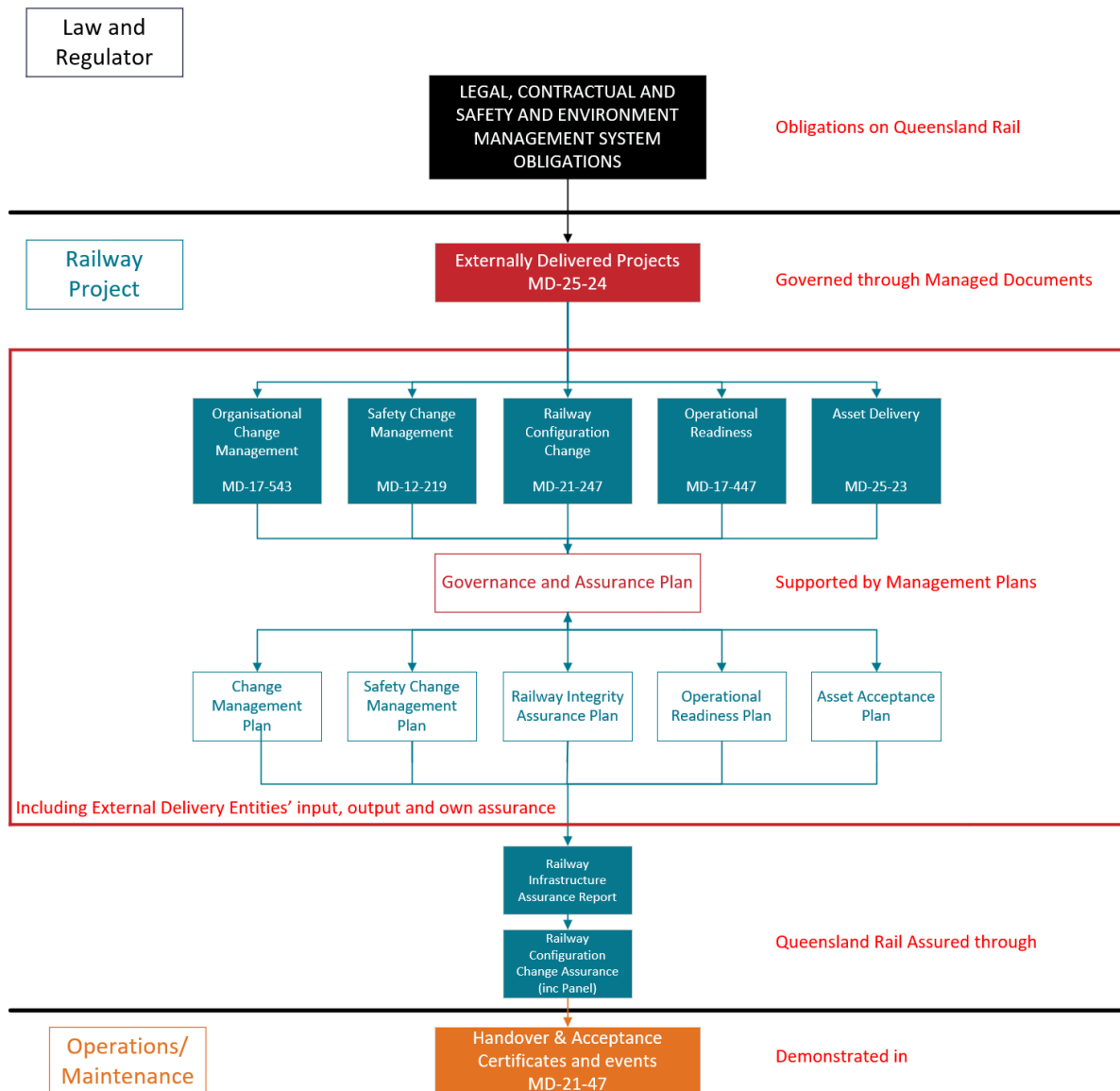
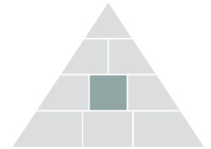


Figure 2 - Summary of Queensland Rail's Project Governance and Assurance

Figure 2 illustrates the Externally Delivered Framework, highlighted (in red) the integration of SEMS and RCCP standards with project management and acceptance plans to ensure compliance with Queensland Rail's obligations.



Governance and Assurance

The governance and assurance structure ensures that Externally Delivered Projects are managed under Queensland Rail's defined requirements. While the diagram provides a summary of this approach, it is not an exhaustive list of all relevant management plans, as projects may require a specific and tailored set.

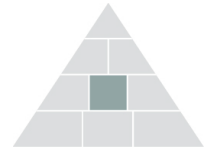
Queensland Rail's Project Representative(s) will lead, develop, collaborate with relevant subject matter experts within Queensland Rail and the External Delivery Partner to produce these plans to define a project-specific document hierarchy that meets Queensland Rail's requirements.

Where Queensland Rail will be the accredited RTO for any railway operations connected with or interfacing with the project, it must ensure the safety of those operations SFAIRP.

Key Objectives

This framework establishes a standardised approach to Externally Delivered Projects that will produce assets for Queensland Rail or impact its rail network. The framework aims to:

- Enable External Delivery Partners to effectively plan to meet Queensland Rail's safety, assurance and governance requirements
- Support integrated project planning, construction, asset delivery and operational readiness
- Support External Delivery Partners in achieving accuracy in time and cost estimation for project deliverables by incorporating Queensland Rail's involvement into project planning and delivery
- Provide transparency around Queensland Rail's processes and their interdependencies
- Facilitate the early identification of risks and issues to enable proactive mitigation strategies
- Clarify Queensland Rail's roles, responsibilities, and accountabilities within the Externally Delivered Projects, aligning with Queensland Rail's project management approach
- Define Queensland Rail's expectations for External Delivery Partners' roles, responsibilities, and accountabilities
- Support effective engagement and collaboration with key stakeholders throughout the project lifecycle
- Promote successful and mutually beneficial outcomes where delivery responsibilities lie with External Delivery Partners.



By setting clear requirements and expectations, this framework supports Queensland Rail's commitment to safety, operational integrity and effective collaboration on Externally Delivered Projects. These aims are achieved through the ten principles detailed in the Requirements of this Framework section.

For External Delivery Partners

This framework provides a clear, compliant pathway for External Delivery Partners.

- **SEMS** ensures adherence to safety and environmental and asset management standards
- **RCC** a subset of SEMS, verifies that External Delivery Partners have applied appropriate due diligence to projects impacting Queensland Rail's configuration
- **Externally Delivered Framework** aligns external work with Queensland Rail's requirements, enabling efficient and compliant project delivery.

1.1.1 Application

Queensland Rail's expectations for compliance and deliverables must be transparent throughout the project lifecycle to ensure the successful delivery and integration of Externally Delivered Projects and related outputs. Compliance with Queensland Rail's SEMS is essential for Queensland Rail to maintain its RTO accreditation and External Delivery Partners must ensure adherence to these standards.

This framework does not provide a step-by-step roadmap for asset acceptance. External Delivery Partners must thoroughly understand SEMS requirements to ensure compliance, using this framework as a guide rather than a complete manual.

This framework applies to all projects or programs delivered by external partners where Queensland Rail interfaces with these projects as part of owning, operating, or maintaining assets affected or created by the project.

Projects in the Implementation phase at the time this framework is published must continue following their approved Project Certification Baseline. Governance for change to this Baseline is outlined in Managing Project Certification Baseline Procedure MD-22-130. These compliance requirements align with the legal obligations outlined in the Legal Requirements section.



1.1.2 Deviations

If full compliance with any SEMS requirement linked to or cited in this framework is not reasonably practicable, any deviation, whether through an Engineering Directive, Derogation, Departure or Executive Concession, must be formally requested and approved through Queensland Rail's established processes on a case-by-case basis.

Adhering to these governance processes ensures that any deviations are assessed, justified and controlled within the structured framework of Queensland Rail's SEMS maintaining safety, regulatory compliance and operational integrity.

1.1.3 Legal requirements

This framework supports Queensland Rail's ability to meet its obligations as a duty holder under Safety Laws, including but not limited to the:

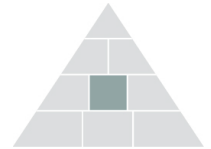
- Work Health and Safety Act 2011
- Rail Safety National Law (Queensland) Act 2017 (RSNL)
- Electrical Safety Act 2002

These obligations include ensuring safety So Far As Is Reasonably Practicable (SFAIRP), as required by the RSNL

Project documentation must establish which party's safety management system applies to what and when, in accordance with the outlined safety roles and responsibilities and the requirements of Safety Law.

Safety roles and responsibilities of Queensland Rail and External Delivery Partners must be documented in project agreements, contracts, and plans with Queensland Rail providing support to ensure clarity.

For the management of any change that could impact safety, refer to the requirements of Safety Change Management Standard MD-12-219.



1.1.4 Context

Queensland Rail manages various externally sponsored and/or delivered types of change or projects. Figure 4 provides the main categories of change types and highlights how Externally Delivered Projects fit in the overall change landscape. To assist External Delivery Partners, Queensland Rail defines the following project phases:

- **Pre-Concept Phase:** The initial period from initial contact with Queensland Rail through to agreement of a fee proposal (if required). Queensland Rail typically does not undertake work in this phase
- **Concept Phase:** The project planning phase concluding with an investment decision and agreement to proceed with design and construction, often following a business case
- **Development Phase:** Delivery activities including design and construction for Project Works with planning for finalisation typically occurring here
- **Implementation Phase:** Implementation of the project including but not limited to construction, testing, commissioning and preparation for handover and acceptance
- **Finalisation Phase:** Handover and Acceptance of Project Works assets for operation and maintenance by Queensland Rail.

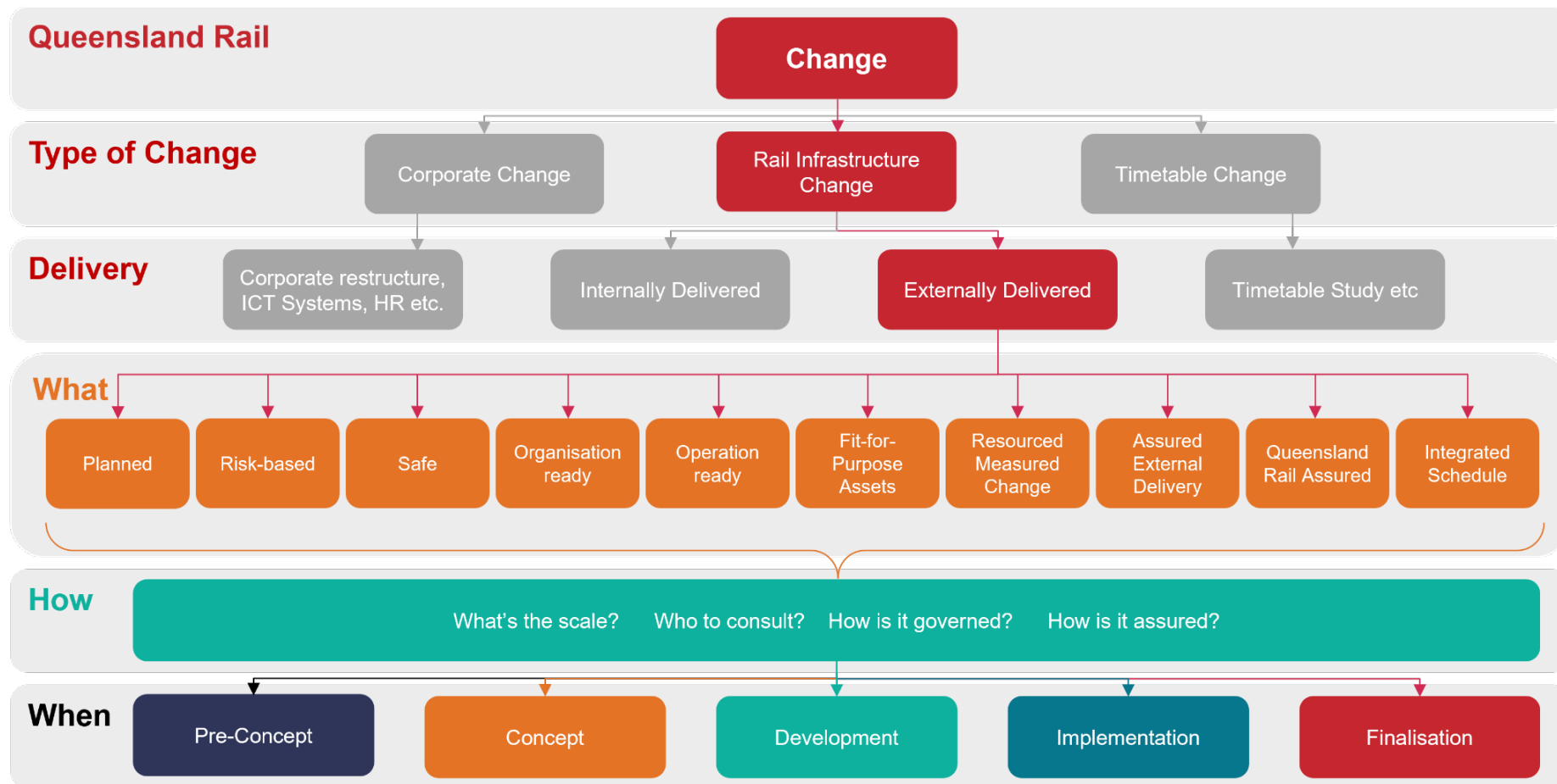


Figure 2 Externally Delivered projects as one of the project delivery types in Queensland Rail

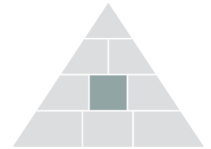


Figure 4 categorises the types of change managed by Queensland Rail, positioning Externally Delivered Projects within the broader change landscape, including operational, timetable and asset-related changes.

1.1.5 Types of Externally Delivered Projects

There are four main types of Externally Delivered Projects/Programs. Figure 4 provides more detail and examples of these projects:

- Strategic Projects / Programs
- Market-Led Proposals / Exclusive Transactions
- Transit Oriented Developments (TODs)
- Externally Funded Operational Projects (EFOPs)

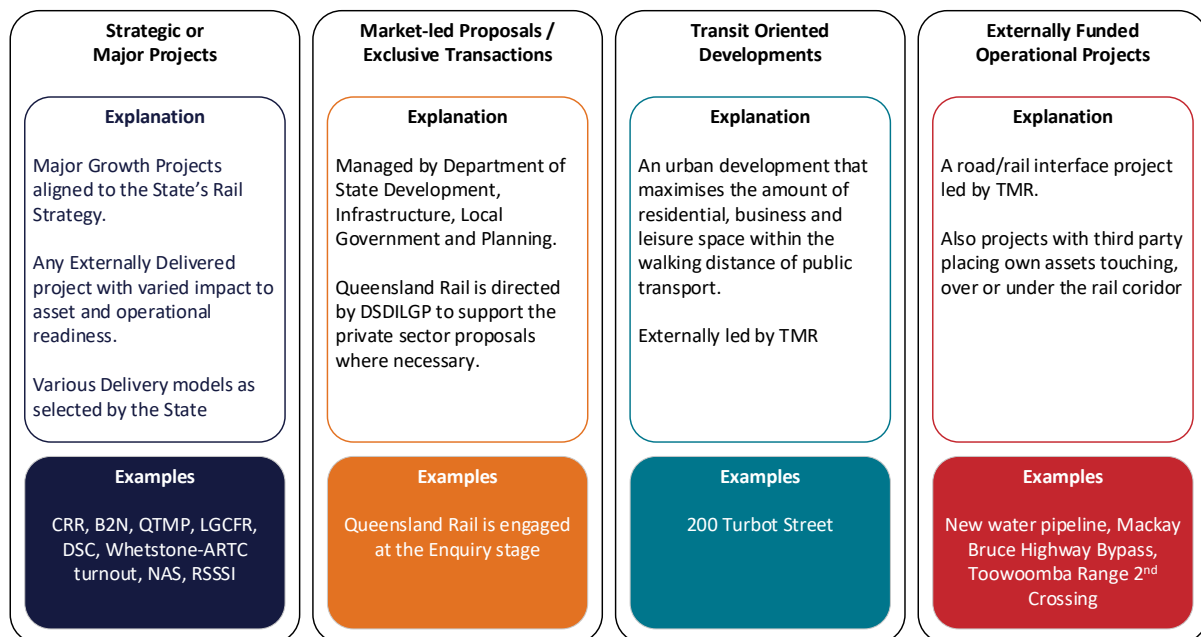


Figure 3 - Types of External Projects

Figure 5 details the four main types of Externally Delivered Projects, including Strategic Projects, Market-Led Proposals, Transit Oriented Developments, and Externally funded Operational Projects with examples for each.

There are differences in delivery procurement methodology between the Externally and Internally Delivered projects. For Externally Delivered Projects, a change will usually be initiated by external entities such as Councils or other parties in addition to the Department of Transport and Main Roads (TMR) and Treasury.



Queensland Rail teams will participate in or interact with the Externally Delivered Project in various ways. Figure 5 shows frequently used, potential procurement models that Externally Delivered Projects may take, and the likely areas where Queensland Rail may be involved in those models. Queensland Rail's role as an RTO can be impacted significantly by the procurement model for a project. Queensland Rail may be the accredited entity within the Alliance, and/or there may be other RTOs undertaking Railway Operations on the project. Queensland Rail's role as RTO in relation to its existing Railway Operations is not dependent on the procurement model.

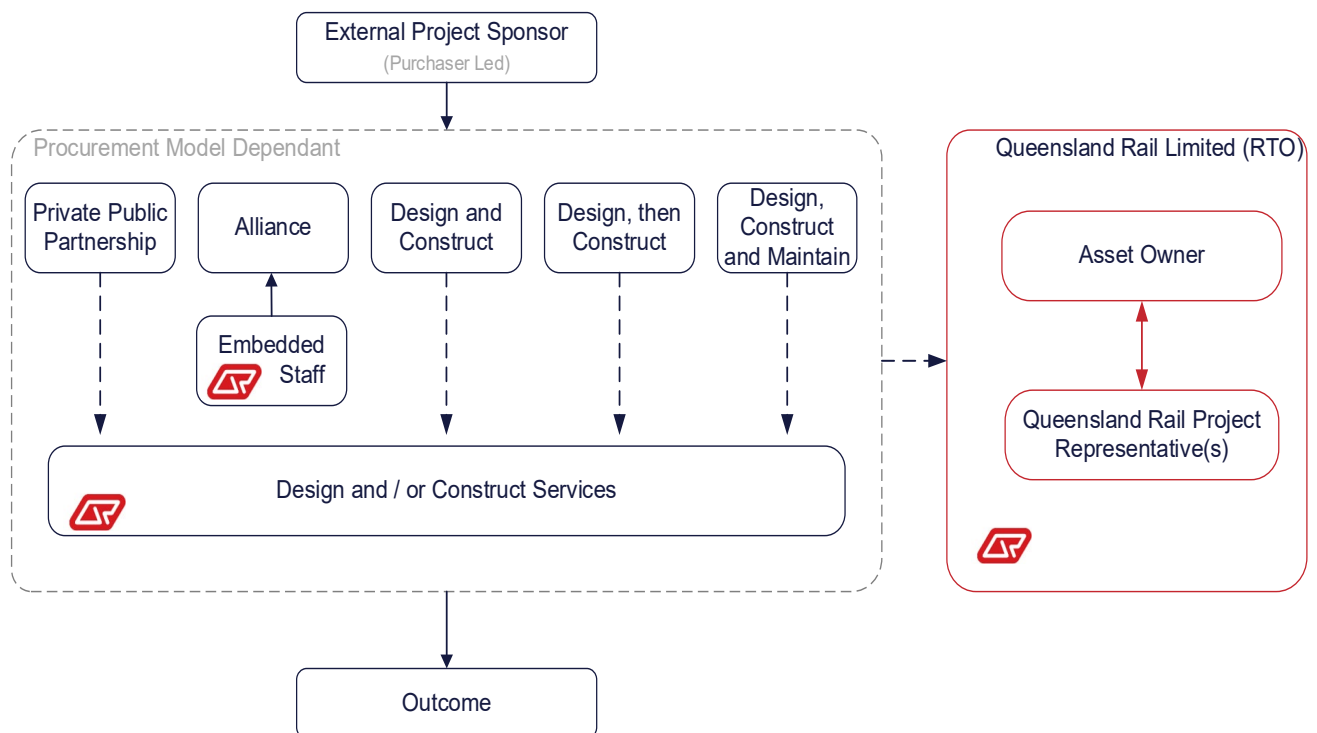
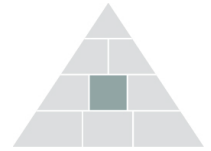


Figure 4 - Externally Delivered Projects and Queensland Rail involvement

Figure 6 illustrates the procurement models commonly used for Externally Delivered Projects, highlighting Queensland Rail's involvement at various stages and the impact on its role as an RTO

Queensland Rail's role as an RTO

In accordance with the Rail Safety National Law (RSNL), Railway Operations may only be carried out by an accredited RTO or a party working for or on behalf of an RTO.



The External Delivery Partner must engage with Queensland Rail to develop an accreditation strategy for any project impacting Railway Operations and seek Queensland Rail's agreement for any Railway Operations to be undertaken for or on behalf of Queensland Rail. This engagement occurs through the Queensland Rail Strategic Projects team initially, transitioning to nominated Project Representative(s) for ongoing interface management.

Queensland Rail is assumed to be the RIM for any brownfield Rail Infrastructure projects impacting the existing Queensland Rail network unless otherwise agreed and may be the RIM for greenfield rail infrastructure projects if agreed and in accordance with Delegated Authorities - Financial and Functional Specification MD-12-904.

Queensland Rail is assumed to be the RSO for changes to existing rolling stock for which Queensland Rail is already the accredited Rolling Stock Operator for operations and maintenance.

For changes to rolling stock for which Queensland Rail is the accredited RSO for operations only, Queensland Rail must work with the relevant RSO for maintenance to ensure the change complies with the applicable SEMS and that risks to the safety of Railway Operations are eliminated or mitigated, SFAIRP.

Where Queensland Rail, as an RTO, interfaces with an externally delivered project, Interface Agreements must be developed in accordance with Safety Interface Coordination Standard MD-11-1324. These requirements align with the obligations outlined in the Legal Requirements section.



2 Requirements of this Framework

This framework's requirements support improved delivery and acceptance of changes brought forward by Externally Delivered Projects. The ten principles depicted in Figure 6, summarise the requirements that are placed on defined roles relevant for external delivery. These definitions are provided in Section 4 - Terms and Definitions. Each principle is detailed in the following sub-sections.



Figure 5 - Ten Principles of the Externally Delivered Projects Framework

Figure 7 outlines the ten principles of the Externally Delivered Projects Framework, summarising the key requirements for managing external delivery alignment with Queensland Rail's standards.



2.1 Principle 1: Planned

Any proposed change to Queensland Rail’s configuration must be planned from the outset to ensure alignment with Queensland Rail’s standards. This step clarifies governance and assurance requirements, timelines, and resources needed to meet Queensland Rail’s expectations, tailored to the project’s scope, enabling seamless integration with its operations while ensuring compliance and operational integrity.

Early engagement with Queensland Rail’s Strategic Projects team and Queensland Rail Project Representative(s) is essential to define project scope, confirm requirements and agree on timelines and resources.

2.1.1 Guidance:

External Delivery Partners should align their project planning with Queensland Rail’s lifecycle phases to enable seamless integration with Queensland Rail’s RCCP assurance gates.

Queensland Rail’s RCCP gates can then be aligned with the External Delivery Partner’s project stage gates at a micro level, depending on the project’s size, complexity and delivery model. For example, RCCP Gate 1 may align with an early strategic approval stage, while RCCP Gate 6 may align with project closure.



Figure 6 - Example: Externally Delivered Project Lifecycle

Once agreed, this alignment must be documented using the (MD-25-27) Governance and Assurance Plan, which Queensland Rail Project Representative(s) will produce in collaboration with the External Delivery Partner and the relevant Queensland Rail subject matter experts. This alignment should also form part of the External Delivery Partner’s project management plan and be incorporated in any agreed Interface Agreement or contract.

Several related project lifecycles spanning the transport and rail industry in Queensland are also relevant to this framework. Figure 8 represents this lifecycle along these related lifecycles, and their phases.

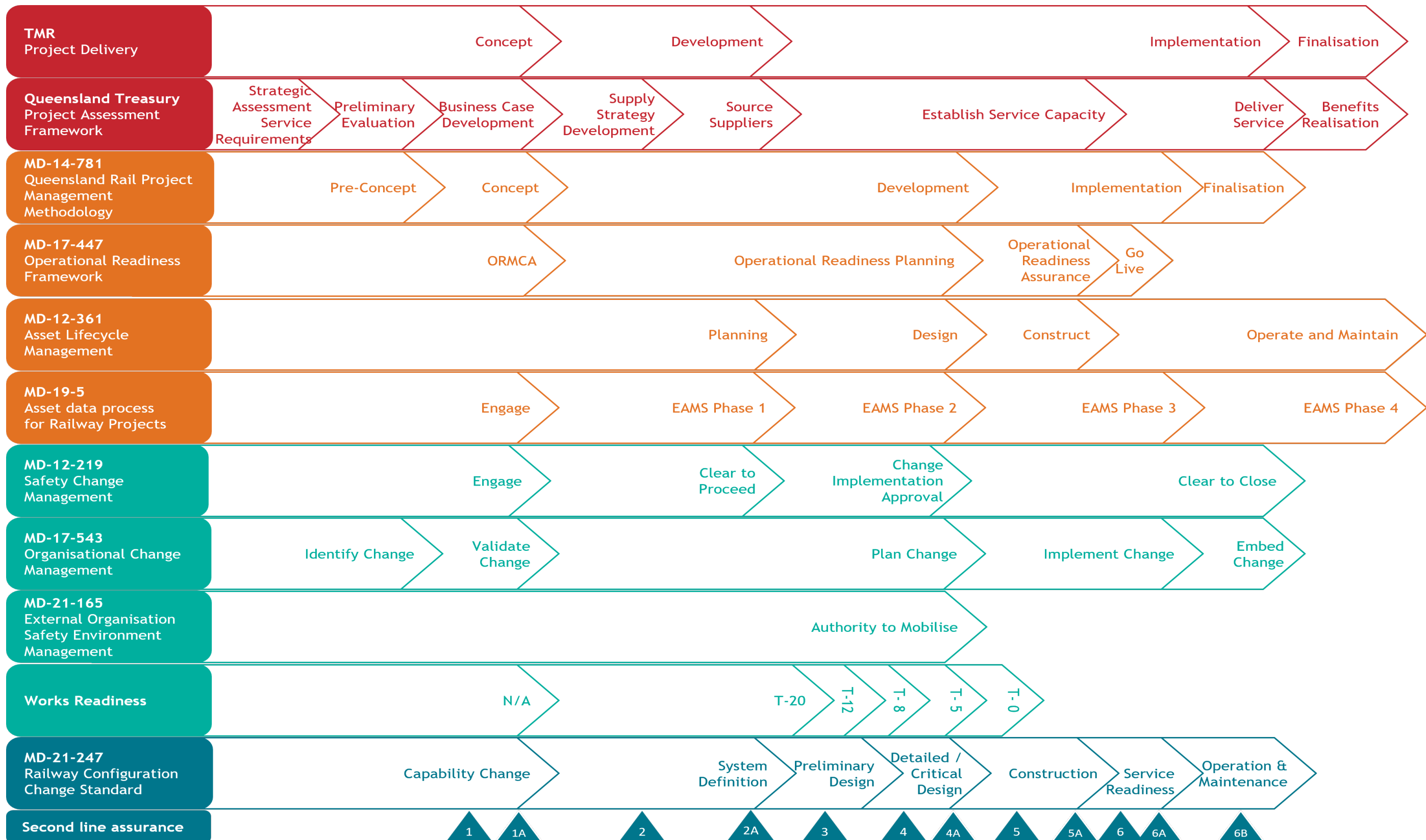
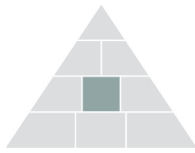
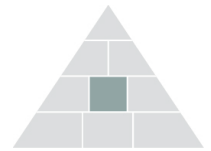


Figure 7 - View across the related lifecycles



2.1.2 Principle 1 Requirements:

[MD-25-24:001] Responsible: *The External Delivery Partner shall plan and agree on the cost and competent resources required for its activities and Queensland Rail's involvement, engaging early to understand and account for the resources and costs of Queensland Rail's activities during each project phase*

[MD-25-24:002] Accountable: *The Queensland Rail Project Representative(s) shall ensure sufficient funding is available for Queensland Rail compliance activities through the Rail Capital Plan and/or Transport Services Contract co-ordinating cost recovery where applicable.*

[MD-25-24:003] Responsible: *The Queensland Rail Project Representative(s) shall interface with the External Delivery Partner to formally and progressively agree on the relevant governance, delivery, scalability and assurance activities as documented in key project deliverables including Governance and Assurance Plan Template MD-25-27 and Asset Acceptance Plan Template MD-25-26.*

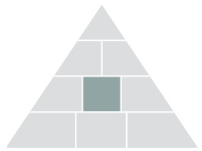
[MD-25-24:003] Responsible: *The Queensland Rail Project Representative(s) shall review the External Delivery Partner's own Project Management Lifecycle and provide Queensland Rail's requirements for integration acknowledging that project definitions may evolve over time.*

[MD-25-24:004] Accountable: *The External Delivery Partner shall adhere to Queensland Rail's governance processes for managing SEMS compliance, including but not limited to RCC and SEMS Standards and Procedural guidelines. Any proposed alternative means of meeting SEMS requirements must be approved in accordance with the relevant governance documents applicable to the project.*

[MD-25-24:005] Responsible: *The Queensland Rail Project Representative(s) shall ensure that any proposed alternative approach to SEMS compliance aligns with Queensland Rail's governance processes before acceptance.*

[MD-25-24:006] Accountable: *The External Delivery Partner shall document the agreed approach of achieving the individual requirements of this framework in the Deliverer's Assurance Plan, as an assurance artefact.*

Note: *Queensland Rail can provide early indications on the suitability of proposed alternatives prior to the detailed design. Any early indication does not constitute permission.*



2.2 Principle 2: Risk-based

Scaling governance and assurance activities according to project risk is the most efficient way to manage projects. Queensland Rail must apply a risk-based approach by assessing the level of impact across key aspects of change and ensuring appropriate governance and assurance measures are in place.

2.2.1 Guidance

Each project must undergo a structured risk assessment based on the following key aspects of change.

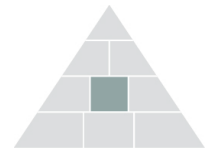
- Organisational Change Management Framework MD-17-543
- Safety Change Management Standard MD-12-219
- Operational Impact (Operational Readiness Framework MD-17-447)
- Railway Configuration Impact (Railway Configuration Change Lifecycle Specification MD-21-248)

Each key aspect of change is evaluated independently against its corresponding governance framework. The assessment results determine the required governance and assurance activities that will be applied during the applicable RCC gates.

Results of the assessments of individual aspects of change also determine what artefacts Queensland Rail will require and when they will be required. Many of the artefacts required by Queensland Rail are mandated inputs for assurance activities.

The External Delivery Partner must collaborate and assist the Queensland Rail Project Representative to conduct and document governance and assurance requirements in Governance and Assurance Plan Template MD-25-27. The Governance and Assurance Plan Template MD-25-27 outlines the project-specific governance structure, assurance activities, deliverables and timelines, ensuring alignment with Queensland Rail's SEMS requirements across the project lifecycle.

This plan should be integrated into the External Delivery Partners Project Management Plan and kept updated through the project lifecycle.



The governance and assurance requirements must be reviewed at key project milestones and when significant changes occur such as:

- Material changes to scope, design or delivery packages
- New operational impacts are identified
- Movement between project phases requiring reassessment.

Reassessments ensure that any necessary adjustments to deliverables, assurance steps, or processes are identified and implemented.

Ensure Holistic Oversight

The governance and assurance requirements apply to the entire project, not just the individual work packages, reflecting the project's complexity including compounded risk of incremental changes.

By supporting and following these requirements, External Delivery Partners align their project governance and assurance activities with Queensland Rail's expectations, ensuring a structured, compliant and efficient approach to Externally Delivered Projects.

Principle 2 Requirements:

[MD-25-24:007] Accountable: *The Queensland Rail Project Representative(s) shall facilitate the assessment of the project to determine the governance and assurance requirements based on the complexity and impact of the project (to Queensland Rail).*

[MD-25-24:008] Responsible: *The External Delivery Partner shall contribute to and where appropriate, endorse the assessments of individual aspects of change to determine the appropriate level of governance and assurance.*

[MD-25-24:009] Responsible: *The Queensland Rail Project Representative(s) shall guide the External Delivery Partner through the assessments of individual aspects of change in accordance with the relevant Managed Documents.*

[MD-25-24:010] Accountable: *The External Delivery Partner shall document the project governance structure, deliverables and responsibilities in the Project Management Plan and relevant Interface Agreements.*

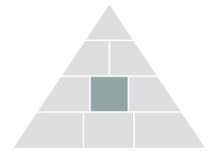
[MD-25-24:011] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands and plans to deliver the artefacts determined as required by the applicable individual aspects of change.*



[MD-25-24:012] Responsible: *The External Delivery Partner shall produce the artefacts determined as required by the individual aspects of change and in accordance with the project governance structure, deliverables and responsibilities documented in the Project Management Plan.*

[MD-25-24:013] Accountable: *Queensland Rail Project Representative(s) shall initiate a review of the individual aspects of change in instances of significant change from baselined scope, new assets/solutions or major deviations from design.*

[MD-25-24:014] Responsible: *The Queensland Rail Project Representative(s) shall consult with the External Delivery Partner on the need to review the individual aspects of change and, where applicable, guide the External Delivery Partner through the assessments.*



2.3 Principle 3: Safe

Externally Delivered Projects must ensure that safety risks associated with changes to Queensland Rail's network, people and operations are identified and eliminated (or minimised) SFAIRP.

2.3.1 Guidance:

Externally Delivered Projects cannot be implemented unless all changes are approved by Queensland Rail's authorised persons or authorised representative groups in line with its safety obligations.

2.3.2 Principle 3 requirements:

[MD-25-24:015] Accountable: *The External Delivery Partner shall ensure that changes enacted by the External Delivery Partner are integrated with the management of the project and implemented in a manner that meets Queensland Rail's safety obligations. Consult Safety Change Management Standard MD-12-219 for more details.*



2.4 Principle 4: Organisationally Ready

Organisational change requires a structured and consistent approach to address and manage the people-related aspects of projects and organisational transformation.

Organisational Change Management is the process, artefacts, tools and techniques used to manage the people aspects of change to successfully deliver transformation and embed sustained change through long-lasting adoption.

2.4.1 Guidance:

Organisational change resulting from the Externally Delivered Projects cannot be implemented unless approved by Queensland Rail's authorised persons in line with the relevant processes.

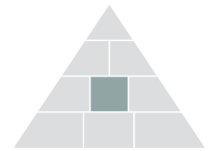
Requirements include identifying the organisational changes required to deliver the project and transition it into business-as-usual operations and any modifications needed to operate and maintain the delivered change effectively.

2.4.2 Principle 4 Requirements:

[MD-25-24:016] Accountable: *The External Delivery Partner shall implement changes in a manner that ensures the impact on Queensland Rail's organisation is managed in accordance with the requirements of the Queensland Rail Organisational Change Management Framework MD-17-543.*

[MD-25-24:017] Accountable: *The External Delivery Partner shall integrate any relevant Queensland Rail Organisational Change Management requirements with its own activities on the project.*

[MD-25-24:018] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements of Organisational Change Management Framework MD-17-543.*



2.5 Principle 5: Operationally Ready

Operational Readiness activities guide the transition of the project outputs into operation. To operationalise a project's outputs successfully, it is important to understand, prepare for and manage the operational impacts and dependencies between the current and future states, to determine the capabilities, skills, workforce, and interface requirements related to operational readiness and then manage the change with the business and the customer as a primary focus.

2.5.1 Guidance:

Operational change resulting from Externally Delivered Projects cannot be implemented unless approved by Queensland Rail in line with the governance requirements outlined in Operational Readiness Framework MD-17-447. Operational Readiness Framework MD-17-447 formalises a process that enables project teams to demonstrate their readiness to successfully transition the project's outputs into Queensland Rail operations, ensuring sustainable outcomes.

Considering and agreeing on the roles and responsibilities for the management of the operational and business impacts on Queensland Rail is an important step to being able to integrate the change into the operational railway.

Operational Readiness supports enhanced integration from a project, program and portfolio delivery, asset acceptance, workforce planning and operational planning perspective. Following the Operational Readiness processes ensures impacts to the Queensland Rail business and workforce are identified, relevant operational and regulatory governing processes are known, plans are developed and delivered, and Queensland Rail operations can successfully transition, operate and sustain the output of the project into business-as-usual operations.

2.5.2 Principle 5 Requirements:

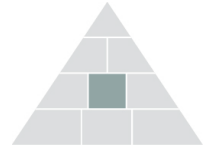
[MD-25-24:019] Accountable: *The External Delivery Partner shall integrate, within the management of the project, Queensland Rail's Operational Readiness requirements of the change resulting from the Externally Delivered Project in line with the governance requirements of Operational Readiness Framework MD-17-447.*



[MD-25-24:020] Accountable: *The External Delivery Partner shall ensure that roles and responsibilities for the management of the operational and workforce impacts on Queensland Rail during and after the project are considered as part of the concept planning, agreed as part of the project scope definition and consulted with relevant stakeholders throughout the project lifecycle. This aligns with the planning requirements outlined in Principle 1: Planned.*

[MD-25-24:021] Accountable: *The Queensland Rail Project Representative(s) shall document the agreed Operational Readiness Plan. Where applicable, mandated Operational Readiness Plan templates shall be used, such as those defined within Operational Readiness Framework MD-17-447 and / or MPI Operational Readiness Management Plan MD-24-1¹.*

¹ Operational Readiness Framework MD-17-447 governs the topic. MPI Operational Readiness Management Plan MD-24-1 does not provide Enterprise-wide coverage throughout the lifecycle.



2.6 Principle 6: Fit-for-purpose Assets

The lifecycle of a railway asset often spans decades. Fit-for-purpose assets are integral to the railway network's safety, operability, accessibility, availability and reliability. All assets delivered as part of a project are subject to Queensland Rail Asset Management policy, strategy, and discipline specific SEMS, which govern and assure the engineering solution.

2.6.1 Guidance:

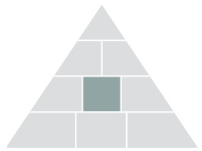
This principle outlines activities that govern how the assets are considered during the project lifecycle and coordinated through their development, design, construction, documentation, hand over and acceptance into operation. Note that safety and engineering requirements of any assets are governed by SEMS. Every project must ensure the requirements within SEMS are met.

The asset lifecycle begins with strategic and detailed planning and continues through operation, maintenance, and disposal. Given this, it encompasses asset management beyond the scope of projects; however, it interfaces with the project lifecycle.

Delivery and successful integration of a fit-for-purpose asset, one which can be operated and maintained throughout its lifecycle, includes numerous Queensland Rail representatives including Asset Management representatives, Maintainers and Operational teams working in collaboration with the External Delivery Partner, interfacing through the Queensland Rail Project Representative(s). The project-specific approach is documented in the Asset Acceptance Plan Template MD-25-26 (AAP), which covers various more detailed aspects, such as operational cost capture.

Asset handover and asset acceptance are important milestones in an asset life cycle that require careful planning to ensure the asset is fit for purpose and continues to allow Queensland Rail to operate a safe and reliable railway. Identifying and planning for the timely delivery of Handover or Acceptance Certificates are a crucial function of the AAP to ensure assets are fit-for purpose on handover or handback.

The Asset Management suite of documents defines the holistic, integrated and structured approach to the management of assets, including the timely capture of relevant asset data, which is pivotal for the operation and maintenance of assets across their lifecycle. The approach to collecting the asset specific data is documented in the AAP. All assets must be designed, delivered, and Handover and Acceptance certifications generated in accordance with the relevant requirements of that suite.



The list of Queensland Rail policy documents applicable to a specific Externally Delivered Project includes but is not limited to the ones found in the relevant Project Certification Baseline.

2.6.2 Principle 6 requirements:

[MD 25-24:022] Accountable: *External Delivery Partner shall ensure that roles and responsibilities for the management, operation and maintenance of existing and new assets are documented and agreed as part of the project scope definition.*

[MD 25-24:023] Accountable: *External Delivery Partner shall consult Queensland Rail's Asset Managers on the management, operation and maintenance of existing and new assets throughout the project lifecycle.*

[MD-25-24:024] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements for the design, build, data management, construction, acceptance and handover of each asset in accordance with the relevant SEMS.*

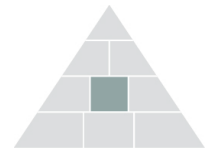
[MD 25-24:025] Accountable: *The External Delivery Partner shall ensure that any asset delivered by an External Delivery Partner and which Queensland Rail will own, operate or maintain is designed, delivered and accepted in accordance with the requirements of the relevant Queensland Rail SEMS noted in the Project Certification Baseline.*

[MD-25-24:026] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements of the Asset Management suite of documents and SEMS, facilitating design reviews and managing the Project Certification Baseline.*

[MD 25-24:027] Accountable: *The External Delivery Partner must design and deliver assets in full compliance with the requirements outlined in the relevant Queensland Rail strategies and SEMS.*

[MD-25-24:028] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the Asset Data requirements contained in the applicable Asset Management suite of documents and SEMS.*

[MD 25-24:029] Accountable: *External Delivery Partner shall ensure that the data necessary to operate and maintain the assets is recorded, provided and managed in accordance with the requirements of Asset data process for Railway Projects Procedure MD-19-5.*

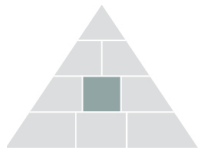


[MD-25-24:030] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the Asset Handover and Acceptance requirements contained in the requirements of Asset data process for Railway Projects Procedure MD-19-5.*

[MD 25-24:031] Accountable: *The External Delivery Partner shall ensure that the asset handover and acceptance, including preparation of the Handover and Acceptance certificates are managed in accordance with Asset Acceptance and Handover Guideline MD-21-47.*

[MD-25-24:032] Responsible: *The External Delivery Partner shall ensure that any change of asset resulting from the Externally Delivered Projects is not accepted unless it meets the requirements of the Asset Acceptance and Handover Guideline MD-21-47.*

[MD-25-24:033] Responsible: *The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements contained in Asset Acceptance and Handover Guideline MD-21-47.*



2.7 Principle 7: Resourced Measured Change

Queensland Rail needs visibility of all proposed changes to ensure optimal workforce capacity and capability throughout the project lifecycle. Equally, understanding how all projects in the Queensland Rail portfolio are performing is paramount to ensure an integrated view of change and support for the successful delivery of projects and transition into business-as-usual operations can be achieved.

2.7.1 Guidance:

Regardless of the size or complexity of the proposed project, the Strategic Projects team must record all requests for Queensland Rail's involvement in any new Externally Delivered Projects as soon as possible. Using other methods does not exempt the project from this requirement.

Implementing changes to any part of a railway system can be complex. Queensland Rail will assign Project Representative(s) to assist with every Externally Delivered Project throughout its lifecycle. These representatives are responsible for providing clarity on Queensland Rail's governance and assurance processes, which will be the responsibility of the External Delivery Partners.

Queensland Rail's involvement can range from a part-time Interface Manager to a full team of dedicated professionals. The level of representation will be determined by Queensland Rail on a project-by-project basis.

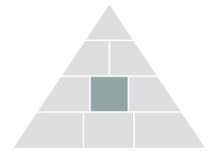
To ensure a clearer understanding of each project's performance against this framework and to support continuous improvement, Queensland Rail requires reports on work agreed to by Queensland Rail for each Externally Delivered Project.

2.7.2 Principle 7 Requirements:

[MD 25-24:034] Accountable: *The External Delivery Partner shall engage Queensland Rail's Strategic Projects team to initiate a project or related study.*

[MD-25-24:035] Responsible: *The Strategic Projects team shall facilitate the allocation of the project to Queensland Rail Project Representative(s).*

[MD 25-24:036] Accountable: *The Queensland Rail Project Representative(s) shall assess the Queensland Rail resources required to support the project sufficiently throughout its lifecycle in partnership with the internal business units.*

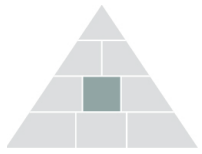


[MD-25-24:037] Responsible: *The External Delivery Partner shall include the Queensland Rail Project Representative(s) function and responsibilities in their Project Management Plan.*

[MD 25-24:038] Accountable: *The Strategic Projects team shall record and maintain the record of Externally Delivered Projects.*

[MD-25-24:039] Responsible: *The External Delivery Partner shall provide management reports on Queensland Rail activities and relevant aspects of management of the project.*

[MD-25-24:040] Responsible: *The Queensland Rail Project Representative(s) shall agree on the report content, frequency and format with the External Delivery Partner.*



2.8 Principle 8: Assured External Delivery

Assurance activities and their outputs are prerequisites to many follow-on activities Queensland Rail must undertake as an asset owner and RTO.

2.8.1 Guidance:

The External Delivery Partner's assurance planning and activities can vary from the ones used by Queensland Rail. How they meet Queensland Rail governance's requirements must be understood, and adjustments must be agreed upon when alignment cannot be demonstrated.

For example, where the Government policy applies, projects delivered by TMR would follow the Queensland Treasury Projects Assessment Framework, Infrastructure Proposal Development Policy, Business Case Development Framework, and must undertake the Queensland Treasury Gateway review process, which consists of five gates. In this specific example, any existing document and plan that manages those activities may be used to meet this principle in part or full.

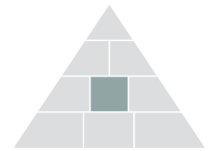
2.8.2 Principle 8 Requirements:

[MD 25-24:041] Accountable: *The External Delivery Partner shall demonstrate to the Queensland Rail Project Representative(s) how its assurance aligns with this frameworks and project's PCB requirements, demonstrating its intended assurance is:*

- *planned*
- *progressively aligned with the stage of delivery*
- *progressively and demonstrably complete prior to moving to the next project phase.*

[MD 25-24:042] Accountable: *Each External Delivery Partner shall demonstrate to the Queensland Rail Project Representative(s) how its assurance aligns with this frameworks and project's PCB requirements, demonstrating its intended assurance is:*

- *planned*
- *progressively aligned with the stage of delivery*
- *progressively and demonstrably complete prior to moving to the next project phase.*



2.9 Principle 9: Assured by Queensland Rail

Assurance ensures Queensland Rail's obligations can be evidenced and provides the assurance to determine if the project should continue into the next phase.

Change of Railway Configuration resulting from the Externally Delivered Projects cannot be implemented unless approved in line with the Railway Configuration Change Standard MD-21-247.

2.9.1 Guidance:

Assurance must be progressively aligned with stage of delivery and be demonstrably complete prior to Queensland Rail declaring no objection to move to the next project phase. This requires planning and close collaboration of all parts of the Externally Delivered Project team. Interface agreements and project related contracts can stipulate second line assurance requirements, which can help avoid later disputes and delays.

As early as possible in the project's lifecycle, a change to the Railway Configuration is to be assessed for significance. The outcome of that assessment determines the level of governance to be applied.

- Where the change is assessed as **Significant**, it is governed by the Railway Configuration Control Panel and applicable Railway Change Authority
- Changes assessed as **Important** are governed by the applicable Railway Change Authority only
- For the changes assessed as **Non-Significant**, there are no specific requirements under Railway Configuration Change Standard MD-21-247. However, delivery must be demonstrably compliant with all applicable Queensland Rail policy documents
- In every instance, the project cannot progress to the next phase in the lifecycle without Queensland Rail's declaration of no objection to proceed, based on the results of the assurance activities.



2.9.2 Principle 9 Requirements:

[MD 25-24:043] Accountable: *The Queensland Rail Project Representative(s) shall provide guidance on and facilitate Queensland Rail's second line assurance process.*

[MD-25-24:044] Responsible: *The External Delivery Partner shall provide the relevant evidence for assurance purposes in line with the Railway Configuration Change Standard MD-21-247.*

[MD 25-24:045] Accountable: *The Queensland Rail Project Representative(s) shall advise the External Delivery Partner of no objection to proceed to the next project phase once the assurance activities, based on specified minimal completion criteria for each Stage, reach a satisfactory result in line with the Railway Configuration Change Standard MD-21-247.*

[MD-25-24:046] Responsible: *The Queensland Rail Project Representative(s) shall advise the External Delivery Partner of the outcome of assurance activities and provide the identified Findings and Conditions that must be met for the project to proceed.*



2.10 Principle 10: Integrated Schedule

Integrated scheduling across teams and organisations provides many benefits. It enables a coordinated approach and view of change that maximises efficiency, reduces risk, and enhances the overall likelihood of project success and benefits realisation.

2.10.1 Guidance:

Integrated scheduling aligns key milestones, identifies dependencies, and reduces the risk of delays and miscommunication. A joint view of the change schedule highlights potential conflicts or issues, supports milestone alignment, and decreases the risk of misalignment. It enhances communication and collaboration, supports shared understanding, improves workforce capacity and capability, and enables an efficient single point of truth for progress tracking.

The integrated schedule must include but is not limited to, delivery and approval milestones, critical artefacts, assurance milestones, planned closures and possessions, project construction, workforce requirements, testing and commissioning hold points. The requirement for an integrated schedule must be included in the contractual documents.

2.10.2 Principle 10 Requirements:

[MD 25-24:047] Accountable: *The External Delivery Partner shall include Queensland Rail activities and artefacts into the integrated project schedule throughout the project's lifecycle.*

[MD 25-24:048] Accountable: *The External Delivery Partner shall identify their dependencies on Queensland Rail for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.*

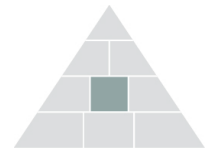
[MD-25-24:049] Responsible: *Each External Delivery Partner shall include relevant activities and artefacts required by Queensland Rail into the integrated schedule for the Externally Delivered Project.*

[MD 25-24:050] Accountable: *Each External Delivery Partner shall identify its dependencies on Queensland Rail and other parties, for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.*

[MD-25-24:051] Responsible: *The Queensland Rail Project Representative(s) shall provide the Queensland Rail segment of the schedule for input into the integrated schedule and collaborate with all parties for scheduling and schedule conflict resolution activities.*



[MD 25-24:052] Accountable: *The Queensland Rail Project Representative(s) shall identify Queensland Rail dependencies on other parties, for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.*



3 Responsibilities

The following establishes the unique accountabilities and responsibilities of the key stakeholders specific to this Framework.

3.1 Who does what?

3.1.1 Summary Roles and Responsibilities

The table below defines key roles, responsibilities, accountabilities and relevant documents within the Externally Delivered Project framework. It provides an overview of each party's role in managing resources, ensuring compliance, overseeing risk and coordinating asset handover and acceptance. Relevant documents and procedures are listed to support adherence to Queensland Rail's suite of Managed Documents throughout the project lifecycle.

Who	Accountability	What
Strategic Projects Team	Responsible	<ul style="list-style-type: none"> Facilitate Allocation of Queensland Rail project resources at project introduction Gather key performance indicators for all Externally Delivered Projects in the early stages of the project. Oversee and record project progress and risk management in the early stages of the project.
External Delivery Partner	Responsible and Accountable	<ul style="list-style-type: none"> Plan and coordinate project cost and resources, ensuring compliance with Queensland Rail's standards. Integrate Queensland Rail's requirements in the Project Management Plan (PMP) and ensure they are delivered. Ensure safe implementation for railway operations. Develop and deliver the assurance plan aligned with framework requirements. Document any proposed alternatives and any deviations from this framework in assurance plans. Integrate asset management in line with the standards in asset handover.
Queensland Rail Project Representative(s)	Responsible	<ul style="list-style-type: none"> Manage interfaces with Queensland Rail throughout the project lifecycle. Interface with External Delivery Partner, clarify governance and assurance requirements. Guide external entities through all governance and assurance activities. Co-ordinate operational readiness, asset handover and acceptance requirements and ensure compliance with Operational Readiness Framework and Asset Management processes.

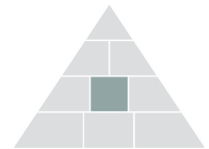
Table 1 - Summary of key roles and responsibilities.



3.1.2 Detailed Roles and Responsibilities

The table below groups individual roles' responsibilities and accountabilities within the Externally Delivered framework. It provides a detailed view of each role in managing resources, ensuring compliance, overseeing risk, and coordinating asset handover and acceptance into operation.

Who	Requirement Number	What
External Delivery Partner	001 - Accountable	The External Delivery Partner shall plan and agree on the cost and competent resources required for both its activities and Queensland Rail's activities.
	004 - Accountable	The External Delivery Partner shall agree any desired alternative means of achieving the individual requirements in this framework with the Queensland Rail Project Representative(s) at the start of each relevant project phase. The formal departure and derogation process has to be followed before the Queensland Rail project representative provides any agreement to the Project Partner for any deviation from established frameworks or procedures.
	008 - Responsible	The External Delivery Partner shall contribute to and where appropriate, endorse the assessments of individual aspects of change to determine the appropriate level of governance and assurance.
	010 - Accountable	The External Delivery Partner shall document the project governance structure, deliverables and responsibilities in the Project Management Plan and relevant Interface Agreements.
	015 - Accountable	The External Delivery Partner shall ensure that changes enacted by the External Delivery Partner are integrated with the management of the project and implemented in a manner that meets Queensland Rail's safety obligations.
	019 - Accountable	The External Delivery Partner shall integrate, within the management of the project, Queensland Rail's Operational Readiness requirements of the change resulting from the Externally Delivered Project.
	020 - Accountable	The External Delivery Partner shall ensure that roles and responsibilities for the management of the operational and workforce impacts on Queensland Rail during and after the project are considered as part of the concept planning, agreed as part of the project scope definition and consulted with relevant stakeholders throughout the project lifecycle.
	022 - Accountable	External Delivery Partner shall ensure that roles and responsibilities for the management, operation and maintenance of existing and new assets are documented and agreed as part of the project scope definition.
	023 - Accountable	External Delivery Partner shall consult Queensland Rail's Asset Managers on the management, operation and maintenance of existing and new assets throughout the project lifecycle.
	032 - Responsible	The External Delivery Partner shall ensure that any change of asset resulting from the Externally Delivered Projects is not accepted unless it meets the requirements of the Asset Acceptance and Handover Guideline MD-21-47.

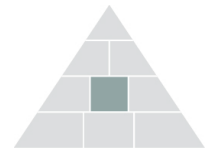


Who	Requirement Number	What
	034 - Accountable	The External Delivery Partner and/or External Delivery Partner shall engage Queensland Rail's Strategic Projects team to initiate a project or related study.
	037 - Responsible	The External Delivery Partner shall include the Queensland Rail Project Representative(s) function and responsibilities in their Project Management Plan.
	041 - Accountable	The External Delivery Partner shall demonstrate to the Queensland Rail Project Representative(s) how its assurance aligns with this framework's and project's PCB requirements, demonstrating its intended assurance is: <ul style="list-style-type: none"> planned progressively aligned with the stage of delivery progressively and demonstrably complete prior to moving to the next project phase
	047 - Accountable	The External Delivery Partner shall include Queensland Rail activities and artefacts into the integrated project schedule throughout the project's lifecycle.
	048 - Accountable	The External Delivery Partner shall identify their dependencies on Queensland Rail for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.
Queensland Rail Project Representative(s)	002 - Responsible	The Queensland Rail Project Representative(s) shall interface with the External Delivery Partner to formally agree on the relevant governance, delivery, and assurance activities as documented in key project deliverables including the Railway Change Governance and Assurance Plan and Asset Acceptance Plan.
	003 - Responsible	The Queensland Rail Project Representative(s) shall review the External Delivery Partner's own Project Management lifecycle and provide Queensland Rail's requirements for integration into the External Delivery Partner's project phases
	005 - Responsible	The Queensland Rail Project Representative(s) shall ensure that any proposed alternative means of achieving the individual requirements in this framework meet the requirements of the relevant principles and standards.
	007 - Accountable	The Queensland Rail Project Representative(s) shall facilitate the assessment of the project to determine the governance and assurance requirements based on the complexity and impact of the project (to Queensland Rail).
	009 - Responsible	The Queensland Rail Project Representative(s) shall guide the External Delivery Partner and the External Delivery Partner through the assessments of individual aspects of change.
	011 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands and plans to deliver the artefacts determined as required by the applicable individual aspects of change.
	013 - Accountable	Queensland Rail Project Representative(s) shall initiate a review of the individual aspects of change in instances of significant change from baselined scope, new assets/solutions or major deviations from design.



Who	Requirement Number	What
	014 - Responsible	The Queensland Rail Project Representative(s) shall consult with the External Delivery Partner on the need to review the individual aspects of change and, where applicable, guide the External Delivery Partner and Partner through the assessments.
	018 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements of Organisational Change Management Framework MD-17-543.
	021 - Accountable	The Queensland Rail Project Representative(s) shall document the agreed Operational Readiness plan. Where applicable, mandated Operational Readiness Plan templates shall be used, such as those defined within Operational Readiness Framework MD-17-447 and / or Operational Readiness Management Plan MD-24-1 ² .
	024 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements for the design, build, data management, construction, acceptance and handover of each asset.
	026 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements of the Asset Management suite of documents, facilitating design reviews and managing the Project Certification Baseline.
	028 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the Asset Data requirements contained in the applicable Asset Management suite of documents.
	030 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the Asset Handover and Acceptance requirements contained in the applicable Asset Management suite of documents.
	033 - Responsible	The Queensland Rail Project Representative(s) shall ensure the External Delivery Partner understands the requirements contained in the applicable Asset Management suite of documents.
	036 - Accountable	The Queensland Rail Project Representative(s) shall assess the Queensland Rail resources required to support the project sufficiently throughout its lifecycle in partnership with the internal business units.
	040 - Responsible	The Queensland Rail Project Representative(s) shall agree on the report content, frequency and format with the External Delivery Partner.
	043 - Accountable	The Queensland Rail Project Representative(s) shall provide guidance on and facilitate Queensland Rail's second line assurance process.

² Operational Readiness Framework MD-17-447 governs the topic. MPI Operational Readiness Management Plan MD 24-1 does not provide Enterprise-wide coverage throughout the lifecycle.

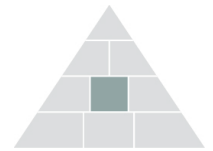


Who	Requirement Number	What
	045 - Accountable	The Queensland Rail Project Representative(s) shall advise the External Delivery Partner of no objection to proceed to the next project phase once the assurance activities, based on specified minimal completion criteria for each Stage, reach a satisfactory result.
	046 - Responsible	The Queensland Rail Project Representative(s) shall advise the External Delivery Partner of the outcome of assurance activities and provide the identified Findings and Conditions that must be met for the project to proceed.
	051 - Responsible	The Queensland Rail Project Representative(s) shall provide the Queensland Rail segment of the schedule for input into the integrated schedule and collaborate with all parties for scheduling and schedule conflict resolution activities.
	052 - Accountable	The Queensland Rail Project Representative(s) shall identify Queensland Rail dependencies on other parties, for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.
External Delivery Partner	006 - Accountable	<p>The External Delivery Partner shall document the agreement on any alternative means of achieving the individual requirements of this framework in the Deliverer's Assurance Plan, as a assurance artefact.</p> <p>Note: Queensland Rail can provide early indications on suitability of proposed alternatives prior to the detailed design. Any early indication does not constitute permission.</p>
	012 - Responsible	The External Delivery Partner shall produce the artefacts determined as required by the individual aspects of change and in accordance with the project governance structure, deliverables and responsibilities documented in the Project Management Plan.
	016 - Accountable	The External Delivery Partner shall implement changes in a manner that ensures the impact on Queensland Rail's organisation is managed in accordance with the requirements of the Queensland Rail Organisational Change Management Framework.
	017 - Accountable	The External Delivery Partner shall integrate any relevant Queensland Rail Organisational Change Management requirements with its own activities on the project.
	025 - Accountable	The External Delivery Partner shall ensure that any asset delivered by an External Delivery Partner and which Queensland Rail will own, operate or maintain is designed, delivered and accepted in accordance with the requirements of the relevant Queensland Rail engineering standards noted in the Project Certification Baseline.
	027 - Accountable	The External Delivery Partner must design and deliver assets in full compliance with the requirements outlined in the relevant Queensland Rail strategies.
	029 - Accountable	External Delivery Partner shall ensure that the data necessary to operate and maintain the assets is recorded, provided and managed in accordance with the requirements of Asset data process for Railway Projects Procedure MD-19-5.



Who	Requirement Number	What
	031 - Accountable	The External Delivery Partner shall ensure that the asset handover and acceptance, including preparation of the Handover and Acceptance certificates are managed in accordance with Asset Acceptance and Handover Guideline MD-21-47.
	039 - Responsible	The External Delivery Partner shall provide management reports on Queensland Rail activities and relevant aspects of management of the project.
	042 - Accountable	Each External Delivery Partner shall demonstrate to the Queensland Rail Project Representative(s) how its assurance aligns with this framework's and project's PCB requirements, demonstrating its intended assurance is: <ul style="list-style-type: none"> planned progressively aligned with the stage of delivery progressively and demonstrably complete prior to moving to the next project phase
	044 - Responsible	The External Delivery Partner shall provide the relevant evidence for assurance purposes.
	049 - Responsible	Each External Delivery Partner shall include relevant activities and artefacts required by Queensland Rail into the integrated schedule for the Externally Delivered Project.
	050 - Accountable	Each External Delivery Partner shall identify its dependencies on Queensland Rail and other parties, for activities, artefacts or approvals in the integrated project schedule throughout the project's lifecycle.
Strategic Projects team	035 - Responsible	The Strategic Projects team shall facilitate the allocation of the project to Queensland Rail Project Representative(s).
	038 - Accountable	The Strategic Projects team shall record and maintain the record of Externally Delivered Projects.

Table 2 - Grouped individual roles, responsibilities and accountabilities.



4 Terms and definitions

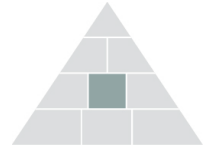
The following key terms and definitions are unique to this Framework. Please refer to the Queensland Rail's [Business Glossary](#) for other terms not included in this section.

Term	Definition	Source ³
Asset	Any item that is (or will be) owned, operated, or maintained by Queensland Rail, including infrastructure and rollingstock.	
Enterprise Portfolio Management Office (EPMO)	The EPMO encompasses Portfolio Management, Performance and Reporting, Systems and Information, and Governance and Methodologies. The EPMO is responsible for overseeing the portfolio of projects outlined in the annual investment plan. This includes the development and guidance of governance and standards, providing reporting, insights, and oversight of the investment plan.	
Externally Delivered Project	Any project/program sponsored by an external agency, and/or delivered by an External Delivery Partner to Queensland Rail. Such that Queensland Rail is required to interface with the parties, as the delivery either has an impact on Queensland Rail infrastructure, operations; and/or is creating an asset that Queensland Rail will either own, operate, or maintain.	
External Delivery Partner	The organisation(s) responsible and accountable for producing, sponsoring and delivering the project scope, as agreed with Queensland Rail. This includes providing strategic oversight, securing funding and ensuring the project meets Queensland Rail's requirements.	
Externally Funded Operational Project (EFOP)	One of the four main types of Externally Delivered Projects/Programs in Queensland Rail. EFOPs require a change or impact to Queensland Rail assets or Operations because of an External party and funded by an organisation other than Queensland Rail.	
Major timetable change project (no asset delivery)	Timetable change impacting more than one line that does not require an asset change to deliver.	
Minor timetable change project (no asset delivery)	Timetable change impacting only 1 line or a small number of services on 1 line that does not require an asset change to deliver.	
Operational Project (no asset delivery)	Operational and organisational change projects that do not require an asset change to deliver	
Queensland Rail Project Representative(s)	Generic term describing the key role in the delivery of an Externally Delivered Project, pivotal in the overall delivery of operationally ready assets to Queensland Rail. Key interface with the Queensland Rail Business and SME's. This role can be fulfilled by an individual or a number of Queensland Rail colleagues from relevant areas of the organisation. Frequently, they can be a mix of one or more: Commercial Manager / Project Co-ordinator / Interface Manager, Asset Manager, and various members of Project Controls, Engineering, Strategic Projects and other functions.	

³ Where left blank, Source is not applicable.



Term	Definition	Source ³
Rail Infrastructure Manager (RIM)	In relation to rail infrastructure of a railway, means the person who has effective control and management of the rail infrastructure, whether or not the person: (a) owns the rail infrastructure; or (b) (b) has a statutory or contractual right to use the rail infrastructure or to control, or provide access to it	Rail Safety National Law (QLD)
Rail Transport Operator (RTO)	A rail infrastructure manager, a rollingstock operator; or a person who is both a rail infrastructure manager and a rolling stock operator.	Rail Safety National Law (QLD)
Rolling Stock Operator (RSO)	Means a person who has effective control and management of the operation or movement of rolling stock on rail infrastructure for a railway but does not include a person by reason only that the person drives the rolling stock or controls the network or the network signals.	Rail Safety National Law (QLD)
Strategic Projects	The single-entry point for all requests for engagement from External Delivery Partners.	
Strategic or Major Externally Delivered Project	One of the four main types of Externally Delivered Projects/Programs in Queensland Rail is sponsored / led and normally delivered in part or in full by an organisation other than Queensland Rail. Typically, these projects have an estimated value of Queensland Rail related works of more than \$100M.	
Core SEMS	Core SEMS documents are Managed documents that are applicable to all parts of Queensland Rail and are owned by a Discipline Head or the Group Executive Safety, Risk & Assurance (GE SRA) authorised delegate acting as the Business Function Owners for their specific SEMS / technical discipline. Core SEMS documents directly support the safety, environmental and strategic asset management goals	
Functional SEMS	Functional SEMS documents define how Core SEMS are implemented within a specific Business Function. Functional SEMS documents must be traceable to and consistent with Core SEMS Managed documents	
Project Certification Baseline	A Project Certification Baseline is an authorised list of Standards, including versions, that define the certification requirements for the project.	
SEMS	The Safety, Environment (and Asset Management) System (SEMS) provides the documents, tools and guidance that supports Queensland Rail's safety, environment and strategic asset management goals to deliver safe and high-performing railway operations and assets.	
Governance and Assurance Plan	A project-specific plan (Governance and Assurance Plan Template MD-25-27) that outlines the governance structure, assurance activities, deliverables and timelines for an Externally Delivered Project	
Project Management Plan	A plan maintained by the External Delivery Partner that defines the overall project execution strategy, including scope, integrated schedule, resources and responsibilities.	



Term	Definition	Source ³
Interface Agreement	A formal agreement between Queensland Rail and the External Delivery Partner that outlines the roles, responsibilities, commercial terms and coordination requirements for managing interfaces between the project and Queensland Rail's operations.	
Railway Integrity Assurance Plan (RIAP)	A plan that documents the QR RCC delivery aspect of the Externally Delivered Project lifecycle to align with Queensland Rail's RCCP assurance gates.	
Assurance Gate	A formal review point in the Railway Configuration Change Lifecycle Standard MD-21-247, Appendix 2 where Queensland Rail confirms project readiness, safety, and compliance (e.g., Gates 1, 2, 4, 5 and 6)	
Check Gate	An interim review within Railway Configuration Change Lifecycle Standard MD-21-247 lifecycle (e.g., Gates 3A, 6A) to validate progress and mitigate risks before proceeding to the next Assurance Gate.	
2nd Line Assurance	Independent review and validation by Queensland Rail's governance bodies (e.g. RCCP/RCA) to confirm that externally delivered projects meet Railway Configuration Change Lifecycle Standard MD-21-247 lifecycle and SEMS standards before approval.	
Standards	The suite of Core SEMS Managed Documents	

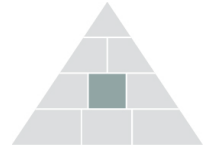


5 Appendices

Appendix 1 - Related documents

Queensland Rail documents

Document Type	Document Title
Principle	MD-10-227 Recordkeeping
	MD-12-21 Rail Safety Principle
	MD-16-24 Assurance
	MD-18-28 Accessible Rail Service
Standard	MD-10-140 Rollingstock Safety Standards Compliance
	MD-11-1324 Safety Interface Coordination
	MD-11-1338 Risk Management
	MD-12-27 Assurance
	MD-12-128 Safety and Environment Consultation
	MD-12-163 Human Factors
	MD-12-219 Safety Change Management
	MD-12-354 Delegation of Authority
	MD-12-361 Asset Lifecycle Management
	MD-13-654 Signalling - Management of Externally Delivered Projects
	MD-13-660 Corporate Governance
	MD-16-370 Telecommunications - Management of Externally Delivered Projects
	MD-18-393 Management of Core SEMS Managed Documents
	MD-20-57 Rolling Stock Certification Process
	MD-20-77 Civil - Project Delivery
	MD-21-247 Railway Configuration Change
	MD-23-1 Systems Engineering for Delivery Projects
Strategy / Plan	MD-24-1 MPI Operational Readiness Management
Specification / Framework	MD-12-571 Records management
	MD-12-904 Delegated Authorities - Financial and Functional
	MD-13-677 Asset Management Accountabilities and Responsibilities
	MD-14-781 Project management methodology
	MD-17-303 Strategic Asset Management SEQ Assets
	MD-17-443 Enterprise Project Planning and Scheduling
	MD-17-447 Operational Readiness
	MD-17-543 Organisational Change Management
	MD-20-128 Strategic Asset Management - Regional Assets
	MD-21-248 Railway Configuration Change Lifecycle



Document Type	Document Title
Procedure	MD-11-1157 Infrastructure Change Management
	MD-12-27 Assurance
	MD-16-587 Risk Management - Project
	MD-21-165 External Organisation Safety and Environment Management
	MD-21-249 Railway Configuration Change
	MD-21-232 Enterprise Project Scheduling
	MD-22-130 Managing Project Certification Baseline
	MD-24-74 Work Readiness - External Parties
Guideline	MD-21-28 Safety Risk Acceptance
	MD-21-47 Asset Acceptance and Handover
	MD-22-8 Accessibility Compliance Report
	MD-22-11 Proposal for Equivalent Access
	MD-24-39 Project Requirements Management
Form / Template	MD-13-211 Safety Change Management Plan
	MD-16-102 Safety change management process checklist
	MD-23-135 Safety Change Notification Proposal