

**Clement, SophieJ**

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**From:** Clement, SophieJ  
**Sent:** Tuesday, 6 October 2015 5:54 PM  
**To:** Thomas, Stephen (ACTPS)  
**Cc:** Hill, Diana; Ingram, Barry  
**Subject:** Isaacs Ridege - mountain bike trail upgrade  
**Attachments:** request\_for\_procurement\_infrastructure.docx; 151006-FUNC\_BRIEF\_Isaacs-Trail-Mgmt-Plan.docx; Attachments.zip

Hi Steve,

Thanks for catching up this morning on the Isaacs Ridge mountain bike trail upgrade project.

Di still needs to sign the Procurement request however I have attached word docs of the Procurement Request and the Functional Brief along with attachments as I did not get the request to her in time for signing this afternoon. I will leave with Di to approve tomorrow.

As discussed I will be unable to be a member of the evaluation team as there may be a perceived conflict of interest. CWDD will advise who will take my place on the evaluation team upon my return.

I am on leave now returning Monday 26 October – at which time we should have a draft Trail Management Plan and we can aim to get moving with the RFT as soon as possible to ensure we can stick to our CUP program. Any questions on the project can be directed to Di Hill.

Thanks,  
Sophie

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Sophie Clement | Project Officer

Phone 02 6207 4857

DESIGN & DEVELOPMENT | CAPITAL WORKS DESIGN & DELIVERY | ROADS & PUBLIC TRANSPORT DIVISION | TERRITORY & MUNICIPAL SERVICES |

Macarthur House | 12 Wattle St LYNEHAM | GPO Box 158 Canberra ACT 2601 |



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\*Think before you print: 1 ream of paper=6% of a tree and 5.4kg of CO<sub>2</sub> in the atmosphere; 3 sheets of A4 paper=1 litre of water



Spred signal. 7-10-15  
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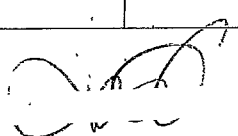
# Request for Infrastructure Procurement

To be completed by agency officers seeking to engage Shared Services Procurement (SSP) to undertake procurements on their behalf.

CLIENT AGENCY DETAILS			
Agency	Territory and Municipal Services Directorate		
Contact Officer	Sophie Clement		
Position, Branch & Section	Project Officer, Capital Works Design and Delivery; Infrastructure, Roads and Public Transport		
Phone number	X 74857	Email address	<a href="mailto:Sophie.clement@act.gov.au">Sophie.clement@act.gov.au</a>

PROCUREMENT REQUIREMENTS															
Name of Project	Isaacs Ridge Recreation Trail Network Upgrade														
Functional Brief	<p>This projects aims to address the need for a formalised downhill mountain bike trails within the Isaacs Pines to better manage use and meet community needs.</p> <p>The project will include engagement of the following professionals to undertake trail and infrastructure construction:</p> <ul style="list-style-type: none"> <li>a) <i>Specialist trail building contractor</i></li> <li>b) <i>Client representative – to review and approve alignments, supervise and check the work</i></li> </ul> <p>Refer attached <b>Functional Brief</b>.</p>														
Liaison Requirements Funding and where it is coming from	<p>The project is to be funded from the TAMS Capital Upgrades 2015-16 budget. \$185,000 is allocated over the 2015-16 financial year.</p> <p>TM1 code: TAMS 15142CUP                      Oracle No. 35142</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Budget appropriation (all figures ex GST)</th> <th style="text-align: right;">\$185,000.00</th> </tr> </thead> <tbody> <tr> <td>CWDD costs, planning consultant and signage</td> <td style="text-align: right;">\$63,000.00</td> </tr> <tr> <td><b>TOTAL Project Budget – delivery by PCW:</b></td> <td style="text-align: right;"><b>\$122,000.00</b></td> </tr> <tr> <td>PCW Fees (4% total appropriation)</td> <td style="text-align: right;">\$7,400.00</td> </tr> <tr> <td>Construction contingency (incl. Active certification)</td> <td style="text-align: right;">\$14,000.00</td> </tr> <tr> <td>Specialist construction contractor</td> <td style="text-align: right;">\$95,000.00</td> </tr> <tr> <td>Client Representative</td> <td style="text-align: right;">\$6,000.00</td> </tr> </tbody> </table>	Budget appropriation (all figures ex GST)	\$185,000.00	CWDD costs, planning consultant and signage	\$63,000.00	<b>TOTAL Project Budget – delivery by PCW:</b>	<b>\$122,000.00</b>	PCW Fees (4% total appropriation)	\$7,400.00	Construction contingency (incl. Active certification)	\$14,000.00	Specialist construction contractor	\$95,000.00	Client Representative	\$6,000.00
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Specific Requirements Timeframe (attach indicative timetable if appropriate)	<table border="1"> <thead> <tr> <th>Task</th> <th>Scheduled date</th> </tr> </thead> <tbody> <tr> <td>Project Plan approved</td> <td>August 2015</td> </tr> <tr> <td>Procurement approach agreed</td> <td>June 2015</td> </tr> <tr> <td>Trail management plan complete</td> <td><b>2 November 2015</b></td> </tr> <tr> <td colspan="2"><b>Design &amp; Construction</b></td> </tr> <tr> <td>Design &amp; Construction Functional Brief endorsed</td> <td>October 2015</td> </tr> <tr> <td>Procurement Plan Minute endorsed</td> <td>6 November 2015</td> </tr> <tr> <td>Client representative RFQ released (open 3 weeks)</td> <td>9 November 2015</td> </tr> <tr> <td>Client representative engaged</td> <td>16 November 2015</td> </tr> <tr> <td>Design &amp; Construction RFT released</td> <td>12 November 2015</td> </tr> <tr> <td>Design &amp; Construction contractor engaged</td> <td>18 December 2015</td> </tr> <tr> <td>Trail alignment agreed by Project Sponsor/ volunteer group</td> <td>February 2016</td> </tr> <tr> <td>Construction commenced</td> <td>February 2016</td> </tr> <tr> <td>Easter incl. ACT Orienteering event</td> <td>25 – 28 March</td> </tr> <tr> <td>Construction complete</td> <td>April 2016</td> </tr> <tr> <td>Project Complete</td> <td>31 May 2016</td> </tr> </tbody> </table>		Task	Scheduled date	Project Plan approved	August 2015	Procurement approach agreed	June 2015	Trail management plan complete	<b>2 November 2015</b>	<b>Design &amp; Construction</b>		Design & Construction Functional Brief endorsed	October 2015	Procurement Plan Minute endorsed	6 November 2015	Client representative RFQ released (open 3 weeks)	9 November 2015	Client representative engaged	16 November 2015	Design & Construction RFT released	12 November 2015	Design & Construction contractor engaged	18 December 2015	Trail alignment agreed by Project Sponsor/ volunteer group	February 2016	Construction commenced	February 2016	Easter incl. ACT Orienteering event	25 – 28 March	Construction complete	April 2016	Project Complete	31 May 2016
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AGENCY APPROVAL	
Name	Diana Hill
Position	Manager, Urban Places and Reserves, CWDD
Statement	
Signature	
Date	7.10.2015



**ACT**  
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**FUNCTIONAL BRIEF**

to Procurement Capital Works

for

DRAFT

**Isaacs Ridge Pine Plantation:  
Mountain Bike trail network upgrade**

2015-16

6. Oct. 2015

~~September 2015~~

On Behalf of Client Agency

**Capital Works Design & Delivery**

**TERRITORY AND MUNICIPAL SERVICES DIRECTORATE**

## Contents

1.0	BACKGROUND	3
2.0	PROJECT FUNCTION	3
3.0	SITE	4
4.0	PROJECT OBJECTIVES AND OUTCOMES	5
5.0	PROJECT SCOPE	5
6.0	DELIVERABLES	6
7.0	CRITICAL DATES	9
8.0	BUDGET AND FEES	10
9.0	REFERENCE DOCUMENTS	10
10.0	LIAISON AND ADMINISTRATION	11

### ATTACHMENTS:

Attachment A: Isaacs Ridge Pines trail Management Plan, Anthony Burton & Associates;  
Prepared for the ACT Government October 2014  
Attachment B: Isaacs Ridge - Maps

## 1.0 BACKGROUND

### Recreational use and mountain bike trails at Isaacs Pines

*Isaacs Pines is an important recreational area for a number of different users groups and is located in close proximity to a residential area. The suburb of Isaacs backs on to the Pines and further to north, the suburb of O'Malley backs on to the reserve area.*

It is estimated there are more than 5 kilometres of existing mountain bike trails in Isaacs Pines that have been constructed by members of the public unofficially, unprofessionally and unsafely over a number of years. This network includes technical downhill mountain biking trails which are generally designed to be ridden at high speed. The trails include jumps over fire trails and fire trail crossing points without adequate line of sight; posing significant risk to mountain bike users and other users.

Community members and groups have conducting unapproved events on this trail network for many years and would like to formally undertake sanctioned events. The ACT Parks and Conservation Service (PCS) has significant concerns with the safety of the site and presently do not have knowledge of the surety of these trails in terms of safety, stability, suitability or environmental impact.

While mountain bike riding is permitted on most formed vehicle trails within all of Canberra Nature Park reserves, single track mountain bike trails (mountain bike trails) is often built unofficially. PCS has found that providing the opportunity for construction of mountain bike trails in PCS approved areas can assist in stopping the proliferation and use of illegal trails in more sensitive ecological areas and nature reserves.

### Public Consultation and Trail Management Plan

The ACT Government undertook open public consultation in August of this year to find out how the area is currently used for recreation, what issues arise between users and what members of the public would like to see happen in the area.

Anthony Burton was then commissioned to develop recommendations based on the consultation and an appropriate Trail Management Plan for the area of the pines. The plan includes a propose trail network for mountain bike trails and other recreational users.

Refer **Attachment A**: Isaacs Pines Trail Management Plan

## 2.0 PROJECT FUNCTION

To address the need for formalised downhill mountain bike trails within the Isaacs Pines to improve safety of users, better manage use and meet community needs while maintaining the area as well used recreational area for all users.

This project will construct selected priority elements of the trail infrastructure recommended by the approved *Isaacs Pines Trail Management Plan*.

### 3.0 SITE

The pine plantation at Isaacs Ridge is located behind the suburbs of Isaacs and O'Malley in South Canberra in the Woden Valley.

The site encompasses Block No. 159 Jerrabomberra and Block No.6; Section 593 Isaacs.

Refer Attachment B: Isaacs Ridge - Maps

#### Site context – Isaacs Ridge pine plantation

1. An area of 23 Ha of ACT Forestry commercial pine plantation
2. The commercial pine plantation is managed by ACT Foresters within Parks and Conservation Service.
3. The land is managed by the South District, Urban Reserves, Parks and Conservation Service.
4. This area is routinely used by local residents and day walkers.
5. The area is part of the commercial estate; however the proximity to urban development may dictate future management decisions.
6. The area is not currently adjusted for stock grazing.

Traditionally the management of pine plantations by the ACT Government aims to generate sufficient income from timber sales to offset land management costs while ensuring the maintenance of long-term social and environmental benefits.

The Isaacs Pines area is bordered by Isaacs Ridge Nature Reserve.

#### Zoning

##### Isaacs Ridge

- *Jerrabomberra Block No. 159: DES designated land*  
DES: DESIGNATED  
Pc: Nature Reserve; Pd: Special Purpose Reserve.
- *Isaacs Block No.6; Section 593*  
DES: DESIGNATED; NUZ3: HILLS, RIDGES AND BUFFER AREAS  
Pc: Nature Reserve; Pd: Special Purpose Reserve; Pe: Urban Open Space; PUBLAN: Public Land

#### Access

Access is via the PCS gate off Shepherdson Place, Isaacs. Access and access requirements are to be confirmed with the Parks and Conservation Service (PCS) South District Ranger.

The area is not to be accessed off Long Gully Road.

The contractor is to liaise with the PCS Ranger to arrange access. Contact details provided below.

#### 4.0 PROJECT OBJECTIVES AND OUTCOMES

This project aims to deliver the recommendations of the Isaacs Pines Trail Management Plan through the construction of selected priority elements.

The Trail Management Plan makes recommendations for infrastructure and planning to:

- Improve trails for a variety of users, particularly downhill mountain biking.
- Improve standard of trails to allow government to sanction events and which will enable organisers to access insurance channels.
- Reduce inappropriate recreation within adjoining nature reserves.
- Increase amenity to a range of users
- Minimise potential user conflict between users
- Increase engagement of the community in the ongoing maintenance of the recreational facility.
- Reduce ongoing management costs from maintenance

#### 5.0 PROJECT SCOPE

This project seeks to engage:

1. a suitably qualified and experienced **specialist trail builder** to construct trail infrastructure in accordance with this functional brief and the approved Trail Management Plan recommendations and proposed trail network. Detailed trail alignment on the ground will be required.

It is proposed the contractor be engaged using a select tender process to three suppliers.

2. a suitably experienced and qualified consultant to act as the **Client Representative** to approve trail alignments and review the contractor's work.

It is proposed the Client Representative be engaged using a single select Request for Quotation process.

#### Variations to Project Scope

Scope change proposals must be submitted for review and approval to the Client consistent with the Basic Brief before any changes are implemented. The procedure for variations will be confirmed at the inception meeting for this project.

## **5.0 CONSULTANT SCOPE OF WORK**

A specialist consultant is to be engaged to act as the Client Representative to:

- a) approve trail alignments with the TAMS Project Officer, the volunteer maintenance group and the PCS Ranger.
- b) check alignments and that the work is being constructed in accordance with the Trail Management Plan and the trail specifications provided in the work brief for construction at key hold points
- c) upon completion of the work, certify the trail grading for each trail under the IMBA trail rating system

## **6.0 CONTRACTOR SCOPE OF WORK**

A specialist mountain bike trail builder is to be engaged to construct trails and associated infrastructure in accordance with this project brief and the specifications attached.

The scope of services to be provided by the contractor are:

- a) Detailed trail alignment
- b) Construction of trails and infrastructure
- c) Trail building workshops with the volunteer group

### **6.1 General project requirements – construction contractor**

1. Due diligence must be undertaken in relation to identifying underground services to ensure works are designed to minimise opportunities for disturbing these and for scope change during construction. Dial-before-dig must be conducted by the Contractor if applicable.
2. Conform to all requirements relating to working in a reserve area, including conditions for access, issue of keys, prohibition of dogs, fires, littering, firearms and others to be provided in writing. Refer Attached
3. Put in place management measures to ensure the work site, materials and machinery are secured and that potential public hazards are mitigated at all times during construction.
4. Ensure all materials are stored appropriately and in a way that minimises risk of contamination to the environment.
5. Identify if a Waterways Works License is required for work in drainage lines and if required, obtain the necessary approval for this work.
6. There are no known existing heritage sites, however Aboriginal artefacts have been found in the general area of works. In the instance that the contractor uncovers a potential Aboriginal artefact all work is to be stopped in the immediate area and the PCS Ranger is to be contacted. The artefact should be retained and handed over to the PCS Ranger.

### **6.2 Detailed trail alignment**

The Trail Management Plan will define the proposed trail network at Isaacs Pines showing approximately 10 - 12 metre corridors for each proposed trail.

The Successful contractor is to propose the detailed trail alignment within the 10-12 metre corridors shown in the Trail Management Plan.

The exact location of the fire road crossings will be specified in the Trail Management Plan.

The draft detailed alignment is to be marked on site with appropriate markers/flags. The marked alignment is to be reviewed on site with PCS Ranger, Client Representative, nominated representatives from the volunteer group for approval prior to construction commencing.

Design acceptance is to be issued by PCS at this point prior to construction commencing.

### **6.3 Trail Construction**

*The successful contractor is to construct the work in accordance with:*

- a) the final trail alignment and infrastructure locations as approved by PCS;
- b) the trail and infrastructure specifications detailed above; and
- c) the IMBA standards (IMBA 2004 and IMBA Australia trail grading system (IMBA 2012)).

The contractor is responsible for engagement of any sub-consultants required to complete the works.

Construction will be regularly reviewed by the Client representative at specified hold points. PCS Ranger and the PCS Project Officer as work proceeds.

TAMS will seek a Works Approval from the National Capital Authority for the proposed works.

### **6.4 Construction practices**

The tender submission is to specify what procedures, methods and work practices will be used for construction.

The successful contractor is to prepare a construction environment management plan including an erosion and sediment control plan that shows how the impacts of construction will be managed and any potentially adverse impacts mitigated.

### **6.5 Site Safety**

**The successful contractor will**

- Demonstrate that construction will be staged in a way that minimises disturbance to nearby facilities (in particular Innabaanya Girl Guides, the AFP and the winery) and the Mount Majura Nature Reserve.
- Provide Temporary Traffic Management Plans (TTM) if applicable; plans for project site safety fencing; Construction Environment Management Plan and WHS clauses must also be included in documentation. Plans must be approved by Client and authorising agencies as relevant.
- Submit a Project Quality Plan (PQP) to PCW incorporating the activities to be undertaken during the course of the project. The PQP is to be submitted 14 days after the contract is signed.

- Develop all relevant Safe Work Method Statements (SWMS) that addresses all OHS, site access requirements and environmental aspects of the construction phase.

## **6.6 Site Cleanup and Remediation**

The successful contractor is to undertake any site remediation work required.

The site must be left in a clean and tidy state with no material or rubbish from the works left on site.

## **6.7 Stakeholder Liaison**

The successful contractor is required to conduct a draft trail alignment walk with representatives from the Trails Alliance and the PCS Ranger and the PCS Project Officer. No more than 3 hours duration.

The successful contractor is required to conduct a workshop on sustainable trail building principles with the Majura Trails Alliance prior to the end of the works. No More than 3 hours duration.

PCS will be responsible for liaising with the Trails Alliance and coordinating their participation in the draft trail alignment review and workshop.

## **6.8 All relevant administration and preparation of handover material**

The successful contractor will be responsible for all aspects of the construction and administration required to complete the works.

The successful contractor will be responsible for the preparation of handover material.

## **6.9 Trail building workshops**

The successful contractor is to hold three trail building workshops with the volunteer group. These are to be on weekends, Duration no more than 3 hours each session.

## **6.10 Trail Specification**

The Trail Specifications will be developed as part of the Trail Management Plan and included as an attachment to the RFT.

## 7.0 CRITICAL DATES

### 7.1 Program constraints:

- This project is Capital Upgrade Funding. All work must be complete by 31 May 2016
- Orienteering Australia are holding an internationally ranked event at Easter 2016 from 25 - 28 March that will have implications for the construction timeframe.

Orienteering ACT have:

- Agreed to construction of trails in south western corner of pines commencing prior to event.
- Requested that construction of trails to the north do not to commence until post event. They have agreed flags marking any proposed trail alignments in this area are fine. This will allow trail alignment to be agreed and approved prior to event so construction can commence as soon as possible post event.

### 7.2 Project program

A project program is to be submitted with the quotation that:

1. Shows significant project milestones and stage completion dates.
2. Allows adequate float for unforeseeable circumstances.

Task	Scheduled date
Trail Management Plan complete	November 2015
Report to Minister for endorsement – TBC	October 2015
Environmental, heritage, EPA, NCA works approval (TAMS)	November 2015
Construction stage	
Procurement Initiation	September 2015
Procurement Plan Minute endorsed	31 October 2015
Construction RFT release	12 November 2015
RFT close (3 weeks)	3 December 2015
Tender evaluation complete	11 December 2015
Construction contractor engaged	18 December 2015
Trail alignment agreed by PCS and volunteer group	17 February 2016
Construction commenced	22 February 2016
Easter break and Orienteering event	25 – 28 March 2016
Construction complete (10 weeks)	29 April 2016
Opening event	Sunday 15 May
Project complete	Tuesday 31 May 2016

The consultant should review this time schedule and may suggest modifications if these are expected to improve the program delivery targets outlined above.

TAMS requires early notification if a milestone is unlikely to be achieved by the due date so that suitable corrective action can be taken to avoid unnecessary or hasty work later in the project.

## 8.0 BUDGET AND FEES

The project is to be funded from the TAMS Capital Upgrades 2015-16 budget. All work is to be complete by 31 May 2015.

**\$122,000.00 (ex GST)** is available for delivery of the work outlined in this functional brief including all contingency funds.

<b>Budget appropriation (all figures ex GST)</b>	<b>\$185,000.00</b>
CWDD costs, planning consultant and signage	\$63,000.00
<b>TOTAL Project Budget – delivery by PCW:</b>	<b>\$122,000.00</b>
PCW Fees (4% total appropriation)	\$7,400.00
Construction contingency (incl. Active certification)	\$13,600.00
Specialist construction contractor	\$95,000.00
Client Representative	\$6,000.00

### Fee offer

The contractor/ consultant fee offer is to be a lump sum fee for the full scope of work described in the brief. The fee proposal shall include a price breakdown showing fees for each stage of the project including sub-consultant fees if required for mapping of other activities.

An hourly rate is to be provided.

Fee proposals must show fees including GST and excluding GST

## 9.0 DESIGN STANDARDS

Unless otherwise specified in the project brief, all design, documentation and construction for this project must be in accordance with the:

- a) *Trail Solutions: IMBA's Guide to Building Sweet Singletrack*, International Mountain Bicycling Association (IMBA), June 2004
- b) *Managing Mountain Biking: IMBA's Guide to providing Great Riding*, International Mountain Bicycling Association (IMBA), 2007.
- c) *IMBA – Australia Trail Difficulty Rating System, IMBA – Australia 2012*
- d) All construction work must comply with current and relevant *Australian /New Zealand Standards* which are available at [www.standards.com](http://www.standards.com) relevant to working in a non-urban reserve area.
- e) The construction work must also comply with standards, guidelines, Acts and Ordinances currently in force in the ACT and relevant to working in a non-urban reserve area.

- f) The consultant should refer to the relevant (to working in a non-urban reserve) environment protection measures outlined in: *Environment Protection Guidelines for Construction and Land Development in the ACT 2007*  
[http://www.environment.act.gov.au/environment/environment\\_protection\\_authority/business\\_and\\_industry/environment\\_protection\\_guidelines](http://www.environment.act.gov.au/environment/environment_protection_authority/business_and_industry/environment_protection_guidelines)

## 10.0 LIAISON AND ADMINISTRATION

Close liaison shall be maintained with, and clearances received from, the Project Officer to ensure that reporting reflects the requirements of the Brief.

The successful consultant will be required to report to the project officer on a regular basis on matters including, but not limited to general project administration. The successful consultant will be that required to record and distribute meeting minutes that are to be forwarded to the Project Officer in a timely fashion.

The Territory and Municipal Services Directorate Project Officer is:

Sophie Clement  
Phone: 6207 4857  
Email: [Sophiej.clement@act.gov.au](mailto:Sophiej.clement@act.gov.au)  
Macarthur House, Wattle Street, Lyneham ACT

The Parks and Conservation Service (PCS) Ranger is:

Kate Hadden  
Phone: 6207 0220  
Email: [Kate.Hadden@act.gov.au](mailto:Kate.Hadden@act.gov.au)  
Athllon Depot, Athllon Drive, Farrer ACT

### 8.1.1 Procedures for Design Acceptance

Design Acceptance will be issued to the contractor in writing by the PCS Ranger after the draft trail alignment site visit.

At Design Acceptance the contractor is to confirm the proposed alignment meets the IMBA standards for sustainable trail design and the relevant IMBA grades for each section of trail.

### 8.1.2 Procedures for Handover/ Works as Executed (WAE) and Project Completion requirements

#### 1. Physical Completion and works consolidation

The works will be inspected by the project team (inclusive of asset managers) 2 weeks prior to physical completion by the contractor.

During this time the PCS Ranger is to inspect the works to identify any defects and confirm with the contractor that the trails meet the IMBA sustainable design principles and the IMBA standard for the grade specified for each section of trail.

A four week consolidation period for the works will follow before practical completion is confirmed. During this period the structural integrity of the trails should be checked by the PCS Ranger and construction contractor for the following defects:

- evidence of erosion,
- subsidence, and
- construction defects.

If found they must be rectified before the work is confirmed practically complete.

#### 2. Works as Executed (WAE)

WAE documents must be submitted to the Client on or before the practical completion/operational acceptance inspection.

The Contractor is then entitled to submit an invoice for the submission and acceptance of WAE (5% of the contract price).

### 3. Practical Completion / Operational Acceptance

At Practical Completion the PCS Ranger will arrange an operational acceptance inspection to be attended by the project team and the asset managers.

The following must be submitted to PCW:

- Practical Completion Certificate signed by the contractor confirming that the necessary work has been completed to the standards specified.
- Contractor's defects rectification plan listing all defects and their rectification due dates. The plan shall be certified as satisfactory and signed by the PCS Ranger.
- Operational Acceptance Certificate signed by the PCS Ranger and contractor confirming that defects have been rectified and with the contractor's confirmation that the works are finished to the standards specified.

The 52 week defects liability period will commence from the date that the asset managers accept the work. The date that the defects liability period (DLP) begins is subject to the outcome of the operational acceptance inspection. The final acceptance inspection will be arranged by the superintendent at the end of this defects period.

### 4. Final Acceptance

The following must be submitted to PCW at the end of the DLP.

Final Completion Certificate signed by the contractor confirming that the necessary work has been completed to the standards specified.



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## Procurement Plan Minute

PROCUREMENT OVERVIEW	
To	Manager, Urban Places and Reserves, CWDD
Name of Project	Isaacs Ridge Recreation Trail Network Upgrade
Purpose	To engage a competent contractor to undertake the construction of new and upgrade of the existing cycling, walking and horse riding trails within the pine plantation on Isaacs Ridge.
Estimated value (\$)*	\$203,500.00 GST Inclusive \$185,000.00 GST Exclusive
Timing/urgency	<p>Indicative timeframe:</p> <p>RFT advertised Nov/Dec 15</p> <p>RFT Closes Dec 15</p> <p>Works Commence Feb 16</p> <p>Works Complete May 16</p> <p>(Note: timings are estimates and may change after the Procurement Plan is signed)</p>
Tender Number	TBA
Is Government Procurement Board sign off required?	N/A
Is ACT Government Solicitor (ACTGS) consultation required?	N/A
SME Opportunities Statement – Goods and Services only	N/A

<b>Objective or scope of works or services to be provided</b>	The project aims to address the need for a more formalised downhill mountain bike trails network within Isaacs Pines to allow better management of these trails to meet community needs.	
<b>Type</b>	SHORT FROM OF TENDER (CONSTRUCTION)	
<b>Funding</b>	TAMS Capital Upgrades 2015-16 Budget	
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	Specialist construction contractor	\$95,000.00
	Client Representative	\$6,000.00
<b>Site</b>	Pine Plantation located to the south of the Isaacs Ridge Reserve	
<b>Consultation (including pre tender)</b>	Community Consultation was undertaken by the client with stakeholders and user groups.	

<b>PROCUREMENT RISK</b>	
<b>Risk</b>	See Attached Risk Plan at Attachment A

<b>PROCUREMENT METHODOLOGY</b>	
<b>Description of the procurement method to be used</b>	Select tender to companies with proven experience in trails design and construction in the ACT. Presently there are only 3 firms with this knowledge and experience working in the local area that fit this criterion. All three will be approached to provide a quotation for this work.
<b>Evaluation</b>	See Attached Evaluation Plan at Attachment B
<b>Is this suitable to be a Social Procurement?</b>	It is intended that the local community will undertake the ongoing maintenance of the trails once completed.

<b>EVALUATION TEAM</b>			
<b>Name</b>	1. Steve Thomas	2. <del>Sophie Clement</del> <i>Kate Madden</i>	3. Natasha Leggett
<b>Position</b>	Chair	Member	Member
<b>Agency</b>	PCW	UPR PCS	UPR
<b>Statement on team composition</b>	The team is a blend of PCW and Client staff with experience in the selection of suitable contractors to undertake this type of work.		

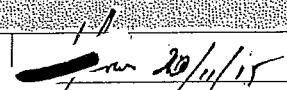
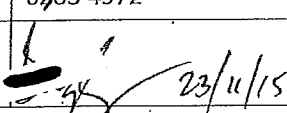
<b>CONTRACT MANAGEMENT</b>	
<b>Number of contracts</b>	One


CONTRACT MANAGEMENT	
Contract management	A project specialist superintendent has been engaged by the agency to oversee the works.
Period of contract(s)	6 months for construction with a 12 month DLP period attached.

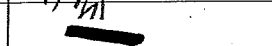
AUSTRALIAN FREE TRADE AGREEMENTS (FTAs)	
Does the AUSFTA / Australia-Chile FTA apply?	N/A

AUSTRALIAN GOVERNMENT FUNDING	
Is there Australian Government funding attached to the procurement?	No.

EXEMPTIONS	
Exemption	Nil exemptions are being sought.
Reason for Exemption	N/A

SHARED SERVICES PROCUREMENT RECOMMENDATION			
Project Officer	Steve Thomas	Signature and Date	 20/11/15
		Phone Number	6205 4972
Manager	Barry Ingram	Signature and Date	 23/11/15

AGENCY ENDORSEMENT			
Name	Sophie Clement	Phone Number	62074857
Position	Project Officer		
Signature		Date	23/11/15

DIRECTOR GENERAL/DELEGATE APPROVAL			
Name	<del>DIHHH</del> B. McQuinn		
Position	SVV Manager, Urban Places and Reserves, CWDD		
Statement	APPROVED		
Signature		Date	23/11/15

This Version 7.0 template has been developed in accordance with the ACTIA Risk Matrix Template and with the ISO 31000:2009 risk management standard.

The following template will assist in the risk management process, to set the context and /or support decisions made throughout the risk management process. A stakeholder analysis should be completed first as it also helps to identify risks.

## Analysing the risk (rating the risk) under ISO 31000:2009

- **No longer accepted practice to rate “Raw risk”.**
  - “Consequences, likelihoods and levels of risk will depend on the controls that are in place and their effectiveness” (SA/SNZ HB 89:2013).
  - Do not arrive at the risk level prior to treatment or inclusion of risk mitigation strategies
  - Must consider the current controls before rating the risk where a Control is a measure in place to manage risk. (ISO Guide 73:2009)
- **Must rate the consequence prior to the likelihood**
  - “Risk is analysed by determining consequences and their likelihood.” (ISO 31000:2009)
- **The consequence should be defined in its most normal form and not an extreme version of the risk.**
  - For example a personal injury as a result of a paper cut would result in a minor injury not requiring medical treatment. It would not in the normal form result in blood poisoning and death.
- **Following the process of ISO 31000:2009 there are three questions to ask:**
  1. What is the consequence that the risk would take in its “most normal form” (not an extreme form) should the risk occur?
  2. What is the likelihood of that consequence? (How likely is the consequence to occur?)
  3. How good are the existing controls at managing the risk?
- **Make an assessment as to the effectiveness of current controls**
  - Adequate – doing everything we can
  - Room for improvement – more that could be done
  - Inadequate – controls do not treat the root cause of the risk.



**ACT**  
Government

Commerce and Works

## Capital Works Procurement Risk Management Plan

<b>Project:</b>	<b>Isaacs Ridge Trail Network Upgrade Project</b>
<b>Project Objectives:</b>	This projects aims to address the need for a formalised downhill mountain bike trails within the Isaacs Pines to better manage use and meet community needs.

<b>Scope of the risk assessment</b>	This risk assessment identifies and manages risks that relate to the procurement and the procurement process. Risks that relate to the construction phase of the project, onsite safety, ongoing relationship management with the successful tenderer and other operational risks are not the subject matter of this risk assessment.
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Created by: Steve Thomas

Reviewed by: Barry Ingram

Date: Nov 2015

### Stakeholder Analysis

Internal and External [Name and Agency/Organisation]	Level of Influence ( over Procurement ) [Ability to influence project outcome]	Level of interest ( over Procurement ) [Level of interest in the project outcome]
Urban Places & Reserves (UPR)	Moderate level of influence	High level of interest
Yarralumla Nursery Staff (YNS)	Moderate level of influence	High level of interest
Procurement Capital Works (PCW)	High level of Influence	High level of interest

**Risk Criteria**



**ACT Government Risk Matrix**

Frequency	Is expected to occur in most circumstances	Will probably occur	Might occur at some time in the future	Could occur but doubtful	May occur but only in exceptional circumstances
Almost Certain	Once a quarter or more	Once a year or more	Once every 1-5 years	Once every 5-20 years	Once every 20-100 years
Likely	>1 in 10	1 in 10 - 100	1 in 100 - 1,000	1 in 1,000 - 10,000	1 in 10,000 - 100,000
Possible	Medium	Medium	Low	Low	Low
Unlikely	Low	Low	Low	Low	Low
Rare	Low	Low	Low	Low	Low

**Risk Control Effectiveness**

Control Effectiveness	Guide
Adequate	Nothing more to be done except review and monitor the existing controls. Controls are well designed for the risk, are largely preventative and address the root causes and Management believes that they are effective.
Room for improvement	Most Controls are designed correctly and are in place and effective however there are some controls that are either not correctly designed or are not very effective. There may be an over-reliance on reactive controls. Some more work to be done to improve operating.
Inadequate	Significant control gaps or no credible control. Either controls do not treat root causes or they do not operate effectively.  Controls if they exist are just reactive. Management has no confidence that any degree of control is being achieved due to poor control design and/or very limited operational effectiveness.

**Priority For Attention**

Priority	Suggested Timing of Treatment	Authority for Controlled Response (if Risk)
High	Short term - normally within one month Detailed action plan required	Director-General
Medium	Medium Term - normally within three months Needs senior management attention	Senior Executive
Low	Normally within 1 year Specify management responsibility	Managers
Low	Ongoing control as part of a management system. Managed by routine procedures	All Staff

**Priority for Attention - Action**

Every care should be taken to act as soon as possible to implement risk control measures where ever possible or to take action to fix the problem. Extreme Risks and High Risks especially where the risk relates to people & personal injury require us to act immediately to take steps to fix the problem.

The suggested timing of treatment does not mean that immediate action ought not be taken or that the timing can not be completed sooner than suggested.

**Note**

When identifying, analysing and rating risk consideration should be given, but not necessarily limited to, the attached categories of risk and the suggested examples of frequency and consequence.

**Risk Register - Procurement**

This risk register is a 'dynamic risk register' consistent with AS/NZS ISO 31000:2009 risk management standard  
 Identify the risks, which could affect the successful outcome of the procurement and group by type of risk such as:

1. Procurement Risks: eg delays, process runs over time, no suitable tenders received, statement of requirements inadequately defined

Risk No	Risk Description (Cause / Source) The risk event, source and cause. What can happen and how it comes about	Describe the consequence If what can happen does happen what is the impact / outcome?	Actions to be taken: risk control / treatment and risk owner How are Risks to be Managed and by whom? Risk controls and risk treatments – actions to be taken to manage the risk	Risk Owner (area / person responsible for managing the risk)	Consequence Rating	Likelihood Rating	Residual Risk Rating	Control Effectiveness Rating
1	Delay in procurement processes – <ul style="list-style-type: none"> <li>▪ Preparation of Documentation</li> <li>▪ Delegate and client approvals</li> </ul>	Delays to the program affecting the following: <ul style="list-style-type: none"> <li>• Tendering start/end dates</li> <li>• Evaluation/contract dates</li> <li>• Start/end of works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Allow reasonable time in project schedule for procurement document development and approvals.</li> <li>▪ Raise potential delays early with client and delegate.</li> <li>▪ Maintain high level of quality control over formal procurement documents and approval process.</li> <li>▪ Maintain high level of liaison with stakeholders during procurement period.</li> <li>▪ Tender documentation clearly outlines the tender evaluation process and the tenderer requirements.</li> <li>• Tender period long enough for tenderers to prepare good quality</li> </ul>	UPR/PCW	Moderate	Possible	Medium	Adequate

Risk No	Risk Description (Cause / Source) The risk event, source and cause What can happen and how it comes about	Describe the consequence If what can happen does happen what is the impact / outcome?	Actions to be taken: risk control / treatment and risk owner How are Risks to be Managed and by Whom? Risk controls and risk treatments – actions to be taken to manage the risk.	Risk Owner (area / person responsible for managing the risk)	Consequence Rating	Likelihood Rating	Residual Risk Rating	Control Effectiveness Rating
2	Tenders received exceed the approved budget	<ul style="list-style-type: none"> <li>The evaluation process takes longer, delaying the construction programme.</li> <li>Negotiation with the tenderers takes longer.</li> <li>Funds are insufficient to complete all the intended scope of work.</li> </ul>	<ul style="list-style-type: none"> <li>Obtain pre tender design estimates and adjust the scope or budget to suit.</li> <li>Reduce the scope of work to suit the approved budget.</li> <li>Negotiate a reduced scope of work with lowest tenderer.</li> <li>Tenderers are required to submit a detailed break up of prices, to aid analysis and evaluation of tenders.</li> <li>Prior to tender, establish the priority of the scope of work.</li> <li>UPR to allocate additional funds to enable full scope to proceed.</li> </ul>	UPR  UPR TET PCW  UPR  UPR	Moderate	Possible	Medium	Adequate

Risk No	Risk Description (Cause / Source) The risk event, source and cause. What can happen and how it comes about	Describe the consequence If what can happen does happen what is the impact / outcome?	Actions to be taken: risk control / treatment and risk owner How are Risks to be Managed and by whom? Risk controls and risk treatments – actions to be taken to manage the risk.	Risk Owner (area / person responsible for managing the risk)	Consequence Rating	Likelihood Rating	Residual Risk Rating	Control Effectiveness Rating
3	Tenders received are not compliant	<ul style="list-style-type: none"> <li>The evaluation process takes longer, delaying the construction programme.</li> <li>Negotiation with the tenderers takes longer.</li> <li>Works are not completed in a timely manner.</li> <li>Insufficient tenders received.</li> </ul>	<ul style="list-style-type: none"> <li>Risk of non compliance is reduced by keeping selection criteria relevant to the scope of works</li> <li>Contact all tenderers prior to release of RFT to qualify willingness and capacity to Tender.</li> <li>Supply advance information to better inform the Tenderers</li> </ul>	UPR/PACS  PCW  PCW	Major	Rare	Medium	Adequate
4	Poor quality of Tenders received	<ul style="list-style-type: none"> <li>The evaluation process takes longer, delaying the construction programme.</li> <li>Negotiation with the tenderers takes longer.</li> <li>Works are not completed in a timely manner.</li> <li>No tenders are acceptable.</li> </ul>	<ul style="list-style-type: none"> <li>Allow adequate time for tender documents to reviewed by UPR &amp; PCW</li> <li>Ensure tender period is long enough for tenderers to prepare quality tender submissions.</li> <li>Negotiate with the lowest tenderer</li> </ul>	UPR/PCW  PCW  TET	Minor	Possible	Medium	Adequate
5	Internal approvals are delayed	<ul style="list-style-type: none"> <li>Works are not completed in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Tender evaluation Team to be well prepared.</li> <li>Allow adequate time for tender evaluation and signoff.</li> </ul>	UPR/PCW  UPR/PCW	Minor	Possible	Medium	Adequate

Risk	Risk Description (Cause/Source)	Describe the consequence if what can happen does happen: what is the impact/outcome?	Actions to be taken: risk control/treatment and risk owner How are Risks to be Managed and by whom? Risk controls and risk treatments — actions to be taken to manage the risk	Risk Owner (area managing the risk)/person responsible for	Consequence Rating	Likelihood Rating	Residual Risk Rating	Control Effectiveness
NO	The risk event, source and cause. What can happen and how it comes about							
6	Tender documents are misunderstood.	<ul style="list-style-type: none"> <li>The evaluation process takes longer, delaying the construction programme.</li> <li>Negotiation with the tenderers takes longer.</li> <li>Works are not completed in a timely manner.</li> <li>Unacceptable number variations.</li> </ul>	<ul style="list-style-type: none"> <li>Allow adequate time for tender documents to be reviewed by UPR &amp; PCW</li> <li>Ensure tender period is long enough for tenderers to prepare quality tender submissions.</li> <li>Allow extra time for answering RFI during the tender period</li> <li>Allow adequate contingency</li> </ul>	UPR/PCW  PCW  PCW  UPR/PCW	Minor	Possible	Medium	Adequate
7.	Tenderer pulls out during tender process.	<ul style="list-style-type: none"> <li>Reduced number of acceptable applicants.</li> <li>Insufficient tenders received.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure tender lists are evenly rotated as much as practical, to distributed workloads across industry</li> <li>Contact all Tenderers prior to release of RFT to qualify willingness and capacity to Tender</li> </ul>	PCW	Moderate	Possible	Medium	Adequate

## Risk Treatment Action Plan

A risk action treatment plan is required for all risks, where the control effectiveness rating is "room for improvement" or "inadequate."

Risk Ref No	Risk Description (Cause/Source) The risk event, source and cause. What can happen and how it comes about	Additional actions to be taken: to manage the risk. In addition to actions listed above. (Including the risk owner)	Risk Rating	Monitoring and Reporting	Emergency Response should Control Measures Fail Contingency Plan