



ACT
Government

Single Assessment Framework (SAF)

Business Case

Tier 1 (over \$50 million or High Risk)

Tier 2 (\$10 million to \$50 million)

Project Name:	TCCS CW Monaro Highway Improvement (Pialligo Avenue to the southern ACT Border)
Total Project Value (estimated):	\$100 million – ACT Funding \$100 million – Federal (Matched) Funding
Capital Appropriation Requested:	
Project Stage:	Construction / Design & Construction
Project Value:	\$200 million (match funded)
Risk Assessment (high/med/low):	Medium / Low
Proposed Delivery Model:	
Requesting Directorate:	Transport Canberra & City Services
Requesting Minister:	Minister Fitzharris
Business Case Advisors:	

NOTE: This template should be completed using the accompanying SAF Business Case Guidance Notes.

Contact Officers

Contact Officer, Requesting Directorate

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Reviewing Officer, Infrastructure Finance and
Capital Works (IFCW):

Reviewing Officer, Treasury:

Sign Offs

Requesting Directorate:

Document in order to proceed

Infrastructure Finance and Capital Works (IFCW):

Document in order to proceed – IFCW Sign-offs complete

Treasury:

Document in order to proceed – CMTEDD Sign-offs complete

Contents

1. Executive Summary	5
1.1 Statement of Need.....	5
1.2 Delivery Model.....	5
1.3 Funding Approval Sought.....	6
1.3.1. Type of funding sought	6
1.3.2. Cost Estimate	6
1.3.3. Payment Stream (PPP/DCMO only)	6
1.3.4. Incremental Procurement/Transaction Costs.....	6
1.3.5. Contingencies Included.....	7
1.4 Treasury Budget Summary.....	7
2. Project Outline	7
2.1 Description of the Project	7
2.1.1. Overview	7
2.1.2. Scope of works.....	10
2.1.3. Scope of services.....	10
2.1.4. Project Assumptions and Dependencies	10
2.2 Review 1 (IFCW): Status of Functional Brief/Output Specification.....	11
3. Needs Analysis	11
3.1 Problem.....	11
3.2 Benefits	12
3.2.1. Benefits to be delivered	12
3.2.2. Importance of the benefits for Government	12
3.3 Options Analysis.....	13
3.3.1. Strategic Solutions Analysis	13
3.3.2. Recommended Strategic Solution.....	14
3.3.3. Project Solutions Analysis	14
3.3.4. Base Case	14
3.3.5. Recommended Project Solution	14
3.4 Review 2 (Treasury): Needs Analysis	14
4. Cost & Contingency.....	15
4.1 Preliminary Cost Estimate	15
4.2 Contingency	15
4.2.1. Project Contingency	15

4.2.2.	Delivery Model Contingency	16
4.3	Budget / Funding Strategy	16
5.	Economic Analysis	16
5.1	Cost Benefit Analysis (or 5.3 Cost Effectiveness Analysis)	16
5.2	Wider Economic Benefits (Tier 1 Only)	16
6.	Delivery Model Analysis	17
6.1	Outline of Key Risks.....	17
6.2	Commercial Principles.....	17
6.3	Delivery Model Assessment.....	17
6.4	Recommended Delivery Model	18
6.5	Review 3 (IFCW): Delivery Model Selection.....	18
7.	Financial Analysis (PPP and DCMO only) Tier 1 Only	18
7.1	Financing Assumptions	18
7.2	PPP/DCMO Payment Stream	19
7.3	Incremental Procurement/Transaction Costs.....	19
7.4	Public Sector Comparator	19
7.5	Review 4 (Treasury): Financial (PPP/DCMO only).....	19
8.	Project Governance.....	20
9.	Stakeholder Engagement Plan (Tier 1 Only)	20
9.1	Stakeholder Identification.....	20
9.2	Stakeholder Involvement & Interest.....	20
9.3	Stakeholder Engagement Plan	21
10.	Advisor Engagement Plan (Tier 1 Only)	21
10.1	Proposed Advisors Roles.....	21
10.1.1.	Legal	21
10.1.2.	Commercial Procurement.....	21
10.1.3.	Commercial Financial.....	21
10.1.4.	Technical Design & Engineering.....	21
10.1.5.	Other Specialists	21
10.1.6.	Stakeholder Management and Communication.....	22
10.1.7.	Project Management	22
11.	Timeline.....	22
11.1	Project Timetable.....	22
11.1.1.	Outline.....	22

11.1.2.	Proposed float.....	23
11.1.3.	Project constraints and/or deadlines.....	23
11.1.4.	Project decision points.....	23

1. Executive Summary

This Business Case proposes to construct overtaking lanes on the Monaro Highway in 2018-19, and also sets out future funding requirements from 2019/20 which is supported by 1:1 match funding recently announced through the Federal Government Budget 2018. This will reduce the future cost of transport improvements to the ACT Government.

The Federal Government Budget 2018 has provided an opportunity for the ACT Government to provide match-funding up to \$100 million, to match the Federal Governments \$100 million to provide improvements up to \$200 million, along the Monaro Highway and Pialligo Avenue.

The total funding allocation of \$200 million, would be used to deliver a variety of road improvements along the road corridor over a five year period, starting in 2018-19.

The list of improvements is provided in detail in Section 2 – Project Detail. These projects will shorten journey times and improve road safety for all transport modes within the ACT as well as improving links to the surrounding region of New South Wales and north-east Victoria.

Improvements to the Monaro Highway and Pialligo Avenue will provide improved access from the surrounding regions to access the Canberra International Airport Freight Hub.

1.1 Statement of Need

The Federal Government has offered a match funding opportunity, to improve the Monaro Highway and Pialligo Avenue in the ACT to deliver safer, shorter travel times along this strategic road corridor. This will benefit both the ACT and the broader regional transport network of New South Wales and provide improved links to the Canberra International Airport Freight Hub.

The ACT Government has already recognised the need to upgrade the Monaro Highway, as well as connecting roads such as Pialligo Avenue, as part of its role managing and planning for longer term transport network requirements to support economic growth within the ACT and the southern areas of New South Wales.

1.2 Delivery Model

Due to the nature of this project, being multiple projects split across multiple years, the most viable option is either Construct Only or Design & Construct.

Most of projects identified for delivery in Years 1, 2, 3 and 4 are 'shovel ready' and will be delivered as Construct Only. Several projects in Year 5 will require Design & Construct delivery models.

Given the project cost, it is likely that delivery of the multiple projects will be undertaken through an open tender using GC21 contract type. This model will be discussed with IFCW (procurement officers) to ensure it is the most efficient form of procurement.

1.3 Funding Approval Sought

1.3.1. Type of funding sought

- ☐ Feasibility*
- ☐ Concept design
- ☒ Detailed design (note only where D+C has been justified)
- ☐ Full Business Case
- ☒ Delivery/Construction

1.3.2. Cost Estimate

A full breakdown of the cost estimates can be found in Appendix C. A summary of the estimated breakdown of the ACT Government expenditure is as follows:

Breakdown of Costs: Monaro Highway / Pialligo Avenue Improvements	Total Cost \$'000
Feasibility	0
Design	1,250
Superintendency (i.e. Project Supervision)	5,000
Design and Supervision	0
Contingency (10%)	10,000
Construction	70,000
Procurement Fees (Contract Management)	4,000
Insurance Fees	3,000
Other Fees	5,250
GC21 Contract Costs (1.5%)	1,500
Total	\$100,000

Operational and Maintenance costs will be presented for consideration once available.

1.3.3. Payment Stream (PPP/DCMO only)

Noting that this proposal, will deliver multiple projects across multiple years, this section is not considered applicable as the nature of this project is not conducive to a PPP/DCMO delivery model.

However, this will be considered further and options investigated in discussion with Procurement Officers.

1.3.4. Incremental Procurement/Transaction Costs

See Section 1.3.3 above

1.3.5. Contingencies Included

A project contingency of \$10m has been allocated based on:

- the advanced nature of these projects (ready for construction);
- past experience of previous projects with similar scopes within the ACT

1.4 Treasury Budget Summary

Funding Category: *Construction*

Preliminary Financial Impacts Summary

Financial Impact	2018-19 \$m	2019-20 \$m	2020-21 \$m	2021-22 \$m	2022-23 \$m
Requested Funding					
- Recurrent (GPO / EBT)		TBA	TBA	TBA	TBA
- Capital Injection (ACT funding)	2	0	0	0	2
Capital Provision (ACT)		3	15	20	58
- Capital Injection (Federal funding)		5	15	20	60
Other Recurrent Impact (not funded)					
- Depreciation		TBA	TBA	TBA	TBA

Staffing Impacts Summary

Impact	2018-19	2019-20	2020-21	2021-22	2022-23
Total Additional FTEs	0	0	0	0	0

Note: Operational and Maintenance costs will be presented for consideration once available.

2. Project Outline

2.1 Description of the Project

2.1.1. Overview

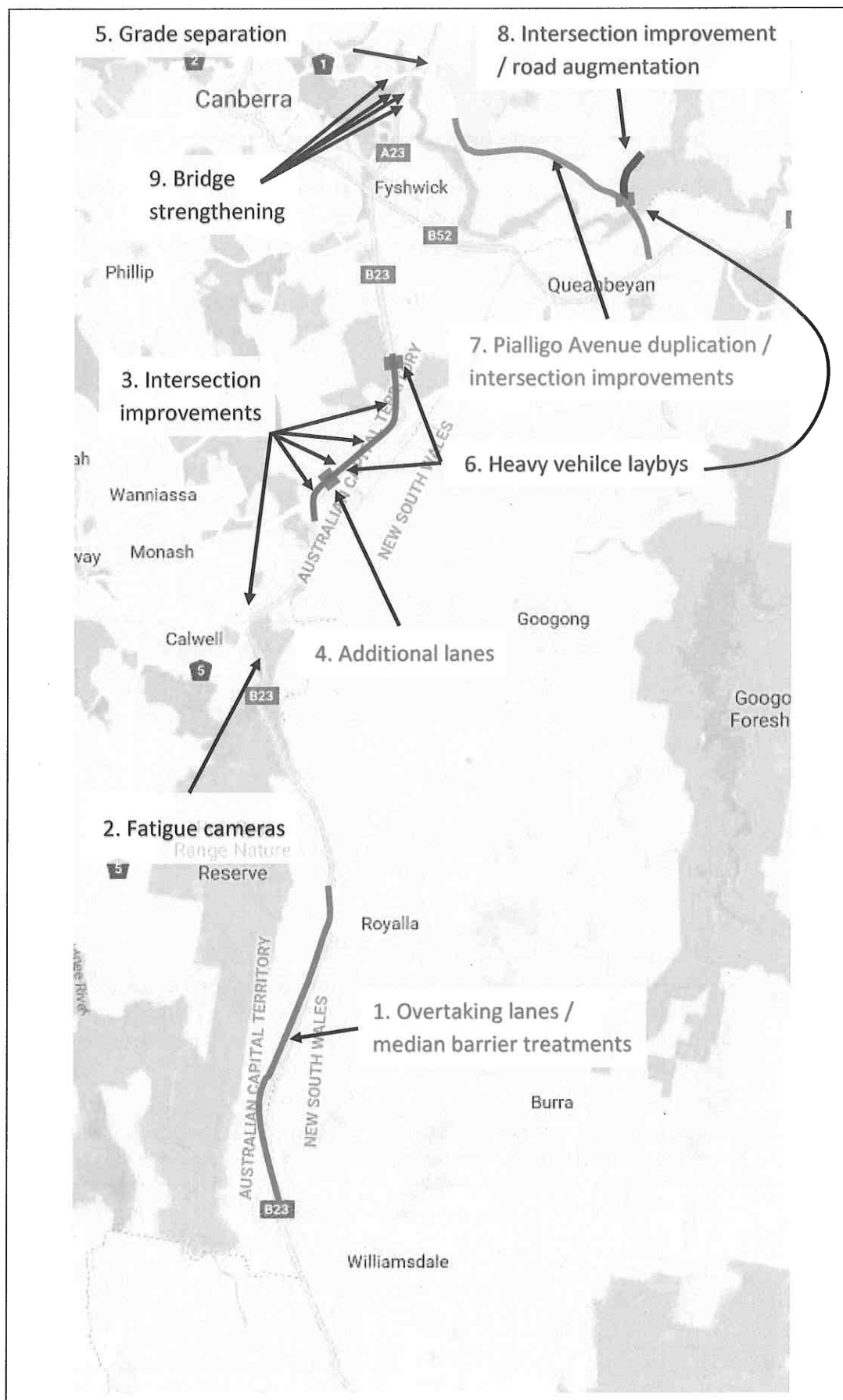
The objective of this proposal is to utilise Federal Government match funding, to provide improvements to the Monaro Highway and Pialligo Avenue at a reduced cost to the ACT Government.

The improvements will deliver safer and shortened travel times along the Monaro Highway and Pialligo Avenue, to the benefit of the local ACT and Queanbeyan communities as well as the wider New South Wales southern region.

The completion of these works will ensure that the strategic road corridors of the Monaro Highway and Pialligo Avenue through the ACT continue to provide strong transport networks that support the economic growth into the future with improved access to the international markets through the Canberra International Freight Hub.

The projects which are considered for delivery through this proposal, are shown in the following Table and Map:

Ref	Description	Anticipated Cost
1	Overtaking lanes and median barrier treatments on the Monaro Highway (between Angle Crossing Road & Old Cooma Road) (The overtaking lanes could be extended, to provide greater overtaking opportunities and improve travel times)	\$6 million
2	Fatigue Safety Cameras to identify tired heavy vehicle operators, and warning signage to avoid crashes	\$0.3 million
3	Improvements at the intersections of the Monaro Highway, with: Lanyon Drive ramp metering, Mugga Lane, Isabella Drive, Johnson Drive and Williamsdale Road The intersection improvements will include Active Travel facilities, to cater for all road users.	\$15 million
4	Additional northbound lane on the Monaro Highway, between Isabella Drive and David Warren Road	\$25 million
5	Improving the intersection of Fairbairn Avenue & Morshead Drive, by providing the grade separation of Morshead Drive)	\$18 million
6	Heavy Vehicle Layovers, to provide heavy vehicle assessment and compliance and rest facilities at four locations on Monaro Highway and two on Pialligo Avenue	\$20 million
7	The duplication of Pialligo Avenue, from Fairbairn Avenue through to the ACT Border, including intersection improvements at Brindabella Circuit and Molonglo Drive	\$40 million
8	Intersection improvement at Sutton Road / Pialligo Avenue and improvements to Sutton Road for 1km (from the intersection to the Driver Training Centre)	\$4 million
9	Bridge strengthening along the Monaro Highway and connecting corridors, including: 2132 – Sylvia Curley Bridge 2126 – Moreshead Drive Bridge 3174 – Bebo arches, Monaro Highway (northbound) 3175 - Bebo arches, Monaro Highway (southbound)	\$40 million
10	Other improvements to the Monaro Highway and Pialligo Avenue corridors, as identified through the Corridor Management Studies (due for completion in 2019/20.	\$ 31.7 million



2.1.2. Scope of works

The scope of work includes:

- New overtaking lanes and median barrier treatments
- Fatigue safety cameras and warning signs
- Intersection improvements along the Monaro Highway: Lanyon Drive, Mugga Lane, Isabella Drive, Johnson Drive and Williamsdale Road
- Intersection improvements along Pialligo Avenue: Sutton Road, Brindabella Circuit and Molonglo Drive
- Provision for Active Travel at all intersection improvements
- Additional northbound lane on the Monaro Highway (between Isabella Drive and David Warren Road)
- Grade separation of Moreshead Drive with Fairbairn Avenue – intersection improvement
- Heavy vehicle layovers at six locations
- Duplication of Pialligo Avenue, from Fairbairn Avenue to the ACT/NSW Border
- Bridge strengthening along the Monaro Highway and immediately adjacent connections

2.1.3. Scope of services

Construction Supervision Services will be required for these works.

The contracted consultants will be required to provide construction supervision to the satisfaction of the detailed design, in compliance with construction specifications and construction contract.

Construction Services will also be required for these works.

The construction contractors will be required to deliver the civil and electrical works to the satisfaction of the detailed design, in compliance with construction specifications and contract.

2.1.4. Project Assumptions and Dependencies

Coordination of the works along the corridor can be managed, as the proposal contains multiple construction projects along the corridor and staged across five years. However, any significant delays in any one year, such as extended service relocations, could affect the overall coordination / timing of works.

Utility Companies have already been consulted and have agreed to service relocations. However, Utilities Companies will need to be contacted to confirm that the existing proposals remain approved and that the associated costs remain valid.

2.2 Review 1 (IFCW): Status of Functional Brief/Output Specification

Sign off that the functional brief/output specifications are sufficiently progressed in order to go to market under the delivery model selected and within the procurement timeline outlined in the business case. Attach the Functional Brief at **Appendix A**.

Review 1 (IFCW) Officer Name: _____

Signature: _____

Date: _____

3. Needs Analysis

☐ Has an Investment Logic Workshop been undertaken?

An Investment Logic Workshop (ILW) has not been undertaken for this proposal. However, ILW's have been undertaken for similar proposals (i.e. intersection improvements, road duplications, etc) and can be used to inform this proposal.

Due to the advanced nature of this project, various 'Safety in Design' and 'Value Management' workshops have been undertaken as part of previous design processes i.e. Preliminary Sketch Plan, Final Sketch Plan, Forward Design and Document Readiness.

These workshops are considered to be sympathetic to an Investment Logic Workshop, in that they consider, discuss and resolve similar issues. For these reasons, it is not envisaged that an Investment Logic Workshop (ILW) will be undertaken. However, an ILW could be undertaken prior to construction if required.

3.1 Problem

The objective of this proposal is to utilise Federal Government match funding, to provide improvements to the Monaro Highway and Pialligo Avenue at a reduced cost to the ACT Government.

The improvements will deliver safer and shortened travel times along the Monaro Highway and Pialligo Avenue, to the benefit of the local ACT and Queanbeyan communities as well as the wider southern New South Wales region.

The completion of these works will ensure that the strategic road corridors of the Monaro Highway and Pialligo Avenue through the ACT continues to provide a strong transport network and supports economic growth into the future as well as improved access to the Canberra International Airport Freight Hub.

3.2 Benefits

3.2.1. Benefits to be delivered

The proposal will provide a wide range of benefits, which will be identified and captured using the following Key Performance Indicators (KPIs):

- Increase transport capacity, measure of total traffic volumes per hour through traffic surveys taken both pre and post implementation
- Improve safety for road users, measured through a reduction of total accidents
- Improved travel times, measured by capturing Bluetooth travel time data

The potential economic benefits of the project are:

- changes to in-vehicle journey time
- changes to vehicle operating cost (based on kilometres travelled)
- a reduction in crash costs
- increased freight movements to the International Airport

It is expected that the duplication of Pialligo Avenue and the additional lanes along Monaro Highway, as well as the intersection improvements will all combine to provide a reduction in potential conflicts and crashes.

3.2.2. Importance of the benefits for Government

This project aligns with the following Government policies:

The Canberra Plan

A Strong and Dynamic Economy (Page 70) Building Infrastructure for the Future – “The ACT Government is committed to a sustained program of new capital works and maintenance of existing infrastructure across the Territory”

High Quality Services (Page 101) Road Infrastructure – “Well maintained infrastructure is crucial to support a strong and dynamic economy ...”

The Government Infrastructure Plan

A vibrant City with great neighbourhoods (Page 21) – “... is endowed with quality urban design and infrastructure to meet the needs of its growing number of residents.”

Roads ACT Strategic Asset Management Plan

Section 4, Levels of Service for Roads (Page 6) – “ACT motorists have access to safe, comfortable, economic, attractive, and reliable travel with sufficient capacity roads to reach their destinations”.

Road Safety Strategy & Action Plan

The Governments vision of “Vision Zero” of no road fatalities is achieved.

Foreword (Page 4) – “The ACT Government is committed to reducing the deaths and injuries on our roads.”

Safe Roads and Roadsides (Page 17) – “Implement safe system solutions, and best practice engineering technology, covering both new and existing roads”

Active Travel

Active Travel Summary (First Page) – “The ACT Government’s vision for active travel is to make Canberra Australia’s cycling capital ... ”

Active Travel Summary (Last Page) – “Principles for Active Travel include: Plan, Deliver, Encourage and Manage. Deliver – Build appropriate infrastructure for ... cycling needs”

In addition, this proposal will support the developments at the Canberra International Airport, including the future expansion of the Freight Hub, and the Brindabella Business Park.

3.3 Options Analysis

3.3.1. Strategic Solutions Analysis

Strategically, there are minimal options to address safety concerns and shorten journey times along the Monaro Highway and Pialligo Avenue. These are two important, strategic road corridors and alternative routes are too far to provide a realistic alternative.

Pialligo Avenue provides one of two primary road corridors, from Queanbeyan and the wider region to the ACT. The Monaro Highway is the primary road corridor to access the Snowy Mountains and north eastern Victoria. It’s a well-used road corridor during the snow season for Canberrans as well as a large volume of interstate visitors.

Due to the high value of this route, only three strategic options were investigated.

Do Nothing Option:

The proposed works are considered necessary road network improvements.

Not undertaking these works would mean significant economic losses through congestion increases, which will affect public safety and increase travel times for both private and public transport and freight movements.

Disadvantages of not undertaking these works are that it will compromise the integrity of the ACT road network, as well as restricting traffic flows especially at peak periods and decreasing the efficiency of the wider, regional transport network. By not implementing these links to the Airport, there will be a disincentive to operating a freight hub.

Undertaking the works: Preferred Option

Undertaking the works will have significant economic benefits, improve safety, reduce congestion and improve travel times along the road corridor – including the wider, regional transport network.

The proposal includes significant improvements for heavy vehicle movements, including safety improvements (fatigue cameras) and rest areas.

Undertake these works in future years:

It is proposed that these works are undertaken over the next five years, and to seize the opportunity to receive 1:1 match funding from the Federal Government and reduce the costs to the ACT Government.

Whilst these works could be undertaken in future years, it is unclear whether Federal Funding will be available and there is a risk that the ACT Government will be required to fund the whole cost of these improvements.

3.3.2. Recommended Strategic Solution

The recommended strategic solution is to construct the projects as described in this Business Case.

3.3.3. Project Solutions Analysis

Project based solutions have been tried and tested through the design process of each project. Each project has undergone an Options Analysis to identify the best solution.

3.3.4. Base Case

A 'do nothing' option was investigated at the Strategic Level and it was found that the works are considered necessary road network service works.

These works will be required in the future. Not undertaking the works as identified in this proposal, will most likely result in a missed opportunity to reduce the cost of these works to the ACT Government by 50%.

3.3.5. Recommended Project Solution

The recommended project solution is to accept the opportunity of match funding from the Federal Government, and construct the proposed improvements at a reduced cost to the ACT Government, as outlined in this Business Case.

3.4 Review 2 (Treasury): Needs Analysis

Treasury directorate to sign off that a case for the project is present in the business case.

Review 2 (Treasury) Officer Name: _____

Signature: _____

Date: _____

4. Cost & Contingency

4.1 Preliminary Cost Estimate

A full breakdown of the cost estimates can be found in Appendix C. A summary of the estimated breakdown of the ACT Government expenditure is as follows:

Breakdown of Costs: <u>Monaro Highway / Pialligo Avenue</u> <u>Improvements</u>	Total Cost \$'000
Feasibility	0
Design	1,250
Superintendency (i.e. Project Supervision)	5,000
Design and Supervision	0
Contingency (10%)	10,000
Construction	70,000
Procurement Fees (Contract Management)	4,000
Insurance Fees	3,000
Other Fees	5,250
GC21 Contract Costs (1.5%)	1,500
Total	\$100,000

Operational and Maintenance costs will be presented for consideration once available.

The design of capital works considers the whole of life cost of the assets being constructed and endeavours to minimise the ongoing costs (e.g. maintenance) of the assets. Beyond this there are no feasible offset measures that could be applied.

The funding profile (in millions) over the five years, starting in 2019-20, is set out below:

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
Federal Government funding						
Monaro	3	5	13	21	27	69
Pialligo	0	5	7	9	10	31
Total Federal Funding	3	10	20	30	37	100
ACT Government funding						
Monaro	3	5	13	21	27	69
Pialligo	0	5	7	9	10	31
Total ACT Funding	3	10	20	30	37	100
Total Contributions						
Monaro	6	10	26	42	54	138
Pialligo	0	10	14	18	20	62
Total Contributions	6	20	40	60	74	200

4.2 Contingency

4.2.1. Project Contingency

A project contingency of \$10 million has been allocated based on:

- the advanced nature of the individual projects (ready for construction);
- past experience of previous projects with similar scopes within the ACT;
- past experience of previous projects in the area

4.2.2. Delivery Model Contingency

The proposed Delivery Model (Build only) does not require a Delivery Model Contingency.

4.3 Budget / Funding Strategy

The project total is exclusive of PIR costs. If required by Treasury this will need to be included in addition to the total project costs.

It is not anticipated that this project will not directly impact on other Directorate's financially.

The funding strategy is set out in Section 4.1 above.

5. Economic Analysis

5.1 Cost Benefit Analysis (or 5.3 Cost Effectiveness Analysis)

Based upon a large number of studies on previously delivered projects, it can be easily estimated that the general benefits (on average) of road duplication projects and increasing capacity by providing additional lanes are around 3:1.

The duplication of Pialligo Avenue has a BCR of 3:1.

Similarly, using previous completed projects to upgrade intersections, intersection improvements usually provide a minimum benefit cost ratio of 2:1 but are often higher than this as shown below:

- Ginninderra Drive / Tillyard Drive / Lhotsky Street Intersections, CBA = 3.72:1
- Barton Highway Roundabout Signalisation, CBA = 10.4:1
- Launceston Street with Irving Street Intersection, CBA = 2.01:1

Given the majority of intersection improvements are located on similar Class roads to the Barton Highway signalisation, the BCR's are anticipated to be higher at around 5:1.

Full BCRs for projects will be submitted once available, or will be provided as part of the Corridor Management Study currently being undertaken.

5.2 Wider Economic Benefits (Tier 1 Only)

The Wider Economic Benefits are being investigated as part of the Corridor Management Study and will be presented for consideration once available.

6. Delivery Model Analysis

6.1 Outline of Key Risks

Safety & Value Management Workshops have been undertaken (as per the normal detailed design process) as part of the detailed design stage, or will be undertaken as part of future design stages. Risk Analysis for each project has been generated as an outcome of the workshops undertaken, or from future workshops.

No major risks have been identified at this stage.

Low, manageable risks have been identified (those usually associated with road construction projects) and will be managed throughout the process. Where applicable, these have been included within the cost estimate (as project contingency) calculations.

6.2 Commercial Principles

Time to market

Due to the advanced stage of this project, in that it is on the shelf ready for Construction, the time to market is suitable for a rapid procurement process in order to deliver the Construction and Superintendency stages of this project.

Flexibility

Due to the advanced stage of this project there is high flexibility to accommodate variation within the works. This has been managed throughout the previous design processes. However, there are risks associated with any civil construction project that warrants the early consideration of variations and an allowance for contingencies. Please refer to Section 4.2.1 for further details.

Innovation and Incentive

Due to the advanced stage of this project, there is little scope to allow for innovation and incentives as this would allow deviating from the existing design and in turn is likely to increase costs through abortive design work. It should be noted that during the previous design processes, all aspects of innovation were utilised to accommodate an outcome that was satisfactory of addressing the problem within Roads ACT's parameters.

Risk Transfer

Due to the current advanced progress of this project there is medium to high ability to transfer risk directly to the contractor.

6.3 Delivery Model Assessment

Due to the advanced progress of the majority of these projects, the most viable option is Construct Only. Design and Construct options will be considered for those projects in Year 4 which require Forward design to be undertaken.

Other models are not conducive to the current process of the management of the assets post completion of the project.

6.4 Recommended Delivery Model

Due to the advanced progress of the majority of these projects, the most viable option is Construct Only. Design and Construct options will be considered for those projects in Year 4 which require Forward design to be undertaken.

There are little implications for procurement as this model is conducive to current Civil Industry market procurement trends within the ACT. Impacts to procurement are subject to market availability for resources and current or potential work loads of industry. This is typical for Construct Civil Projects and is managed within existing procurement processes.

The delivery model is likely to be an Open Tender using either GC21 or AS2124 contract types for Construction and Superintendency Services. Following the advice provided in other road projects, the use of the GC21 Contract has been selected in preference to AS2124.

The costs for the Independent Valuer, Quantity Surveyor and PAP associated costs have been included within the budget calculations.

6.5 Review 3 (IFCW): Delivery Model Selection

IFCW directorate to sign off that the delivery model selected is appropriate for the project risk profile and value.

Review 3 (IFCW) Officer Name: _____

Signature: _____

Date: _____

7. Financial Analysis (PPP and DCMO only) Tier 1 Only

7.1 Financing Assumptions

Due to the advanced progress of the majority of these projects, and the proposal contains multiple projects over multiple years, it is unlikely that PPP or DCMO will be appropriate. However, these options will be considered the findings will be presented once available.

7.2 PPP/DCMO Payment Stream

See Section 7.1 above

7.3 Incremental Procurement/Transaction Costs

See Section 7.1 above

7.4 Public Sector Comparator

See Section 7.1 above

7.5 Review 4 (Treasury): Financial (PPP/DCMO only)

☐ Not applicable

Treasury to sign off that the financial analysis has been prepared by an appropriately skilled advisor (IFCW Panel) and that there are no unacceptable assumptions in the analysis (only applicable for PPP/DCMO delivery models).

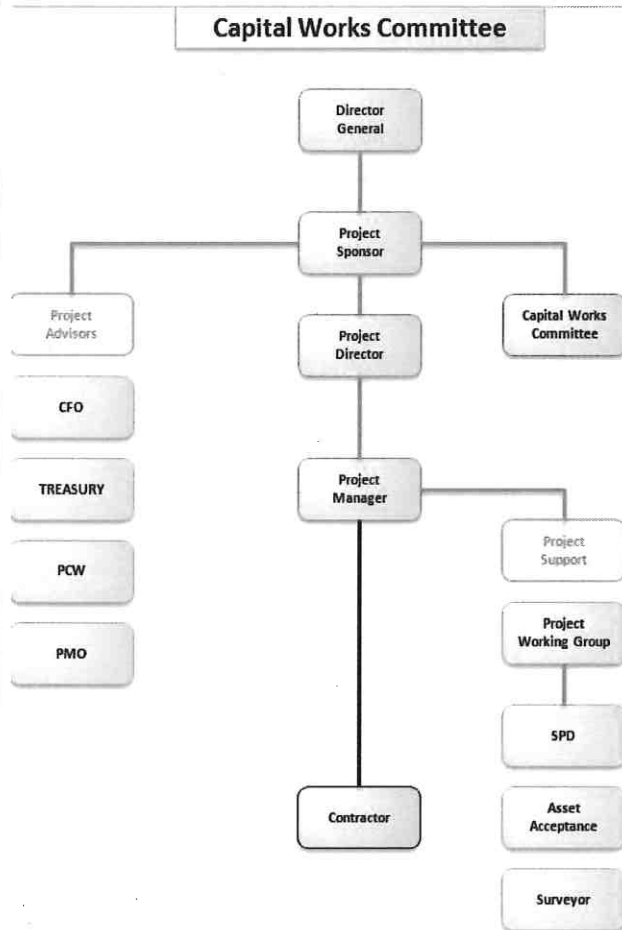
Review 4 (Treasury) Officer Name: _____

Signature: _____

Date: _____

8. Project Governance

The proposed Governance Structure is shown below:



In addition to the above structure the project will have a Project Control Group comprising key stakeholder representatives (Action, Place Management, Roads ACT, PCW, TCCS Communications and CW).

- This is predominantly a forum to provide updates to stakeholders on the project.

9. Stakeholder Engagement Plan (Tier 1 Only)

9.1 Stakeholder Identification

Key Stakeholders will be similar to those on previous road improvement projects, and will be identified once funding has been approved.

A Key Stakeholders list, together with their involvement, interests and an engagement plan will be presented once available.

9.2 Stakeholder Involvement & Interest

See Section 9.1 above

9.3 Stakeholder Engagement Plan

See Section 9.1 above

10. Advisor Engagement Plan (Tier 1 Only)

10.1 Proposed Advisors Roles

10.1.1. Legal

An Advisor Engagement Plan will be prepared and utilised as part of the delivery of the projects contained within this proposal. The Advisor Engagement Plan will be presented once available.

It is anticipated that Legal assistance will be required.

10.1.2. Commercial Procurement

An Advisor Engagement Plan will be prepared and utilised as part of the delivery of the projects contained within this proposal. The Advisor Engagement Plan will be presented once available.

It is anticipated that Procurement assistance will be required.

10.1.3. Commercial Financial

An Advisor Engagement Plan will be prepared and utilised as part of the delivery of the projects contained within this proposal. The Advisor Engagement Plan will be presented once available.

It is anticipated that Financial assistance will be required.

10.1.4. Technical Design & Engineering

An Advisor Engagement Plan will be prepared and utilised as part of the delivery of the projects contained within this proposal. The Advisor Engagement Plan will be presented once available.

It is anticipated that Technical Design / Engineering assistance will be required.

10.1.5. Other Specialists

An Advisor Engagement Plan will be prepared and utilised as part of the delivery of the projects contained within this proposal. The Advisor Engagement Plan will be presented once available.

It is anticipated that Supervision assistance will be required.

10.1.6. Stakeholder Management and Communication

It is anticipated that Stakeholder Communication will be required as part of this proposal, and a Communications Plan will be prepared and implemented as part of this project.

At this stage, sensitive issues (other than associated with disruption / congestion during construction phases) are not anticipated given the semi-rural location of the improvements along the two road corridors.

Construction works will be phased to minimise disruption to the community.

10.1.7. Project Management

A dedicated Project Manager will be required, and provided by the Capital Works Unit.

This is standard procedure when delivering Capital Works projects, and has been implanted successfully of previous years.

11. Timeline

11.1 Project Timetable

11.1.1. Outline

The indicative project programme has been shown in the Table below, and will be subject to consultation with Key stakeholders:

Ref	Description	Anticipated Cost (\$m)	2018-19 (\$m)	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)
1	Overtaking lanes and median barrier treatments on the Monaro Highway (between Angle Crossing Road & Old Cooma Road)	6.00	6				
2	Fatigue Safety Cameras to identify tired heavy vehicle operators, and warning signage to avoid crashes	0.30		0.3			
3	Improvements at the intersections of the Monaro Highway, with: Lanyon Drive ramp metering, Mugga Lane, Isabella Drive, Johnson Drive and Williamsdale Road (Intersection improvements will include Active Travel facilities, to cater for all road users.)	15.00			6	6	3
4	Additional northbound lane on the Monaro Highway, between Isabella Drive and David Warren Road	25.00			10	10	5
5	Improving the intersection of Fairbairn Avenue & Moreshead Drive, by providing the grade separation of Moreshead Drive)	18.00				8	10
6	Heavy Vehicle Layovers, to provide heavy vehicle assessment and compliance and rest facilities at four locations on Monaro Highway and two on Pialligo Avenue	20.00		4	8	4	4
7	The duplication of Pialligo Avenue, from Fairbairn Avenue through to the ACT Border, including intersection improvements at Brindabella Circuit and Molonglo Drive	40.00		10	10	10	10
8	Intersection improvement at Sutton Road / Pialligo Avenue and improvements to Sutton Road for 1km (from the intersection to the Driver Training Centre)	4.00			4		
9	Bridge strengthening along the Monaro Highway and connecting corridors, including: 2132 – Sylvia Curley Bridge 2126 – Moreshead Drive Bridge 3174 – Bebo arches, Monaro Highway (northbound) 3175 – Bebo arches, Monaro Highway (southbound)	40.00		7.5		20	12.5
10	Other improvements to the Monaro Highway and Pialligo Avenue corridors, as identified through the Corridor Management Studies (due for completion in 2019/20.	31.70					31.7

11.1.2. Proposed float

A detailed Project Programme will be developed once consultation with the Key stakeholders have been undertaken.

11.1.3. Project constraints and/or deadlines

A detailed Project Programme will be developed once consultation with the Key stakeholders have been undertaken.

11.1.4. Project decision points

A detailed Project Programme will be developed once consultation with the Key stakeholders have been undertaken.

