



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 2019-245

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	Waived
6. Processing time (in working days)	33
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



ACT Health FOI Office

Canberra Health Services FOI Office

Chief Minister, Treasury and Economic Development FOI Office

Major Projects FOI Office

Justice and Community Safety FOI Office

Environment Planning and Sustainable Development FOI Office

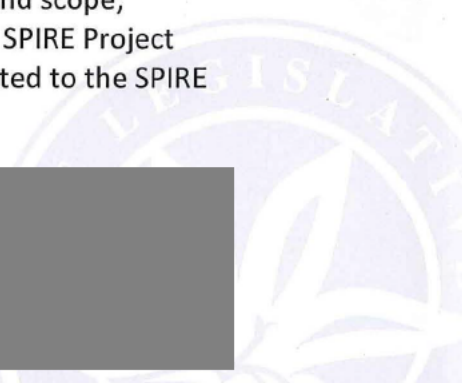
Transport and City Services FOI Office

FOI Request related to the SPIRE project

Under the 2016 Freedom of Information Act, I request access to documents dated from 1 November 2016 related to change in the scope, location, timing and estimated cost of the Surgical Procedures Interventional Radiology and Emergency or SPIRE project.

In particular, I am seeking access to:

- a) Briefs prepared for Ministers related to the SPIRE project including estimates briefs, annual reports briefs, question time briefs and all other types of briefs.
- b) Documents related to the transfer of responsibility for the project from ACT Health and Canberra Health Services to Major Projects;
- c) Communications strategy and related documents related to SPIRE including social media material;
- d) Planning documents related to SPIRE including traffic studies and other studies performed as part of developing the project;
- e) Correspondence with other directorates, unions, professional organisations, community groups and other relevant persons about changes to the location, scope, timing or cost of the project
- f) Documents related to meetings to discuss SPIRE including agenda and minutes of meeting. This does not include documents of a purely administrative nature such as booking a room;
- g) Documents related to consultation with Canberra Health Services staff, professional organisations, local residents, regional residents and other relevant bodies related to changes to the location, scope, timing or cost of SPIRE;
- h) Costing of the SPIRE project, including for its changed location and scope;
- i) Contracts related to planning for SPIRE Project Main Works and SPIRE Project Enabling Works and any relevant development applications related to the SPIRE project.





29 October 2019



ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2019-245



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 29 October 2019, in which you sought access to:

Documents dated from 1 November 2016 related to change in the scope, location, timing and estimated cost of the Surgical Procedures Interventional Radiology and Emergency or SPIRE project.

- a) Briefs prepared for Ministers related to the SPIRE project including estimates briefs, annual reports briefs, question time briefs and all other types of briefs;*
- b) Documents related to the transfer of responsibility for the project from ACT Health and Canberra Health Services to Major Projects;*
- c) Communications strategy and related documents related to SPIRE including social media material;*
- d) Planning documents related to SPIRE including traffic studies and other studies performed as part of developing the project;*
- e) Correspondence with other directorates, unions, professional organisations, community groups and other relevant persons about changes to the location, scope, timing or cost of the project;*
- f) Documents related to meetings to discuss SPIRE including agenda and minutes of meeting. This does not include documents of a purely administrative nature such as booking a room;*
- g) Documents related to consultation with Canberra Health Services staff, professional organisations, local residents, regional residents and other relevant bodies related to changes to the location, scope, timing or cost of SPIRE;*
- h) Costing of the SPIRE project, including for its changed location and scope;*

- i) *Contracts related to planning for SPIRE Project Main Works and SPIRE Project Enabling Works and any relevant development applications related to the SPIRE project.*

On 21 November 2019 you rescoped the request date range to documents created in 2019 only.

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 with section 40 of the Act, CMTEDD is required to provide a decision on your access application by 10 January 2020.

Decision on access

Searches were completed for relevant documents and 135 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 access in full to 27 documents and partial access to one document relevant to your request. I have decided to refuse access to 107 documents as I consider them to be contrary to the public interest information under schedule 1, or contrary to the public interest under the test set out in section 17 of the Act.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as **Attachment B** to this letter.

In accordance with section 54(2) of the Act a statement of reasons outlining my decisions is below.

Statement of Reasons

In reaching my access decisions, I have taken the following into account:

- the Act;
- the content of the documents that fall within the scope of your request;
- the *Human Rights Act 2004*.

Exemption claimed

My reasons for deciding not to grant access to the identified documents and components of these documents are as follows:

Contrary to the public interest information under schedule 1 of the Act

The SPIRE project is an ongoing and emerging undertaking. In processing this request, CMTEDD found 107 documents which were identified as being within the scope of your request and that contain information that was prepared for, or that would disclose the

deliberations of Cabinet. This information is considered to be contrary to the public interest under section 1.6 of Schedule 1 of the Act and therefore has been withheld from release. The primary purpose of the 'cabinet exemption' is to maintain the confidentiality of the cabinet process and to uphold the principle of collective ministerial responsibility. This was discussed in *The Commonwealth v Northern Land Council* [1993] HCA 24; (1993) 176 CLR 604 (21 April 1993). Paragraph 6 of the decision, states that:

... it has never been doubted that it is in the public interest that the deliberations of Cabinet should remain confidential in order that the members of Cabinet may exchange differing views and at the same time maintain the principle of collective responsibility for any decision which may be made.

In reviewing the documents, I consider they contain information which has been developed as part of the Cabinet consideration process (s 1.6(1)(a)) or is directly related to the deliberation and considerations of Cabinet (s 1.6(1)(d)). I am satisfied that release of this information would disclose information which has not been 'officially disclosed'. In making this decision, I note the decision of Deputy President Forgie in *Re Toomer and Department of Agriculture, Fisheries and Forestry and Ors* [2003] AATA 1301 who stated:

...deliberations are its thinking processes, be they directed to gathering information, analysing information or discussing strategies. They remain its deliberations whether or not a decision is reached. [Cabinet's] decisions are its conclusions as to the courses of action that it adopts be they conclusions as to its final strategy on a matter or its conclusions as to the manner in which a matter is to proceed.

Accordingly, I have decided to withhold this information from release under the Act.

Information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act

Public Interest

In reviewing the information contained within the relevant documents I note that some of the information may not be captured by section 1.6 of schedule 1 of the Act, therefore I consider it prudent to also conduct the public interest test under section 17 of the Act on the remainder of the information.

The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interests lies. As part of this process I must consider factors favouring disclosure and non-disclosure.

In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when 'used in a statute, the term [public interest] derives its content from "the subject matter and the scope and purpose" of the enactment in which it appears'. Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act.

Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are

relevant to determine if release of the information contained within these documents is within the 'public interest'.

Factors favouring disclosure in the public interest:

- (a) *disclosure of the information could reasonably be expected to do any of the following:*
- (i) *promote open discussion of public affairs and enhance the government's accountability; and*
 - (ii) *contribute to positive and informed debate on important issues or matters of public interest.*

Factors favouring nondisclosure in the public interest:

- (a) *disclosure of the information could reasonably be expected to do any of the following:*
- (i) *prejudice the collective responsibility of Cabinet or the individual responsibility of members to the Assembly;*
 - (ii) *prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004; and*
 - (xvi) *prejudice a deliberative process of government.*

Having considered the factors identified as relevant in this matter, I consider that release of the information contained in the documents may contribute to open discussion and informed debate by allowing you to have information about the SPIRE project which has not previously been released. Release of this information would promote discussion on the SPIRE project and would lead to positive and informed debate. In considering these factors, I also note that the SPIRE project is a major project being undertaken by the ACT Government and there is considerable interest in the project by members of the ACT community.

In considering the information contained in the documents, I note that some of the matters within the documents have been developed with the intent they may be submitted to Cabinet for consideration as the SPIRE project progresses. While this information falls outside of the scope of section 1.6, in schedule 1 of the Act, I consider that release of this information at this time may prejudice the collective responsibility of Cabinet as it would disclose issues which may go to cabinet for deliberation at a later date. Moreover, I am satisfied that release of this information would also prejudice the deliberative process of government as release of this information may limit the options and decisions which can be made in the future. I consider these factors carry significant weight when considered against the factors in favour of disclosure. In making this decision, I also note that a large amount of information in relation to the SPIRE project is already publicly available and the information contained in these documents is likely to be made available in the future. I consider that release of this information at this time is contrary to the public interest as it would prejudice the delivery of the SPIRE project.

I have also considered the protection of an individual's right to privacy, especially in relation to their employment, and am satisfied this is a significant factor in favour of non-

disclosure as the parties involved have provided their personal information (including names) for the purposes of managing their remuneration. This, in my opinion, outweighs the benefit which may be derived from releasing the personal information of these individuals. These individuals are entitled to expect that the personal information they have supplied as part of this process will be dealt with in a manner that protects their privacy.

Having applied the test outlined in section 17 of the Act and deciding that release of personal information contained in the documents is not in the public interest to release, I have chosen to redact this specific information in accordance with section 50(2).

Charges

I have waived fees associated with your access application because section 107(2)(e) states that the agency or Minister must waive the fee if the applicant is a member of the Legislative Assembly.

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 and documents released to you in response to your access application will be published in the CMTEDD disclosure log after 16 January 2020. Your personal contact details will not be published.

You may view 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.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, 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,

A handwritten signature in black ink, appearing to read 'Daniel Riley', with a stylized flourish at the end.

Daniel Riley
Information Officer
Information Access Team
Chief Minister, Treasury and Economic Development Directorate
10 January 2020



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	Reference NO.
	Spire documents	CMTEDDDFOI 2019-245

Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
		<u>Document to point A</u>				
1		Cabinet meeting brief for SPIRE detailed business case 6 May 2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
2		Cabinet meeting brief for SPIRE detailed business case 9 May 2019		Exempt	Sch 1 s1.6	No
3		Cabinet meeting brief for SPIRE Progress Update August 2019		Exempt	Sch 2 s2.2(a)(i)	No
4		July 2019 QTB #11 Health expenditure and other major infrastructure investments	Jul-2019	Full release	N/A	Yes
5		August 2019 QTB #11 Health expenditure and other major infrastructure investments	Aug-2019	Full release	N/A	Yes
6		September 2019 QTB #11 Health expenditure and other major infrastructure investments	Sep-2019	Full release	N/A	Yes
7		October 2019 QTB #11 ACT Infrastructure Plan NEW	Oct-2019	Full release	N/A	Yes
8		November 2019 QTB #11 ACT Infrastructure Plan	Nov-2019	Full release	N/A	Yes
9		July to November 2019 QTBs	Dec-2019	Full release	N/A	Yes
		<u>Documents to point B</u>				
10		CMTEDD20193854 Signed brief for the S16 transfer	Aug-2019	Full release	N/A	Yes
11		CMTEDD20193854 Letter from Minister for Health requesting a S16 transfer	Jul-2019	Full release	N/A	Yes

12		CMTEDD20193854 Signed S16 Instrument	Aug-2019	Full release	N/A	Yes
13		CMTEDD20193854 Letter to Minister for Health re S16 transfer	Aug-2019	Full release	N/A	Yes
14		Capital funding for SPIRE and Light Rail		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
15		Major Projects Funding Arrangements	Jul-2019	Full release	N/A	Yes
16		SPIRE FTE transfers email 1	Aug-2019	Full release	N/A	Yes
17		SPIRE FTE transfers email 2	Aug-2019	Full release	N/A	Yes
18		Salaries against SPIRE	Aug-2019	Partial release	Sch2 s2.2(a)(ii)	Yes
		<u>Documents to point F</u>				
19		Approved SPIRE Governance documents email		Full release	N/A	Yes
20		Approved SPIRE Governance documents Governance Framework		Full release	N/A	Yes
21		Approved SPIRE Governance documents SPIRE Project Board Charter		Full release	N/A	Yes
22		Briefing on SPIRE Papers Meeting 26 November 2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
23		Notes for SPIRE papers Meeting 24 September 2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
24		SPIRE ESC 8Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
25		SPIRE ESC 8Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
26		SPIRE ESC 23Jul2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
27		SPIRE ESC 23Jul2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
28		SPIRE ESC 23Jul2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i)	No

					Sch2 s2.2(a)(xvii)	
29		SPIRE ESC 23Jul2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
30		SPIRE ESC 25Jun2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
31		SPIRE ESC 25Jun2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
32		SPIRE ESC 25Jun2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
33		SPIRE ESC 25Jun2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
34		SPIRE ESC 25Jun2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
35		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
36		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
37		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
38		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
39		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
40		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
41		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
42		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
43		SPIRE ESC 27Aug2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No

44		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
45		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
46		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
47		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
48		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
49		SPIRE ESC 27Feb2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
50		SPIRE draft Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
51		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
52		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
53		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
54		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
55		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
56		SPIRE Project Board 2Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
57		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
58		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
59		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i)	No

					Sch2 s2.2(a)(xvii)	
60		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
61		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
62		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
63		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
64		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
65		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
66		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
67		SPIRE Project Board 25Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
68		SPIRE Project Board 25Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
69		SPIRE Project Board 25Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
70		SPIRE Project Board 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
71		SPIRE Project Board 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
72		SPIRE Project Board		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
73		SPIRE Project Board Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
74		SPIRE Project Board		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No

75		SPIRE Project Board		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
76		SPIRE Project Board		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
77		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
78		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
79		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
80		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
81		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
82		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
83		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
84		SPIRE Project Control Group 15Mar2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
85		SPIRE Project Control Group 15Mar2019 Terms of Reference		Full release	N/A	Yes
86		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
87		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
88		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
89		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
90		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No

91		SPIRE Project Control Group 26Nov2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
92		SPIRE Project Control Group		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
93		SPIRE Industry briefing email		Full release	N/A	Yes
94		SPIRE Industry briefing flyer		Full release	N/A	Yes
95		SPIRE Project Board 24Sep2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
96		SPIRE Project Board 25Oct2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
		<u>Documents to point H</u>				
97		CMTEDD20194557 repurposing SPIRE feasibility funding Letter to Mr David Nicol		Full release	N/A	Yes
98		CMTEDD20194557 repurposing SPIRE feasibility funding letter to R Stephen-Smith MLA		Full release	N/A	Yes
99		CMTEDD20194557 repurposing SPIRE feasibility funding signed S16B instrument		Full release	N/A	Yes
100		CMTEDD20194557 repurposing SPIRE feasibility funding signed brief		Full release	N/A	Yes
101		Draft Detailed Business Case_5Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
102		Draft Detailed Business Case email 5Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
103		Final SPIRE Business Case email of presentation		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
104		Final SPIRE Business Case presentation		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
105		Repurposing SPIRE feasibility funding support from MPC		Full release	N/A	Yes
106		SPIRE 2020-21 Budget Concept Brief MPC Budget in confidence		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No

107		SPIRE 2020-21 Budget Concept Brief MPC email		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
108		SPIRE and LIGHT RAIL provisions		Full release	N/A	Yes
109		SPIRE and LIGHT RAIL provisions email		Full release	N/A	Yes
110		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
111		SPIRE Cabinet submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
112		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
113		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
114		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
115		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
116		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
117		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
118		SPIRE Cabinet Submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
119		SPIRE Cabinet submission 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
120		SPIRE Cabinet submission of 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
121		SPIRE Project Funding incl. savings from CHWC		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No
122		Treasury comments and Funding table for SPIRE 30Apr2019		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvi)	No

123		Treasury comments to Cab Office CAB201947 SPIRE progress update		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
124		Treasury comments to Health CAB201947 SPIRE progress update		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
125		Cabinet Discussion Paper		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
126		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
127		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
128		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
129		Cabinet Submission & Presentation		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
130		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
131		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
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134		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
135		Cabinet Submission		Exempt	Sch 1 s1.6 Sch 2 s2.2(a)(i) Sch2 s2.2(a)(xvii)	No
Total						
No of Docs						
135						

From:"McEntee, Eileen" <Eileen.McEntee@act.gov.au>

Sent:08/12/2019 11:49 PM

To:"Bui, Minh" <Minh.Bui@act.gov.au>

Subject:QTBs

Attachments:11. (final) ACT Infrastructure Plan.DOCX, 11. (final) ACT Infrastructure Plan NEW.DOCX, 11. (final) Health expenditure and other major infrastructure investments.DOCX, 11. (final) Health expenditure and other major infrastructure investments.DOCX, 11. (final) Health expenditure and other major infrastructure investments.DOCX

UNCLASSIFIED

Eileen McEntee | Executive Assistant to Mark Whybrow

Phone: 02 6207 1375 | Email: eileen.mcentee@act.gov.au

L1, Canberra Nara Centre, 1 Constitution Avenue, Canberra City ACT 2601

Finance and Budget | Chief Minister, Treasury and Economic Development Directorate | ACT Government

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**ISSUE: HEALTH EXPENDITURE COMPARED TO OTHER MAJOR
INFRASTRUCTURE INVESTMENTS****Talking points:**

- Since 2013-14, ACT health expenditure (recurrent and capital) has increased by an average of **4.8 per cent per annum**. This is more than twice as fast as our average population growth of 1.9 per cent.
- In 2019-20, total ACT Health expenditure is forecast to be **\$1.8 billion**. The overall expenditure for health services in the Territory is forecast to be around **31 per cent of the ACT Budget**.
- Investments in **key health infrastructure projects in recent years** include:
 - University of Canberra Hospital (\$192 million).
 - Belconnen and Gungahlin Health Centres (\$69 million).
 - Upgrading and Maintaining ACT Health Assets (\$85 million).
 - Dhulwa Mental Health Facility (\$43 million).
 - Calvary Emergency Department upgrades (\$8 million).
 - Emergency Department ward upgrades at The Canberra Hospital (\$40.8 million).
- Through the 2019-20 Budget, the Government continues to invest in major health infrastructure projects, including:
 - planning, design and construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre;
 - expansion of the Centenary Hospital for Women and Children;
 - expansion of Clare Holland House;
 - establishment of the Inner North Walk in Centre;
 - implementation of ACT Health Core IT systems and real time prescription monitoring; and

Cleared as complete and accurate:	08/08/2019	
Cleared by: Mark Whybrow	Executive Group Manager	Ext: x77879
Contact Officer name:	Ben Morris	Ext: x71168
Lead Directorate:	Chief Minister, Treasury and Economic Development	
Cleared for release	Yes	
Information Officer name:	Shaun Ryan	
TRIM Ref:	TRSY19/157292	

- provision of more public medical imaging services for Canberra Hospital.
- **Light Rail Stage 1** actual construction costs total **\$675 million**.
- Light Rail Stage 1 represents a critical piece of transport infrastructure which will facilitate a more sustainable, compact city, and that will avoid significant economic and other costs associated with increasing congestion. It is a long-term investment that will serve our city for generations. Comparing the cost of the project to a single year of ACT Budget spending is intentionally misleading.
 - The construction costs represent roughly 0.5 per cent of the ACT's expenditure over a 20 year period.

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TRIM Ref:	TRSY19/144553	

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TRIM Ref:	TRSY19/144553	

Portfolio/s: Treasurer

Treasurer

ISSUE: ACT INFRASTRUCTURE PLAN**Talking points**

- The Infrastructure Plan (The Plan) is a blueprint that will shape our city's development well into the future. It outlines over \$14 billion of new and upgraded infrastructure that will support economic growth and provide the services Canberrans will need in the years to come.
- This Plan highlights investments that are expected to form the longer pipeline from the mid-2020s and into the 2030s. The specific timing of delivery of these projects will be guided by population levels, economic growth, community priorities, asset age, budget capacity, the availability of appropriate delivery partners and competing service delivery needs.
- We want to ensure Canberrans continue to get the services they need no matter where they live in our city. That's why we are focussing on the priorities that matter most: health, education, transport and the community services that make Canberra one of the world's most liveable cities.
- The Plan also delivers a vision for our future, by planning the sport and cultural facilities that make our city lively and liveable, and that help Canberrans make connections and build social networks.
- The Plan is a strategic, coordinated approach consistent with the wide range of city-wide and sector specific strategies that are either finalised or in progress such as for transport, health, planning, housing and climate change.
- The Infrastructure Plan also acknowledges Canberra's role as a regional hub, and the more than 750,000 people who live both within our borders and in the greater Canberra region. The Government will continue to partner with NSW councils and the NSW Government to deliver mutually beneficial infrastructure for the regional population.

Cleared as complete and accurate:	20/11/2019	
Cleared by: Wilhelmina Blount	Executive Branch Manager	Ext: 70835
Contact Officer name:	MyLinh Hardham	Ext: 58573
Lead Directorate:	Chief Minister, Treasury and Economic Development	
Cleared for release	Yes	
Information Officer name:	MyLinh Hardham	
TRIM Ref:	TRSY19/189368	

- When appropriate, the ACT Government will also seek to partner with the Commonwealth and the private sector to deliver the projects in the Plan.
- We have a strong economy and will be capitalising on that to build for Canberra's future, while ensuring we spend within our means to maintain our AAA-credit rating. On current estimates, this means we can afford infrastructure investment of around \$700-750 million each year on average.

Key sectoral priorities

Health

- **Priorities to be considered over the next five years:**
 - i. Build the Surgical procedures, Interventional Radiology and Emergency Centre (SPIRE) Project:
 - is the largest healthcare infrastructure project ever undertaken in the ACT
 - will deliver a state-of-the-art adult and paediatric emergency, surgical and critical healthcare facility on the Canberra Hospital campus
 - will help meet the increasing demand for complex healthcare services required by our growing, and ageing, population
 - ii. Expand Centenary Hospital for Women and Children
 - iii. Build two more walk in centres, taking the network up to five in total across Canberra
 - iv. Build a new, modern facility for Winnunga to improve the range and quality of services available at Winnunga's Narrabundah campus
 - v. Provide mental health supported accommodation facilities for long-term supported care
- **Priorities to be considered in the longer term:**
 - i. Further modernise Canberra Hospital campus
 - ii. Strengthen northside health services including Northside hospital infrastructure
 - iii. Further expand mental health acute care facilities and services
 - iv. Improve community health infrastructure in south Canberra.

Education

- **Priorities to be considered over the next five years:**
 - i. Build new primary schools in Throsby and Denman Prospect, and a new high school in East Gungahlin
 - ii. Improve and upgrade the existing 87 schools across Canberra

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- iii. Modernise Canberra Institute of Technology. A new CIT campus in the Woden Town Centre is under consideration
- iv. Working with UNSW to plan for a major new campus in the city
- v. Co-ordinate with higher education institutions and infrastructure investment to strengthen local higher education

Transport

- **Priorities to be considered over the next five years:**

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- i. Deliver Light Rail Stages 3 and 4 to Belconnen, Mawson and Tuggeranong, and the Airport

City Services

- **Priorities to be considered over the next five years:**

- i. Build new and upgrade existing parks, sportsgrounds, local shops and playgrounds
- ii. Maintain and upgrade existing urban infrastructure including storm water assets, and also water and sewer mains (Icon Water)
- iii. Continue to roll out green bins across the city, introduce a bulky waste service and upgrade Canberra's current materials recycling facility
- iv. Adapt to climate change – stepping up tree planting towards the target of 30 per cent green canopy for Canberra's urban environment by 2045
- v. Deliver clean energy infrastructure – rolling out 5,000 solar batteries and finalising the delivery of a second electricity supply for the ACT

Cultural and recreational facilities

- **Priorities to be considered over the next five years:**

- i. Deliver a new Canberra Theatre
- ii. Deliver the Kingston Arts Precinct

- **Priorities to be considered in the longer term:**

- i. Consider Canberra's future stadium needs beyond the mid-2020s
 - a. a range of sites might be considered including the current site at Bruce, a site in the city or a site at EPIC.

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- ii. Consider future uses for EPIC as a hub for events and community activities
- iii. Consider options for a new or an upgraded Canberra or National Convention Centre, depending on financial support from the Commonwealth Government

Community Services

- **Priorities to be considered over the next five years:**

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Infrastructure across our regions

- **Gungahlin is reaching the end of its development phase but still has fewer schools and community facilities than the more established regions of Canberra**

- i. Deliver more new schools and expansion of existing schools to accommodate the growing population
- ii. Deliver the New Home of Football at Throsby and the redevelopment of EPIC

- **Woden/Weston/ Molonglo Valley**

- i. As one of Canberra's older regions, the focus for Woden will be upgrading and renewing existing infrastructure
- ii. New infrastructure includes the SPIRE, expansion of the Centenary Hospital for Women and Children, and Light Rail Stage 2
- iii. The Molonglo region is now at the start of its growth curve - our focus will be new investment in roads and trunk infrastructure to support new suburbs

- **Belconnen**

- i. The area is well serviced by existing infrastructure – with 23 schools, two hospitals and 35 sportsgrounds
- ii. Focus on preparing for the construction of Light rail Stage 3 linking Belconnen to the City and then on to the airport, as well as investing in roads and trunk infrastructure to support the Ginninderry development in West Belconnen
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- **Central Canberra**

- i. As an older region, Central Canberra has an ongoing need for revitalisation, upgrades and some replacement of existing infrastructure.
- ii. Investment focus will be on renewing and adding new facilities to the area:
 - Deliver a new Canberra Theatre
 - Upgrade Campbell Primary School
 - Deliver a new Walk-in Centre for Dickson
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- **Tuggeranong**

- i. A relatively young region with a fairly stable population and well serviced by existing infrastructure
 - It has a walk-in centre and community health centre, 19 schools and 22 sportsgrounds
- ii. Priority infrastructure investment for Tuggeranong:
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Contact Officer name:	MyLinh Hardham	Ext: 58573
Lead Directorate:	Chief Minister, Treasury and Economic Development	
Cleared for release	Yes	
Information Officer name:	MyLinh Hardham	
TRIM Ref:	TRSY19/18325	

**ISSUE: HEALTH EXPENDITURE COMPARED TO OTHER MAJOR
INFRASTRUCTURE INVESTMENTS****Talking points:**

- Since 2013-14, ACT health expenditure (recurrent and capital) has increased by an average of **4.8 per cent per annum**. This is more than twice as fast as our average population growth of 1.9 per cent.
- In 2019-20, total ACT Health expenditure is forecast to be **\$1.8 billion**. The overall expenditure for health services in the Territory is forecast to be around **31 per cent of the ACT Budget**.
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 - Emergency Department ward upgrades at The Canberra Hospital (\$40.8 million).
- Through the 2019-20 Budget, the Government continues to invest in major health infrastructure projects, including:
 - planning, design and construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre;
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 - expansion of Clare Holland House;
 - establishment of the Inner North Walk in Centre;
 - implementation of ACT Health Core IT systems and real time prescription monitoring; and

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Contact Officer name:	Ben Morris	Ext: x71168
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Cleared for release	Yes	
Information Officer name:	Shaun Ryan	
TRIM Ref:	TRSY19/163952	

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Portfolio/s: Treasurer

Treasurer

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- This Plan highlights investments that are expected to form the longer pipeline from the mid-2020s and into the 2030s. The specific timing of delivery of these projects will be guided by population levels, economic growth, community priorities, asset age, budget capacity, the availability of appropriate delivery partners and competing service delivery needs.
- We want to ensure Canberrans continue to get the services they need no matter where they live in our city. That's why we are focussing on the priorities that matter most: health, education, transport and the community services that make Canberra one of the world's most liveable cities.
- The Plan also delivers a vision for our future, by planning the sport and cultural facilities that make our city lively and liveable, and that help Canberrans make connections and build social networks.
- The Plan is a strategic, coordinated approach consistent with the wide range of city-wide and sector specific strategies that are either finalised or in progress such as for transport, health, planning, housing and climate change.
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- When appropriate, the ACT Government will also seek to partner with the Commonwealth and the private sector to deliver the projects in the Plan.
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Key sectoral priorities

Health

- **Priorities to be considered over the next five years:**
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 - is the largest healthcare infrastructure project ever undertaken in the ACT
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 - will help meet the increasing demand for complex healthcare services required by our growing, and ageing, population
 - ii. Expand Centenary Hospital for Women and Children
 - iii. Build two more walk in centres, taking the network up to five in total across Canberra
 - iv. Build a new, modern facility for Winnunga to improve the range and quality of services available at Winnunga's Narrabundah campus
 - v. Provide mental health supported accommodation facilities for long-term supported care
- **Priorities to be considered in the longer term:**
 - i. Further modernise Canberra Hospital campus
 - ii. Strengthen northside health services including Northside hospital infrastructure
 - iii. Further expand mental health acute care facilities and services
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Education

- **Priorities to be considered over the next five years:**
 - i. Build new primary schools in Throsby and Denman Prospect, and a new high school in East Gungahlin
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- iii. Modernise Canberra Institute of Technology. A new CIT campus in the Woden Town Centre is under consideration
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- i. Deliver a new Canberra Theatre
- ii. Deliver the Kingston Arts Precinct

• Priorities to be considered in the longer term:

- i. Consider Canberra's future stadium needs beyond the mid-2020s
 - a. a range of sites might be considered including the current site at Bruce, a site in the city or a site at EPIC.

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- ii. Consider future uses for EPIC as a hub for events and community activities
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Infrastructure across our regions

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- **Belconnen**

- i. The area is well serviced by existing infrastructure – with 23 schools, two hospitals and 35 sportsgrounds
- ii. Focus on preparing for the construction of Light rail Stage 3 linking Belconnen to the City and then on to the airport, as well as investing in roads and trunk infrastructure to support the Ginninderry development in West Belconnen
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Chief Minister, Treasury and Economic
Development Directorate

UNCLASSIFIED

To: Treasurer Tracking No.: CMTEDD2019/3854

Date: 1 August 2019

From: A/g Director, Social Policy Branch, Treasury

Subject: Major Projects Canberra – Appropriation transfer for the SPIRE project

Critical Date: 8 August 2019

Critical Reason: To provide access to appropriation at the commencement of the
Appropriation Act 2019-2020

• UT

[Handwritten signature]
2/8/19

Recommendations

That you:

1. sign the attached financial instrument, transferring Capital Injection of \$60.2 million in 2019-20 from the ACT Health Directorate to Major Projects Canberra (Attachment B);

Signed / Not Signed / Please Discuss

2. note out-year funds for the SPIRE project are held centrally by CMTEDD, and will not be transferred to Major Projects Canberra at this time; and

Noted / Please Discuss

3. sign the reply to the Minister for Health, informing her of your decision (Attachment C).

Signed / Not Signed / Please Discuss

Andrew Barr MLA *Andrew Barr* 5/8/19

Minister's Office Feedback

UNCLASSIFIED

Background

1. On 1 July 2019, Major Projects Canberra commenced operations as a new territory entity as a result of Administrative Arrangements 2019 (No 1). Major Projects Canberra will lead the planning, procurement and delivery of the Territory's largest infrastructure projects including Light Rail Stage 2 and the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre.
2. On 26 July 2019, Minister for Health wrote to you, seeking to transfer all 2019-20 appropriation for the SPIRE project (\$60.2 million) held by the ACTHD to Major Projects Canberra (Attachment A).
3. The table below shows the funding profile for the SPIRE project.

	2018-19	2019-20	2020-21	2021-22	2022-23	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
SPIRE (Capital Injection) ¹	6,500 ²	60,200	42,300	126,900	159,000	394,640

1. Funding beyond 2019-20 has been provisioned centrally, held by CMTEDD.
2. Any unspent funds could be rolled over and transferred to Major Projects Canberra separately through a Section 16B instrument.

Issues

4. In the 2019-20 Budget, the ACT Health Directorate received \$60.2 million in 2019-20 year for the SPIRE project. However, this appropriation is not available to transfer until after the *Appropriation Bill 2019-2020* has been notified.
5. Section 7 of the *Financial Management Act 1996* (FMA) states that, if an Appropriation Bill for a financial year has not passed prior to the commencement of that financial year, the Treasurer may authorise for payments to be made to agencies, up to one half of the amount appropriated for that purpose in the previous financial year. This is commonly referred to as a Supply Instrument.
 - As \$13 million was originally appropriated in 2018-19 for the SPIRE Project (\$6.5 million was subsequently reprofiled into 2019-20), Major Projects Canberra has access to up a maximum of \$6.5 million through the Supply Instrument [CMTEDD2019/2860].
6. Section 16 of the FMA states that, if responsibility for a function has been transferred from one territory entity to another, the Treasurer may direct for the associated appropriation to be transferred to the entity gaining responsibility.
 - The Section 16 instrument at Attachment B transfers \$60.2 million from the ACT Health Directorate to Major Projects Canberra, but is unable to take effect until the commencement of the *Appropriation Act 2019-2020*.
7. Health officers have advised Treasury that the directorate is currently working to identify SPIRE expenditure incurred in 2018-19. Your agreement to rollover and transfer undrawn funds will be sought as part of the broader ACT Health Directorate Section 16B rollover request.

Financial Implications

8. This transfer relates to capital appropriation only, and therefore does not impact the Headline Net Operating Balance.

Consultation

Internal

9. Nil response.

Cross Directorate

10. The brief has been developed in consultation with ACT Health Directorate Strategic Finance.

External

11. Nil response.

Work Health and Safety

12. Nil response.

Benefits/Sensitivities

13. When the *Appropriation Bill 2019-2020* is notified it will supersede the Supply Instrument.
- The *Appropriation Bill 2019-2020* does not include any appropriation for Major Projects Canberra (as the entity was not included in the 2019-20 Budget).
 - Therefore, a Section 16 Instrument will need to be in place at that time to ensure Major Projects Canberra continues to remain legally entitled to any appropriation it has drawn.

Communications, media and engagement implications

14. Nil response.

Signatory Name: Ben Morris

Phone: x71168

Action Officer: Geoff Hodder

Phone: x75459

Attachments

Attachment A	Letter from the Minister for Health
Attachment B	Section 16 financial instrument
Attachment C	Draft reply to the Minister for Health



Rachel Stephen-Smith MLA

Minister for Aboriginal and Torres Strait Islander Affairs
Minister for Children, Youth and Families
Minister for Disability
Minister for Employment and Workplace Safety
Minister for Health
Minister for Urban Renewal
Member for Kurrajong

Mr Andrew Barr MLA
Treasurer
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Mr Barr 

I am writing to request a Section 16 instrument under the *Financial Management Act 1996* to transfer the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre from the ACT Health Directorate (ACTHD) to Major Projects Canberra (MPC) commencing 1 July 2019.

This proposal seeks your agreement to transfer \$60.2 million for the upgrade and expansion of Canberra hospital. The transfer will ensure that sufficient capital appropriation is available for MPC to meet the cost of SPIRE related expenditure.

The timing of the capital appropriation transfer is dependent on the successful passage of the Appropriation Bill 2019-2020.

If you require further information, please contact Kate Chambers, Chief Finance Officer, ACTHD on (02) 5124 9428 or kate.chambers@act.gov.au.

Yours sincerely



Rachel Stephen-Smith MLA

26 JUL 2019

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia
Phone +61 2 6205 2661 Email stephen-smith@act.gov.au



@RachelSS_MLA



rachelssMLA



rachelss_mla



2019

**THE LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

**VARIATION OF APPROPRIATIONS
UNDER SECTION 16 OF THE
*FINANCIAL MANAGEMENT ACT 1996***

FINANCIAL INSTRUMENT

**Presented by
Mr Andrew Barr MLA
Treasurer**

Section 16 – Statement of Reasons for Transfer

Section 16 of the *Financial Management Act 1996* (FMA) provides that the Treasurer may direct at any time the transfer of an appropriation made for a service or function from an entity to another entity.

This instrument transfers Capital Injection (Controlled) of \$60.2 million from the ACT Health Directorate to Major Projects Canberra. This transfer aligns appropriation with responsibility for the delivery of the Surgical Procedures, Interventional Radiology and Emergency Centre.

The transfer of this appropriation will take effect at the same time as the commencement of the Appropriation Act 2019-2020.

INSTRUMENT

TRANSFER UNDER SECTION 16 OF THE *FINANCIAL MANAGEMENT ACT 1996*

Agency	Project	Appropriation Type	Current Appropriation¹ 2019-20 \$'000	Variation \$'000	Revised Appropriation 2019-20 \$'000
Transferred from: ACT Health Directorate	Surgical Procedures, Interventional Radiology and Emergency Centre	Capital Injection (Controlled)	83,368	-60,200	23,168
Transferred to: Major Projects Canberra	Surgical Procedures, Interventional Radiology and Emergency Centre	Capital Injection (Controlled)	0	60,200	60,200
TOTAL BUDGET IMPACT			83,368	0	83,368

The transfer of this appropriation will take effect at the same time as the commencement of the Appropriation Act 2019-2020.

Treasurer *Andrew Barr* 5-8-19
Signature and Date

¹ Current Appropriation includes the impact of variations to appropriation from signed FMA instruments, where relevant.



Andrew Barr MLA

Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tertiary Education

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

Ms Rachel Stephen-Smith MLA
Minister for Health
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Minister Stephen-Smith

Rachel

Thank you for your letter of 26 July 2019 seeking a transfer of funds pursuant to Section 16 of the *Financial Management Act 1996*.

I am pleased to advise that that I have authorised the transfer of \$60.2 million from the ACT Health Directorate to Major Projects Canberra for the Surgical Procedures, Interventional Radiology and Emergency Centre project. This transfer will take effect at the commencement of the *Appropriation Act 2019-20*.

Yours sincerely

Andrew Barr MLA
Treasurer

05 AUG 2019

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia

Phone +61 2 6205 0011 Fax +61 2 6205 0157

GPO Box 1020, Canberra ACT 2601, Australia

Email barr@act.gov.au



@ABarrMLA



AndrewBarrMLA



actchiefminister



CANBERRA

From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:53 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: SPIRE transfers
Attachments: Salaries against SPIRE [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED

From: Ryan, Shaun <Shaun.Ryan@act.gov.au>
Sent: Tuesday, 27 August 2019 2:20 PM
To: Dossor, Robert <Robert.Dossor@act.gov.au>
Cc: Morris, Ben <Ben.Morris@act.gov.au>; Bui, Minh <Minh.Bui@act.gov.au>; Hodder, Geoff <Geoff.Hodder@act.gov.au>
Subject: FW: SPIRE transfers

UNCLASSIFIED

Hi Rob

As discussed please find attached a list from health of the 5 FTE's that have been transferred from Health Directorate to Major Projects Directorate. These staff are being funded from the capital injection appropriation associated with the SPIRE project.

Thanks Rob

Shaun

From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:52 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: SPIRE transfers
Attachments: Salaries against SPIRE [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED

From: Chambers, Kate (Health) <Kate.Chambers@act.gov.au>
Sent: Thursday, 22 August 2019 1:43 PM
To: Morris, Ben <Ben.Morris@act.gov.au>
Cc: Zhang, Shaun (Health) <Shaun.Zhang@act.gov.au>
Subject: FW: SPIRE transfers

UNCLASSIFIED

Ben,

The Transfer of SPIRE capital funding has progressed in 2 parts and the transfer process was developed with Treasury in July 2019.

Part1 – s16 transfer of the 2019-20 Capital funding of \$60.2m from ACTHD to MPC. This has been completed in July 2019. This transfer takes care of 2019-20 and all future year SPIRE capital appropriation.

Part 2 – s16b rollover of \$6.24m of the \$6.5m 2018-19 capital budget and transfer remaining funding to MPC after netting off SPIRE capital expenditures incurred by ACTHD post 1 July 2019.

ACTHD will provide Treasury a full transaction listing of SPIRE expenditure incurred post 1 July 2019 which relates to salary and supplier invoices. As part of the rollover approval, Treasury will reimburse ACTHD cost incurred from the s16b rollover funding and provide MPC the remainder.

A salary transfer journal for the 5 employee costs in the attached email is being progressed in conjunction with the internal reporting team.

Kind regards

Shaun Zhang

Director | Capital Budgeting and Reporting
Strategic Finance | ACT Health Directorate | ACT Government
Ph: 5124 9653 | e-mail: shaun.zhang@act.gov.au
Level 4, 2-6 Bowes Street, Phillip, ACT, 2606 | www.act.gov.au

From: Chambers, Kate (Health) <Kate.Chambers@act.gov.au>
Sent: Thursday, 22 August 2019 10:53 AM
To: Zhang, Shaun (Health) <Shaun.Zhang@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>
Subject: FW: SPIRE transfers

UNCLASSIFIED

Shaun – can you put this together for me for review

I'll work with Liz to summaries the FTE that have been transferred.

KC

From: Morris, Ben <Ben.Morris@act.gov.au>
Sent: Thursday, 22 August 2019 8:25 AM
To: Chambers, Kate (Health) <Kate.Chambers@act.gov.au>
Subject: SPIRE transfers

UNCLASSIFIED

Good morning Kate

I recall talking with you some time back about the Health transfers to Major Projects Canberra.

Did you send through some backing material showing what/who has been transferred? I need to be in a position to explain what funding/people were working on SPIRE in health and what was subsequently transferred.

Happy to discuss

Ben

From:"Lopa, Liz (Health)" <Liz.Lopa@act.gov.au>
Sent:15/08/2019 1:20 AM
To:"Zhang, Shaun (Health)" <Shaun.Zhang@act.gov.au>
Subject:Salaries against SPIRE [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Sean

As discussed – can we make sure the salaries for the below staff have been journaled back to the SPIRE project budget from July 1 before the roll over amount is finalised.

Schedule 2.2(a)(ii)

A large rectangular area of the document is redacted with a solid grey fill, obscuring the content of Schedule 2.2(a)(ii).

Thanks

Liz

Liz Lopa
Executive Group Manager, Strategic Infrastructure
ACT Health
Ph: 5124 9805
0466 688 496
liz.lopa@act.gov.au

From: "Morris, Ben" <Ben.Morris@act.gov.au>

Sent: 28/11/2019 1:18 AM

To: "Bui, Minh" <Minh.Bui@act.gov.au>

Subject: FW: Major Projects Funding Arrangements [SEC=UNCLASSIFIED, DLM=Sensitive]

Attachments: FW: Budget Issues, 4% levy [SEC=UNCLASSIFIED], RE: Corporate Structure for ACT Housing [SEC=UNCLASSIFIED], RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive], RE: Major Projects Canberra - Corporate Resource Funding [SEC=UNCLASSIFIED, DLM=Sensitive]

UNCLASSIFIED Sensitive

From: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>

Sent: Friday, 12 July 2019 10:18 AM

To: Ogden, Paul <Paul.Ogden@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Elliott, Gordon <Gordon.Elliott@act.gov.au>

Cc: Holmes, Lisa <Lisa.Holmes@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>

Subject: Major Projects Funding Arrangements [SEC=UNCLASSIFIED, DLM=Sensitive]

Paul, Gordon

I have asked Joice to set up a meeting with David early next week to discuss the funding arrangements for the Major Projects entity. A couple of issues:

Proposed corporate resourcing of \$5m (re email from Duncan Edghill - attached)

I have sought and received advice from Housing ACT and the SLA on their corporate resources funding (see emails attached). Housing ACT did not provide specific advice, but the SLA was a little bit more forthcoming, identifying 41 FTE (of the 121) as forming part of the corporate resourcing for the entity. Using the rule of thumb of \$100K per person, that would notionally put SLA corporate support at around \$4.1m (although \$100K might be too low given the classifications).

Paper for David about proposed funding arrangements

Suggest this be finalised prior to the meeting and provided to David beforehand so that he has a chance to read it.

Paul/Gordon – suggest it go into a brief format (so that David can sign off on it). In addition, I think it needs to include options to address the issue of corporate resourcing. The concern for me is that Major Projects are wanting to use unspent funds from LRS2 (which we were going to argue at Budget time should be used to offset their bid for more funding in the 2019-20 Budget, but didn't because TCCS advised us that it was 'all committed'!). Putting that aside though – the four threshold issues that should probably be included in the brief are, I suppose, that this would mean:

- **Major Projects is not 'cost neutral'** (I think we need to proffer a true cost neutral option that corporate resourcing is funding from the agencies losing the functions);
- **the proposed funding is non-ongoing** (and so there may need to be a strategy for funding their 'corporate resourcing' going forward if it is decided it will be recurrent. If capital, one might assume that they would have to bid each year in line with the Major Projects they are delivering – and scale up and down accordingly);
- **the amount appears very high at \$5m (and Duncan seems to suggest in his email that \$10.5m be set aside for this purpose at the start - \$4m from LRS2 and \$6.5m from SPIRE)**. Major Projects, like other agencies under the umbrella of major directorates, have access to a lot of the corporate support that they need. I suggest we go back to them and ask if they can provide a break-down of their estimate in the first instance (including staffing profile and other costs – I am happy to do this if you would like me to **Paul**? Let me know.). As Joey points out in his response, the only supplies and services budget that he has in his corporate resourcing is the amount identified in the Treasury model as admin overhead (all those things like IT, Accommodation, Training etc). In relation to Duncan's salary, we could perhaps make the assumption that it be funded from his existing position at TCCS (the TCCS executive structure will definitely need to change as a result of the loss of the identified functions). In relation to the unspent funds from LRS2 and SPIRE,

regardless of what approach is supported, there should be at least one option that the funding be returned to budget.

Information from TCCS and Health about current structures

- In order to identify feasible options, Ben and I will try to source the current structures from Health and TCCS over the next few days (and as advised by Mark in his email to David. We will feed this back to you **Paul and Gordon** to incorporate into the brief.

Happy to discuss.

Thanks

Wil

From: Blount, Wilhelmina
Sent: Thursday, 11 July 2019 5:40 PM
To: Lee, Joey <Joey.Lee@act.gov.au>
Subject: RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive]

Ok thanks. Major Projects will have the support of CMTEDD in the same way the SLA has the support of EPSDD.

W

From: Lee, Joey
Sent: Thursday, 11 July 2019 5:37 PM
To: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Subject: RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive]

UNCLASSIFIED Sensitive

Wil,

Here is the breakdown of staff/ I'll note though that we many of our corporate functions are provided by EPSDD through a service level agreement.

Row Labels	Sum of 2019-20 SOI Budget
Agency Secretary and Governance	12.1
ASO3	1.1
ASO6	3
GSO4	1
SOGA	1
SOGB	2
SOGC	4
Chief Executive Officer - SLA	7
EX1	2
EX2	2
EX3	1
EX4	1
SOGC	1
Deputy Chief Executive Officer - SLA	2
ASO5	1
SOGC	1

Director - Development Delivery	1
ASO5	1
Finance, Systems and Valuations	19
ASO4	1
ASO5	0
ASO6	3
SOGA	3
SOGB	5
SOGC	7
Grand Total	41.1

From: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Sent: Thursday, 11 July 2019 4:59 PM
To: Lee, Joey <Joey.Lee@act.gov.au>
Subject: RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive]

Thanks, sorry – I was more after your ‘corporate structure’ (a subset of your whole staff) – these typically include your Executive, your HR, IT, Finance, Governance teams

From: Lee, Joey
Sent: Thursday, 11 July 2019 3:51 PM
To: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Subject: FTE Structure

UNCLASSIFIED Sensitive

Hey Wil,

Our FTE budget for 2019-20 is as follows. AS discussed, we use the Treasury on-cost model to determine administrative costs related to staff.

Row Labels	Sum of 2019-20 SOI Budget
ASO3	1.1
ASO4	3
ASO5	12
ASO6	19
EX1	2
EX2	2
EX3	1
EX4	1
GSO4	1
IMS1	5
IMS2	1
IMS3	4
INFR2	2
INFR3	8
INFR4	9
INFR5	4
SOGA	7

From:"Lee, Joey" <Joey.Lee@act.gov.au>
Sent:11/07/2019 7:37 AM
To:"Blount, Wilhelmina" <Wilhelmina.Blount@act.gov.au>
Subject:RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive]

UNCLASSIFIED Sensitive

Wil,

Here is the breakdown of staff/ I'll note though that we many of our corporate functions are provided by EPSDD through a service level agreement.

Row Labels	Sum of 2019-20 SOI Budget
Agency Secretary and Governance	12.1
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ASO6	3
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SOGC	4
Chief Executive Officer - SLA	7
EX1	2
EX2	2
EX3	1
EX4	1
SOGC	1
Deputy Chief Executive Officer - SLA	2
ASO5	1
SOGC	1
Director - Development Delivery	1
ASO5	1
Finance, Systems and Valuations	19
ASO4	1
ASO5	0
ASO6	3
SOGA	3
SOGB	5
SOGC	7
Grand Total	41.1

From: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Sent: Thursday, 11 July 2019 4:59 PM
To: Lee, Joey <Joey.Lee@act.gov.au>
Subject: RE: FTE Structure [SEC=UNCLASSIFIED, DLM=Sensitive]

Thanks, sorry – I was more after your 'corporate structure' (a subset of your whole staff) – these typically include your Executive, your HR, IT, Finance, Governance teams

From: Lee, Joey
Sent: Thursday, 11 July 2019 3:51 PM
To: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Subject: FTE Structure

UNCLASSIFIED Sensitive

Hey Wil,

Our FTE budget for 2019-20 is as follows. AS discussed, we use the Treasury on-cost model to determine administrative costs related to staff.

Row Labels	Sum of 2019-20 SOI Budget
ASO3	1.1
ASO4	3
ASO5	12
ASO6	19
EX1	2
EX2	2
EX3	1
EX4	1
GSO4	1
IMS1	5
IMS2	1
IMS3	4
INFR2	2
INFR3	8
INFR4	9
INFR5	4
SOGA	7
SOGB	12
SOGC	27
Grand Total	121.1

Joey Lee

Chief
Financial
Office
r

T: 02
6205
3367
|

M: 0
435
960
903

From: "Ogden, Paul" <Paul.Ogden@act.gov.au>
Sent: 10/07/2019 5:51 AM
To: "Blount, Wilhelmina" <Wilhelmina.Blount@act.gov.au>; "Morris, Ben" <Ben.Morris@act.gov.au>
Subject: FW: Budget Issues, 4% levy [SEC=UNCLASSIFIED]
Attachments: Budget Issues, 4% levy.docx, G & S Options paper.xlsx

UNCLASSIFIED

Hi Wil – can we please discuss

Thanks

Paul

From: Holmes, Lisa <Lisa.Holmes@act.gov.au>
Sent: Friday, 28 June 2019 5:54 PM
To: Elliott, Gordon <Gordon.Elliott@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>
Subject: FW: Budget Issues, 4% levy [SEC=UNCLASSIFIED]

UNCLASSIFIED

Everyone

I have made some suggested changes in track changes and also included some comments.

Thanks

Lisa

From: Elliott, Gordon <Gordon.Elliott@act.gov.au>
Sent: Friday, 28 June 2019 12:05 PM
To: Ogden, Paul <Paul.Ogden@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>; Holmes, Lisa <Lisa.Holmes@act.gov.au>
Subject: Budget Issues, 4% levy [SEC=UNCLASSIFIED]

Good afternoon everyone

Following up from yesterday's meeting is the attached draft options paper and attached draft 19-20 budget. The para highlighted includes the accounting treatments discussed yesterday, option 1 is the preferred way forward, for your review

Thanks

Gordon

DRAFT

2019-20 Budget – Major Projects Canberra (MPC), and Goods & Services (G & S)

Background

Following the announcement of the commencement of operations of MPC effective 1 July 2019, the 2019-20 operating budget impact on the 3 impacted entities is as follows, and is supported by the summary budgets provided for the three entities at **Attachment A**:

Combined Goods and Services (G & S)/Procurement ACT (PACT) – G & S includes 36 FTEs and includes a 2019-20 operating budget shortfall of \$2.6m (excluding the contribution to Government impact of \$0.477m), and 12.2 former PACT FTEs with a budget shortfall of \$0.1m will be included in the new combined entity. The combined annual operating budget shortfall is estimated at \$2.7m;

Major Projects Canberra (MPC) – this new unit includes 112 staff transferring from the former IFCW and PACT cost centres, 2019-20 funding includes the capital works management levy of \$20m and other capital related fees of \$3m for a total of \$23m budgeted revenue. The 2019-20 operating result is budgeted at \$2.7m profit, and reduced to \$1.54m profit after taking into account the payment of the contribution to Government of \$1.1m.

Infrastructure Finance – this cost centre transfers to CSI Division within CMTEDD, including 4 FTES. Funding is provided by CRP and a balanced 2019-20 operating result has been budgeted; no further action required.

In summary, it should be noted that the 2019-20 budgeted operating shortfall of the G & S entity estimated at \$2.7m (excluding the contribution to Government impact of \$0.48m) is due to an historic funding shortfall existing for several years. The funding shortfall was previously cross-subsidised by the 4% capital works levy under the former combined entity: IFCW/PACT/G&S.

Budget Treatment Options

The following discussion provides several options and the merits and disadvantages of each to achieve a “cost neutral position” across Government as a result of the structural changes. For reference purposes the \$2.7m funding shortfall for 2019-20 for G & S represents approximately 0.5% of the capital works levy of 4%. Therefore a balanced position for both G & S and MPC would require a split of 0.5% and 3.5% respectively of the 4% levy.

1.) A Proposed Increase to the annual MPC Contribution to Government

Comments – preferred option

- The MPC Contribution to Government for 2019-20 is currently budgeted at \$1.1m. Under this option, in order to re-balance the 19-20 MPC and G & S operating budgets an increase to the annual MPC Contribution to Government by \$2.7m to \$3.8m is required.
- This revised budget arrangement would allow an additional \$2.7m to be paid by the MPC control account and transferred to the CMTEDD Territorial Account and cleared to the Territory Bank Account (TBA). This would provide additional funds would then be released that would be available for additional appropriation to be able to be approved and paid from the TBA as additional CRP appropriation to G & S of \$2.7m, and would require a S14 instrument under the FMA to be approved as a variation to the 2019-20 original budget. The outcome of these transactions is a “cost neutral position” for the General Government Sector. NB the proposed treatment of the Contribution to Government by MPC

Commented [HL1]: I suggest this is reworded. See the comments that I made under risks for this option.

Commented [HL2]: A s14 FMA instrument would move \$2.7m approp from some entity's existing approp – that is, it is approp neutral. The s14 instrument cannot 'use' the additional dividend received from MPC- this only has the impact of increasing cash available not increasing possible approp. Either a TA or a supp approp would be required.

DRAFT

is consistent with the existing arrangements relating to the Property and Venues annual dividend payment.

Advantages of this approach

- This option allows for the continuation of MPC to invoice the Directorate's their portion of the 4% capital works management levy and then \$2.7m of the \$20m collected from the levy in 19-20 is paid as an annual Contribution to Government. This treatment would provide the necessary additional funding for the Government to address the existing cost pressure of \$2.7m in G & S;
- This option also has the advantage of retaining the newly established process of the annual billing to Directorates by MPC of the 4% capital works levy, without variation to the Government's budgeted capital appropriation; and
- this option is the preferred approach from a budget and audit scrutiny perspective and is a practical solution to re-balancing MPC ad G & S budgets.

Disadvantages/Risk to this approach

- The major risk relates to MPC's ability to manage its annual operations budget to ensure that an annual cash surplus of \$3.8m is generated. Failure by MPC to make this increased contribution would create an adverse bottom line impact to the Government's operating result. To mitigate this risk, it is important that the Contribution to Government payment by MPC is scheduled in the first quarter of the financial year; and
- This option has the impact of reducing the Capital Works management levy collected by MPC to a net 3.5% (ie 4% invoiced to Directorates and 0.5% paid as a contribution to Government) and the potential to reduce the capacity and resourcing flexibility of MPC to deliver the annual capital works program.
- There is some risk that the Audit Office will not agree to the 4% being capitalised in the capital works assets. It is important that the 4% charge be reasonable compared to what the private sector would charge and that the payment to Government be seen as commercial in nature i.e. MPC is operating on a commercial basis and is expected to generate a dividend, not that MPC is expressly charging in order to provide cross subsidisation.

Commented [HL3]: We will need to be careful that making this payment in the first quarter does not imply that the payment is not a dividend

2.) The new G & S/PACT entity to be incorporated into Shared Services Centre (SSC) operations as a separate cost centre

Comments – option not preferred

- This option allows the historic structural loss incurred by G&S projected for 2019-20 to be absorbed temporarily by SSC for the 2019-20 financial year based on the better than budgeted operating result for SSC for 2018-19. An internal review could be proposed to address the existing staffing structure, the current G & S funding model, including an assessment of the appropriateness of the ongoing functions and capabilities within G & S/PACT;

DRAFT

- However, this option is a temporary deferral of additional costs to Government and is inconsistent with the Government's "cost neutral position" relating to the functional changes. Therefore any further restructuring costs incurred through a proposed internal restructure of the G & S operations directly related to the establishment of the MPC would need to be met from within CMTEDD's internal resources at no cost to Government.
- In summary, given the potential for additional costs to Government through an internal restructure, and the likelihood that a completed restructure process could extend beyond a 12 month period and incur additional costs beyond 2019-20, this option is not preferred.

**3.) S14 FMA - Transfer of 2019-20 funding between capital and recurrent appropriations;
Option - to convert Capital Injection funding to Controlled Recurrent Payment (CRP)**

- This option includes the submission of a S14 instrument to re-classify \$2.7m of the budgeted \$20m capital injection representing the 4% capital works management levy (or 0.5% of the 4% levy) to a CRP funding budget line item. Each Directorate's capital injection will be reduced by the 0.5% component and converted to CRP. This will enable Directorates to be collectively invoiced an additional \$2.7m across Government in 19-20 and the forward years for meeting the payment of an increase in the annual G & S fees.
- Under this option, invoicing of the capital works management fee to Directorates by MPC will continue as per IFCW established practice for the remaining 3.5% or \$17.3m to fund the delivery of the annual capital works program.
- In summary, this adjustment to the budgeted appropriations is necessary because the operations of the G & S business unit are considered unrelated to the delivery of the capital works program, are operational in nature, and therefore the G & S expenses cannot be capitalised with reference to the accounting standards.
- This adjustment will be ongoing into the forward years, and therefore 19-20 will be considered the "base year" for the calculation of the reduction of each Directorate's capital injection funding.

Disadvantages/Risk to this approach:

- the conversion of \$2.7m capital injection per annum to CRP will have an adverse impact on the Government's bottom line operating result, however noting this should be considered as a technical accounting adjustment, and will not impact the Government's net equity position. Notwithstanding the technical adjustment, there will be a perception that costs have increased as a result of the establishment of MPC;
- Given that a Directorate's capital injection funding is determined by the lumpy nature of approved capital works projects through the annual budget process, a capital injection funding line cannot be considered as a constant "funding base". Therefore the proposed forward year reduction of the capital works management fee from 4% down to 3.5% will be

Commented [HL4]: Creates a difference in the timing of expenditure from depreciating over the life of an asset to expenses in the year they are incurred

Commented [HL5]: I would not characterise this as a technical accounting adjustment

DRAFT

applied to a Directorate's future years funding on the assumption that a Directorate will receive future capital funding and the capacity exists to apply the 0.5% reduction;

- The reduction of the CW management fee to 3.5% has the potential to reduce the capacity and resourcing flexibility of MPC to deliver the annual capital works program;
- In summary, given the Government's "cost neutral requirement" from this restructure, and the high administrative work-load and complexity in adjusting the 19-20 and forward year capital injection funding for several Directorates, this option is not preferred given the perceived adverse impact of the Government's bottom line.

Commented [HL6]: This is somewhat inconsistent with option 1 as it implies uncertainty about the quantum of the dividend able to be paid year on year

4.) G & S/PACT and MPC to separately invoice Directorates for a combined total of 4%, say 3.5% or \$17.3m for MPC and 0.5% or \$2.7m for G & S to fund capital costs for MPC and recurrent costs for G & S

5.) Direct CRP appropriation to G & S of \$2.7m and MPC to invoice Directorates \$17.3m

6.) Direct Appropriation of both entities – MPC capital injection; and G & S CRP

The above three options are not preferred

These options have the collective disadvantage of requiring a reduction to the existing capital injection provided for the capital works management levy of 4% (\$20m) and potentially creating an unfavourable impact on the Government's bottom-line operating result by \$2.7m through "expensing" a component of the budgeted capital injection funding when used to fund the G & S operating expenses.

AAO Impact, IFCW/PACT - 2019-20 Cost Centre budget \$'000

Attachment A

	CSI	G & S/Procurement ACT (\$'000)			MPC - Capital Works (\$'000)							Notes	
	New CSI Function	Total PACT	Goods & Services	Infrastructure Support/ Procurement Project	Total MPC Capital Works	Ex IS/PP from PACT	Executive Support/ Secretariat and Project Gov Support	Civil	Commercial	SPIRE Project	Social Infrastructure	2019-20 Total IFCW/PACT	
Revenues (\$'000)													
Controlled Recurrent Payment (CRP)	5,495	2,290	-	2,290	-	-	-	-	-	-	-	7,785	
User Charges - Goods and Services	-	3,534	3,534	-	-	-	-	-	-	-	-	3,534	
User Charges - Capital Works Management Levy	-	-	-	-	20,000	-	-	6,800	6,800	2,400	4,000	20,000	
User Charges - Other Revenue (eg PAP fees)	-	234	234	-	3,000	-	-	-	3,000	-	-	3,234	
Total Revenues	5,495	6,058	3,768	2,290	23,000	-	-	6,800	9,800	2,400	4,000	34,553	
Expenses													
Employee expenses	800	6,993	4,944	2,049	16,562	3,152	757	4,303	4,976	752	2,622	24,355	
administrative expenses	83	968	866	102	1,711	439	350	300	350	200	72	2,762	4
contractors	4,566	100	14	86	762	-	48	-	0	-	714	5,428	
internal expenses /SSC MOU costs	46	654	514	140	1,280	252	69	320	354	34	251	1,980	5
Other fees and charges	-	28	11	17	49	-	-	-	-	-	49	77	
Total Expenses	5,495	8,743	6,349	2,394	20,315	3,843	1,224	4,923	5,680	986	3,708	34,553	
Operating Result (cash result)	-	- 2,685	- 2,581	- 104	2,685	- 3,843	- 1,224	1,877	4,120	1,414	292	0	
"Below the line" transactions													
Contribution to Government	-	477	477	-	1,094	-	274	274	274	-	274	1,571	1 and 2
depreciation - PMARS	-	-	-	-	-	-	-	-	-	-	-	-	3
Operating Result after the Contribution To Govt	-	- 3,162	- 3,058	- 104	1,542	- 3,843	- 1,498	1,604	3,846	1,414	19	- 1,620	
19-20 funded FTEs	4	48.2	36.0	12.2	112.0	22.0	6.0	28.0	31.0	3.0	22.0	164.2	

Notes

1. CSI function (D Asteraki) not included in Contribution to Govt funding
2. Contribution to Govt G & S/PACT 48/160 FTEs - 30%, IFCW to MPC - 70%
3. Depreciation commences for PMARS \$1.3m p.a. , budgeted as an "unfunded expense" (\$6.5m / 5 years useful life = \$1.3m pa)
4. Accomodation costs within admin costs to be confirmed with Property and venues for 19/20
5. SSC corp costs distribution between CMP and G&S/PACT to be confirmed with SSC

From: "Ogden, Paul" <Paul.Ogden@act.gov.au>

Sent: 04/07/2019 4:47 AM

To: "Whybrow, Mark" <Mark.Whybrow@act.gov.au>; "Morris, Ben" <Ben.Morris@act.gov.au>; "Blount, Wilhelmina" <Wilhelmina.Blount@act.gov.au>

Subject: RE: Major Projects Canberra - Corporate Resource Funding [SEC=UNCLASSIFIED, DLM=Sensitive]

UNCLASSIFIED Sensitive

Just fyi

The admin arrangements for Major Projects include:

"Delivery of the City to Woden light rail project and finalisation of the Gungahlin to the City light rail project"

From: Whybrow, Mark <Mark.Whybrow@act.gov.au>

Sent: Thursday, 4 July 2019 2:39 PM

To: Nicol, David <David.Nicol@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>

Cc: Miners, Stephen <Stephen.Miners@act.gov.au>; Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>

Subject: RE: Major Projects Canberra - Corporate Resource Funding [SEC=UNCLASSIFIED, DLM=Sensitive]

UNCLASSIFIED Sensitive

David

The \$5m suggested corporate costs for an organisation of this size raises some concerns with me. I have requested benchmarking analysis to help determine an appropriate corporate structure based on similar sized Act Government Agencies. Ben and I will pull together corporate structures and costs for SLA and Housing as the basis for the benchmarking.

Duncan already has the capacity to fund elements of this corporate team through the existing 4% charges to agencies and from major capital projects he is responsible to deliver. Currently agencies charge direct costs in addition to the 4% fee for the delivery of major projects.

This would include LR2 funding. I would also suggest that as part of the delivery of the Stage 2 and continuity in staffing and delivery consideration should be given included finalisation of LRS1 as a responsibility of the Major Projects Canberra.

In relation to corporate costs I understand that there is likely to be elements of infrastructure teams within each of the agencies responsible for the major projects and the services being transferred that are appropriation funded. Conceptually, with the transfer of a significant responsibility of infrastructure a share of the appropriation infrastructure funding should also transfer to the new agency. Ben and Wil will engage with Health, TCCS and CMTEED to quantify the current cost of infrastructure teams and what levels are funded through capital projects and what levels are funded through appropriation funding.

For the establishment of a new agency on a budget neutral basis and do not consider additional appropriations as a viable option.

Cheers

Mark

Mark Whybrow

Executive Group Manager, Finance and Budget Group | Chief Minister, Treasury and Economic Development Directorate | **ACT Government** | Lv 1 Nara Centre, 1 Constitution Av, Canberra
<mailto:mark.whybrow@act.gov.au> | Phone: 02 62077879 | Fax: 02 62 070298 | Mobile: 0434537612 | Braddon | GPO Box 158
Canberra ACT 2601 |

From: Nicol, David

Sent: Wednesday, 3 July 2019 12:55 PM

To: Ogden, Paul <Paul.Ogden@act.gov.au>

Cc: Miners, Stephen <Stephen.Miners@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>

Subject: FW: Major Projects Canberra - Corporate Resource Funding [SEC=UNCLASSIFIED, DLM=Sensitive]

Paul – can you send a holding response back to Duncan and we'll discuss internally before responding. (I'm not sure how corporate costs could be as high as \$5m pa though).

thanks

David

From: Edghill, Duncan

Sent: Wednesday, 3 July 2019 12:55 AM

To: Nicol, David <David.Nicol@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>

Subject: Major Projects Canberra - Corporate Resource Funding

UNCLASSIFIED Sensitive

David, Paul,

I was hoping for your guidance please in relation to funding of Major Projects Canberra corporate costs.

As you'd be aware, Major Projects Canberra will need to incur costs associated with its corporate functions such as accommodation, audit, systems, governance staff and so forth (and including my salary) – noting we've been established as a stand-alone agency. As SPIRE and light rail stage 2 ramp-up, this will increase our corporate function costs. The funding source has not yet been finalised for Major Projects Canberra in respect of these costs (though part of the "IFCW" 4% fee and some light rail funding currently goes towards those expenses).

The team is currently working out an estimate of the net additional corporate function costs (noting resolution of the 4% IFCW fee is still a little unclear to us). It's conceivable that the unresolved funding could be in the region of \$5m+ p.a. depending on a range of factors. We still also need to work out what might appropriately be classified as capital and what might be recurrent.

We are aware that the establishment of Major Projects Canberra should have a net zero effect on the ACT budget.

Possible Approach

An approach to address this 2019-20 corporate funding question could be to (i) utilise unspent 2018-19 recurrent appropriation for Light Rail Stage 2 which has been reprofiled and made available in 2019-20. I understand this to amount to around \$4m with a further unspent amount currently under discussion, and (ii) utilise unspent 2018-19 capital funding for SPIRE which was reprofiled from 2018-19 and made available in 2019-20 (\$6.5m total).

This approach would of course need your support and appropriate mechanisms put in place to effect it. The downside is that this approach would address the matter for 12 months. The advantage of it is that would enable the new organisation to settle and gain a firmer handle on its actual corporate costs ahead of 2020-21.

Other Potential Approaches

If there are other possible approaches you would prefer, I'd be most grateful for your guidance. Other possible approaches could be:

- Contributions from other relevant directorates (CMTEDD and TCCS primarily)
- Seek mid-year appropriation
- Current year contributions from SPIRE and Light Rail
- The full transfer of the 4% IFCW fee (with the issue of any previous cross-subsidization within CMTEDD being separately addressed by CMTEDD)

I'd be grateful for your thoughts please and would be happy to discuss.

Kind Regards
Duncan

From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:15 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: Capital Funding for SPIRE and Light Rail [SEC=UNCLASSIFIED]

UNCLASSIFIED

From: Hodder, Geoff <Geoff.Hodder@act.gov.au>
Sent: Friday, 21 June 2019 2:54 PM
To: DalCin, Catherine <Catherine.DalCin@act.gov.au>; Vigor, Catriona <Catriona.Vigor@act.gov.au>
Cc: Bourke, Natasha <Natasha.Bourke@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>
Subject: RE: Capital Funding for SPIRE and Light Rail [SEC=UNCLASSIFIED]

Hi Catherine

Yes, SPIRE received \$13m funding in the 2018-29 Budget. Please note \$6.5m has subsequently been reprofiled into 2019-20.

Geoff

From: DalCin, Catherine
Sent: Friday, 21 June 2019 2:45 PM
To: Vigor, Catriona <Catriona.Vigor@act.gov.au>; Hodder, Geoff <Geoff.Hodder@act.gov.au>
Cc: Bourke, Natasha <Natasha.Bourke@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>
Subject: Capital Funding for SPIRE and Light Rail [SEC=UNCLASSIFIED]
Importance: High

Hi Geoff and Catriona,

In regards to the Major Projects Canberra Agency, I need to move half of the capital injection that was provided in the 2018-19 Appropriation Act to the new agency to ensure they have funds during the supply period (1 July to approx. mid August).

Can I please confirm the following from both of you:

- Agency 90 – ACT Health Directorate – SPIRE was funded \$13 million in Capital Injection; and
- Agency 19 – TCCS – Light Rail Stage 2 was funded \$12,651 million in Capital Injection.

Once confirmed by you, I will include it in the supply instrument.

Thanks,

Catherine Dal Cin

Finance and Budget Division | Chief Minister, Treasury and Economic Development Directorate
Phone: +61 2 6205 4603
Level 1 Canberra Nara Centre | GPO Box 158 Canberra ACT 2601 | www.act.gov.au

From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:57 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: Approved SPIRE Governance documents
Attachments: SPIRE Governance Framework - Final#2.docx, SPIRE Project Board Charter - Final.docx

UNCLASSIFIED

From: Miners, Stephen <Stephen.Miners@act.gov.au>
Sent: Wednesday, 2 October 2019 10:34 AM
To: Morris, Ben <Ben.Morris@act.gov.au>
Cc: Blount, Wilhelmina <Wilhelmina.Blount@act.gov.au>
Subject: FW: Approved SPIRE Governance documents

Ben, for info ahead of meeting today.

Stephen

From: SPIRE Project Team <SPIRE@act.gov.au>
Sent: Wednesday, 2 October 2019 10:25 AM
To: McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>; Ponton, Ben <Ben.Ponton@act.gov.au>; Miners, Stephen <Stephen.Miners@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Chatham, Elizabeth (Health) <Elizabeth.Chatham@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>; Slater, Amanda (Health) <Amanda.Slater@act.gov.au>; Kinghorne, Sally-Anne (Health) <Sally-Anne.Kinghorne@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; Stellios, George <George.Stellios@act.gov.au>
Cc: DGACTHealth <DGACTHealth@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>
Subject: Approved SPIRE Governance documents

Hi all

Please find attached the approved SPIRE Project Board Charter and Governance Framework.

Regards,

Nikki Harding | Governance Officer

Phone: (02) 6205 1757

Major Projects Canberra | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.



ACT
Government

Major Projects Canberra

SPIRE

Delivering a new emergency, surgical and critical healthcare
facility at the Canberra Hospital

Governance Framework



Prepared by:

MAJOR PROJECTS CANBERRA

ACT Government
Level 3, Callam Offices
50 Easty Street
Woden ACT 2606

August 2019

DOCUMENT CONTROL

Review and Approval

Date approved: TBA
Date effective: From the date of approval
Approved by: The Minister for Health
Review period: As required where there are changes to the Project arrangements.

Document Details

Content owner: Chair, SPIRE Project Board
Contact: (02) 6205 1757 (SPIRE Board Secretariat)

Version History

Version No.	Issue Date	Author	Issue Purpose
1.0	July 2019	Nikki Pulford	First draft.
1.1	August 2019	Lloyd Esau	Draft for ESC/Board review and endorsement
1.2	August 2019		Incorporate comments from 27 Aug '19 ESC

Approved by:

Rachel Stephen-Smith MLA
Minister for Health
(On behalf of Cabinet)

Date

CONTENTS

1	Introduction.....	1
1.1	Project Context	1
1.2	Purpose of this Document	1
1.3	Project Scope	1
1.4	The Project Lifecycle	2
2	Roles and Responsibilities	3
2.1	Governance Structure	3
2.2	Key Groups	4
2.3	ACT Government Directorate representation	5
2.4	Key Individuals	6
3	Governance	12
3.1	Governance Principles	12
3.2	Decision Making and Associated Accountabilities	15
3.3	Project Planning, Reporting and Risk Management	16
4	External Governance Factors.....	18
4.1	Other ACT Government Directorates	18
4.2	Government policy	19
5	Resources and Document Control.....	20
5.1	Document Ownership, Audit and Review	20
5.2	Document Scope and Compliance	20
5.3	Relevant Legislation	21
5.4	Relevant Resources	21
	Appendix A Project Glossary	22

1 Introduction

1.1 Project Context

In 2016, the ACT Government committed to delivering a new emergency, surgical and critical healthcare facility at the Canberra Hospital campus in Garran (the SPIRE Project). The purpose-built facility will address challenges being faced by the public health system for contemporary critical care and emergency services. “SPIRE” is an acronym for ‘Surgical Procedures, Interventional Radiology and Emergency’ and was coined during the early stages of the project’s inception. It remains in use as a name for the project but is not used to describe the facility that will be constructed.

Major Projects Canberra (MPC) has been charged with the responsibility for delivering the SPIRE Project in close consultation with Canberra Health Services and the ACT Health Directorate.

1.2 Purpose of this Document

This SPIRE Project Governance Framework (the Governance Framework) articulates the governance arrangements for the SPIRE Project.

This Governance Framework therefore confirms the SPIRE Project’s:

- governance structure, including key groups and individuals;
- governance principles;
- decision types required, the decision-making hierarchy and the associated accountabilities;
- governance arrangements for project planning, reporting and risk management; and
- external governance factors influencing the governance of the SPIRE Project.

1.3 Project Scope

The project’s scope is defined at a high level by the Cabinet Submission (19/112) relating to the Business Case for SPIRE.

The approved scope for the project is set out in the following table:

Table 1: Approved Project Scope

Functional Area	Approved Scope
Inpatient Unit Beds	64
Intensive Care Unit Beds (incl. 4x Paediatric ICU beds)	60
Coronary Care Unit Beds	24
Total Beds	148
Operating Theatres (OTs) (incl. 2x Hybrid Theatres)	22
Interventional Radiology Suites	4 (incl. in OTs above)
Total Operating Theatres	22
Day Surgical Beds	55
Emergency Department (ED) Spaces	114
Short Stay Mental Health Unit	10
Cardiac Catheterisation Laboratories (1 x shell only)	2

Functional Area	Approved Scope
Hybrid Cardiac Catheterisation Laboratories	1
Electrophysiology Laboratories	1
Ambulance Bays	12
Central Sterilising Services Department (CSSD) *	1,122 m ²
Loading Dock *	492 m ²
Helipad	1
Estimated Total Build Area (m²) *	37,337 m²

* Areas are estimates and may change during the design process

In the Cabinet Submission for the SPIRE Project, Cabinet noted:

“that the scope for the project (in terms of functional areas and clinical spaces) under Option 3a will not be materially changed (either by addition or omission) without the prior agreement of Cabinet”

1.4 The Project Lifecycle

A project lifecycle defines the timeline of a project consisting of phases and stages, which represent distinct project boundaries. The completion or commencement of key deliverables/ milestones will often be an indicator of the completion of a project phase or stage.

For the purposes of the Governance Framework, the SPIRE Project is broken down into distinct phases: Definition; Project Design; Enabling Works; Main Works Procurement; Main Works Delivery; and Commissioning.

Each phase has a particular focus and typically requires the Project Team to diversify skill sets and shift core functions. For example, future phases such as Procurement require a skilled Project Team to issue, assess and evaluate tender documents, whereas Delivery Phase will then require an experienced Project Team focused on project delivery activities such as quality, safety and contract management.

The table below provides an indicative breakdown of the key stages, noting that the Project Delivery Plan will set out in more detail the project stages against a Project Schedule.

Table 2: Project Phases and Project Stages

Project Phase	Project Stage	Estimated Period
Definition	Needs analysis	2016 – Q3 2019 <i>(completed)</i>
	Proof of Concept Design	
	Business Case	
Enabling Works	Staging & Decanting and site preparation	Q3 2019 – Q4 2020
Project Design	Pre-tender design	Q4 2019 – Q2 2020
	Post-tender design by contractor	Q3 2020 – Q2 2021
Main Works Procurement	Main ECI tender process	Q4 2019 – Q4 2020
	Detailed design and fixed price offer	
Main Works Delivery	Main construction stage	Q1 2021 – 2023/24
	Building commissioning and acceptance	
Clinical Commissioning	Preparations for operational commencement	2023/24

2 Roles and Responsibilities

2.1 Governance Structure

The SPIRE Project is a high priority project for the ACT Government. The project’s complexity, value and relationships to other Government projects and initiatives demands a governance structure which supports timely, accountable, well informed decision making. The following diagram depicts the proposed governance structure for the SPIRE Project.

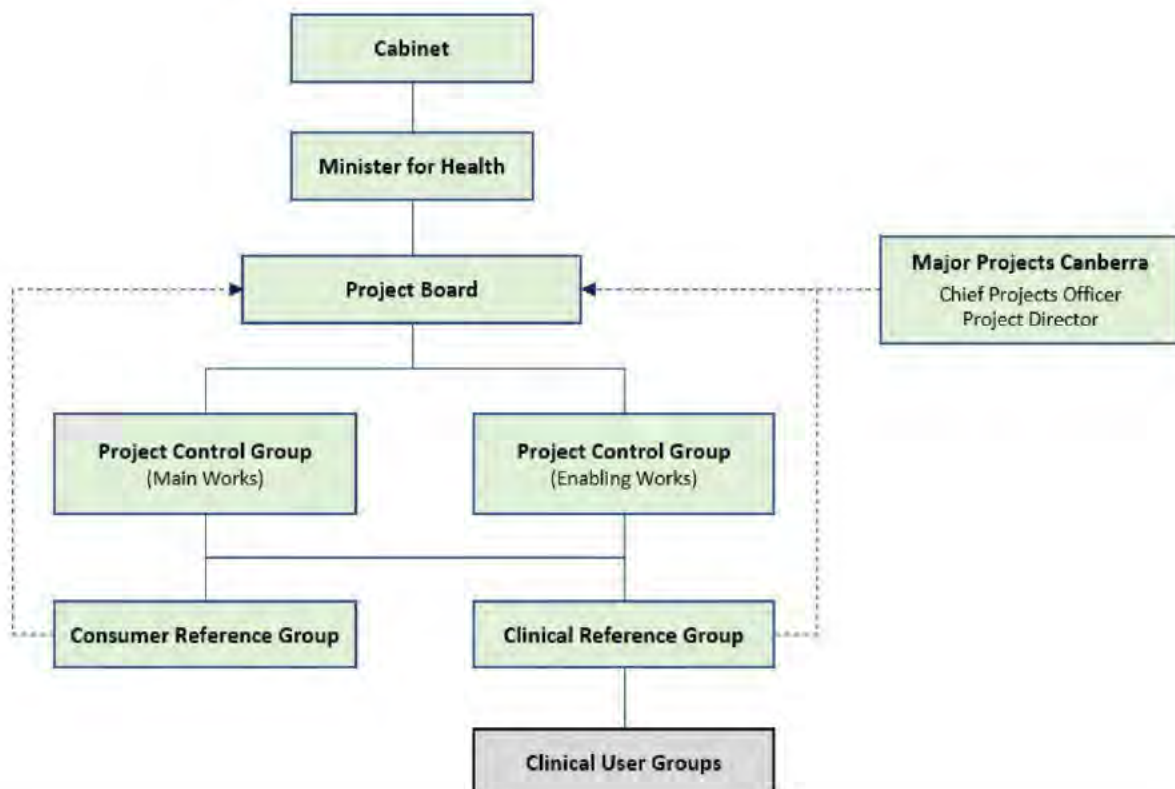


Figure 1: Governance Structure

The size and scope of the SPIRE Project requires consideration of strategic whole of Government public health matters, balanced with focusing on the delivery of the project (in alignment with the project's objectives and the Project Plan). Listed below are the identified groups and individuals that have a role in contributing to the project and associated governance requirements.

Key groups include:

- Cabinet (or Cabinet Sub-Committee/s);
- SPIRE Project Board;
- Project Control Group/s (Main Works and Enabling Works);
- Clinical Reference Group;
- Consumer Reference Group; and
- ACT Government Directorates.

Key individuals include:

- Minister for Health;
- Chief Executive Officer, Canberra Health Services;
- Director-General, ACT Health Directorate;
- Chief Projects Officer, Major Projects Canberra;
- Chair of the SPIRE Project Board;
- the Under Treasurer;
- the SPIRE Project Director;
- the CHS Project Lead; and
- other Directorate representatives.

2.2 Key Groups

2.2.1 Cabinet (or Cabinet Sub-Committees)

Cabinet and Cabinet Sub-Committees are responsible for setting policy for the ACT Government through collective, consensus-based decision-making. Cabinet meets regularly and operates under Westminster conventions.

While Cabinet establishment sits outside this Governance Framework, Cabinet is the peak decision-making body for the SPIRE Project. Cabinet is the group accountable for the 'investment/funding' decisions of the Project. The Minister for Health carries portfolio responsibility for the SPIRE Project. The Minister is briefed by the Chief Projects Officer MPC and if required the Chair of the SPIRE Board.

2.2.2 SPIRE Project Board

The Project Board has a focus on strategic decision-making advice in relation to the SPIRE Project and provides advice to the ACT Government in respect of the planning, procurement and delivery of the SPIRE Project. The Project Board is responsible for providing advice and direction to the key Major Projects Canberra personnel including the Chief Projects Officer, Project Director and Project Team for the SPIRE Project.

The Project Board is accountable for the SPIRE Project’s strategy, leadership and management; focusing primarily on high-level strategic decision-making advice. Further information, including about members and their responsibilities, is available in the SPIRE Project Board Charter.

2.2.3 Project Control Group/s (Main Works and Enabling Works)

Recognising that there exists a significant project to relocate existing hospital functions to create the clear the site to construct the new facility, two Project Control Groups (PCGs) will be established as follows:

- Enabling Works PCG
- Main Works PCG

Both PCGs will support the Project Director to manage project planning, delivery and risk. They will monitor project performance and risk whilst reporting to the Board and will escalate endorsed matters to the Board for approval where necessary.

The Enabling Works PCG will only sit during the Enabling Works project phase.

2.2.4 Clinical Reference Group

The Clinical Reference Group provides guidance and direction to the PCGs and oversight of the User Groups. It will focus on Canberra Health Services operational considerations and endorse all design and design-related matters at key development points. It will also be the first point of escalation if matters cannot be resolved by the Project Team at the User Group level.

2.2.5 Consumer Reference Group

The Consumer Reference Group will provide guidance and direction to the PCGs and ensure that consumer views are reflected in the design for the project through engagement with User Groups and other mechanisms.

The Consumer Reference Group is advisory and has no formal decision-making powers.

2.3 ACT Government Directorate representation

All ACT Government Directorates could be involved in the Project as either a direct participant in the decision-making process, or by consultation as required.

Table 3: Directorate representation on the SPIRE Project

Organisation	Representative
Directly involved	
Canberra Health Services	The Chief Executive Officer, Canberra Health Services (CHS) is the Deputy Chair of the SPIRE Project Board. Whilst CHS does not have budget or administrative accountability for delivery of the SPIRE asset, it is recognised that the completed facility will be operated by CHS and that CHS (and the Chief Executive Officer) will have accountability for the asset once delivered.
ACT Health Directorate	The Director-General, ACT Health Directorate is a member of the SPIRE Project Board.
Chief Minister, Treasury and Economic Development Directorate	The Under Treasurer (or delegate), Treasury is a member of the SPIRE Project Board.

Organisation	Representative
Environment, Planning and Sustainable Development Directorate	The Director-General (or delegate), Environment, Planning and Sustainable Development Directorate is a member of the SPIRE Project Board.
Justice and Community Safety Directorate	The Director-General (or delegate), Justice and Community Safety Directorate is a member of the SPIRE Project Board.
Other Directorates (indirectly involved)	
Community Services Directorate	The Directorate will be consulted on cross-portfolio activities as they arise.
Education and Training Directorate	The Directorate will be consulted on cross-portfolio activities as they arise.

2.4 Key Individuals

2.4.1 Minister for Health

The Minister for Health is the SPIRE Project's spokesperson and represents the Project in Cabinet deliberations and decision-making.

The Minister is accountable for the project's governance, with attention to ensuring the broader operations of the SPIRE Project Board remain aligned to the objectives and priorities of the ACT Government.

2.4.2 Chief Projects Officer, Major Projects Canberra

The Chief Projects Officer, Major Projects Canberra (MPC) holds ultimate responsibility for the sound management and good governance of MPC.

The Chief Projects Officer is a standing attendee of the SPIRE Project Board and is accountable for ensuring the Project is delivered within the requirements established through election commitments and decisions made by Cabinet as the project progresses.

2.4.3 SPIRE Project Board Chair

The Chair of the SPIRE Project Board provides independent leadership and direction to the operations of the SPIRE Project Board and the Project Team.

This role is also accountable for project governance, in particular ensuring the detailed operations of the SPIRE Project Board remain aligned to the Project Plan as well as the objectives and priorities of the ACT Government.

2.4.4 The Under Treasurer

The Under Treasurer has responsibilities for the financial management of the ACT Government and provides advice and direction to the SPIRE Project on budgetary/financial opportunities and constraints pertaining to the Project.

2.4.5 The Project Director

The Project Director for the SPIRE Project represents the Project Team and is a common link between the project and the SPIRE Project Board.

The Project Director is accountable within Major Projects Canberra for the use of resources to actualise the SPIRE Project Board's decisions and directs and manages the delivery of the project to meet the Project objectives within the bounds set by the Project Plan.

2.4.6 The Canberra Health Services Project Lead

The Canberra Health Services (CHS) Project Lead is a project-funded role reporting to the CHS Chief Executive Officer, Canberra Health Services.

The CHS Project Lead will operate as an imbedded part of the SPIRE Project Team and will be accountable for ensuring that all aspects of the project's delivery reflect the needs of the CHS Executive and clinical stakeholders.

Table 4: Key groups in detail

Group	Terms of Reference	Decision Level	Role/Responsibilities	Linkage to Other Groups
Cabinet	<p>Companion to the Standing Orders of the Legislative Assembly for the ACT</p> <p>Parliamentary Agreement for the 9th Legislative Assembly</p> <p>ACT Cabinet Handbook</p>	Investment/ Funding	<p>Cabinet is the group accountable for the ‘investment/funding decision’; i.e. they are accountable for decisions to commit significant public funds and for the efficacy of that public investment. This accountability holds significant reputational risks, best managed at the political level.</p> <p>Materials that directly relate to these decisions will be escalated to this group for approval. This includes the Project’s:</p> <ul style="list-style-type: none"> ▪ business case, including: <ul style="list-style-type: none"> - the Project objectives; - capital and operational expenditure cost estimates; - delivery strategy; and - funding. <p>The following matters will be escalated to Cabinet due to their importance to the Project’s success:</p> <ul style="list-style-type: none"> ▪ cross-government coordination issues (in circumstances of unresolved issues at the SPIRE Project Board level); ▪ ‘Extreme’ rated risks from the Project’s risk schedule for advising and monitoring; and ▪ independent membership of the SPIRE Project Board for approval. 	<p>The Chair of the SPIRE Project Board and the Chief Projects Officer MPC reports to the Minister for Health on all investment / funding decisions.</p> <p>The Chief Projects Officer reports to the Treasurer on the operations of the Major Projects Canberra.</p> <p>The Under Treasurer reports to the Treasurer and Chief Minister on the financial/budgetary position/controls of the Project.</p>
SPIRE Project Board	<p>SPIRE Project Board Charter</p> <p>Project Governance Framework</p> <p>Project Plan</p>	Strategy and Leadership Management	<p>The SPIRE Project Board provides advice and direction to the Chief Projects Officer, Project Director and Project Team. The SPIRE Project Board also endorses decisions that require further approval from the Minister and/or Cabinet.</p> <p>Major responsibilities of the SPIRE Project Board include:</p> <ul style="list-style-type: none"> ▪ Provision of advice in respect of formulating major Project milestones, strategies and objectives in conjunction with the Chief Projects Officer, Project Director and wider Project Team; ▪ monitoring the Project Team’s performance; ▪ provision of advice in respect of ‘extreme’ rated risks from the risk register and awareness of ‘high’ rated risks; ▪ ensuring the Project activity complies with relevant legislation and ACT Government policies; and ▪ communicating with key strategic stakeholder groups. <p>The SPIRE Board Charter will inform the principles and administration of this board.</p> <p>SPIRE Project Board members are required to adopt a ‘best for Project’ approach while on the committee. If what is best for the project differs from what is best for their organisation, the matter is to be raised at the SPIRE Project board meeting and addressed there. If the dispute</p>	<p>The Chair of the SPIRE Project Board and the Chief Projects Officer MPC reports to the Minister for Health on all investment / funding decisions.</p> <p>Secretariat support for SPIRE is provided from within Major Projects Canberra.</p>

Group	Terms of Reference	Decision Level	Role/Responsibilities	Linkage to Other Groups
			<p>remains, it must be escalated by the Project Board Chair to the Minister, who may choose to escalate the matter further.</p> <p>SPIRE Project Board members must have the necessary authority to make decisions on behalf of their respective organisations and should expect to make direct decisions at meetings, rather than taking the matter back for consultation within their respective organisations.</p>	
Project Control Group (PCG)	Project Governance Framework PCG ToR Project Plan	Strategy and Leadership Management	<p>The PCG will meet regularly to provide direction, guidance and oversight for the SPIRE Project being delivered. The PCG provides guidance, direction and oversight to the Working Groups and User Groups and endorses recommendations from the Project Team.</p> <p>The PCG monitors project performance and reports to the SPIRE Board, escalating endorsed matters to the Board for approval where necessary.</p> <p>Separate PCGs will be established for the SPIRE Main Works and Enabling Works – both of which will be chaired by the Project Director.</p>	The Project Director reports to the Chief Projects Officer.
Clinical Reference Group	Project Governance Framework Project Plan Clinical Reference Group ToR	None	<p>The Clinical Reference Group provides guidance and direction to the PCG and oversight of the User Groups. It will focus on CHS operational considerations and endorse all design and design-related matters at key development points. It will also be the first point of escalation if matters cannot be resolved by the Project Team at the User Group level.</p> <p>The Clinical Reference Group will be chaired by the CHS Project Lead.</p>	The Chair of the Clinical Reference Group reports to the CEO, Canberra Health Services.
Consumer Reference Group	Project Governance Framework Consumer Reference Group ToR	None	<p>The Consumer Reference Group will provide guidance and direction to the PCG and ensure that consumer views are reflected in the design for the project through engagement with User Groups and other mechanisms.</p> <p>The Consumer Reference Group is advisory and has no formal decision-making powers. It will meet as required to ensure that the development phase of the project is appropriately reflecting the needs of the community and health consumers.</p> <p>The ACT Health Care Consumers Association (NCCA) will be engaged by MPC to provide and train consumer representatives and to chair the Consumer Reference Group.</p>	The Chair (or other representative) of the Consumer Reference Group is independent of Government. However, they will be invited periodically to update the Board on matters related to customer engagement.
Minister for Health	SPIRE Project Board Charter Project Governance Framework Project Plan	Investment/Funding	<p>The primary responsibilities of the Minister are:</p> <ul style="list-style-type: none"> • ensuring the SPIRE Project deliverables align with Government priorities; • endorsing all material prior to its escalation to Cabinet; • tabling material to Cabinet that is relevant to the project; • monitoring progress against the project objectives; • endorsing the Governance Framework and SPIRE Project Board Charter and/or any amendments as agreed by the project Board; 	The Chair of the SPIRE Project Board and the Chief Projects Officer MPC reports to the Minister for Health on all investment / funding decisions

Group	Terms of Reference	Decision Level	Role/Responsibilities	Linkage to Other Groups
			<ul style="list-style-type: none"> • supporting the release of Expression of Interest and Request for Tender documentation; and • being the public face of the Project - the spokesperson. <p>The Minister will also be responsible for the approval of key overarching documents including the Project Plan, the Governance Framework, Project Board Charter and associated documents.</p>	
Project Team	Project Governance Framework Project Plan	Management	<p>The Project Team focuses primarily on the day-to-day management and operations of the SPIRE Project. Members are responsible for delivering the project according to the SPIRE Project Board's Vision (defined within the Project Plan) under the direction of the Project Director. They are involved in the detailed outcomes of the project.</p> <p>The group's major responsibilities include:</p> <ul style="list-style-type: none"> ▪ implementing the Project Plan, as accepted by the SPIRE Project Board; ▪ identifying, discussing and escalating strategically important issues and risks to the SPIRE Project Board, through the Chief Projects Officer and Project Director; ▪ preparation of SPIRE Project Board papers and material, coordinated by the SPIRE Project Board Secretariat; and ▪ endorsing the Monthly Report for escalation to the SPIRE Project Board for approval. 	The Project Director seeks advice and direction from the SPIRE Project Board on behalf of the Project Team.
User Groups	Developed by the Project Director (as need arises).	None.	<p>User groups consist of stakeholders with unique knowledge of the way in which the clinical environment will be operated and have the requisite skills to assist in the development of the functional briefs and subsequent design. This will include, but not be limited to:</p> <ul style="list-style-type: none"> ▪ review designs for the facility, departments and individual clinical spaces; ▪ review services & engineering designs to ensure operational efficiency of the asset; and ▪ assist in the selection of medical equipment and other furniture fittings & equipment (FFE) items; and ▪ to provide assurance that the project will meet its operational and clinical objectives. <p>User groups do not make decisions under the Governance Framework, but the Project Team must record all engagements and escalate any issues where endorsement of the final project design is not received from user groups.</p>	<p>The responsible Project Team member nominated by the Project Director.</p> <p>The responsible Project Team member reports progress back to the Project Director and Project Team Executive.</p> <p>User Group processes and endorsements will be reviewed by the Clinical Reference Group.</p>
Stakeholder Working Group(s)	Developed by the Project Director (as need arises). Project Governance Framework.	None	<p>This group (or groups) includes stakeholders that operate at a more detailed and/or technical level within the Project environment and have less direct influence on project outcomes. These groups can be formed to focus on specific issues that require cross stakeholder coordination. The group(s) will:</p> <ul style="list-style-type: none"> ▪ be Chaired by the Project Director (or their delegate); ▪ work as a group to wherever possible provide the Chair with a single agreed position on Project issues; and 	<p>The Project Director establishes these groups.</p> <p>The Project Director may Chair these meetings or delegate this responsibility.</p>

Group	Terms of Reference	Decision Level	Role/Responsibilities	Linkage to Other Groups
			<ul style="list-style-type: none"> ▪ have members represent the interest of their organisations, using a 'best for organisation' approach rather than 'best for Project' and must have the authority to make present decisions/positions on behalf of their organisations. <p>These groups provide forums for identified stakeholders to have input into the Project. The group may already exist, have an indefinite life span or may continue for the life of the Project. Stakeholders may be internal to the ACT Government or external people and organisations.</p>	<p>Secretariat support will be facilitated within the SPIRE Project Team.</p>

3 Governance

3.1 Governance Principles

Project governance is important in enabling project success and should be scaled and shaped to address the level of complexity of the particular project.

Project governance sets a firm framework that guides the success of the project, creates transparency and offers confidence in decision-making due to clarity of roles and responsibilities and stakeholder interests being considered.

The governance principles for the SPIRE Project are broken into 'standard' and 'specific' principles. Standard project governance principles should be applied as industry best practice activity. Specific governance principles are also defined to cater to the unique needs of a health infrastructure project.

3.1.1 Standard Project Governance Principles

- **Principle 1:** A single point of accountability for the success of the project.
- **Principle 2:** Proper placement of project decision makers in relation to project stakeholders.
- **Principle 3:** Where possible, apply the best features of corporate governance to the project governance.
- **Principle 4:** There must be separation of project governance from organisational governance.

3.1.2 Specific Governance Principles

- **Principle 5:** The Project will deliver a new emergency, surgical and critical healthcare facility for Canberra Hospital. Subject to not exceeding the approved scope and budget for the project, the operational requirements for the new facility will be paramount.

These governance principles are further defined in the table below, particularly outlining how they will be addressed by the Project Team.

Table 5: Addressing governance principles

Principle	What this means	How will it be addressed
Principle 1: A single point of accountability for the success of the project	This principle is outcome focused: it concentrates on the 'success' of the project meaning the realisation of the asset as defined in the Project Business Case. Importantly, 'success' means different things to different people, so the definition of success must be predetermined.	<ul style="list-style-type: none"> ▪ Delivery and capital budget accountability for the SPIRE Project rests with MPC but the operational success of the completed project will be delivered by CHS. ▪ The Project Board has been established to ensure that these accountabilities are aligned, and the Project Board Charter provides for escalation to the Minister for Health and/or Cabinet in the event of conflicting interest arising.
Principle 2: Proper placement of project decision makers in relation to project stakeholders	This principle reflects the need for a clear decision hierarchy and supports the need for timely decision making to take place. Influencers (such as stakeholders) should not be in decision making groups, but their views should be captured in other ways such as through advisory groups.	<ul style="list-style-type: none"> ▪ Major decision making on the SPIRE Project is restricted to the Cabinet, the Minister for Health, the SPIRE Project Board, the Chief Projects Officer and the Project Director. Stakeholder needs are captured through User and Working Group levels supported by MPC.
Principle 3: Where possible apply the best features of corporate governance to the project's governance	This principle recognises that project governance can learn from the strengths of corporate governance, such as risk management, resource management, reporting mechanisms, etc.	<ul style="list-style-type: none"> ▪ The Project Director is the link between the SPIRE Project Board and the Project Team and uses the team's resources to actualise the SPIRE Project Boards decisions. ▪ The Chair of the SPIRE Project Board is an independent (i.e. non-government) member. The role is equivalent to a non-executive director on a corporate board, with no voting rights except to break deadlocks. <i>Note: where an appropriate independent member cannot be found to be the Chair, this role will be assumed by the CEO, Canberra Health Services.</i> ▪ The Chair is the major point of contact for the SPIRE Project Board. The Chair is a facilitator of action rather than a deliverer. ▪ The SPIRE Project Board will draw on meeting principles successfully used in the private sector, including: <ul style="list-style-type: none"> - setting agendas and facilitating structured meetings; and - SPIRE Project Board operations are established and managed by a Secretariat.
Principle 4: A separation of project governance from organisational governance structures	While good project governance should be flexible, it should be subject to minimal change in order to be maintained and followed by the Project Team. Separating project governance from the organisational governance structure also commits Project Team members to delivering project objectives - rather than separate organisational objectives.	<ul style="list-style-type: none"> ▪ MPC will provide Agency services to the Project Team including, but not limited to, human resources support, accommodation, ministerial services, strategic finance and general governance support. ▪ The Chief Projects Officer has significant accountabilities and is empowered to make decisions without reference to the objectives of a particular directorate. This includes the ability to make all Project-related decisions within an 'envelope' approved by the SPIRE Project Board (often in the Project Plan), the ability to approve all spending, +/- an agreed percentage of the original approved budget, etc. ▪ All members of the Project Team report to the Project Director through their respective managers. Importantly, this holds for any public sector personnel seconded to the Project from other directorates; i.e. they do not report through their directorate while on the Project (with some exceptions for those providing shared services).

Principle	What this means	How will it be addressed
<p>Principle 5: The Project will deliver a new emergency, surgical and critical healthcare facility for Canberra Hospital and the operational requirements for the new facility will be paramount.</p>	<p>This principle recognises that while the construction of the health asset is important, it is a means to an end, i.e. the provision of health services to the community. Subject to not exceeding the approved scope and budget for the Project, this will be a guiding principle for the SPIRE Project.</p>	<ul style="list-style-type: none"> ▪ 'Success' is the delivery of a health asset that meets the service delivery requirements (defined in the Business Case), and the role and responsibilities of all key project individuals are defined with this in mind. ▪ The Project Director is relied upon to implement the processes that will achieve that end. ▪ Clinical stakeholders and healthcare consumer will form a key part of the governance arrangements and will be consulted throughout the development of the new facility.

3.2 Decision Making and Associated Accountabilities

There are four levels of decision making related to the SPIRE Project. Each decision level considers which key group and individual is involved in the decision based on its impact for achieving the project objectives.

The defined decision levels are:

- **Funding/investment**
 - This is where decision makers are accountable for approving government funding to the Project.
 - The Minister for Health, and subsequently Cabinet, operates at this level.
- **Strategy and leadership**
 - This is where decision makers set the strategy for the project and then lead according to it. They think ahead about strategic opportunities and risks facing the project.
 - The Minister for Health, as well as the SPIRE Project Board, Chief Projects Officer, MPC and Project Director, operate at this level.
- **Management**
 - This is where decision makers focus ‘downwards’ to ensure the resources, capability and systems are in place to deliver on the objectives set by the SPIRE Project Board.
 - The SPIRE Project Board, Chief Projects Officer, MPC, and the Project Director operate at this level.
- **Operational**
 - This is where decisions directly impact task delivery. Personnel at this level are not involved in major decision making, but rather escalate decisions through to their respective manager.
 - The Project Director and Project Team operate at this level.

Table 6: High level overview of decision makers, levels and types

Decision Level	Decision Maker(s)	Decision Type(s)	Key Guiding Document(s)
Funding Decision	<ul style="list-style-type: none"> ▪ Cabinet 	<ul style="list-style-type: none"> ▪ Government reputation ▪ Funding approval ▪ Aware of ‘extreme’ rated risks from the risk schedule 	<ul style="list-style-type: none"> ▪ Companion to the Standing Orders of the Legislative Assembly for the ACT ▪ Parliamentary Agreement for the 9th Legislative Assembly ▪ Project Governance Framework ▪ ACT Cabinet Handbook
Strategy and Leadership	<ul style="list-style-type: none"> ▪ Chief Minister ▪ Minister for Health ▪ SPIRE Project Board ▪ Chief Projects Officer (MPC) ▪ Project Director 	<ul style="list-style-type: none"> ▪ Project reputation ▪ Establishing the Project objectives ▪ Projections of future Project stages (e.g. operations) ▪ Responsibility for ‘extreme’ rated risks from the risk schedule ▪ Awareness of ‘high’ rated risks ▪ Approve the awarding of major contract 	<ul style="list-style-type: none"> ▪ Project Governance Framework ▪ SPIRE Project Board Charter ▪ Project Plan ▪ Project Risk Management Plan
Management	<ul style="list-style-type: none"> ▪ Chief Projects Officer (MPC) ▪ Project Director 	<ul style="list-style-type: none"> ▪ Project Team performance and culture ▪ Team resource management ▪ Task management 	<ul style="list-style-type: none"> ▪ Project Governance Framework ▪ Project Plan ▪ MPC Strategic Plan

Decision Level	Decision Maker(s)	Decision Type(s)	Key Guiding Document(s)
	<ul style="list-style-type: none"> Project Management Team (the Project Director plus all managers) 	<ul style="list-style-type: none"> Project systems and controls Responsibility for 'high' rated risks from the risk schedule Awareness of all other risks 	<ul style="list-style-type: none"> MPC Governance Framework Project Risk Management Plan
Operations	<ul style="list-style-type: none"> Project Director Managers Project Team staff 	<ul style="list-style-type: none"> Task delivery Responsible for 'medium' and 'low' rated risks from the risk schedule 	<ul style="list-style-type: none"> Task Management Plans Project Governance Framework Project Plan MPC Strategic Plan MPC Governance Framework Project Risk Management Plan

The SPIRE Project Board Charter defines the processes that the SPIRE Project Board members must follow when making decisions for the Project

3.3 Project Planning, Reporting and Risk Management

3.3.1 Project Planning

An important part of project governance is the ability to properly plan. Proper planning:

- supports the efficient use of resources;
- ensures proper strategic alignment of the Project with other Government priorities; and

then reduces:

- the occurrence of cost, quality and time constraint issues;
- opportunities for scope creep;
- risk; and
- communication issues.

The SPIRE Project will have in place a Project Plan, which confirms the Project objectives, Project Management Workstreams, and Project Schedule.

3.3.2 Project Reporting

Progress against project outcomes must be advised to Cabinet, the Minister for Health, and the SPIRE Project Board, to enable appropriate and timely decisions to be made based on the Project needs and status.

Effective project governance relies on timely and accurate monitoring and reporting of project progress and performance. The audience, content and frequency of reporting will depend on the needs of the project, any issues arising and the project lifecycle phases. Through the Project Plan, the Project Director will address reporting requirements for the SPIRE Project.

Relevant aspects of the Project are defined below, identifying the level of engagement anticipated for key stakeholders and individuals involved with the SPIRE Project.

Table 7: Project reporting

Aspect	Project Executives	Project Board	Minister	Cabinet
Frequency	Weekly	Monthly	Bi-weekly	Quarterly
Project Details	Discuss current project activities underway and forthcoming	Discuss key aspects of current stage and next steps	Discuss current stage and critical issues	Discuss current stage and critical issues

Aspect	Project Executives	Project Board	Minister	Cabinet
	Identify project critical events / continuing viability			
Budget	Individual Project Team expenditure, variations, emerging pressures and strategies including access to risk and contingency funds Specific details and reasons for variations for approval or escalation	Project Budget, financial status including access to risk and contingency funds or need to terminate Specific reasons for variations for approval or escalation	Tracking and analysis against progressive budget including explanation of variance Forecast overall cost Options and variations for approval or escalation	Tracking against progressive budget including explanation of variance Forecast overall cost Options and variations for approval
Schedule / Milestones	Progress against schedule and team milestones, analysis of any areas of slippage or gains which could impact progress in other areas Where appropriate strategies to manage any slippages or gains Planning / strategies for next stage	Progress against schedule and key milestones Key areas of slippage or gains which could impact progress in other project areas Proposed actions / strategies	Tracking against Project Schedule and major milestones (achieved, overdue and upcoming) including an explanation of variance and impacts	Tracking against Project Schedule and major milestones (achieved, overdue and upcoming) including explanation of variance and impacts
Risks	Identify and analyse changes to risk / issues (new, increases or decreases) This includes stakeholder risks and dependencies and proposed strategies	Latest risk report including recent risk status changes (additions, removals or actions), stakeholder risks and dependencies Identify proposed strategies	Details of key emerging risks / issues including stakeholder risks and proposed strategies	Key emerging risks and issues for decisions
Scope	Issues arising which may impact on Project scope including stakeholder identified concerns Analysis of scope variations for approval or escalation	Issues impacting Project scope including concerns identified by stakeholders Scope variations for approval or escalation	Scope variations outlining impacts for approval	Scope variations outlining impacts for approval

3.3.3 Risk Management

A core component of project governance is adopting a structured approach and documenting the processes necessary for managing or mitigating project risks. This enables key groups and individuals to make better-informed decisions and to ensure that appropriate action is being taken to:

- minimise the impact of potential negative events on the Project Schedule and the operating environment;
- reduce the likelihood of project problems occurring; and
- identify and maximise potential opportunities during the different phases of the SPIRE Project.

Risk management for the SPIRE Project will follow the Risk Management Standard (ISO31000:2009) and will be managed by the Project Control Group.

4 External Governance Factors

4.1 Other ACT Government Directorates

Whilst Canberra Health Services is the sponsoring agency for the SPIRE Project, it is important to recognise the relationship that the project has with services delivered by other ACT Government Directorates.

Table 8: ACT Government Directorates

Directorate name	Responsibility
Chief Minister, Treasury and Economic Development Directorate (CMTEDD)	<p>CMTEDD leads the ACTPS and provides strategic advice and support to the Chief Minister, Treasurer, Minister for Economic Development and the Cabinet on policy, financial and economic matters, service delivery and Whole of Government issues.</p> <p>CMTEDD is responsible for collecting and managing taxation revenue and the Government's financial assets and liabilities (including superannuation liabilities and investments). CMTEDD is responsible for providing advice to the Government and ACT Directorates on the Territory's budget and financial management, economic and revenue policy, federal financial relations, and workers compensation policy.</p> <p>CMTEDD is also responsible for Shared Services, which provide financial, IT, and HR support across Government.</p> <p>Economic Development within CMTEDD focuses on land release, facilitating business development, investment, sport and recreation, tourism and events, arts, and other government activity, often in coordination with the private sector, to increase the economic performance of the ACT.</p>
Community Services Directorate (CSD)	<p>CSD has responsibility for a wide range of human services functions in the ACT including multicultural and community affairs; public and community housing services and policy; children; youth and family support services and policy; disability policy and services; therapy services; Child and Family Centres; the ACT Government Concessions Program; homelessness and community services.</p>
Education and Training Directorate (ETD)	<p>ETD delivers high quality education services through government schools, registers non-government schools and administers vocational education and training in the ACT.</p>
Environment, Planning and Sustainable Development Directorate (EPSDD)	<p>EPSDD aims to lead the nation in achieving sustainable outcomes: to be a 'liveable and sustainable city'.</p> <p>The Directorate is responsible for developing and implementing a wide range of policies and programs across city planning and development, climate change and the environment. There are two divisions within the Directorate dedicated to the delivery of positive environment outcomes for the Territory. These are:</p> <p>the Environment Division is responsible for heritage, conservation research, nature conservation policy, catchment management and water policy and environment protection policy, and includes the ACT Parks and Conservation Service</p> <p>The Climate Change and Sustainability Division is responsible for developing and implementing strategies to mitigate and adapt to climate change, including actions delivering 100% renewable electricity by 2020, net zero emissions by 2045 at the latest, and increasing climate change resilience. The Actsmart program, Energy Efficiency Improvement Scheme and Carbon Neutral Government programs deliver on-the-ground energy savings.</p>

Directorate name	Responsibility
ACT Health Directorate (ACTHD)	ACTHD provides a comprehensive range of health services to the people of the ACT and surrounding region. ACTHD sets health policy and plans the delivery of health services while ensuring these services meet community needs. ACTHD also funds a range of non-government organisations (NGOs) to provide vital healthcare services to the people of the ACT and surrounding region.
Canberra Health Services Directorate (CHS)	CHS is responsible for delivering high- quality patient-centred care across the Territory through a range of services that include acute inpatient and day services, outpatient services, women’s and children’s services, paediatrics and pathology.
Justice and Community Safety Directorate (JACS)	JACS comprises several agencies and is responsible for a wide range of activities and services in the areas of justice, the law, emergencies, commercial practices and government elections.

Directorates are responsible to their respective Minister who in turn is responsible to Cabinet, the Chief Minister and the Legislative Assembly.

4.2 Government policy

The SPIRE Project Team will need to consider all relevant applicable Government policy and legislation throughout its project lifecycle. This includes:

4.2.1 Project Procurement Guidance

The ACT Government is committed to improving the facilitation of infrastructure, service delivery and private sector investment within the Territory. While this is not an exhaustive list, the following has been included to ensure these requirements are considered (where applicable) in the delivery of the SPIRE Project.

The Capital Framework

The ACT Government has developed The Capital Framework to be a fit for purpose delivery model for infrastructure projects in the ACT. The Capital Framework provides practical assistance and helps shape proposals, inform investment decisions, monitor project delivery and track the benefits projects achieve. The objectives of the Capital Framework are to:

- allocate scarce capital where best justified;
- achieve optimal risk allocation and value for money; and
- have guidance material, an investment decision and approval process which is fit for purpose for projects of different sizes and complexity.

The Partnerships Framework

As Public Private Partnership (PPP) projects are not managed through a traditional procurement process, it is necessary to use a dedicated policy framework that is fit-for-purpose. This facilitates an effective and efficient process for engagement between private sector participants and the ACT Government.

The ACT Government has therefore developed The Partnerships Framework - Guidelines for Public Private Partnerships (the Partnerships Framework). This provides a transparent and guiding framework for the ACT Government to develop and deliver PPP projects, whilst adhering to the National Public Private Partnerships Guidelines and offering a link to existing ACT policy on capital procurement and funding. The Partnerships Framework sits as a companion document to the Capital Framework.

Guidelines for Unsolicited Proposals

To manage effectively unsolicited proposals, the ACT Government has developed the Guidelines for Unsolicited Proposals (the Unsolicited Proposals Guidelines). This offers a transparent framework for both proponents and the Government to treat unsolicited proposals for public infrastructure, service delivery and private sector investment in the Territory.

The Unsolicited Proposals Guidelines establishes five broad objectives when reviewing unsolicited proposals. They aim to ensure net benefits can be delivered to the Territory. Unnecessary work is also limited for the Proponent and for Ministers and public servants involved. The broad objectives are:

- upholding public interest to ensure the infrastructure serves to benefit the public at large from a social, economic and environmental perspective, as reflected in the ACT Government's infrastructure and economic priorities;
- creating value for money to ensure the project presented by the unsolicited proposal generates net economic benefits to the Territory;
- ensuring affordability through using a delivery method that is both reasonable and cost-effective when compared to alternative options for delivery;
- economic diversification - to ensure the future of the ACT is founded on a robust and dynamic economy and where the business sector is confident in leading future action, independently; and
- ensuring appropriate delivery of the arrangement between the Territory and the proponent in terms of applicability, transparent process, accountability, competition and contestability, commercial viability and risk sharing.

5 Resources and Document Control

5.1 Document Ownership, Audit and Review

The Independent Chair of SPIRE Project Board is the owner of this document and is responsible for ensuring its currency. Likewise, the Chair should ensure that its content aligns with industry best practice project governance principles and should instruct the Project Director when amendments need to be made.

To encourage a spirit of certainty and continuity, it is preferred that amendments to the fundamentals of this Governance Framework be limited. It is necessary, however, for this Governance Framework to be reviewed and re-approved (if necessary) as the SPIRE Project evolves through its phases, or when a major change in governance is warranted. The Chief Projects Officer and Project Director, in consultation with the SPIRE Project Board, is responsible for initiating such a review.

It is the Chief Projects Officer's responsibility to also identify any flaws and seek appropriate approval (SPIRE Project Board or Minister) to amend them.

5.2 Document Scope and Compliance

The Governance Framework applies to all persons engaged in work within the SPIRE Project and includes, but is not limited to, ACTPS personnel directly working in the SPIRE Project Team, ACTPS personnel providing corporate services (for example, Ministerial and Cabinet Services), consultants, advisors and contractors engaged to work on the SPIRE Project.

5.3 Relevant Legislation

Legislation	Location
<i>Australian Capital Territory (Planning and Land Management) Act 1988 (Cwlth)</i>	http://www.legislation.act.gov.au/a/db_22277/default.asp
<i>Climate Change and Greenhouse Reduction Act 2010</i>	http://www.legislation.act.gov.au/a/2010-41/default.asp
<i>Discrimination Act 1991</i>	http://www.legislation.act.gov.au/a/1991-81/default.asp
<i>Electricity Safety Act 1971</i>	http://www.legislation.act.gov.au/a/1971-30/default.asp
<i>Environment Protection Act 1997</i>	http://www.legislation.act.gov.au/a/1997-92/default.asp
<i>Financial Management Act 1996</i>	http://www.legislation.act.gov.au/a/1996-22/default.asp
<i>Freedom of Information Act 1989</i>	http://www.legislation.act.gov.au/a/alt_a1989-46co/default.asp
<i>Freedom of Information Act 2016</i>	http://www.legislation.act.gov.au/a/2016-55/default.asp
<i>Government Procurement Act 2001</i>	http://www.legislation.act.gov.au/a/2001-28/default.asp
<i>Heritage Act 2004</i>	http://www.legislation.act.gov.au/a/2004-57/default.asp
<i>Human Rights Act 2004</i>	http://www.legislation.act.gov.au/a/2004-5/default.asp
<i>Information Privacy Act 2014</i>	http://www.legislation.act.gov.au/a/2014-24/default.asp
<i>Land Acquisition Act 1994</i>	http://www.legislation.act.gov.au/a/1994-42/default.asp
<i>Legislation Act 2001</i>	http://www.legislation.act.gov.au/a/2001-14/default.asp
<i>Nature Conservation Act 2014</i>	http://www.legislation.act.gov.au/a/2014-59/default.asp
<i>Ombudsman Act 1989</i>	http://www.legislation.act.gov.au/a/alt_a1989-45co/default.asp
<i>Planning and Development Act 2007</i>	http://www.legislation.act.gov.au/a/2007-24/default.asp
<i>Public Interest Disclosure Act 2012</i>	http://www.legislation.act.gov.au/a/2012-43/default.asp
<i>Public Sector Management Act 1994</i>	http://www.legislation.act.gov.au/a/1994-37/default.asp
<i>Public Sector Management Standards 2016</i>	http://www.legislation.act.gov.au/di/2016-251/default.asp
<i>Public Unleased Land Act 2013</i>	http://www.legislation.act.gov.au/a/2013-3/default.asp
<i>Smoke-Free Public Places Act 2003</i>	http://www.legislation.act.gov.au/a/2003-51/default.asp
<i>Territory Records Act 2002</i>	http://www.legislation.act.gov.au/a/2002-18/default.asp
<i>Tree Protection Act 2005</i>	http://www.legislation.act.gov.au/a/2005-51/default.asp
<i>Utilities (Technical Regulation) Act 2014</i>	http://www.legislation.act.gov.au/a/2014-60/default.asp
<i>Utilities Act 2000</i>	http://www.legislation.act.gov.au/a/2000-65/default.asp
<i>Waste Minimisation Act 2001</i>	http://www.legislation.act.gov.au/a/2001-31/default.asp
<i>Work Health and Safety Act 2011</i>	http://www.legislation.act.gov.au/a/2011-35/default.asp
<i>Workers Compensation Act 1951</i>	http://www.legislation.act.gov.au/a/1951-2/default.asp

5.4 Relevant Resources

Policy/Document	Location
ACT Government Guidelines for Unsolicited Proposals	http://apps.treasury.act.gov.au/_data/assets/pdf_file/0010/886771/Guidelines-for-Unsolicited-Proposals-September-2016.pdf
SPIRE Project Plan	Insert link
National Public Private Partnership Guidelines	https://infrastructure.gov.au/infrastructure/ngpd/files/Overview-Dec-2008-FA.pdf
SPIRE Project Board Charter	Insert link
The Capital Framework	http://www.procurement.act.gov.au/about/capital-framework

Policy/Document	Location
The Partnerships Framework - Guidelines for Public Private Partnerships	http://apps.treasury.act.gov.au/_data/assets/pdf_file/0010/869941/Guidelines-for-PPPs-Second-Edition.pdf

Appendix A Project Glossary

Term	Definition
ACT Public Service (ACTPS)	Employees employed by the ACT Public Service in temporary or permanent roles against a dedicated position number
ACTHD	ACT Health Directorate.
Business Case	A business case records the justification for starting a project. It describes the benefits, costs and impact and includes a calculation of the financial case.
Cabinet Sub-Committee	Any sub-Committee of Cabinet, established by Cabinet, with a dedicated purpose Unlike normal Cabinet meetings, Executives and advisors are permitted to be in the room while decisions are made.
CAPEX	Capital Expenditure (CAPEX) is the amount an organisation spends to buy fixed assets, or to add to the value of an existing fixed asset with a useful life that extends beyond the taxable year.
CHS	Canberra Health Services
Chief Minister	Chief Minister of the ACT Government
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
Contingency	A contingency is something that may happen: an event that might occur in the future, especially a problem, emergency, or expense that might arise unexpectedly and therefore must be prepared for.
Contract Close	Contract Close represents the completion and settlement of the contract including resolution of all outstanding items.
CSD	Community Services Directorate
IEOI	Invitation for Expressions of Interest. An invitation for the private sector to express their interest in delivering the Project.
EPSDD	Environment, Planning and Sustainable Development Directorate
ETD	Education and Training Directorate
Feasibility Study	A document developed in the Definition Phase that analyses and discusses the technical feasibility of a project
JACS	Justice and Community Safety Directorate.
SLA	The Suburban Land Agency
SPIRE Project Board	The SPIRE Project Board – provides oversight on the management of the SPIRE Project. More information on the SPIRE Board is available in the <i>SPIRE Project Board Charter</i> .
Minister	Minister for Health

Term	Definition
OPEX	Operating Expenses (OPEX) result from the ongoing costs an organisation pays to run a business. OPEX can make up the bulk of regular costs; therefore, management aims to lower operating expenses without causing a drop in quality.
Parliamentary Agreement	The <i>Parliamentary Agreement for the 9th Legislative Assembly for the Australian Capital Territory</i> - ratified by the ACT Greens and ACT Labor
Project Lifecycle	The Project Lifecycle represents the distinct phases and stages of a Project from start to finish
Project Plan	A Project Plan is a formal, approved document used to guide both project execution and project control. The primary uses of the Project Plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost and scheduled baselines.
Project Team	The Project Team is the management team leading the project
RACI Chart	A RACI Chart is a matrix of all the activities or decision-making authorities undertaken in an organisation set against all the people or roles. At each intersection of activity and role, it is possible to assign somebody: Responsible, Accountable, Consulted or Informed for that activity or decision.
RFP or RFT	Request for Proposals or Request for Tender is a tender document provided to shortlisted bidders detailing project requirements bidders must meet.
Schedules	Schedules in project management consist of a list of a project's key activities with intended start to finish dates (often depicted in a Gantt Chart).
Scope	The Scope is the overall definition of what the project should achieve and a specific description of what the result should be. A major component of the scope is the quality of the final product.
Scope creep	Scope creep refers to uncontrolled growth of the project scope resulting from constant changes to requirements, without considering the impact on resources or timescale.
Stakeholder	A stakeholder is anyone, internal or external to an organisation that has an interest in a project or will be affected by its deliverables.
TCCS	Transport Canberra and City Services Directorate



ACT
Government

Major Projects Canberra

SPIRE

Delivering a new emergency, surgical and critical healthcare
facility at the Canberra Hospital

Project Board Charter



Prepared by:

MAJOR PROJECTS CANBERRA

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August 2019

DOCUMENT CONTROL

Contact for enquiries

If you have any questions regarding this document please contact:

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Title Board Secretariat
Phone 02 6205 1757

Version History

Version No.	Date	Author	Issue Purpose
1.0	July 2019	Nikki Harding	First draft.
1.1	August 2019	Lloyd Esau	Draft for ESC/Board review and endorsement
1.2	August 2019		Incorporate comments from 27 Aug '19 ESC

Approved by:

Rachel Stephen-Smith MLA
Minister for Health
(On behalf of Cabinet)

Date

CONTENTS

1	Introduction.....	1
1.1	The Purpose of This Document	1
1.2	The Projects	1
1.3	Relationship to Other Documents	1
2	Scope	2
2.1	Purpose of the Board	2
2.2	Role of the Board	2
2.3	Conflicts of Interest	2
2.4	Project Governance Structure	3
3	Membership, Roles and Responsibilities.....	3
3.1	Members and Their Proxies	3
3.2	The Role of the Independent Chair	4
3.3	The Role of the Deputy Chair	4
3.4	The Role of the Secretariat	4
3.5	The Role of Members	4
3.6	The Role of Attendees	5
3.7	Probity Adviser	5
3.8	Use of proxies	5
4	Meeting Principles and Board Operations.....	5
4.1	Decision Making	5
4.2	Dissenting Views	6
4.3	Dispute Resolution	6
4.4	Sub-committees	6
4.5	Attendance	6
4.6	Quorum	7
4.7	Meeting Frequency	7
4.8	Meeting Preparation	7
4.9	Pre-briefings	7
4.10	Meeting Papers	7
4.11	Working Documents	8

1 Introduction

1.1 The Purpose of This Document

The purpose of this document is to:

- Define the role of the SPIRE Project Board (the Board).
- Define the scope of the Board’s decision-making authority.
- Define the Board’s membership and the role of the Board members.
- Define the Board’s operations and meeting principles.

1.2 The Projects

For the purposes of this Charter the “SPIRE Project” refers to the planning, procurement and delivery of a new emergency, surgical and critical healthcare facility at the Canberra Hospital campus in Garran.

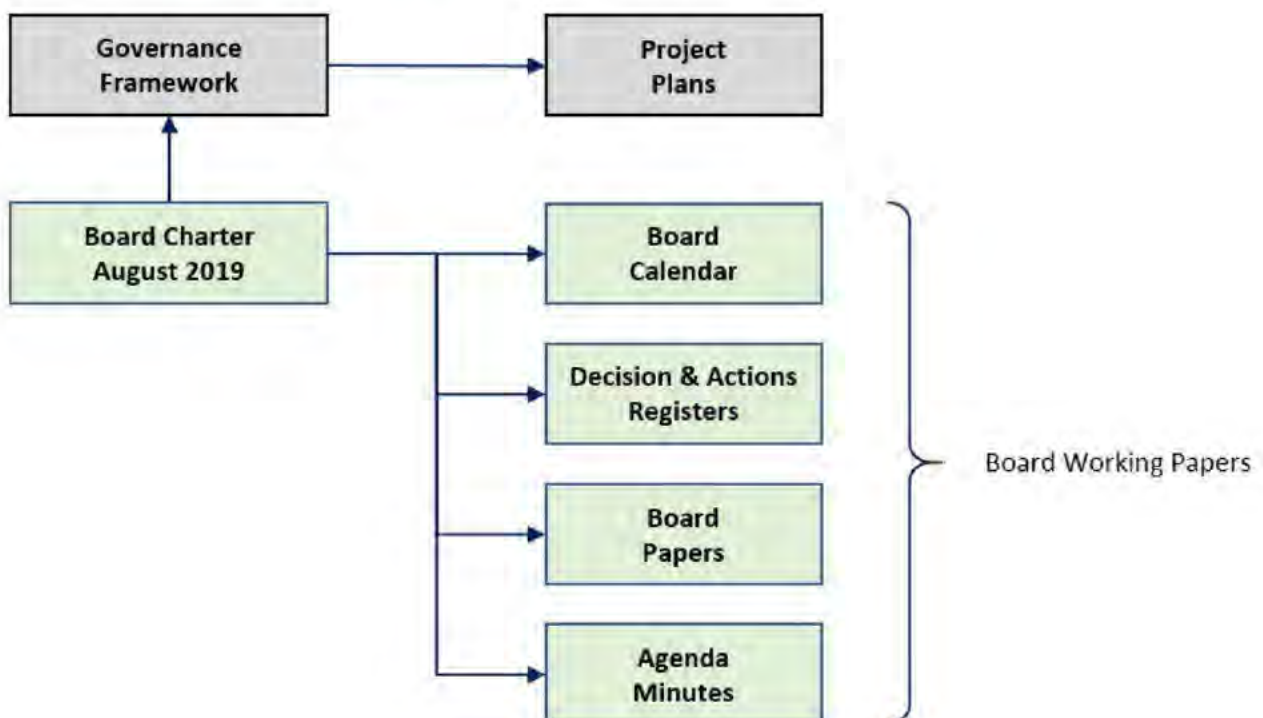
“SPIRE” is an acronym for ‘Surgical Procedures, Interventional Radiology and Emergency’ and was coined during the early stages of the project’s inception. It remains in use as a name for the project but is not used to describe the facility that will be constructed.

1.3 Relationship to Other Documents

Figure 1 is a simple diagram illustrating this document’s relationship to other relevant documents. The Charter will operate under the Project Governance Framework,

The Charter guides a number of working documents including the Board Calendar, Decisions and Actions Register and minutes, etc. These are explained further in Section 4.11.

Figure 1: Key documents related to the Board Charter



2 Scope

2.1 Purpose of the Board

The Board will provide the strategic decision-making advice and guidance for the project. In particular the Board will function as the key advisory body for the SPIRE Project providing high-level guidance and advice to the Project Director, Project Control Group (PCG) and any working groups established for the project.

2.2 Role of the Board

The core responsibility of the Board is to provide advice to and oversight of the SPIRE Project.

Specific functions of the Board include:

- a) strategic oversight of the project to ensure progress and performance against its critical path, and that the project is meeting organisation operational and strategic objectives;
- b) approving project deliverables and endorsing changes including the scope, time, procurement strategy and budget management (within set delegated limitations);
- c) establishing boundaries and mechanisms for the variation of project scope, inclusive of time and cost;
- d) overseeing stakeholder communication and engagement activities;
- e) resolving issues and policy decisions;
- f) monitoring risks and opportunities;
- g) appointing and directing the PCG, and acting as a point of reporting and escalation; and
- h) provide regular briefing updates to the Minister and Government as required.

2.3 Conflicts of Interest

A conflict of interest arises where a Board participant has an interest that conflicts, could be perceived to conflict, or has the potential to conflict with the interests of Major Projects Canberra or the Territory more generally in conducting the project.

Board members must:

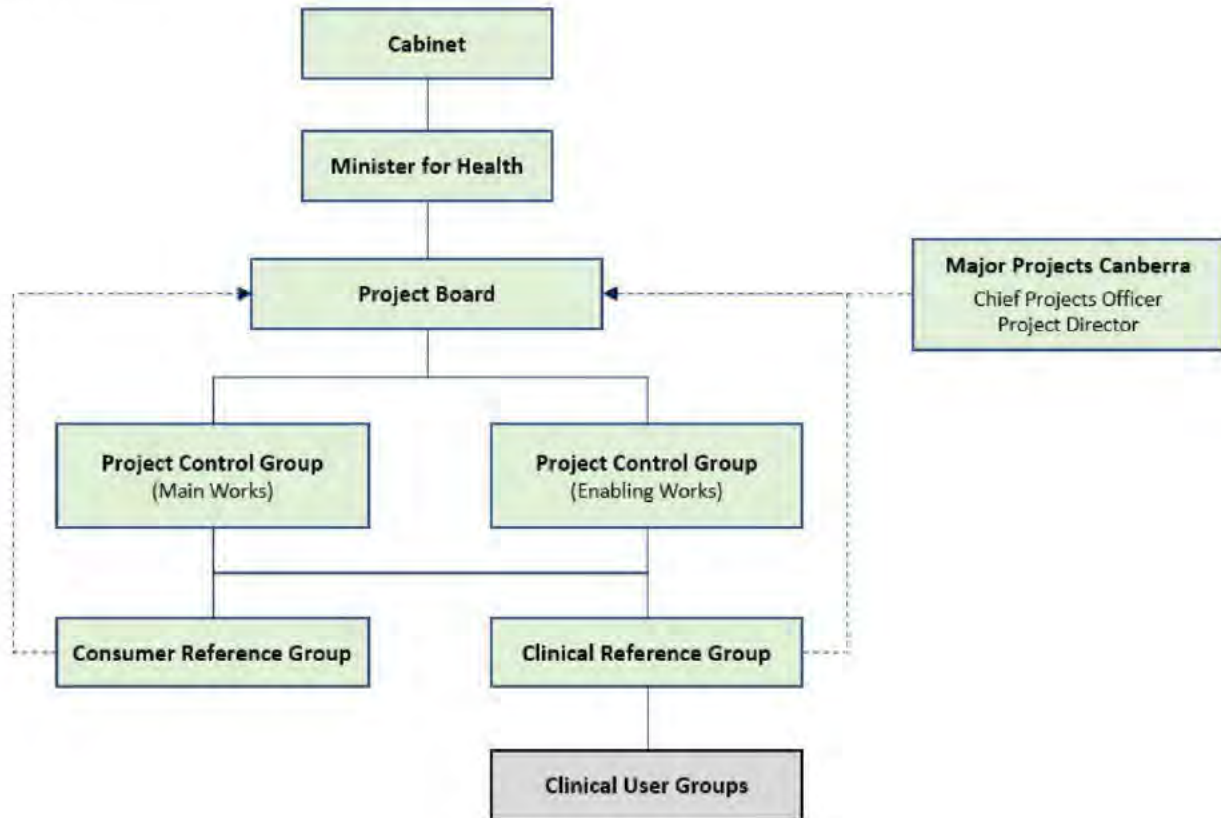
- a) disclose to the Board any actual, perceived or potential conflicts of interest which may exist as soon as they become aware of the issue; and
- b) take any necessary and reasonable measures to try and resolve the conflict.

Declarations of conflicts of interest will be considered by the Probity Advisor on a case by case basis to ensure the impartiality of Board participants can be assured without imposing undue burdens on the individuals concerned.

2.4 Project Governance Structure

Figure 2 shows the structure of the governance arrangements for the SPIRE project.

Figure 2: Project Governance Structure



3 Membership, Roles and Responsibilities

3.1 Members and Their Proxies

The approach towards the use of proxies is outlined in Section 3.1.

Table 1 lists the members of the Board.

The approach towards the use of proxies is outlined in Section 3.1.

Table 1: Board Membership

Board Position	Individual
Independent Chair	To be appointed
Deputy Chair	Chief Executive Officer, Canberra Health Services (CHS)
Member	Under Treasurer (or delegate)
Member	Director-General, ACT Health Directorate
Member	Director-General, Environment, Planning and Sustainable Development Directorate (or delegate)
Member	Director-General, Justice and Community Safety Directorate (or delegate)
Independent Member	To be appointed

3.2 The Role of the Independent Chair

The Chair is an independent (i.e. non-governing) member of the Board and is the official representative and spokesperson for the Board.

The Chair:

- a) provides strategic leadership of the Board;
- b) ensures the efficient organisation and conduct of the Board to provide leadership and vision to the SPIRE project team;
- c) chairs Board meetings;
- d) facilitates Board discussions so there is an effective use of time and that only strategic and critical issues are discussed;
- e) represents the Board in discussions with external bodies in relation to approval processes and other relevant matters as they arise;
- f) meets with the Minister for Health as necessary to advise on relevant Board matters; and
- g) may break voting deadlocks.

3.3 The Role of the Deputy Chair

The Deputy Chair takes on the responsibilities of the Chair when the Chair is unable to preside over the meeting.

The Deputy Chair is a member of the Board.

3.4 The Role of the Secretariat

The Board is supported by the Board Secretariat, which draws resources from within the Corporate Support area of Major Projects Canberra.

The Board Secretariat's responsibilities include:

- develop the Board meeting agenda in consultation with the Chief Projects Officer (CPO), Major Projects Canberra;
- coordinate and review of Board minutes for the CPO, Major Projects Canberra's endorsement and Chair's approval;
- coordinate the collection and distribution of all Board documentation;
- monitor Board performance, against the intentions set out in the Board Charter;
- generally ensuring that the Board is administered in accordance with the Board Charter;
- maintaining a register of conflicts of interest;
- maintaining, updating and ensuring all Board members have an up to date copy of the Board Charter and associated governance documentation; and
- taking of Board meeting minutes.

3.5 The Role of Members

Members are participants of the Board. They are required to review issues presented to them and act in accordance with the conditions specified within the Charter. Members hold voting rights regarding issues and items of endorsement and/or items of decision.

3.6 The Role of Attendees

Those listed below are not members of the Board but are invited to attend meetings:

- Board Secretariat;
- Administration Officer(s);
- Chief Projects Officer, Major Projects Canberra;
- Project Director;
- Probity Advisor (where relevant); and
- other invitees authorised by the Chair from time to time, including representatives from the Consumer Reference Group and the Clinical Reference Group.

3.7 Probity Adviser

A Probity Adviser may attend Board meetings when required at the request of the Chair.

3.8 Use of proxies

Members and attendees of the Board are to nominate a proxy to attend a meeting if unable to attend.

The nominated proxy must have a suitable briefing to fulfil the position and to be able to make an informed decision.

The nominated proxy is to act on behalf of the member/agency they represent and is responsible for ensuring that member is debriefed on the meeting outcomes.

Where the member noted at Section 3.1 appoints a delegate to the board position, this person will be a board member and will not be counted as a proxy.

4 Meeting Principles and Board Operations

4.1 Decision Making

Board decisions will typically take the form of one of the following:

- endorsed – the recommendations tabled at the meeting are endorsed as presented in the paper;
- endorsed subject to... – the recommendations tabled are endorsed subject to specific changes;
- not endorsed – the recommendations tabled are not endorsed, with a summary of rework required provided;
- approved – the recommendations tabled at the meeting are approved as presented in the paper;
or
- noted – where the Board receives a briefing paper or a verbal briefing but is not required to make a decision.

It is expected that matters brought to the Board for consideration will, if relevant and appropriate, have first been considered by relevant stakeholders or other participants in the project's governance structure.

Board members must attend meetings with the authority to make decisions on recommendations that are tabled. It is the member's responsibility to attain the necessary authority from the organisations they represent, or to indicate at the meeting that this is being sought. To the extent practicable, it is the member's responsibility to undertake any investigations or consultation required to form a position on a recommendation.

The Board will endeavour to make decisions based on consensus of all members. Where consensus cannot be reached, the Chair may take actions, which include but are not limited to consulting with members out of session to reach a consensus, forming an issues focused sub-committee (discussed further in Section 4.4), or instructing the Project Director to undertake investigations that may inform and unlock the decision.

If consensus cannot be reached, decisions may be made by a simple majority vote of the Board. All Board decisions are to be recorded by the Board Secretariat in the Decisions and Actions Register. It is the responsibility of the Chair to ensure that this register is an accurate representation of the Board's activities.

4.2 Dissenting Views

Once a decision is made by the Board, members are expected to support the decision and decision making process of the Board. This does not fetter the ability of ACT Government members to provide advice or undertake activities in respect of the project as is required in their ACT Government roles. However, it is expected there will be consistency between Board decisions and the other activities of members.

Dissenting views or significant differences of opinion will, however, be captured by the Board Secretariat in the meeting minutes and in the Decisions Register.

4.3 Dispute Resolution

Decisions that cannot be made through consensus are to be rescheduled to the next Board meeting, which is the responsibility of the Chair. If a decision cannot be resolved after two Board meetings, the Chair is required to escalate the issue to the Minister for a resolution.

4.4 Sub-committees

The Board Chair may, at their discretion, call for the establishment of a sub-committee. This may be for the purpose of resolving a specific issue where Board consensus cannot be reached or reviewing an extensive scope of material where it is not feasible for all Board members to do so.

For a sub-committee to be established, the following must be established (by the Board Chair with advice from the Project Director and/or the Board Secretariat) and agreed by the Board:

- sub-committee terms of reference;
- quorum;
- meeting frequency; and
- automatic expiry of the sub-committee.

4.5 Attendance

Only the following are permitted to attend Board meetings for their full duration unless otherwise authorised by the Chair:

- Board Members (refer to Section 3.1);
- Other invitees (refer to Section 3.6);
- Pre-appointed proxies for those above when the usual member cannot attend (refer to Section 3.8);
- Probity Advisor (refer to Section 3.7); and
- Board Secretariat.

Presenters are to remain at the meetings for their allotted time only unless directed otherwise by the Chair.

Board members are expected to attend at least 80 per cent of all meetings. Attendance by proxies does not count towards this figure. It is the Chair's responsibility to monitor attendance and to discuss it with members should this expectation be contravened.

If the Chair is absent from a meeting the Deputy Chair will preside.

4.6 Quorum

A quorum is constituted when a minimum of four members (which may include the Chair) are in attendance at the meeting which may include no more than two proxies.

Where the Chair is not able to attend a meeting, the Deputy Chair will chair the meeting. Where the Chair and Deputy Chair is not able to attend a meeting, those members at the meeting must elect one of their number to act as Chair for that meeting.

4.7 Meeting Frequency

The Board will meet every month or as determined by the Board Chair.

With the approval of the Chair, some issues may be considered out-of-session.

Meeting locations will be arranged by the secretariat and can be changed at the discretion of the Chair, but members must be advised of the change at least three working days before the corresponding meeting.

Meeting dates can be changed at the discretion of the Chair, but members must be advised of the change at least 14 days before the previously set meeting date.

The length of meetings is flexible and will be determined by the complexity and requirements of the agenda items to be discussed.

4.8 Meeting Preparation

Members are to be prepared for meetings and must read the relevant meeting papers before attending. Papers will be distributed one week prior to the meeting by the Board Secretariat.

4.9 Pre-briefings

Members can request pre-briefings from the project team on issues to be tabled at upcoming meetings. To do this, Members must advise the Project Director or the Board Secretariat, who are to inform the Chair that the request has been made.

It is the Project Director's responsibility to ensure pre-briefings are undertaken if requested.

4.10 Meeting Papers

Documents are distributed to Board members via an ACT Government server, a SharePoint site that all members have access to or via email. The folders on the server are managed by the Board Secretariat.

Documents are uploaded to SharePoint or distributed via email one week prior to the corresponding meeting. It is the responsibility of the Board Secretariat to ensure documents are available by this deadline.

Three types of documentation can be tabled at Board meetings:

- **Board paper** of no more than four pages that summarises the purpose, background, options (if applicable), cost, justification and recommendations of the issue being tabled. Board papers are mandatory (except where only a verbal update is being provided). Board papers must conform substantially with the template at [Appendix A](#).
- **Attachments** that support the cover sheet, typically in the form of a report. Attachments are optional but can only be tabled if a Board paper is included as a cover sheet. Attachments do not have to conform to a template.
- **Presentations** such as PowerPoint slides, which may be presented on the day of the corresponding meeting. Presentations must not act as a substitute for a Board paper. Recommendations cannot be tabled to the Board through a presentation, and members are not expected to make decision based on presentation material alone.

It is the responsibility of the Executives within the Project Team to ensure correct documentation is tabled at meetings. Executives will be advised by the Board Secretariat if documentation is not appropriate.

4.11 Working Documents

The operation of the Board is administered through a number of working documents (listed in **Table 2**). Responsibility for ensuring these documents are prepared rests with the Board Secretariat.

Table 2: Board working documents

Document	Frequency of updates	Prepared/updated by	Final Clearance
Charter	As required	Board Secretariat	Minister; or Board, if deemed minor and not necessary of the Minister.
Agenda	Monthly, in line with meetings	Board Secretariat	Chair
Minutes, Meeting Summary, Decisions and Actions Register	Monthly, in line with meetings	Board Secretariat	Chair
Sub-committee Terms of Reference	As required	Board Secretariat	Initial review: sub-committee Chair

Document	Frequency of updates	Prepared/updated by	Final Clearance
			Subsequent review: Board Members and the Project Director.

4.11.1 Agendas

As the Chair functions in an advisory capacity, the Board Secretariat will prepare the agenda each month in consultation with the Chief Projects Officer, Project Director and Project Team.

4.11.2 Minutes

Draft minutes of the previous meeting will be circulated seven working days after the corresponding meeting. The Chair is responsible for approving draft minutes for release but may delegate this responsibility to the Project Director at their discretion.

Alterations and comments on draft minutes are to be provided to the Board Secretariat within five working days of their release. Major discrepancies should be discussed with the Board Secretariat, who will escalate it to the Chair or Project Director at the member's request.

The minutes are confidential and should be viewed on a need to know basis.

4.11.3 Decisions and Actions Register

All decisions and actions will be recorded in a Decisions and Actions Register. The register will reflect the meeting minutes.

SENSITIVE

Appendix A Board Paper Template



SPIRE Project Board meeting paper

Meeting agenda item #	Item XX
For meeting number and date	Meeting XX on XX August 2019
Date submitted	XX August 2019
From	
Title	
Paper type	<i>ie for endorsement</i>
Endorsed by the Project Director	
Endorsed by the Chief Projects Officer	

Proposed Resolution

Insert exact wording of proposed resolution that the board is asked to pass. The draft resolution must be clear and concise.

Common standard text:

The Board notes the contents of this paper.

The Board approves

Purpose of this paper

In this section, explain briefly what the paper is about and what it is endeavouring to achieve. The paragraph should be clear and concise and should state whether the paper is being submitted for the board's information or is seeking the board's approval for a contract, action, etc.

Background and discussion

Outline the background to what is being proposed to the board providing the information necessary for a proposal to be understood by a non-executive director, who does not have the background knowledge of the person managing the matter. Any unfamiliar terminology or acronyms should be explained.

Mention the options that were considered by management and explain why the preferred option was chosen. Summarise any previous board consideration of the specific proposal.

Identify any external advice/consultants/information involved in the preparation of the proposal.

Subheadings

Use subheadings (Heading 2 style) to structure this section as necessary to improve easy comprehension of the issues.

Recommendations

Clearly state the recommendation that the Board is being asked to consider. Do not repeat the statements made in the sections above.

Issues

Strategic

Explain how this proposal is aligned to the project's strategic aims.

Financial

Explain the financial implications of the proposal. This should take the form of an executive summary approach. If the financial implications are complex include an attachment and provide further details.

This section should include comments on whether the expenditure is budgeted or unbudgeted, the proposed timing of the expenditure and cash flow implications. If a detailed business case has been prepared for a proposal, the major financial points of the case should be summarised here.

Risk

Analyse briefly the major risks associated with the proposal (or with not implementing the proposal) and explain how these risks will be managed.

Attachments

Attachment	Title	Author	Date

Formatting

Heading 2 (sub-section)

The 'Normal' text style is used for all paragraph text in the sections. The following additional styles can be used where required:

- » Bullet
- Sub-Bullet

back to body

(1) Heading 3, List (1)

(a) Heading 4, List (a)

Table format

name	pay	etc	
brick			

Purpose & context of this board paper

In this section, explain briefly what the paper is about and what it is endeavouring to achieve. The paragraph should be clear and concise and should state whether the paper is being submitted for the board's information or is seeking the board's approval for a contract, action, etc.

Background

Outline the background to what is being proposed to the board providing the information necessary for a proposal to be understood by a non-executive director, who does not have the background knowledge of the person managing the matter. Any unfamiliar terminology or acronyms should be explained.

Mention the options that were considered by management and explain why the preferred option was chosen. Summarise any previous board consideration of the specific proposal.

Identify any external advice/consultants/information involved in the preparation of the proposal.

Subheadings

Use subheadings (Heading 2 style) to structure this section as necessary to improve easy comprehension of the issues.

Recommendation

Clearly state the recommendation that the Board is being asked to consider. Do not repeat the statements made in the sections above.

Issues

Strategic

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Risk

Analyse briefly the major risks associated with the proposal (or with not implementing the proposal) and explain how these risks will be managed.

Attachments

Either 'None' or list as follows

Attachment A: [insert title]

From:"Morris, Ben" <Ben.Morris@act.gov.au>
Sent:28/11/2019 4:07 AM
To:"Bui, Minh" <Minh.Bui@act.gov.au>
Subject:FW: Presentation of the Final SPIRE Business Case [DLM=Sensitive: Cabinet]
Attachments:Agenda - SPIRE Executive Steering Committee DRAFT 8 Apr 2019.docx

UNCLASSIFIED

From: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Sent: Monday, 8 April 2019 12:25 PM
To: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>; Doran, Karen (Health) <Karen.Doran@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; IFCW Governance <IFCWGovernance@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Gilmore, Lisa (Health) <Lisa.Gilmore@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Catanzariti, John <John.Catanzariti@act.gov.au>; 'mbachimov@sth.com.au' <mbachimov@sth.com.au>; 'dave@sth.com.au' <dave@sth.com.au>; 'ernestgirardi@sth.com.au' <ernestgirardi@sth.com.au>; Chatham, Elizabeth (Health) <Elizabeth.Chatham@act.gov.au>; Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Andrew Mrnjavac <andrew.mrnjavac@au.ey.com>; Jessica Finlay <jess.finlay@au.ey.com>
Cc: Harding, Nikki <Nikki.Harding@act.gov.au>; Mclauchlan, Jeanne (Health) <Jeanne.Mclauchlan@act.gov.au>
Subject: RE: Presentation of the Final SPIRE Business Case [DLM=Sensitive: Cabinet]

Dear all

Please find attached an Agenda for this afternoon's meeting at 4:00pm.

Looking forward to seeing everyone at the meeting.

Thanks and regards
Jake

-----Original Appointment-----

From: Lopa, Liz (Health)
Sent: Wednesday, 20 February 2019 1:10 PM
To: Lopa, Liz (Health); De'Ath, Michael (Health); Doran, Karen (Health); McDonald, Bernadette (Health); Mooney, Colm (Health); Esau, Lloyd; Whybrow, Mark; Lindemann, Monica (Health); Culver, Jakob (Health); IFCW Governance; Jeffrey, Hamish (Health); Wood, Daniel (Health); Tarbuck, Chris (Health); Gray, Sophie; Morris, Ben; Evans, Kate (Health); Gilmore, Lisa (Health); Burch, Brad (Health); Catanzariti, John; 'mbachimov@sth.com.au'; 'dave@sth.com.au'; 'ernestgirardi@sth.com.au'; Chatham, Elizabeth (Health); Dugdale, Paul (Health)
Cc: Harding, Nikki; Mclauchlan, Jeanne (Health)
Subject: Presentation of the Final SPIRE Business Case
When: Monday, 8 April 2019 4:00 PM-5:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: Building 24, Level 1 | Meeting Room 1

29/3 - Apologies, meeting date and time has been updated.

Good afternoon

Please accept this invitation.

Kind regards,

Casey Hayne

Executive Assistant to Liz Lopa

Strategic Infrastructure and Procurement | Corporate Services | ACT Health Directorate

P: 512 49879 | E: casey.hayne@act.gov.au | A: 2-6 Bowes Street PHILLIP ACT 2606

From: "Morris, Ben" <Ben.Morris@act.gov.au>

Sent: 28/11/2019 1:16 AM

To: "Bui, Minh" <Minh.Bui@act.gov.au>

Subject: FW: Papers - SPIRE ESC [SEC=UNCLASSIFIED]

Attachments: Agenda - SPIRE Executive Steering Committee 25 June 2019.pdf, 2.1 190528 SPIRE ESC Draft Minutes 28 May.pdf, 3.1 190528 SPIRE ESC Outstanding Actions - 28 May 2019.pdf, 4.1 190528 Decision Register SPIRE ESC - 28 May 2019.pdf

UNCLASSIFIED

From: Brozic, Liana <Liana.Brozic@act.gov.au> **On Behalf Of** Whybrow, Mark

Sent: Tuesday, 25 June 2019 10:14 AM

To: Morris, Ben <Ben.Morris@act.gov.au>

Subject: FW: Papers - SPIRE ESC [SEC=UNCLASSIFIED]

From: Harding, Nikki

Sent: Monday, 24 June 2019 4:13 PM

To: De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Doran, Karen (Health) <Karen.Doran@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>; Chatham, Elizabeth (Health) <Elizabeth.Chatham@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>

Cc: Elfving, Regan <Regan.Elfving@act.gov.au>; Bailey, Kylie <Kylie.Bailey@act.gov.au>; Building Health Services Program <BuildingHealthServicesProgram@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Finlay, India (Health) <India.Finlay@act.gov.au>; Chicco, Dee (Health) <Dee.Chicco@act.gov.au>; Douglas, Nerida (Health) <Nerida.Douglas@act.gov.au>; Tzavalas, Olivia (Health) <Olivia.Tzavalas@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; DDGCorporate <DDGCorporate@act.gov.au>; IFCW Governance <IFCWGovernance@act.gov.au>

Subject: Papers - SPIRE ESC [SEC=UNCLASSIFIED]

Good afternoon all

Please find attached papers for tomorrow's SPIRE ESC, noting this meeting is now being held in meeting room 4.04, Bowes Street.

Regards,

Nikki Harding | Governance Officer

Phone: (02) 6205 1757

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From:"Morris, Ben" <Ben.Morris@act.gov.au>

Sent:28/11/2019 2:52 AM

To:"Bui, Minh" <Minh.Bui@act.gov.au>

Subject:FW: SPIRE ESC - Papers [SEC=UNCLASSIFIED]

Attachments:3.1 Project Governance.pdf, 3.2 ToR ESC and PCG.pdf, 3.6 ICT Network Infrastructure - Early Works.pdf, Agenda - SPIRE Executive Steering Committee DRAFT 27 Feb 2019.pdf

Importance:High

UNCLASSIFIED

From: Cameron, Susan <Susan.Cameron@act.gov.au> **On Behalf Of** Whybrow, Mark

Sent: Wednesday, 27 February 2019 10:26 AM

To: Morris, Ben <Ben.Morris@act.gov.au>

Subject: FW: SPIRE ESC - Papers [SEC=UNCLASSIFIED]

Importance: High

UNCLASSIFIED

From: Harding, Nikki

Sent: Tuesday, 26 February 2019 11:51 AM

To: Gilmore, Lisa (Health) <Lisa.Gilmore@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>;

Doran, Karen (Health) <Karen.Doran@act.gov.au>; McDonald, Bernadette (Health)

<Bernadette.McDonald@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Bone, Chris (Health)

<Chris.Bone@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Mooney, Colm (Health)

<Colm.Mooney@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Whybrow, Mark <Mark.Whybrow@act.gov.au>;

Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>

Cc: Gardner, JoanneL <JoanneL.Gardner@act.gov.au>; Basic, Babita <Babita.Basic@act.gov.au>; DDGCorporate

<DDGCorporate@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Douglas, Nerida (Health)

<Nerida.Douglas@act.gov.au>; Building Health Services Program <BuildingHealthServicesProgram@act.gov.au>;

Chicco, Dee (Health) <Dee.Chicco@act.gov.au>; Rucinski, Gul (Health) <Gul.Rucinski@act.gov.au>

Subject: SPIRE ESC - Papers [SEC=UNCLASSIFIED]

Importance: High

Good morning all

Please find attached agenda and papers for tomorrow's initial SPIRE Executive Steering Committee meeting. Please note, as per the agenda, papers 3.3, 3.4 and 3.5 are currently pending.

Regards,

Nikki Harding | Governance Officer

Phone: (02) 6205 1757

Procurement ACT | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: "Morris, Ben" <Ben.Morris@act.gov.au>

Sent: 28/11/2019 1:55 AM

To: "Bui, Minh" <Minh.Bui@act.gov.au>

Subject: FW: SPIRE papers

Attachments: 0.0 Agenda - SPIRE Project Board 20190924.pdf, 1.0 SPIRE ESC Minutes 20190827.pdf, 2.0 Outstanding Actions.pdf, 3.0 Decisions Register.pdf, 4.1 Governance Structure & Project Team.pdf, 5.0 Staging & Decanting Strategy.pdf, 8.1 CIT Carpark Submission.pdf, 9.0 Communications & Media Update.pdf

UNCLASSIFIED

From: Miners, Stephen <Stephen.Miners@act.gov.au>

Sent: Wednesday, 18 September 2019 4:22 PM

To: Morris, Ben <Ben.Morris@act.gov.au>

Cc: Whybrow, Mark <Mark.Whybrow@act.gov.au>

Subject: FW: SPIRE papers

For briefing please.

Thanks

Stephen

From: SPIRE Project Team <SPIRE@act.gov.au>

Sent: Wednesday, 18 September 2019 4:08 PM

To: McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>; Chatham, Elizabeth (Health) <Elizabeth.Chatham@act.gov.au>; Miners, Stephen <Stephen.Miners@act.gov.au>; Ponton, Ben <Ben.Ponton@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Slater, Amanda (Health) <Amanda.Slater@act.gov.au>; Kinghorne, Sally-Anne (Health) <Sally-Anne.Kinghorne@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>

Cc: Fraszczak, Natalia <Natalia.Fraszczak@act.gov.au>; Tzavalas, Olivia (Health) <Olivia.Tzavalas@act.gov.au>; Elfving, Regan <Regan.Elfving@act.gov.au>; Pulford, Nikki <Nikki.Pulford@act.gov.au>; Ross, Carolina <Carolina.Ross@act.gov.au>; Rucinski, Gul (Health) <Gul.Rucinski@act.gov.au>; Cameron, Susan <Susan.Cameron@act.gov.au>; Vest, Petra <Petra.Vest@act.gov.au>

Subject: SPIRE papers

Good afternoon all

Please find attached papers for next Tuesday's SPIRE Project Board meeting.

Further papers to follow.

Regards,

Nikki Harding | Governance Officer

Phone: (02) 6205 1757

Major Projects Canberra | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: "Morris, Ben" <Ben.Morris@act.gov.au>

Sent: 28/11/2019 4:04 AM

To: "Bui, Minh" <Minh.Bui@act.gov.au>

Subject: FW: Papers for agenda Items 2.1 and 3.1 [SEC=UNCLASSIFIED]

Attachments: 2.1 - SPIRE ESC Submission Paper - SPIRE Project Governance v1.pdf, 2.1 (Att A) SPIRE Governance Model Final Draft v0.8.pdf, 3.1 - SPIRE ESC Submission - ESC and PCG ToRs.pdf, 3.1 (Att A) SPIRE Project Control Group-Terms of Reference v1.0.pdf

Importance: High

UNCLASSIFIED

From: MacWilliam, Katrina <Katrina.MacWilliam@act.gov.au>

Sent: Friday, 15 March 2019 11:33 AM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>

Subject: Papers for agenda Items 2.1 and 3.1 [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the papers for agenda items 2.1 and 3.1 for this afternoon's meeting.

Kind Regards,

Kate

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: MacWilliam, Katrina

Sent: Thursday, 14 March 2019 4:29 PM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; 'Busic, Babita' <Babita.Busic@act.gov.au>

Subject: FW: Amended SPIRE Initial Agenda and Papers [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the SPIRE Communications and Engagement Strategy paper (agenda item 6.3)

Thanks,

Kate

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: MacWilliam, Katrina

Sent: Thursday, 14 March 2019 4:19 PM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; Basic, Babita <Babita.Basic@act.gov.au>; MacWilliam, Katrina <Katrina.MacWilliam@act.gov.au>

Subject: Amended SPIRE Initial Agenda and Papers [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the amended agenda and papers for agenda item 4 and agenda item 6.1 to this email.

Kind Regards,

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: MacWilliam, Katrina

Sent: Thursday, 14 March 2019 2:52 PM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; 'babita.busic@act.gov.au' <babita.busic@act.gov.au>; MacWilliam, Katrina <Katrina.MacWilliam@act.gov.au>

Subject: SPIRE PCG initial Agenda [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the agenda for the initial Project Control Group for SPIRE tomorrow, Friday 15 March 2019.

Please note papers 2.1 and 3.1 will be circulated tomorrow.

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

From: "Morris, Ben" <Ben.Morris@act.gov.au>

Sent: 28/11/2019 4:04 AM

To: "Bui, Minh" <Minh.Bui@act.gov.au>

Subject: FW: Amended SPIRE Initial Agenda and Papers [SEC=UNCLASSIFIED]

Attachments: 4. ACTHD SPIRE Project - Monthly Report - February 2019 - Final DRAFT.pdf, 6.1. SPIRE_EPT-20190314-low.pdf, Initial Agenda - SPIRE Project Control Group 15 Mar 2019.docx, SPIRE Communications and Engagement Strategy.pdf

Importance: High

UNCLASSIFIED

From: MacWilliam, Katrina <Katrina.MacWilliam@act.gov.au>

Sent: Thursday, 14 March 2019 4:29 PM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>

Subject: FW: Amended SPIRE Initial Agenda and Papers [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the SPIRE Communications and Engagement Strategy paper (agenda item 6.3)

Thanks,

Kate

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

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From: MacWilliam, Katrina

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Subject: Amended SPIRE Initial Agenda and Papers [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the amended agenda and papers for agenda item 4 and agenda item 6.1 to this email.

Kind Regards,

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.

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Sent: Thursday, 14 March 2019 2:52 PM

To: Dugdale, Paul (Health) <Paul.Dugdale@act.gov.au>; Jeffrey, Hamish (Health) <Hamish.Jeffrey@act.gov.au>; Wood, Daniel (Health) <Daniel.Wood@act.gov.au>; Boyd, Narelle (Health) <Narelle.Boyd@act.gov.au>; Tarbuck, Chris (Health) <Chris.Tarbuck@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; Harding, Nikki <Nikki.Harding@act.gov.au>; 'babita.busic@act.gov.au' <babita.busic@act.gov.au>; MacWilliam, Katrina <Katrina.MacWilliam@act.gov.au>

Subject: SPIRE PCG initial Agenda [SEC=UNCLASSIFIED]

Importance: High

Hi All,

Please find attached the agenda for the initial Project Control Group for SPIRE tomorrow, Friday 15 March 2019.

Please note papers 2.1 and 3.1 will be circulated tomorrow.

Kate MacWilliam | Governance Officer

Phone: (02) 6207 4767

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

GPO Box 158 Canberra ACT 2601 | www.act.gov.au

Please consider the environment before printing this email - or if printing is necessary, please print double-sided.



Submission Paper Terms of Reference – Project Control Group

Surgical Procedures, Interventional
Radiology and Emergency (SPIRE) Centre
Project Control Group

Meeting Date: 15 March 2019 **Agenda Item No:** 3.1

Subject: Terms of Reference – Project Control Group

Author: Strategic Infrastructure

Purpose: For Noting

Terms of Reference – Project Control Group

Submission Paper

Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Project Control Group

Background

1. The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre project is an election commitment and ACT Government priority being delivered under the Building Health Services Program (BHSP). The project is a Tier One project, as per the ACT Government's the Capital Framework, and is owned by the ACT Health Directorate (ACTHD) under the leadership of the Corporate Services division. Canberra Health Services (CHS) is the ultimate client and end-user. Project management for the business case development period is provided for through existing ACT Government resources from Infrastructure Finance and Capital Works (IFCW) of the Commercial Services and Infrastructure (CSI) division of ACT Treasury.
2. In December 2018 a Principal Design Consultant (Silver Thomas Hanley) and business case advisors (Ernst & Young) were engaged to enable the completion of proof of concept for the project and development of the a detailed business case. It is anticipated that the detailed business case for the project will be completed for submission in late April 2019 for Government's consideration in the 2019-20 Budget context.
3. On 21 January 2019, the Director-General of the ACTHD approved a brief (DGC 19/32) agreeing to a proposed governance approach and structure for the SPIRE project for the business case development period, with a foundation basis in a Project Control Group (monitor and decision setting) and Executive Steering Committee (strategic guidance and decision setting) model.

Issues

4. The Terms of Reference for the SPIRE Project Control Group is contained at [Attachment A](#). These were endorsed (in-principle) by the Executive Steering Committee at its first meeting on 27 February 2019, and in this context any final comments or feedback is welcomed from the Project Control Group prior to consideration as endorsed (if there are no substantive changes, this will enable endorsement).
5. Feedback and comments from the Executive Steering Committee in relation to the governance structure are reflected in the Terms of Reference (notably the inclusion of John Catanzariti as an attendee of the PCG).

Recommendation

6. It is recommended that Project Control Group note the Terms of Reference and provide any final comments and feedback, to enable the Terms of Reference to be considered as final and endorsed.

Attachments

Attachment	Title
Attachment A	Terms of Reference – SPIRE Project Control Group



SURGICAL PROCEDURES, INTERVENTIONAL RADIOLOGY AND EMERGENCY (SPIRE) CENTRE – PROJECT CONTROL GROUP (PCG)

Strategic Infrastructure, Corporate Services
ACT Health Directorate

22 February 2019



CONTENT

BACKGROUND/CONTEXT	3
FUNCTION OF THE PROJECT CONTROL GROUP (PCG)	3
FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT	4
MEMBERSHIP OF THE PCG	4
TABLE ONE: PCG MEMBERS AND ATTENDEES	4
GOVERNANCE AND SECRETARIAT	5
PROXIES TO MEETINGS	6
QUORUM REQUIREMENTS	6
AGENDA ITEMS	6
MINUTES & MEETING PAPERS	6
FREQUENCY OF MEETINGS	6
TERMS OF REFERENCE REVIEW FREQUENCY	6
TERMS OF REFERENCE APPROVAL	6
AMENDMENT HISTORY	6
APPENDIX A: PCG ROLES AND RESPONSIBILITIES	7
APPENDIX B: SPIRE PROJECT ROLES AND RESPONSIBILITIES	8

BACKGROUND/CONTEXT

This Terms of Reference establishes the Surgical Procedures interventional Radiology and Emergency (SPIRE) Centre Project Control Group (PCG), as well as, defines its authority, responsibility and composition.

FUNCTION OF THE PROJECT CONTROL GROUP (PCG)

The Project Control Group will meet regularly to communicate with and provide direction, guidance and oversight for the SPIRE Centre project being delivered. The PCG provides mutually agreed guidance, direction and oversight to the Working Groups and User Groups and endorses recommendations from the project management role and team of the project. The PCG monitors project performance and reports to the SPIRE Executive Steering Committee (SPIRE ESC), escalating endorsed matters to the SPIRE ESC for approval.

The PCG will:

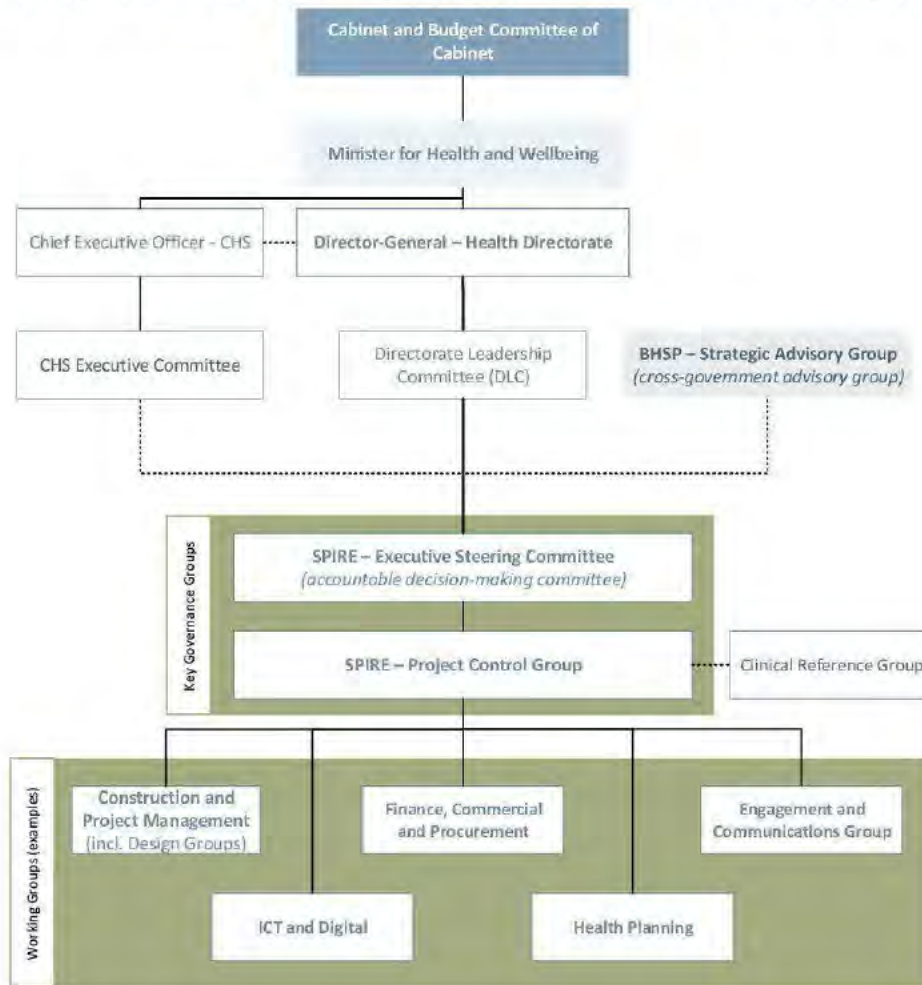
1. Ensure sufficient reporting of scope, cost and program matters, including significant changes to brief and budget, to the SPIRE ESC to facilitate review and approval;
2. Provide direction, guidance and oversight to IFCW during the business case development period of the project, including for developing proof of concept and undertaking early works, for the SPIRE Centre project;
3. Provide direction with respect to brief changes, scope, prioritisation, risk management, design, budget allocation and staging and decanting;
4. Review financial management of the project as well as monitor financial progress against approved project cost plans; review of project scope; review project program against the approved timelines;
5. Engage with the ACT Health Directorate, Canberra Health Services, and other relevant Stakeholders where appropriate;
6. Apply / implement policy, planning objectives and operational recommendations;
7. Endorse and/or make recommendations to the SPIRE ESC regarding project related discretionary variations submitted to the PCG by stakeholders;
8. Where necessary, escalate the need for policy interpretation or issue resolution to the SPIRE ESC;
9. Review project reports submitted by IFCW / the project management role and team, and raise related questions or concerns; endorse reports to be submitted to the SPIRE ESC;
10. Advise the SPIRE ESC of advice and recommendations on matters relevant to the project including design milestones, statutory approvals and commencement of activities for next phases (e.g. staging and decanting, early works, procurement and next stages of design);
11. Review project risks and associated treatments for the project and the project elements;
12. Receive advice on compliance with relevant statutory authorities;
13. Review and confirm the suitability of key project documentation including PCG progress reports to the SPIRE ESC.
14. Receive advice from IFCW, the project management role and team, the Health Planning Unit, Digital Solutions Division and the other relevant working groups to the stage of the project (particularly with respect to User and Stakeholder requirements);
15. Recommend necessary actions and obtain approval from the SPIRE ESC to seek amendments to the functions and responsibilities of the PCG or to seek its termination.

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP – TERMS OF REFERENCE

The PCG will recommend the formation of Working Groups to inform the delivery of project elements for endorsement and provide the SPIRE ESC with advice regarding various issues. The PCG will nominate Working Group Chairs and recommend the membership of each group.

IFCW and Working Group Chairs will be responsible for providing regular updates to the SPIRE PCG from each working group. A SPIRE PCG submission paper template will be developed for utilisation for submission to the PCG.

FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT



MEMBERSHIP OF THE PCG

The SPIRE PCG will be comprised of the following members and attendees.

TABLE ONE: PCG MEMBERS AND ATTENDEES

Representation	Position	Individual
Chair	Executive Group Manager, Strategic Infrastructure (ACTHD)	Liz Lopa
Members	Executive Branch Manager, Strategic Infrastructure (ACTHD) SPIRE Project Management Role (specialised consultant)	Brad Burch TBC

	<p>SPIRE Clinical Director Executive Director, Medical Services (CHS) Executive Director, Nursing and Midwifery (CHS) Executive Director, Surgery and Oral Health (CHS) Executive Director, Critical Care (CHS) Director, Facilities Management and Maintenance (CHS) Branch Director, Social Infrastructure Branch, Infrastructure Finance and Capital Works (IFCW) (CMTEDD) Director, Social Policy Branch, Finance and Budget Division</p>	<p>TBC Paul Dugdale Hamish Jeffery Daniel Wood Narelle Boyd Chris Tarbuck Sophie Gray Ben Morris</p>
Attendees	<p>Clinical and Facilities Planning Lead(s), Strategic Infrastructure (ACTHD) Commercial Advisor, Strategic Infrastructure (ACTHD) Specialist Advisor, Strategic Infrastructure (ACTHD) SPIRE ICT Services Lead, Digital Solution Division (ACTHD) IFCW Project Manager Lead Clinicians (CHS) (where applicable) Lead Project Managers and Work Stream Leads Consultant Representatives (where required)</p>	<p>Kate Evans Jakob Culver Monica Lindemann Mark Moerman John Catanzariti</p>
Secretariat	IFCW	TBC

The PCG may call on other staff to attend from time to time to provide additional support and subject matter expertise.

GOVERNANCE AND SECRETARIAT

The PCG will report directly to the SPIRE ESC. Actions, issues and outcomes of the PCG be reported to the SPIRE ESC and the PCG has the right to escalate matters to the SPIRE ESC for reply advice and strategic resolution.

The PCG will be chaired by the Executive Group Manager, Strategic Infrastructure (ACTHD) and is comprised of executives and senior officers from Infrastructure Finance and Capital Works (IFCW), the ACT Health Directorate, Canberra Health Services and ACT Treasury. From time to time, the Chair may invite observers or seek presentations from other ACT Government Agencies, and where appropriate, external representatives (e.g. representatives from consultants and various stakeholder groups).

The Governance and Contracts Branch within IFCW provides Secretariat support to the Chair and PCG.

Wherever practicable, agenda papers will be provided to PCG members at least 3 days in advance of meetings. Outcomes of meetings will be provided to members as soon as possible after meetings.

All action items and decisions are to be recorded by the Secretariat. It is the responsibility of the Chair to ensure that the minutes, decisions and actions recorded are an accurate representation of the PCG activities and approvals.

The PCG decisions are generally made by consensus, although the Chair retains the ability to settle preferred approaches, noting any dissenting views, where consensus cannot be reached.

PROXIES TO MEETINGS

Members and attendees of the PCG are to nominate a proxy to attend a meeting if unable to attend.

The nominated proxy must have a suitable briefing to fulfil the position and to be able to make an informed decision.

The nominated proxy is to act on behalf of the member/agency they represent, and is responsible for ensuring that the member is debriefed on the meeting outcomes.

QUORUM REQUIREMENTS

A quorum is constituted when a minimum of 5 members (which may include the Chair) are in attendance at the meeting (which may include 1 proxy), and there is at least 1 member from each of the Health Directorate, Canberra Health Services and CMTEDD. Where the Chair is not able to attend a meeting, those members at the meeting must elect one of their number to act as Chair for that meeting.

AGENDA ITEMS

All agenda items must be forwarded by members to the Secretariat by Close of Business (COB) five (5) working days prior to the next scheduled meeting. The Chair and Project Executive hold custodianship of the Agenda for the PCG.

Where practical the agenda, with attached meeting papers, will be distributed at least three (3) working days prior to the next scheduled meeting.

MINUTES & MEETING PAPERS

The minutes of each meeting will be recorded and distributed by the Secretariat.

Full copies of the minutes, including attachments, will be provided to all members no later than five (3) working days following each meeting.

FREQUENCY OF MEETINGS

The PCG will meet every month (approx. 2 weeks before the SPIRE ESC), or out-of-session as required. With the approval of the Chair, some issues may be considered out-of-session.

TERMS OF REFERENCE REVIEW FREQUENCY

Annually

TERMS OF REFERENCE APPROVAL

The TOR is to be tabled for formal endorsement at the first PCG meeting, for recommendation for approval by the SPIRE ESC.

AMENDMENT HISTORY

Version #	Issue date	Amendment details	Author
1.0	22/02/2019	Version 1	Jakob Culver

APPENDIX A: PCG ROLES AND RESPONSIBILITIES

Role	Responsibility	Nominated individual (s)
Chair	Chairs all meetings (and assigns a delegate when unable to), liaises with other members to ensure all Terms of Reference rules are met, tables the consensus on resolutions and starts and ends all meetings. The Chair is also a member of the PCG.	
Secretariat	Takes minutes, records actions, due dates and owners, tracks these for the Committee, ensures these are agreed at the end of each session and circulated in advance of sessions.	Refer to Table Two
Member	Members are participants of the SPIRE PCG. They are required to review issues presented to them and act in accordance with the conditions specified within the Terms of Reference. Members hold voting rights in regards to issues and items of endorsement.	
Attendee	Attendees are participant of the SPIRE PCG. Attendees do not hold voting rights in regards to issues and items of endorsement.	

APPENDIX B: SPIRE PROJECT ROLES AND RESPONSIBILITIES

Role	Position	Organisation
Senior Owner	Director-General (Chair: SPIRE – Executive Steering Committee)	ACTHD
Deputy Senior Owner	Deputy Director-General, Corporate Services (Deputy Chair: SPIRE – Executive Steering Committee)	ACTHD
Project Executive	Executive Group Manager, Strategic Infrastructure (Chair: SPIRE – Project Control Group)	ACTHD
Deputy Project Executive	Executive Branch Manager, Strategic Infrastructure	ACTHD
Project Management Role	Position to be filled (IFCW during the business case development period and staging and decanting)	ACTHD
Lead Project Managers	Positions to be filled	ACTHD
Senior User	Chief Executive Officer	CHS
Deputy Senior User	Deputy Director-General, Clinical Services	CHS
User Representatives	Executive Director, Critical Care Executive Director, Surgery and Oral Health Executive Director, Medical Services Executive Director, Nursing and Midwifery Executive Director, Infrastructure Management and Maintenance	CHS
Lead Clinicians ¹ (for example)	Clinical Director, Emergency Department Clinical Director, Surgery Clinical Director, Intensive Care Clinical Director, Coronary Care	CHS
SPIRE Clinical Director	SPIRE Clinical Director (appointed by the Chief Executive Officer)	CHS
Senior Supplier	Executive Director, Infrastructure Finance and Capital Works (IFCW)	IFCW
Deputy Senior Supplier	Branch Director, Social Infrastructure Branch	IFCW
Principal Design Consultant	Principal Design Consultant (External Consultant) – Reporting to IFCW for the development of the Business Case	STH ²
Business Case Advisor	Business Case Advisor (External Consultant) – Reporting to ACTHD	EY ²
Service Delivery Planning Consultant	Service Delivery Planning Consultant (External Consultant) – Reporting to ACTHD	TBC

1. In addition to Lead Clinicians, other clinical stakeholders will form part of the Working Groups to inform progression of project elements (e.g. design user groups to inform early design and preliminary/final design processes). Lead Clinicians will form part of the proposed Clinical Reference Group.

2. STH – Silver Thomas Hanley; EY – Ernst & Young



ACT
Government

Strategic Infrastructure, Corporate Services
ACT Health Directorate

22 February 2019

From: "SPIRE Project Team" <SPIRE@act.gov.au>
Sent: 21/10/2019 12:48 AM
To: "Nicol, David" <David.Nicol@act.gov.au>
Cc: "Birkett, Joice" <Joice.Birkett@act.gov.au>
Subject: FW: SPIRE Project Industry Briefing
Attachments: 19567 MP SPIRE Project Press Ad V4.pdf

UNCLASSIFIED

Good morning David

As you may be aware, SPIRE Industry Briefing will be held on Thursday 24 October from 12.30pm-2.30pm, at the QT Hotel in Civic (1 London Cct, Canberra). Please RSVP to SPIRE@act.gov.au if you are interested in attending.

For more information please refer to the attached flyer.

Please don't hesitate to contact me if you have any questions.

Regards

Natalia Fraszczak
Phone: 02 6205 3401 | Natalia.Fraszczak@act.gov.au
SPIRE Project
Major Projects Canberra | ACT Government
GPO Box 158 Canberra ACT 2601
www.act.gov.au



I acknowledge the traditional custodians of the ACT the Ngunnawal people, and their continuing connection to land and community. I pay my respect to them, and to the Elders both past and present.





ACT
Government

SPIRE PROJECT

BUILDING FOR BETTER
HEALTHCARE

SPIRE PROJECT INDUSTRY BRIEFING 24 OCTOBER 2019 - CANBERRA, ACT

Over the next five years the ACT Government is investing almost \$1 billion in new and improved healthcare infrastructure.

Sitting at the heart of this investment is the SPIRE Project - a new state-of-the-art emergency, surgical and critical health care facility at Canberra Hospital. This 40,000m² addition to the existing hospital campus will deliver a significant increase in acute services capacity. It will also support Canberra Hospital's role as the region's principal referral hospital.

The ACT Government will host an industry briefing for parties interested in designing and constructing this new facility. The session will outline the project scope, technical requirements and details of the ECI delivery model.

To be held in Canberra, please join us from 12:30pm-2:30pm on 24 October, 2019. A site tour will also be made available.

For more information and to register attendance, email SPIRE@act.gov.au

Chief Minister, Treasury and Economic
Development Directorate

UNCLASSIFIED

To:	Treasurer	Tracking No.: CMTEDD2019/4557
Date:	20 September 2019	
From:	Executive Branch Manager, Social Policy Branch, Finance and Budget Group	
Subject:	Repurpose Surgical Procedures Interventional Radiology and Emergency Feasibility Funding	
Critical Date:	30 September 2019	
Critical Reason:	To allow for a timely response to ACT Health Directorate	

- UT  23/9/19
- EGM, FABG .../.../...

Recommendations

That you:

1. agree to repurpose \$1.5 million of the unspent \$2.890 million Surgical Procedures Interventional Radiology and Emergency (SPIRE) feasibility funding to support the completion of the Canberra Hospital Campus Master Plan;

Agreed / Not Agreed / Please Discuss

2. do not agree to the repurposing of the remaining \$1.390 million, but instead seek the return of those funds to Budget as a saving;

Agreed / Not Agreed / Please Discuss

3. sign the Section 16B financial instrument at Attachment A to authorise a rollover of \$1.5 million from 2018-19 to 2019-20; and

Signed / Not Signed / Please Discuss

4. sign the letter at Attachment B to inform the Minister for Health of your decision.

Signed / Not Signed / Please Discuss

UNCLASSIFIED

Andrew Barr MLA  27/9/19.

Minister's Office Feedback

Background

1. On 31 July 2019, the Director-General of the ACT Health Directorate (ACTHD) wrote to the Under Treasurer seeking agreement to repurpose the remaining SPIRE feasibility fund (Attachment C).
2. The table below provides the approved budget profile for the feasibility and early planning for SPIRE:

Appropriation	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	Total \$'000
Controlled Recurrent Payments	1,100	3,000	3,000	0	7,100

3. This budget profile reflects \$1.1 million sought from 2016-17 unspent capital funds to commence work on SPIRE as an election commitment (CMTEDD 2017/1100), and \$6 million sought as part of the 2017-18 Budget (CAB17/118).
4. ACTHD has advised that the feasibility study for SPIRE is now complete, with \$2.890 million remaining as at 30 June 2019.
5. ACTHD is seeking your agreement to repurpose the remaining SPIRE feasibility funds to support the completion of the Canberra Hospital campus master plan and other health infrastructure priorities.
6. Commenced in July 2019, work is currently underway to develop a framework, vision statement and master plan principles. The next and final phase of campus master planning is estimated to cost \$1.5 million, to be completed by June 2020.

Issues

7. Savings on capital projects should be returned to the Budget. However, the *Capital Works Program Variations Guidelines 2011* allow for savings to remain available, subject to your approval, to meet emerging cost pressures in other capital projects during the financial year.
8. Treasury considers that the repurposing of \$1.5 million to complete the Canberra Hospital campus master planning is consistent with these guidelines, noting advice from ACTHD that the completed campus master plan will inform the finalisation of the SPIRE design in late 2020.
9. Treasury considers that funding for any other health infrastructure project should be approved by the Budget Committee of Cabinet, given the tight fiscal environment and the need to consider other competing priorities. As such, Treasury recommends that

the remaining \$1.390 million is returned to Budget as a saving.

10. A financial instrument pursuant to Section 16B of the *Financial Management Act 1996* (FMA) is required to rollover undrawn 2018-19 appropriation to 2019-20.

Financial Implications

11. The proposed instrument has a negative budget impact of \$1.5 million in 2019-20.

Consultation

12. Treasury has consulted with ACTHD Strategic Finance during the preparation of this brief.
13. Canberra Health Services and Major Projects Canberra have both confirmed their support for the campus master planning activities to be funded from the SPIRE feasibility savings.

Work Health and Safety

14. N/A

Benefits/Sensitivities

15. N/A

Communications, media and engagement implications

16. N/A

Signatory Name: Ben Morris Phone: x71168
 Action Officer: Minh Bui Phone: x79027

Attachments

Attachment	Title
Attachment A	Section 16B Financial Instrument
Attachment B	Letter to the Minister for Health
Attachment C	Letter from ACTHD Director-General to the Under Treasurer

AUSTRALIAN CAPITAL TERRITORY

**ROLLOVER OF UNDISBURSED APPROPRIATION
UNDER SECTION 16B OF THE
FINANCIAL MANAGEMENT ACT 1996
FINANCIAL INSTRUMENT 2019-20**

This statement outlines the reasons for the rollover of undisbursed appropriation under Section 16B of the *Financial Management Act 1996* (FMA) to be rolled over from one financial year to the next.

Section 16B of the FMA allows the Treasurer to authorise undisbursed appropriations to be rolled over from one financial year to the next, either within the entity to which the appropriation had been originally made, or to another entity gaining the function if responsibility for a service or function has been transferred.

Instrument Amendment:

This instrument transfers \$1.5 million of Controlled Recurrent Payments appropriation from the 2018-19 financial year to the 2019-20 financial year for the ACT Health Directorate.

Statement of Reasons:

The rollover will provide funding to continue Canberra Hospital campus master planning works.

Appropriation authorised to be rolled over from 2018-19 to 2019-20 within the ACT Health Directorate:

Appropriation Type	Appropriation \$'000
Controlled Recurrent Payments	1,500

Treasurer  27.1.17
Signature and Date

Andrew Barr, MLA.



ACT
Government

ACT Health

Office of the Director-General

Mr David Nicol
Under Treasurer
Chief Minister, Treasury and Economic Development Directorate
David.Nicol@act.gov.au

Dear Mr Nicol

Repurposing Surgical Procedures Interventional Radiology and Emergency Feasibility Funding

I am writing to request a repurposing of Surgical Procedures Interventional Radiology and Emergency (SPIRE) feasibility funding of \$2.89 million.

ACT Health Directorate (ACTHD) was appropriated a total of \$7.1 million to completed feasibility, planning and business case development for the SPIRE Centre Project. As of 30 June 2019, \$2.89 million in feasibility funding remains.

It was always intended that the remaining funds would support Canberra Hospital Campus Master Planning as a necessary input prior to finalisation of SPIRE design in late 2020. However, the Master Planning project was not specifically articulated in the appropriation and with the transfer of SPIRE delivery to Major Projects Canberra it has become necessary to highlight the specifics of the use of this funding.

Consultants have been engaged to undertake Phase One of the Canberra Hospital Campus Master Plan with work commencing in July 2019, and a framework, vision statement and master plan principles due in September 2019.

Phase Two of the Canberra Hospital Campus Master Plan is estimated to cost an estimated \$1.5 million (on top of the \$250,000-\$300,000 for Phase 1), including internal resourcing, and will be subject to procurement towards the end of 2019, with a targeted completion in June 2020.

It is proposed that the remaining SPIRE feasibility funding be repurposed to address the Campus Master Plan and other Government priorities consistent with the endorsed infrastructure pipeline. In particular, the development of a pathology business case (replacement of Building 10 at Canberra Health Services) and other high-priority health infrastructure.

It is noted that \$500,000 from the SPIRE feasibility funding has been temporarily allocated to the Intensive Care Unit expansion project while agreement is being reached with the Commonwealth in relation to their \$13.5 million commitment.

If you would like to discuss any aspect of this request please contact Ms Liz Lopa, Executive Group Manager, Strategic Infrastructure Division on (02) 5124 9805 or liz.lope@act.gov.au.

Yours sincerely,



Michael De'Ath
Director-General

31 July 2019



Andrew Barr MLA

Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Minister for Tertiary Education

Minister for Tourism and Special Events

Minister for Trade, Industry and Investment

Member for Kurrajong

Ms Rachel Stephen-Smith MLA
Minister for Health
ACT Legislative Assembly
GPO Box 1020
CANBERRA ACT 2601

Dear Minister *Rachel*

I refer to the letter of 31 July 2019, from the Director-General of ACT Health Directorate to the Under Treasurer, seeking Treasury's agreement to repurpose Surgical Procedures Interventional Radiology and Emergency (SPIRE) feasibility funding of \$2.890 million.

I am pleased to advise that I have agreed to the transfer of \$1.5 million from the remaining SPIRE feasibility funds to support the completion of the Canberra Hospital campus master plan, noting that the master plan will inform the finalisation of the SPIRE design in 2020.

To facilitate this transfer, I am authorising an appropriation rollover of the undrawn SPIRE feasibility funds from 2018-19 to 2019-20, pursuant to Section 16B of the *Financial Management Act 1996*.

With regard to the transfer of the remaining \$1.390 million to address other high-priority health infrastructure projects, I note that these are yet to be identified and costed. Consistent with the Budget Process Rules, funding for new projects should be considered by the Budget Committee of Cabinet. As such, I advise that these funds be returned to Budget as a saving.

You may wish to bring the proposals of these health infrastructure projects forward as concept briefs for consideration as part of the 2020-21 Budget process.

Yours sincerely

Andrew Barr MLA
Treasurer

27 SEP 2019

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia
Phone +61 2 6205 0011 Fax +61 2 6205 0157 Email barr@act.gov.au



@ABarrMLA



AndrewBarrMLA



actchiefminister



From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:54 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: SPIRE feasibility funding and masterplanning [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED

From: Whybrow, Mark <Mark.Whybrow@act.gov.au>
Sent: Monday, 16 September 2019 6:42 PM
To: Morris, Ben <Ben.Morris@act.gov.au>
Subject: Fwd: SPIRE feasibility funding and masterplanning [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

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From: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>
Sent: Monday, September 16, 2019 6:38:14 PM
To: Whybrow, Mark <Mark.Whybrow@act.gov.au>
Subject: FW: SPIRE feasibility funding and masterplanning [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Mark

Please find below support from Duncan for the SPIRE \$ to be reassigned to the masterplanning project.
Bernadette's email to flow with her approval

Thanks

Liz

From: Edghill, Duncan
Sent: Thursday, 12 September 2019 8:52 PM
To: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>
Cc: Esau, Lloyd <Lloyd.Esau@act.gov.au>
Subject: RE: SPIRE feasibility funding and masterplanning [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED For-Official-Use-Only

Liz,

Thank you. We have no objection to the \$1.8m being used for the master planning activities.

Kind Regards
Duncan

From: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>
Sent: Wednesday, 11 September 2019 7:48 AM
To: McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>
Cc: Esau, Lloyd <Lloyd.Esau@act.gov.au>
Subject: SPIRE feasibility funding and masterplanning [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Dear Bernadette and Duncan (cc.Lloyd)

As you may be aware, the Health Directorate has been funding the Canberra Hospital masterplanning project through the SPIRE feasibility and design funding. With the creation of Major Projects Canberra, all SPIRE capital funding was transferred and ACT Health requested that the remaining feasibility funding be rolled over re-purposed for the masterplanning project, to allow us to continue this work. This funding is needed to engage the stage 2 consultant, undertake the space/accommodation utilisation study and fund the Clinical Services Plan. A copy of the letter to the Under Treasurer from Michael De'Ath is attached.

I met with Treasury yesterday and they are inclined to support part of this funding to be used for the masterplanning (about \$1.8 million) but would like some indication from CHS and MPC that the masterplanning is needed in the context of SPIRE and the modernisation of the campus. Mark Whybrow, EGM Budget and Finance, has asked me to obtain that support in the form of an email from yourselves.

Duncan – I have cc'd Lloyd as he is aware of this issue.

Happy to discuss

Liz

Liz Lopa
Executive Group Manager, Strategic Infrastructure
ACT Health
Ph: 5124 9805
0466 688 496
liz.lopa@act.gov.au

From: "Morris, Ben" <Ben.Morris@act.gov.au>
Sent: 28/11/2019 1:15 AM
To: "Bui, Minh" <Minh.Bui@act.gov.au>
Subject: FW: SPIRE and LIGHT RAIL.xlsx
Attachments: SPIRE and LIGHT RAIL.xlsx

UNCLASSIFIED

From: Fraser, Norman <Norman.Fraser@act.gov.au>
Sent: Friday, 21 June 2019 3:40 PM
To: Ogden, Paul <Paul.Ogden@act.gov.au>
Cc: Whybrow, Mark <Mark.Whybrow@act.gov.au>; Morris, Ben <Ben.Morris@act.gov.au>
Subject: SPIRE and LIGHT RAIL.xlsx

Hi Paul

As discussed at this morning's meeting, attached is the funding and budget provisions for works associated with Light Rail and SPIRE (I have assumed integrated ticketing for bus and light rail (ICT) will not transition to the new agency. Out of Scope

Regards

Norman Fraser / Senior Director

Development and Infrastructure Policy Branch

Chief Minister, Treasury and Economic Development Directorate

Phone: 62053176 / Fax: 62070298

Canberra Nara Centre/GPO Box 158 Canberra ACT 2601/ www.act.gov.au

Project Name	Directorate	Project Classification	(Construction/Design/Early Planning/ICT/PI)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Budgeted Financing (\$'000)	Total Budgeted Financing (\$'000)		
Delivering the SPIRE Centre at Canberra Hospital	Health Directorate	New Works	Construction	0	60,200	0	0	0	0	0	60,200		
Better healthcare for a growing community – Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) <i>Not for publication provision</i>	Health Directorate	Provision				42,300	126,900	159,000		229,600	557,800		
Better healthcare for a growing community – Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE)	Health Directorate	Works-in-progress	Early Planning	6,500	0	0	0	0			0		
Better care when you need it – Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) – Major expansion of services at Canberra Hospital	Health Directorate	Works-in-progress	Early Planning	3,914	0	0	0	0			0		

Out of Scope