



ACT
Government

Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2019-132

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	N/A
6. Processing time (in working days)	20
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [CMTEDD FOI](#); [ACT Health FOI](#); [EPSDFOI](#); [JCCS_FreedomOfInformation](#)
Cc: [REDACTED]
Subject: FOI Request - Major Projects Canberra
Date: Tuesday, 18 June 2019 6:17:53 PM

Good afternoon

I write to request under the *Freedom of Information Act 2016* documents related to Major Projects Canberra.

These documents may include but are not limited to Ministerial briefs, Ministerial correspondence or other correspondence within Ministerial offices, Ministerial directions or directions from within Ministerial offices, internal correspondence within the ACT Government, correspondence to any external agencies, any reports by the consultants or contractors, analysis or recommendations, internal planning for the body, media plans and announcements, cost analysis and modelling, internal documents or materials, presentations, meeting agendas and minutes, notes, call logs, organisational charts, budget materials, strategy documents, transfers of responsibility or assets, selection criteria, job advertisements, whole of government emails, and any other types of documents.

Should you require any further information or clarification about my request, please contact my

[REDACTED]

[REDACTED]




ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2019-132



via email: 

Dear 

FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 18 June 2019, in which you sought access to documents relating to Major Projects Canberra.

Specifically, you sought: *"...documents may include but are not limited to Ministerial briefs, Ministerial correspondence or other correspondence within Ministerial offices, Ministerial directions or directions from within Ministerial offices, internal correspondence within the ACT Government, correspondence to any external agencies, any reports by the consultants or contractors, analysis or recommendations, internal planning for the body, media plans and announcements, cost analysis and modelling, internal documents or materials, presentations, meeting agendas and minutes, notes, call logs, organisational charts, budget materials, strategy documents, transfers of responsibility or assets, selection criteria, job advertisements, whole of government emails, and any other types of documents"*.

On 5 July 2019 you refined the scope of the request to *"...exclude personal information; internal human resources documents, such as transfers and entitlements; shared services arrangements; minor logistical correspondence and arrangements; and other minor routine correspondence. The focus of our request is more on higher level documents that involve decision making or senior members of the public service; or documents that inform the structure of the agency"*.

On 10 July you agreed to a further reduction in scope to the following documents:

1. Finance brief;
2. Communications on a page plan (includes talking points and FAQ's);
3. Brief to the Chief Minister
4. Email to HOS consisting of a draft business plan/organisational structure; and
5. Internal communications to all staff

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

In accordance of section 40 of the Act, CMTEDD was required to provide a decision on your access application by 16 July 2019.

Decision on access

Searches were completed for relevant documents and 10 documents were identified that fall within the scope of your request.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to grant full access to all relevant documents. The documents released to you are provided as **Attachment B** to this letter.

Charges

Pursuant to *Freedom of Information (Fees) Determination 2017 (No 2)* processing charges are not applicable for this request because the total number of pages to be released to you is below the charging threshold of 50 pages.

Online publishing – Disclosure Log

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision in response to your access application together with the document that is being released to you will be published in the CMTEDD disclosure log 3 days after the date of my decision. Your personal contact details will not be published. You may view the CMTEDD disclosure log at: <https://www.cmtedd.act.gov.au/functions/foi/disclosure-log>.

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au

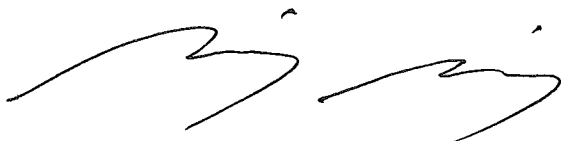
ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email CMTEDDFOI@act.gov.au.

Yours sincerely,



Daniel Riley
Information Officer
Information Access Team
Chief Minister, Treasury and Economic Development Directorate

16 July 2019



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	Reference NO.
	Documents related to Major Projects Canberra	CMTEDDFOI2019-132

Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1-2	All staff Message – Major Projects Canberra	19 June 2019	Full Release	N/A	Yes
2	3-6	Email – Major Projects Canberra with attachments	17 June 2019	Full Release	N/A	Yes
3	7-10	Ministerial Brief CMTEDD2019/2822	7 June 2019	Full Release	N/A	Yes
4	11-17	Email – Functional, budgetary and FTE with attachment	6 June 2019	Full Release	N/A	Yes
5	18-23	Email – Infrastructure Agency Note with attachment	24 May 2019	Full Release	N/A	Yes
6	24-26	Communications on a page	13 June 2019	Full Release	N/A	Yes
7	27-30	Talking points and FAQ's	12 June 2019	Full Release	N/A	Yes
8	31-32	Delivering Canberra's major infrastructure statement	2019	Full Release	N/A	Yes
9	33-34	Duncan Edghill All staff message	19 June 2019	Full Release	N/A	Yes
10	35	Adrian Piani All staff message	20 June 2019	Full Release	N/A	Yes
Total No of Docs						
10						

Kalleske, Sarah

From: Head Of Service
Sent: Wednesday, 19 June 2019 1:55 PM
Subject: Major Projects Canberra

Follow Up Flag: Follow up
Flag Status: Flagged

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Major Projects Canberra

Colleagues,

The Chief Minister has announced a new collaboration and coordination initiative within the ACT Public Service, with Major Projects Canberra set to commence work on 1 July 2019.

This new major projects team will lead the planning, procurement and delivery of some of the territory's largest ever infrastructure projects: Light Rail Stage 2 and the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at the Canberra Hospital.

The new team will be led by a Chief Projects Officer, reporting to me as the Head of Service. Duncan Edghill, TCCS Deputy Director-General, will act in the Chief Projects Officer role while permanent recruitment is undertaken.

Major Projects Canberra will comprise approximately 140 staff, drawing together the expertise of our project delivery teams in Transport Canberra and City Services, the Health Directorate and Infrastructure, Finance and Capital Works in Treasury. Strategic infrastructure policy advice and the ACT Infrastructure Plan will continue to be delivered by Treasury.

It is important to acknowledge that changes to existing structures can be unsettling for staff. I want to assure all our colleagues that no staff will be lost in shifting infrastructure delivery responsibilities to Major Projects Canberra.

A transition team, led by Duncan Edghill as the acting Chief Projects Officer, is being assembled to consult with staff, develop administrative arrangements and undertake other necessary work to establish this new team. The transition team comprises Cherie Hughes representing TCCS, Shaun Strachan representing CMTEDD and Liz Lopa for the Health Directorate.

Alongside their existing Directors-General, I have met with each of the teams that will be moving into Major Projects Canberra. I also encourage staff to speak to or email their transition team contact with suggestions, questions and concerns. Please remember our [Employee Assistance Program](#) is available to provide additional assistance and support.

Flexibility in our organisational structure enables us to serve our community in the most efficient and effective ways possible. Major Projects Canberra will make the most of the talent and hard work put in by our infrastructure delivery teams as we make important changes to meet the needs of our growing community.

Kathy Leigh
Head of Service

Follow us on



RESPECT INTEGRITY
COLLABORATION
INNOVATION

Kalleske, Sarah

From: Edghill, Duncan
Sent: Monday, 17 June 2019 12:26 PM
To: Leigh, Kathy
Subject: Major Projects Canberra
Attachments: report - mpc - draft business plan on a page - de 170619.docx; report - potential organisation structure - de 160619.docx

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Kathy,

To keep you in the loop – I'm catching up with Michael Cook for a coffee this afternoon. I'll take with me the attached two documents:

- The first is a 'business plan on a page.' I'm interested to ensure priorities align with those of the Chief; and
- My current thinking around the organisation structure (this will be of lesser concern to Michael, but I'll have it with me). I've sent this in draft to a small number of relevant people for their thoughts. I expect it will continue to evolve prior to 1 July, but it should give you a sense as to my thinking around structure. So far feedback has been positive. The SPIRE project director role is one we'll need to fill as soon as possible, either with an employee or contractor (as was apparently contemplated by the business case). I have a few enquiries in the market in this respect.

Would be happy to discuss.

Thank you.

Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



T 02 6205 3842 | M 0431 882 470 | E duncan.edghill@act.gov.au
GPO Box 158, Canberra ACT 2601

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Major Projects Canberra – Business Plan on a Page

Vision and Mission

- **Vision:** To build one of the world's most liveable and competitive cities.
- **Mission:** To deliver Canberra's infrastructure in a safe, timely and efficient manner with high quality community and urban realm outcomes.

Strategic Priorities – 1 July 2019 to 31 December 2020

1. **SPIRE Project:** Demolition underway, Early Contractor Involvement (ECI) tender awarded.
2. **City to Woden Light Rail:** Business case complete. (Other milestones depend on delivery approach).
3. **Other Major Projects:** Progression of other declared projects e.g. CIT Woden.
4. **Commitments:** Delivery or progression of remaining ACT Government 2016 commitments.
5. **Communications:** Improving project reporting to Ministers and the community.
6. **Safety:** Enhancing worksite safety.
7. **Industry:** Enhancing local industry and national industry relationships.
8. **Agency Establishment:** Building a positive culture without losing delivery momentum.

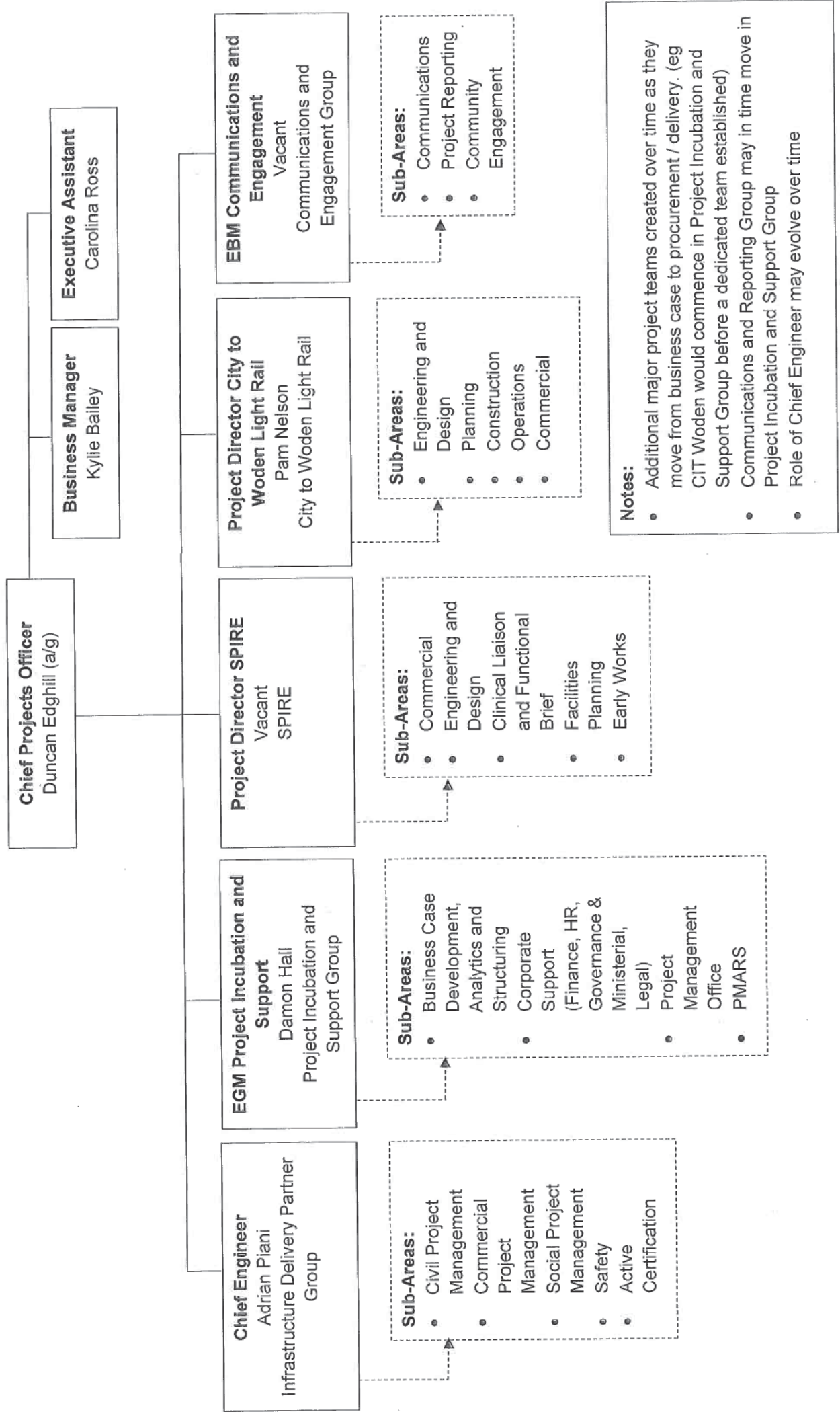
Key Initial Actions

Key initial actions include:

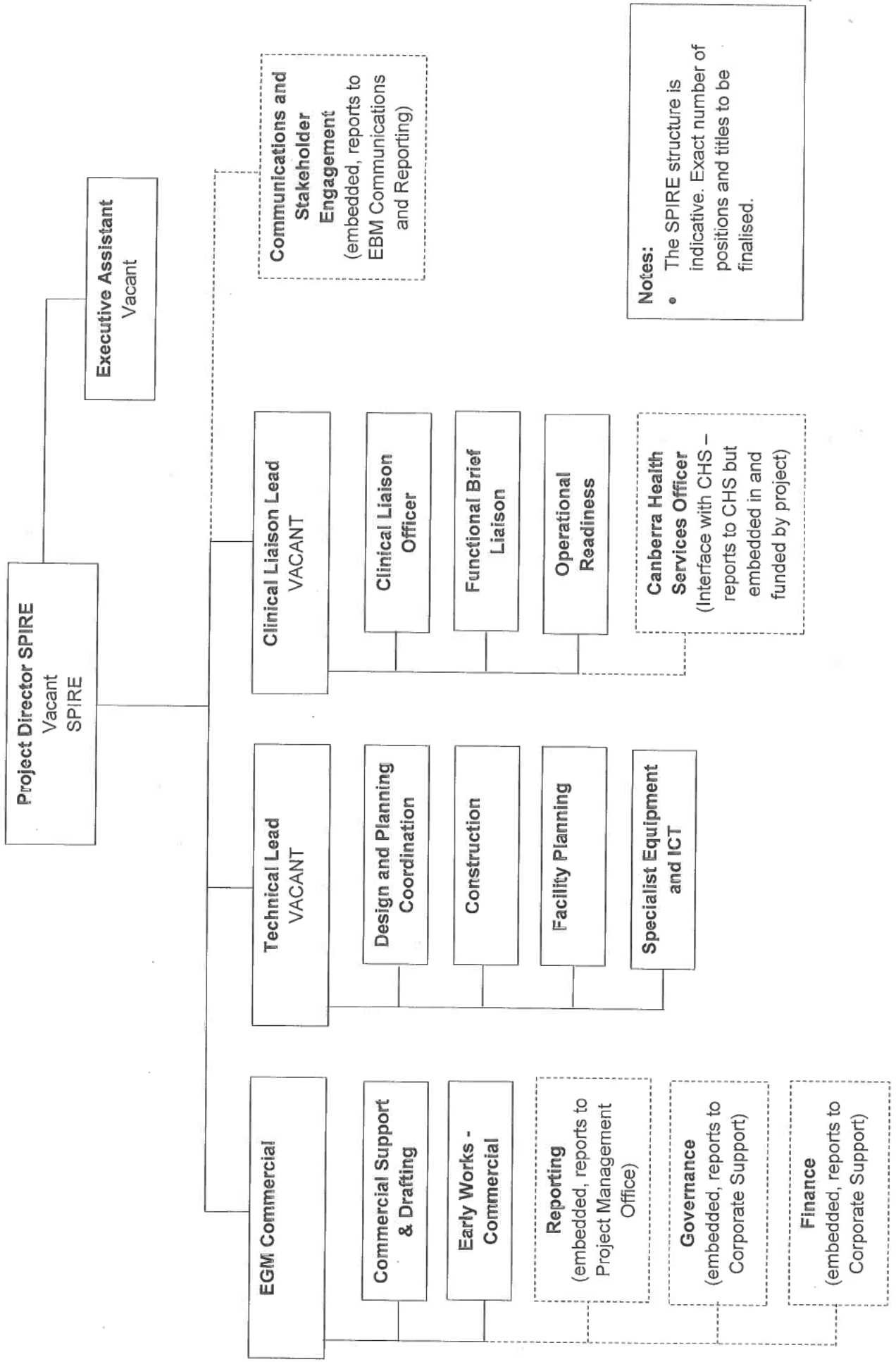
- Engage SPIRE Project Director and stand-up project team
- SPIRE clinical engagement arrangements
- City to Woden Light Rail business case to Cabinet
- Progress City to Woden Light Rail EPBC approvals
- Canberra Metro contract negotiations
- Local industry roadshow
- National Tier 1 / major projects roadshow
- Resolve organisational structure
- Resolve funding arrangements
- Accommodation and staff moves
- CIT Woden – map out project plan
- Communications materials – project reporting
- Communications materials – Minister social media materials
- Internal stakeholder engagement plan

Major Projects Canberra – Draft Organisation Structure

General Structure



SPIRE Structure



Notes:

- The SPIRE structure is indicative. Exact number of positions and titles to be finalised.



Chief Minister, Treasury and Economic
Development Directorate

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To:	Chief Minister	Tracking No.: CMTEDD2019/2822
Date:	7 June 2019	
CC:		
From:	Head of Service	
Subject:	Establishment of a new infrastructure body	
Critical Date:		
Critical Reason:		

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Agree to establish a new body to deliver major infrastructure projects.

Agreed / Not Agreed / Please Discuss

Andrew Barr MLA *Andrew Barr* 11/6/19

Minister's Office Feedback

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Background

1. Investing in infrastructure that supports Canberra's prosperity, liveability and social inclusion is a key priority for the ACT Government.
2. In the 2019-20 Budget the Government has announced several significant infrastructure projects to be delivered over the next four years. The *ACT Infrastructure Plan 2019-29*, to be delivered by September 2019, will articulate to the community and industry an investment program over the next ten years outlining the city's infrastructure priorities and emerging needs.
3. Building on the successful delivery of Light Rail Stage 1 and to support the further efficient and effective delivery of major large infrastructure projects in the Territory, I suggest that the Government establish a new infrastructure project delivery body. The body would provide a clear focus to the procurement and delivery of major infrastructure projects by establishing a centralised area of major project delivery expertise.
4. Strategic advice to the Government, including the maintenance of financial and governance frameworks, on the Territory's infrastructure planning priorities would continue to be led and coordinated by CMTEDD with full participation of the new body and all directorates.

Issues

Scope

5. I suggest that in the first instance the body assume project delivery responsibility for the following major projects:
 - a. Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital
 - b. Light Rail Stage 2
 - c. CIT Woden.
6. In addition, I suggest that the capital works delivery functions currently located in Treasury transfer to the new body. This would complement the responsibilities of the new body and avoid duplication of capital works delivery expertise.
7. Future projects to be delivered by the body would be subject to your direction and the outcomes of the *ACT Infrastructure Plan 2019-29*.
8. The delivery of other capital works projects including roads, schools and public housing, would remain the responsibility of the respective directorates as would civil, commercial and social infrastructure projects.

Name

9. The new body could be named Projects Canberra. This aligns with naming conventions of other ACT entities, aligns with the title of the New South Wales infrastructure delivery agency, would be well understood by the local business community and is simple and easy to understand for the community generally.

Governance and resourcing

10. I propose that the body be established as a separate administrative unit under the Administrative Arrangements.

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11. The head of the new body would be accountable to you as Treasurer and the responsible portfolio Minister for each project. This would establish clear accountability to the Minister with responsibility for the outcomes intended to be achieved by the delivery of the infrastructure. The head of the new body would be accountable to me as Head of Service.
12. I suggest that the head of the body be titled Chief Project Officer to emphasise the importance of the role. This titling aligns with the titling of the Chief Digital Officer who similarly has a whole of government leadership role in an area of specialist expertise.
13. Directorate staffing resources currently allocated to the delivery of the major projects identified above in Transport Canberra and City Services and the Health Directorate, as well as the relevant resources from the Infrastructure and Capital Works team in Treasury, would be transferred into the new body.
14. The Chief Engineer would also play a key leadership role in the new body.
15. I would propose to make an interim appointment to head the body while a full selection process is undertaken.

Timing of commencement and transition

16. The new body could be operational from 1 July 2019. Alternatively, it could commence on 1 September 2019 with the expected release of the *ACT Infrastructure Plan 2019-29*. With the later commencement, an announcement about the intended establishment of the body could be made before 30 June 2019 to enable engagement with staff on the transition.
17. A dedicated cross-directorate transition team would be established to guide the transition. Staff, employee representatives and industry representatives would be consulted.
18. CMTEDD Communications and Engagement would develop a comprehensive communications and engagement plan to support the transition team. Initial staff consultation would be led by myself, the Under Treasurer, the Director-General Health Directorate and the Director-General Transport Canberra and City Services, together with the proposed interim head of the new body.

Financial Implications

19. The new body would be funded from within existing directorate and project budgets.

Consultation

Internal

20. As above.

Cross Directorate

21. As above.

External

22. Following your endorsement, it will be important to consult with the CIT Board and Chief Executive Officer about the inclusion of CIT Woden as an in-scope project.

Work Health and Safety

23. The new body would continue the Government's focus on Work Health and Safety.

Benefits/Sensitivities

24. The creation of this new body would emphasise the importance the Government places on

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delivering key infrastructure projects and maximise the effective use of ACT Government resources by concentrating major project delivery skills in one body. It will be important to engage effectively with stakeholder sand staff to ensure that any issues are addressed, and misunderstandings are minimised.

Communications, media and engagement implications

As above.


Kathy Leigh
Head of Service

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Tracking No.: CMTEDD2019/2822

Kalleske, Sarah

From: Rowe, Shannon on behalf of Strachan, Shaun
Sent: Thursday, 6 June 2019 10:20 AM
To: Nicol, David
Cc: Leigh, Kathy; Ogden, Paul
Subject: HIGHLY CONFIDENTIAL: Functional, budgetary and FTE - IFCW/PACT
Attachments: 20190606103050752.pdf

UNCLASSIFIED Sensitive

Hi David,

You requested clarity in relation to the internal IFCW/PACT budget, with a view of understanding which functions will remain either in CSI or move to the new Infrastructure Authority.

Please find attached a breakdown of the internal budget impact, service elements and FTE of IFCW/PACT.

Regards
Shaun

BUDGET IN CONFIDENCE



ACT
Government

Chief Minister, Treasury and
Economic Development

Date	6 June 2019	TRIM No: CMTEDD2019/ File No:
To	Under Treasurer	
From	Executive Director, Procurement ACT	
Subject	Functional, budgetary and FTE implications of the proposed new reporting arrangements for Infrastructure Finance and Capital Works (IFCW)	

• DUT, CSI 6/6/2019

Critical date and reason

1. 06 June 2019 to inform decisions around proposed Machinery of Government changes.

Recommendations

That you agree to the allocation of functional areas across IFCW, Procurement ACT and yet to be determined sections within Treasury to facilitate the proposed Machinery of Government changes for delivery of major infrastructure and capital works.

- **AGREED//DISAGREED/PLEASE DISCUSS**

That you note the indicative assessment provided of the movement of FTE resources and budgets that would result from that reallocation of responsibilities.

- **NOTED/PLEASE DISCUSS**

David Nicol..... / /

Background

2. The creation of the IFCW Division in October 2017, and subsequent creation of the Procurement ACT Division in July 2018 has resulted in an arrangement whereby significant back office and operational support for the capital works delivery capacity within IFCW is provided by Procurement ACT.
3. The budget position and respective revenue bases of the two divisions is such that maintaining a balanced budget across the two is conditional on cross subsidisation. The proposed changes to administration of the IFCW functions reduces the need for that cross subsidisation, but there remains an underlying structural deficit within Procurement ACT.

Issues

The proposed re-allocation of functional areas currently sitting in Procurement ACT and IFCW.

4. The guiding principle adopted for the reallocation of functions (see Attachment A) was that all direct and indirect support for the capital works delivery capability should reside within IFCW. In order to satisfy that condition, IFCW would retain nearly all of its current functional areas:
 - Executive support;
 - Commercial infrastructure delivery;
 - Civil infrastructure delivery;
 - Social infrastructure delivery;
 - Major Projects delivery; and
 - Secretariat and project governance support
5. A number of functional areas currently sitting within Procurement ACT would be moved into IFCW: The areas that would move into IFCW are as follows:
 - Contract conformance and disputes support;
 - Pre-qualification and IRE Certification;
 - Superintendent of Works and Active Certification;
 - PMARS
 - Finance and reporting including billing and accounts receivable (noting that the budget development and financial reporting requirements of Procurement ACT would have to be sourced from somewhere else)
6. Some of the current IFCW functions would better be removed and retained within the CSI group of Treasury:
 - Infrastructure finance advice, including the Partnership Framework;
 - The Capital Framework; and
 - Unsolicited proposals.

Consultation

7. The proposed re-allocation of functions has been discussed between the ED Procurement ACT, the EGM IFCW and the DUT CSI. CMTEDD's CFO has also been consulted on this arrangement and has been provided a copy of this brief. Given the sensitivity and timing of this work, no further consultation has been conducted.

Work Health and Safety

8. Not applicable.

Financial

9. As referred to above, reallocating these functions in the manner proposed has implications for the budget position of both IFCW and Procurement ACT. The table at Attachment B provides an indication of resultant financial implications.
10. Taking into account the anticipated FTE movements associated with those functions being re-assigned, and the funding arrangements that currently support those functions, the preliminary estimate of financial impact is such that IFCW would have a structural surplus of approximately \$2.8 million, with Procurement ACT carrying a structural deficit of the same amount.

11. Approximately \$1.8 million of that deficit is attributable to IFCW's share of a contribution to Shared Services' costs. Those costs are being met through the reduction of Procurement ACT goods and service fees directorates, with Shared services having made commensurate increases to their fees.
12. The remaining \$1 million is reflective of the constrained revenue opportunity for Procurement ACT not providing sufficient funding to meet the cost of contemporary expectations of services being provided.

Risks/ Sensitivities

13. Not applicable.

Media

14. Not applicable.

Contact officers: Glenn Bain ext76559 / Adrian Piani ext78944

Table 2. FTE by cost centre

	Procurement ACT		IFCW				Infrastructure Finance	Infrastructure Total		
	Goods & Services	Infrastructure Support	Total	Executive Civil	Commercial	Major Projects			Social	
Current allocation	33.2	15.6	69.2	1	32	31	4	22	7	97
Proposed Allocation										
ACT	33.2	3	47.2	0	0	0	0	0	0	0
IFCW	0	12.6	22	1	32	31	4	22	3	93
PACT	0	0	0	0					4	4
Total	33.2	15.6	69.2	0	1	32	4	22	7	97

summary, PACT reduces FTE by 22 from 69.2 FTEs to 47.2, IFCW increases FTE by 18 from 97 to 115, and CSI retains 4 FTE

Table 1. Allocations of affected functions

CSI	IFCW	Procurement ACT
Infrastructure finance advice	Executive support	Goods and services Procurement
The Partnership Framework	Contract conformance and disputes support	Procurement Policy
The Capital Framework	Pre-qualification and IRE Certification	Simple procurement support
Unsolicited proposals	PMARS	Education capability development
	Finance and reporting	Risk management and reporting
	Superintendent of Works	Procurement operations
	Active Certification	Tenders ACT
	Secretariat and project governance support	Panel systems and support
	Commercial infrastructure delivery	Whole of Government arrangements
	Civil infrastructure delivery	
	Social infrastructure delivery	
	Major Projects delivery	

Table of resultant budget position across the divisions

	PACT	IFCW	SECURITY	Total
Summary profit and Loss				
Revenues				
Controlled Recurrent Payment (CRP)	2,000		3,978	6,720
User Charges - Goods and Services	3,534	-	-	3,534
User Charges - Capital Works Management Levy	-	20,100	-	20,100
User Charges - Other Revenue (eg PAP fees)	234	3,000	-	3,234
Total Revenues	5,768	23,842	3,978	33,588
Employee expenses	6,875	18,027	816	25,718
administrative expenses	832	1,451	74	2,357
contractors	14	237	3,049	3,300
internal expenses /SSC MOU costs	839	1,335	39	2,213
Total Expenses	8,560	21,050	3,978	33,588
Operating Result	2,792	2,792	-	-

Kalleske, Sarah

From: Edghill, Duncan
Sent: Friday, 24 May 2019 10:01 AM
To: Leigh, Kathy; Nicol, David
Cc: Playford, Alison
Subject: Infrastructure Agency Note
Attachments: brief - infrastructure agency establishment - de 230519.docx

Categories: SK

UNCLASSIFIED Sensitive

Kathy, David,

Following from our conversation earlier in the week please find attached a short note which hopefully summarises our conversation. I've also added in additional thoughts around what will need to be resolved. I hope this is useful. Alison is aware I'm sending this through but hasn't yet had a chance to consider it (I only drafted it last night).

Many thanks. I'd be happy to discuss next steps at your convenience.

Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



T 02 6205 3842 | M 0431 882 470 | E duncan.edghill@act.gov.au
GPO Box 158, Canberra ACT 2601

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Transport Canberra and City Services

SENSITIVE

To: Head of Service

From: Deputy Director-General, Transport Canberra

Subject: Establishment of a Major Projects Agency

Purpose

This brief sets out the potential parameters of a new infrastructure delivery agency within the ACT Government. It describes decisions which will need to be made in the establishment of the new agency, together with an outline of initial areas of focus for the new agency.

Proposed Agency Features – Already Settled

Proposed features of the new agency which are already broadly settled by the Head of Service are as follows:

Area	Commentary
Form	<ul style="list-style-type: none"> • The agency will be established as a new stand-alone department. It will not report into an existing Directorate, but will instead have direct Ministerial reporting accountabilities • The agency will not, however, be a Directorate • The agency head will carry the title "Coordinator-General" in some form
Ministerial	<ul style="list-style-type: none"> • The agency will report to the Treasurer (i) for administrative purposes, and (ii) as the Treasurer will have an inherent interest in infrastructure delivery across the Territory • For 'major projects' the agency will report to the relevant portfolio Minister • There will be no 'Minister for Infrastructure'
Functions	<p>The agency will have the following functions:</p> <ul style="list-style-type: none"> • Development, Procurement and Delivery of Major Infrastructure Projects: The agency will be responsible for the business case development, procurement and delivery of designated major projects. In this respect: <ul style="list-style-type: none"> ○ It will work in consultation with the relevant portfolio directorate ○ Project commissioning and hand-back arrangements will be determined on a case by case basis with the relevant directorate having regard to the nature of the project

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	<ul style="list-style-type: none"> ○ The agency will hold the project development and delivery budget ● Procurement and Delivery of all other Infrastructure Projects: The agency will be responsible for procurement and delivery of all other infrastructure projects. In this respect: <ul style="list-style-type: none"> ○ This effectively involves incorporating the existing IFCW team and responsibilities, with the exception of the 'Infrastructure Finance and Reform' area of IFCW (i.e. the infrastructure policy frameworks, unsolicited bid process, IPAC coordination, infrastructure planning, handling of infrastructure financing and funding issues and Treasury assessment of costs will remain within CMTEDD). ○ Excluded (unless otherwise agreed) are public housing, SLA, CRA and minor capital works projects ordinarily delivered by individual directorates ○ Project budgets remain held by relevant directorates <p>The agency does not operate the infrastructure it delivers (for example, a light rail system delivered by the agency will be operated by TCCS).</p>
Designated Major Projects	<ul style="list-style-type: none"> ● The Chief Minister may designate major projects into the agency ● It is anticipated that the agency may have around 2 to 4 major projects in active development or delivery at any one time ● The major projects to initially be designated into the agency are: <ul style="list-style-type: none"> ○ SPIRE ○ City to Woden Light Rail
Establishment Date	The agency is to be established from 1 July 2019

Proposed Agency Features – To be Determined

Other features of the new agency which will require resolution are as follow:

Area	Commentary
Name	Agency name is to be determined. Options may include 'Infrastructure ACT,' 'Major Projects ACT,' 'Building Canberra' or the like. 'Infrastructure ACT' is possibly the most straightforward option, though the agency would not fulfil the same planning and assessment activities as other "i-bodies."
Associated Projects	<ul style="list-style-type: none"> ● Assess whether the designation of a major project into the agency may necessitate the transfer of any associated projects. For example: <ul style="list-style-type: none"> ○ Designation of City to Woden Light Rail project may mean it is also sensible to transfer Woden bus interchange and other associated projects ○ The transfer of SPIRE and associated staff into the agency may necessitate consideration of associate or proximate projects
'IFCW' Funding Model	Treasury to develop a funding model proposal in respect of the transferring IFCW functions
Initial Budget	It will be necessary to determine the agency's initial budget having regard to the following:

SENSITIVE

	<ul style="list-style-type: none"> • Staff and advisory resources transferring from TCCS and Health • Existing budgets for the designated major projects • The 'IFCW' funding proposal to be developed by Treasury • The corporate services model to be adopted • Systems budgets • Any other relevant budgetary considerations
Accommodation	<p>Starting principles are:</p> <ul style="list-style-type: none"> • It is desirable that no new property leases be entered into by the ACT Government • Agency staff should be co-located <p>The majority of staff are currently located in IFCW's Belconnen offices. However, if office space is available, establishing the agency in Woden would align well with the location of the first two designated major projects.</p>
Staff Transfers	<p>It will be necessary to identify individual staff members who will transfer into the new agency and undertake any discussions required by industrial instruments. In this respect:</p> <ul style="list-style-type: none"> • From TCCS, generally Light Rail Stage 1 close-out and City to Woden Light Rail staff are proposed to transfer. It will be necessary to work through arrangements for staff that fulfil multiple functions across business areas. Some project staff may not be retained beyond 30 June. Corporate services staff will also need consideration. • From Health it will be necessary to consider staff currently involved in SPIRE and the ongoing requirement for Health to retain capital works personnel <p>An organisation chart and organisational structure for the new agency will need to be developed.</p>
Corporate Services	<p>It will be necessary to determine whether the agency self-performs its own corporate services, or whether it is supported by a different directorate. Assuming the latter is appropriate, consideration will need to be given as to:</p> <ul style="list-style-type: none"> • What corporate services are sourced from another directorate (eg HR, Governance and Ministerial, Finance). It is recommended the agency maintain its own communications team • What corporate services personnel are required in the new agency (either to self-perform some works and/or to interface with other directorates) • Which corporate services staff will transfer from an existing directorate into the new agency • Which directorate(s) provide corporate support to the new agency • Funding arrangements for corporate support
Project Governance	<p>Separate governance arrangements for each major project are preferred, though details will need to be resolved.</p>

Other Pre-Establishment Activities

Other activities which will need to occur prior to the establishment of the agency include the following:

SENSITIVE

Area	Commentary
Announcement of New Agency	<ul style="list-style-type: none"> • The announcement of the agency is to occur after ACT Budget Day (Tuesday 4 June) • Ideally however, the announcement should occur as soon as possible to facilitate works needed to establish the agency. Tuesday 11 June is a potential announcement date • Communications approach to be finalised <p>[DE Note: DE on annual leave Thursday 6 June until afternoon of Tuesday 11 June. Currently booked to present at AFR National Infrastructure Summit on Wednesday 12 June (and attend on Thursday 13 June)]</p>
Draft Administrative Instruments	<ul style="list-style-type: none"> • Drafting of administrative instruments necessary to give effect to the new agency • Ensure all delegations are appropriate and in place from 1 July to ensure ongoing functioning of the agency's activities
Staff Briefings	<ul style="list-style-type: none"> • Staff discussions are to be undertaken, both as required by industrial instruments and generally in preparation for the new agency taking effect • Internal communications plan for the transition to be developed and implemented
PMARS	<ul style="list-style-type: none"> • Determine where responsibility for PMARS implementation resides
Chief Engineer	<ul style="list-style-type: none"> • Discuss the new agency with the Chief Engineer
Remuneration	Resolve initial Coordinator General remuneration

Post-Establishment Activities

- Key initial areas of focus for the agency will be:
 - Ensuring progression of SPIRE – decanting, demolition and main works procurement
 - Improving project communications and reporting
 - Finalise City to Woden light rail business case for Cabinet. Progress planning and procurement
 - Setting vision, objectives and strategy

- Other areas of activity for the new agency include:
 - Stakeholder introductions – Ministers (as relevant), DGs and others
 - Developing and improving local industry relationships
 - Cross-jurisdictional introductions (both (i) raising Canberra profile with civil / building industry participants, and (ii) pursuing government relationships where ACT Government can draw lessons learnt, identify resources and obtain documentation)
 - Consider ongoing IFCW structure within new agency

Other Notes

- Please note existing DE leave:

SENSITIVE

SENSITIVE

- 6 – 11 June (annual leave – 2.5 days)
- 28 June (annual leave – 1 day)
- 8 – 16 July (annual leave – 7 days)

Signatory Name: Duncan Edghill

24 May 2019

SENSITIVE

What is government's involvement/interest?	Creation of new Infrastructure delivery body, Major Projects Canberra		
Why are we communicating on this issue?	The ACT Government will establish a new infrastructure delivery body from 1 July 2019. Staff and stakeholders need to be advised and consulted throughout the transition.		
Does it cross over other Directorates/ agencies?	Chief Minister, Treasury and Economic Development Directorate, Transport Canberra and City Services, Health Services, CIT	Spokesperson	Chief Minister external, HOS internal, CIT CEO
Communications project tier	Tier two announcement		
Target audience/ stakeholders/third party endorsers	<i>Expected position and/or commentary</i>		
Workforce joining body	<p>Clarity will be required for teams splitting between existing directorates and new body.</p> <p>Will want to know where the offices will be and from when. Some have moved several times in recent years.</p> <p>Clarity will be required for staff in relevant policy/corporate/financial /communications and engagement roles in the impacted agencies, who currently support these major projects.</p> <p>May seek to have opportunities to remain in directorates rather than moving to the new body.</p> <p>Will be interested in recruitment processes for the new position of Chief Projects Officer.</p>		
Workforce from related agencies	Will require clarity around delineation of responsibilities between directorates and the new body, movement of people within teams, service level agreements and protocols for external communications and engagement.		
Opposition	Criticism of duplication across the service likely, as was received in AA changes creating the Health Directorate/Canberra Health Services, and the SLA/CRA agencies. Any delays of LRS2 will continue to be criticised.		
Industry/Peak bodies	Likely to welcome the announcement, with a clear position for government to get on with delivering major infrastructure for the territory, the faster the better. May question why the body is only responsible for a small number of projects and not all.		
Community Groups	Of LRS2, Woden Valley Community Council says they hope delays to the project will give government the chance to plan for urban infill in the region, noting the body's interdependencies with other directorates.		
Commonwealth Government	New Assistant Minister for Territories Nola Marino say she is open to working with the territory on LRS2 and that she "...looks forward to seeing an outcome		

	<p>consistent with the National Capital Plan and safeguards the values of the national capital..." Says LRS2 will be the greatest change to the Parliamentary Zone since the construction of new Parliament House.</p> <p>Senator Zed Seselja said following the election that a new or improved Canberra stadium was his priority in his third Upper term.</p>
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Key Messages

What are we doing and why?

- The ACT Government will establish a new infrastructure delivery body from 1 July 2019, to lead the planning and delivery of the territory's signature infrastructure projects.
- Investing in infrastructure that supports Canberra's prosperity, liveability and social inclusion is a key priority for the ACT Government.
- The ACT's population reached 422,500 people in 2018. As one of Australia's fastest-growing communities, Canberra's infrastructure needs to keep pace.
- Over the past few years we have stepped up our investment in a new hospital and health facilities and public transport. The first stage of light rail has been delivered, it was the ACT's largest ever infrastructure project and one of its first public private partnerships.
- With \$2.8 billion committed to further infrastructure projects over the next four years, the new body will provide a clear focus on major project delivery.
- Creation of this body will bring the ACT in line with every other Australian jurisdiction.

What will they be responsible for?

- Major Projects Canberra will be a small expert major projects team, led by a Chief Projects Officer, reporting to the Head of Service and relevant Ministers.
- It will be its own administrative unit.
- The body will lead the planning and delivery of Light Rail Stage 2, SPIRE, and CIT Woden. Future projects will be at the direction of the Chief Minister.
- It will also be responsible for whole of government functions currently provided within IFCW in Treasury, including Executive Support, Contract conformance and dispute support, Pre-qualification and IRE Certification, PMARS, Finance and reporting, Superintendent of Works, Active Certification, Secretariat and project governance support, Commercial infrastructure delivery, Civil infrastructure delivery, Social infrastructure delivery, Major projects delivery.
- Strategic advice to government on the Territory's infrastructure priorities will continue to be provided by Infrastructure, Finance and Capital Works division, in the Chief Minister, Treasury and Economic Development Directorate.

FAQs and Internal Comms at Attachment A.

Timeline for 13 June

Date	Communications collateral	Responsibility
10am	Message to Unions	Meredith

Approved by: Kathy Leigh

Action officer: Anita Perkins, x50035

Date: 12 June 2019

		Whitten Russell Noud
TBC	Phone call with Craig Sloan, CIT	Minister Fitzharris
2pm	Stand up with staff at AFCW Nature Conservation House Belconnen	Kathy Leigh David Nicol Duncan Edghill Shaun Strachan Robert Wright
3.30pm	Standup with staff at TCCS DPMH Dickson	Kathy Leigh Alison Playford Duncan Edghill Cherie Hughes
4.30pm	Standup with staff at Health Directorate	Kathy Leigh Michael De'Ath Duncan Edghill Liz Lopa
	Phone calls to key stakeholders	HOS, UT, DGs TCCS and Health

Minister: Chief Minister, Minister for Health, Minister for Transport
Date: June 2019

SUBJECT: Creation of Major Projects Canberra
ISSUE: Advice for staff and stakeholders

KEY MESSAGES:

- The ACT Government will establish a new infrastructure delivery body, Major Projects Canberra, from 1 July 2019, to lead the territory's signature infrastructure projects.
- Investing in infrastructure that supports Canberra's prosperity, liveability and social inclusion is a key priority for the ACT Government.
- The ACT's population reached 422,500 people in 2018. As one of Australia's fastest-growing communities, Canberra's infrastructure needs to keep pace.
- Over the past few years we have stepped up our investment in a new hospital and health facilities and public transport. The first stage of light rail has been delivered, it was the ACT's largest ever infrastructure project and one of its first public private partnerships.
- With \$2.8 billion committed to further infrastructure projects over the next four years, a new body is being established to provide a clear focus on delivery of all major infrastructure projects by one central body.
- Creation of this body will bring the ACT in line with every other Australian jurisdiction.

FAQs

What will Major Projects Canberra be responsible for?

- Major Projects Canberra will lead the procurement and delivery of the territory's signature infrastructure programs, those with significant complexity and scale.
- They will take responsibility for Light Rail Stage 2, and the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital.
- Future projects will be at the direction of the Chief Minister.
- It will also be responsible for whole of government functions currently provided within IFCW in Treasury, including Executive Support, Contract conformance and dispute support, Pre-qualification and IRE Certification, PMARS, Finance and reporting, Superintendent of Works, Active Certification, Secretariat and project governance support, Commercial infrastructure delivery, Civil infrastructure delivery, Social infrastructure delivery, Major projects delivery.

What won't they be responsible for?

- Strategic advice to the government on the Territory's Infrastructure priorities will continue to be provided by Treasury.
- The delivery of other capital works projects including roads, schools and public housing, remain the responsibility of their respective directorates.
- Civil, commercial and social infrastructure remains in directorates.

What will it mean to the Canberra community?

- The expert body will deliver some of the Territory's largest ever projects - the city's second stage of light rail, and the SPIRE Centre at Canberra Hospital.
- The ACT's population reached 420,902 people in 2018. As one of Australia's fastest-growing communities, Canberra's infrastructure needs to keep pace.
- \$2.8 billion is committed to infrastructure projects over the next four years. The new body will provide a clear focus for the delivery of our major infrastructure projects.

What are the administrative arrangements for the new body

- It will be a small expert team, led by a Chief Projects Officer, reporting to the Head of Service and relevant Ministers.
- It will be its own administrative unit.
- There will not be a new ministerial portfolio created. The Chief Projects Officer will report to the Treasurer and relevant minister for each project.

Why create a new body – will it not lead to duplication?

- No. The new body will be funded from within existing budgets.
- Delivering the territory's signature infrastructure projects requires major project delivery expertise, and it makes sense to centralise that expertise for the territory's signature projects.

Internal communications

Who will be moving into this new body?

- The team will bring together staff currently responsible for the delivery areas of these major projects from TCCS, Health Directorate, and Treasury, as follows:
 - From Infrastructure, Finance and Capital Works, CMTEDD:** Executive Support, Contract conformance and dispute support, Pre-qualification and IRE Certification, PMARS, Finance and reporting, Superintendent of Works, Active Certification, Secretariat and project governance support, Commercial infrastructure delivery, Civil infrastructure delivery, Social infrastructure delivery, Major projects delivery.
 - From Health Directorate:** funding identified in the SPIRE project budget. There are no identified roles at this stage.
 - From Transport Canberra:** Light Rail Stage 1 construction finalisation, Light Rail Stage 2, a limited number of corporate services.
- The body will be led by a Chief Projects Officer, reporting to the Head of Service and accountable direct to the Treasurer and the relevant Ministers.
- The Chief Engineer will also play a key leadership role in the new body.
- The Deputy Director-General of Transport Canberra City Services Directorate, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken.
- Noting that major infrastructure projects require a concerted effort on keeping the community engaged and informed, communications and engagement arrangements will be worked through for both inhouse advice and how directorates will retain responsibility for communicating and engaging

with the community and stakeholders on the policy setting of their responsibilities.

Who will not be moving:

CMTEDD, Infrastructure finance advice, The Partnership Framework, The Capital Framework, Unsolicited Proposals, Procurement ACT

TCCS, Transport Canberra Operations, including the Light Rail Stage 1 Operations team, and the TCCS Infrastructure Delivery team will remain in TCCS.

Impact on staff

- We understand this process can be unsettling for staff, and this is why we have moved quickly to speak directly with all staff following the announcement.
- It will be business as usual from 1 July 2019.
- We have established a process for managing the transition to the new body.
- No staff will be lost as a result of the changes made today.
- The scope of the government's activities for major infrastructure delivery will remain, they will just be delivered in a different way.
- Functions and their associated staff will be moved under machinery of government provisions to the new structures as occurs with any administrative changes.
- All staff positions in the new body will remain ACT Public Servants, employed under the *Public Sector Management Act 1994* and the existing ACT Public Service Industrial Agreements.
- Over time and as the new structure matures, and is the case with all new agencies, organisational arrangements and requirements may change.
- In the event this occurs, any impact on overall employment and particular jobs will be dealt with through the established procedures set out in our industrial agreements, and in keeping with prevailing Government policy.

Where will the new body be located?

- There will be approximately 100 staff in this new body.
- It is preferred they will be located in the one building.
- The location is most likely to be in Woden, and consultation will occur with staff and unions as these arrangements are worked through.
- If you have feedback or concerns, please talk with your directorate's transition team member.
- Any accommodation moves will be strategically planned to ensure there are minimal impacts to the region.

What consultation will take place with staff and industry?

- A dedicated transition team comprised of senior execs from Health (Liz Lopa), TCCS (Cherie Hughes) and CMTEDD (Shaun Strachan) has been established to guide the planning and delivery of the new body with leadership of the transition team to be provided by Duncan Edghill.
- The key contacts in each directorate as part of the transition team are Cherie Hughes for TCCS, Shaun Strachan for CMTEDD and Liz for Health Directorate.
- Staff, employee representatives and industry representatives will be consulted.

Who will lead the organisations?

- The body will be led by a Chief Projects Officer, reporting to the Head of Service and relevant ministers.

- For the immediate period, Mr Duncan Edghill, Transport Canberra's Deputy Director-General, will act as the Chief Projects Officer while permanent recruitment is undertaken.

What will happen next?

- There is significant work to be undertaken to ensure arrangements are in place for the intended 1 July 2019 commencement.
- A transition team lead by the Duncan Edghill is being assembled to undertake necessary work, in consultation with affected staff, reporting to the Head of Service.
- Recruitment will commence for the appointment of the Chief Projects Officer.

How will the transition process progress from here?

- Duncan Edghill will lead the transition, supported by key execs from TCCS, Health and CMTEDD.
- The Head of Service is meeting with each of the teams that will be moving into the new body, with their existing Director-General.
- Executives will need to provide clear leadership and guidance in relation to both continuing the focus on current delivery, and, supported by the Transition Team led by Duncan Edghill, guiding the change process and supporting their staff as it unfolds, including by providing reassurance in relation to continuity of functions and employment.
- EAP support arrangements are in place for staff who require additional assistance and support.

How will we keep you informed?

- The Transition Team representatives (Cherie Hughes TCCS, Shaun Strachan CMTEDD and Liz Lopa Health Directorate) will convene regular forums in their directorates and provide regular updates.
- Staff are encouraged to email them direct with suggestions, questions or concerns.
- Discussions will be held with relevant unions, and we provide updates to those unions at the same time as staff.

Things we don't know yet

- At this stage no decisions have been made in relation to detailed allocation of functions and individual staff coming together in this new body. This will be worked through with affected staff.

Start getting ready now

- Things to think about include:
 - How do we ensure program delivery through this change process?
 - How can we use the opportunity to work across our teams differently, collaborate more/better?

Action officer: Anita Perkins

Cleared by: Kathy Leigh

Date: 12 June 2019

Andrew Barr MLA

Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

xxxx 2019

Delivering Canberra's major infrastructure

A new expert team within the ACT Government will lead the delivery of the territory's signature infrastructure projects from 1 July 2019.

Projects Canberra will take responsibility for Light Rail Stage 2, The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital, and a new purpose-built campus for CIT that is currently being considered for the Woden Town Centre.

As Canberra grows toward a city of 500,000 people, we are committed to investing in infrastructure that supports our community's prosperity, liveability and social inclusion.

Over the past few years we have stepped up our investment in services the entire Canberra Region relies on, with a new hospital and health facilities, new and expanded local schools, and integrated public transport options including the first stage of light rail.

The overnment will release the ACT Infrastructure Plan 2019-29 in September, to outline to the community and industry the city's infrastructure priorities and emerging needs.

With \$2.8 billion committed to further infrastructure projects over the next four years, Projects Canberra will equip the ACT with an infrastructure delivery team like those in all other states and territories.

It will be funded from existing resources, bringing together staff from Transport Canberra and City Services, Health and Treasury to centralise expertise across government and focus the planning, procurement and delivery of some of the territory's largest ever projects.

Statement ends

ACT Legislative Assembly

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@ABarrMLA

AndrewBarrMLA

chiefministeract

Andrew Barr MLA

Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

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ACT Legislative Assembly

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AndrewBarrMLA

chiefministeract

Kathy,

Please find below a message I propose to send to relevant staff, which will then be forwarded to unions. This has had input from the transition team, including Anita and Meredith. If you are OK with the message I'll have it sent out today.

Kind Regards
Duncan



19 June 2019

AN UPDATE ON MAJOR PROJECTS CANBERRA

Duncan Edghill
Transition Leader



Establishment of Major Projects Canberra

Colleagues,

It was a pleasure to meet with many of you last Thursday afternoon. I'm very much looking forward to working with you as we establish Major Projects Canberra from 1 July. The new organisation will have a busy agenda, but our work promises to be thoroughly enjoyable and rewarding.

There are a number of items we're currently working through as we get Major Projects Canberra up and running:

- **Transferring Staff:** The transfer of staff to Major Projects Canberra is a Machinery of Government change and will be managed in accordance with the relevant provisions in the *Public Sector Management Act 1994*. The transition team is working through the final details of individuals who will transition into the new agency. If you are proposed to move into Major Projects Canberra, either Shaun Strachan (IFCW), Cherie Hughes (TCCS) or Liz Lopa (Health) will speak with you prior to 1 July.
- **Job Advertisements:** If you are informed that your position will move into Major Projects Canberra, it will not be necessary for you to reapply for your role. Your role will continue. However, as both SPIRE and City to Woden Light Rail ramp-up and with the establishment of some new corporate roles, it will be necessary to advertise a number of positions (either as Expressions of Interest or permanently). You may see positions being advertised in the near future.
- **Accommodation:** As noted on Thursday, Major Projects Canberra is most likely to be based out of the Callam offices in Woden (while other areas of the ACTPS may move into the Belconnen space). We will provide further details as soon as we can about when moves may occur. As a number of pods in the Callam offices will need to be fit out, not all staff will move

on 1 July. We will keep you posted once arrangements are finalised.

- **Organisation Structure:** The organisation structure for Major Projects Canberra is being developed. I'll provide further information on this shortly, but I expect we will have areas that reflect the current IFCW team, a central corporate support team, communications and engagement, and the SPIRE and Light Rail teams.

We will keep you informed about transition progress ahead of 1 July. In the meantime, if you have any questions please speak with Shaun, Cherie or Liz as relevant in the first instance. Alternatively, please also feel free to reach out to me.

Regards,

Duncan Edghill

**Transition Leader
Major Projects Canberra**

Follow us on



 www.act.gov.au

RESPECT INTEGRITY
COLLABORATION
INNOVATION

A MESSAGE FROM THE **EXECUTIVE GROUP MANAGER**

INFRASTRUCTURE FINANCE & CAPITAL WORKS
COMMERCIAL SERVICES AND INFRASTRUCTURE

Adrian Piani



Colleagues

Yesterday it was announced that Infrastructure Finance and Capital Works will form part of the newly established infrastructure agency for ACT Government, "Major Projects, Canberra".

What this means for us and how the agency looks is currently being determined. The formal announcement is due to come from the Chief Minister on Monday next week (17/6) and further detail will be worked through from then. I will update you all as further information becomes available.

For the time being it is important to maintain business as usual. As the Head of Service and the Under Treasurer confirmed; consistency and continuity of services is paramount as we work through the transition.

This change provides an opportunity to innovate, and to strengthen the way in which we think about and deliver capital works within the Territory. The ACT Government has a large forward programme of works which reflects the increasing demand and changing needs of the community. The new agency will centralise infrastructure expertise and put us in a strong position to create a centre of excellence for infrastructure delivery that enhances our focus on safety, quality, the timely delivery of projects, and overall value for money for the Territory.

A transition team is being formed to guide us through this change. However, if you have any pressing questions that your branch managers are unable to answer please feel free to come and see me.

I completely appreciate that this can be an unsettling process for people, should you feel that you require any additional support or assistance please remember that the [Employee Assistance Program](#) is in place.

Regards

Adrian Piani

Executive Group Manager
Infrastructure Finance & Capital Works

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