

## UNCLASSIFIED

Hi Duncan

Thanks.

We'll need to cut it down a bit, the shorter the better with these responses to specifically answer their questions and ensure our clear responses are included in the story. See below.

**From:** Edghill, Duncan

**Sent:** Friday, 14 June 2019 9:46 AM

**To:** Perkins, Anita <Anita.Perkins@act.gov.au>; Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>

**Cc:** Ogden, Paul <Paul.Ogden@act.gov.au>; Dolan, Fiona <Fiona.Dolan@act.gov.au>

**Subject:** RE: Drop for Monday

## UNCLASSIFIED

Anita,

Thank you. My suggestions / tweaks below thanks:

Q. How many people will work for Major Projects Canberra?

A. There will be around 140 staff in this new body, but numbers will likely change as the SPIRE and the City to Woden light rail teams ramp-up for delivery.

Q. Who will lead the team?

A. It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. ~~Duncan oversaw the successful delivery of the City to Gungahlin light rail project, the ACT Government's largest infrastructure project to date. The Chief Engineer will also play a key leadership role in the new body.~~

Q. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

A. The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service. ~~Major Projects Canberra will be responsible for the delivery of a multi-billion dollar portfolio of infrastructure projects over the coming years.~~

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

A. The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury. ~~The establishment of Major Projects Canberra by itself isn't expected to increase staff numbers, though the Chief Projects Officer and some supporting role will be required. As SPIRE and the City to Woden light rail projects ramp-up, those projects will require appropriate staffing. Ultimately, delivering infrastructure projects under this single agency will create staffing and other efficiencies compared with the alternative of delivering major projects within different directorates. It will also allow lessons to be more easily shared across projects and will facilitate the maintenance of important relationships with industry and other stakeholders.~~

It is likely there will be a series of roles advertised as some staff move between positions.

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

Major Projects Canberra is expected to facilitate the delivery of major infrastructure projects. It will allow knowledge to be shared between projects and facilitate engagement with stakeholders, including local and national industry. The timeline of light rail to Woden will in large part be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects. The establishment of Major Projects Canberra though demonstrates the ACT Government's commitment to delivering its infrastructure projects as quickly as possible, including SPIRE and light rail to Woden.

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

A. A number of other Australian jurisdictions have similar delivery bodies for major infrastructure. This includes Projects NSW and Development Victoria. ~~In our smaller jurisdiction, and with so much infrastructure activity occurring across Australia, it makes sense for us to establish an infrastructure delivery team in Canberra. It builds on our success and knowledge gained during the delivery of the first stage of light rail and other infrastructure projects.~~

Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

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A. Future projects to be developed and delivered by Major Projects Canberra will be at the direction of the Chief Minister. In addition to SPIRE and City to Woden light rail, Major Projects Canberra will also deliver roads, schools and other infrastructure that is currently delivered by the Infrastructure, Finance and Capital Works team in Treasury. Major Projects Canberra will deliver those other infrastructure projects in partnership with the respective directorates responsible for those projects.

Thanks  
Duncan

**From:** Perkins, Anita

**Sent:** Friday, 14 June 2019 8:52 AM

**To:** Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>; Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Hughes, Cherie <[Cherie.Hughes@act.gov.au](mailto:Cherie.Hughes@act.gov.au)>; Lopa, Liz (Health) <[Liz.Lopa@act.gov.au](mailto:Liz.Lopa@act.gov.au)>; Strachan, Shaun <[Shaun.Strachan@act.gov.au](mailto:Shaun.Strachan@act.gov.au)>

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**Subject:** FW: Drop for Monday

**Importance:** High

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Hi All

We've some questions from the Canberra Times for Monday's paper.

Sally, can you please pull this together in liaison with Duncan in first instance with input from the other's cc'd who are representing each directorate coming together? I've answered some from information we already have.

We'll put the final response through relevant DGs and Kathy – need to have it back to CMO around lunchtime, so time is of the essence.

Regards

Anita

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Q. Who will lead the team?

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A. WE COULD RESPONSE THAT THESE ARRANGEMENTS ARE BEING WORKED THROUGH. BUT COULD WE ALSO - SHAUN, PROVIDE THE IFC BUDGET IF THE SPLIT IS FINALISED, LIZ AND DUNCAN, CAN WE ADD THE EXISTING BUDGET FUNDING FOR LRS2 AND SPIRE?

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DDG role EOI for 3 months while recruitment is undertaken?

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Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

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A. Future projects to be delivered by Major Projects Canberra will be at the direction of the Chief Minister. Other capital works projects including roads and schools that are currently delivered by Infrastructure, Finance and Capital Works in Treasury will be delivered by the same teams within Major Projects Canberra, in partnership with the respective directorates responsible for those projects.

**From:** Dynon, Kaarin

**Sent:** Thursday, 13 June 2019 9:14 PM

**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Dolan, Fiona <[Fiona.Dolan@act.gov.au](mailto:Fiona.Dolan@act.gov.au)>

**Subject:** Fwd: Drop for Monday

Hi! Dan is writing for Monday. He has some extra questions, can I grab some assistance with these please? Thanks!

Begin forwarded message:

**From:** Dan Jervis-Bardy [REDACTED]  
**Date:** 13 June 2019 at 20:32:36 AEST  
**To:** "Dynon, Kaarin" <[Kaarin.Dynon@act.gov.au](mailto:Kaarin.Dynon@act.gov.au)>  
**Subject:** Re: Drop for Monday

Thanks Kaarin,

Here are some additional questions. Any response before Sunday midday would be fine.

Q. How many people will work for Major Projects Canberra? Who will lead the team? What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

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Q. When will 10-year Infrastructure Program be released? Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

Cheers,

### **Delivering Canberra's major infrastructure**

An expert team within the ACT Government will lead the delivery of significant territory infrastructure projects from 1 July 2019.

Major Projects Canberra will operate within the Chief Minister, Treasury and Economic Development Directorate and will take responsibility for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital and the next stage of the Light Rail project.

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

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

In the coming months, the Government will release the ACT Infrastructure Plan. It will outline to the community and industry the city's infrastructure priorities and emerging needs.

With \$2.8 billion committed to further infrastructure projects over the next four years, Major Projects Canberra will equip the ACT with an infrastructure delivery team to deliver this program.

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

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**Dan Jervis-Bardy**

Journalist

The Canberra Times

9 Pirie Street, Fyshwick, ACT, 2609



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**Lowes, Shannon (Health)**

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**From:** Hughes, Cherie  
**Sent:** Friday, 14 June 2019 11:32 AM  
**To:** Edghill, Duncan; Lopa, Liz (Health); Van Aalst, Sally; Strachan, Shaun  
**Cc:** Perkins, Anita; Ogden, Paul  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

Please be advised that EOI for backfilling DDG TC may be longer than 3 months due to needing to fill until sizing, recruitment etc. is completed for Chief Project Officer role. Please remove the reference to period of time.

Thanks  
 Cherie

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**From:** Edghill, Duncan  
**Sent:** Friday, 14 June 2019 11:29 AM  
**To:** Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

OK by me thanks.

---

**From:** Lopa, Liz (Health)  
**Sent:** Friday, 14 June 2019 11:24 AM  
**To:** Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

Looks good to me – thanks Sally

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**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 11:18 AM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
**Subject:** FOR REVIEW: Drop for Monday

UNCLASSIFIED

Hi Duncan, Liz and Shaun

Please see below the responses as they stand currently with everyone's input. Could you please advise if you'd like any further changes before it goes up to Michael, Alison and Kathy for approval?

Thank you, Sally

**1. How many people will work for Major Projects Canberra?**

There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

**2. Who will lead the team?**

It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

**3. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)**

The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service.

It is likely there will be a series of roles advertised as some staff move between positions.

**4. You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?**

An EOI for the Deputy Director General, Transport Canberra role will be sought for 3 months while recruitment is undertaken.

The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury.

**5. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?**

The timeline of light rail to Woden will in large be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects.

**6. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?**

A number of other Australian jurisdictions have similar delivery bodies for major infrastructure. This includes Projects NSW and Development Victoria.

**7. When will 10-year Infrastructure Program be released?**

In September 2019.

**8. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?**

Future projects to be developed and delivered by Major Projects Canberra will be at the direction of the Chief Minister. In addition to SPIRE and City to Woden light rail, Major Projects Canberra will also deliver roads, schools and other infrastructure projects, recognising that the majority of service functions to support capital delivery within the Capital Works area of the Infrastructure Finance and Capital Works team in Treasury will move across. Major Projects Canberra will deliver those other infrastructure projects in partnership with the respective directorates responsible for those projects.

---

**From:** Edghill, Duncan

**Sent:** Friday, 14 June 2019 10:52 AM

**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>  
**Subject:** RE: Drop for Monday

UNCLASSIFIED

Anita,

Thank you. OK by me. My only suggestion is that the 5<sup>th</sup> question is angling at why we're doing this. Can we add something like "Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects." Also made a deletion to the last question to address Shaun's comment. Please see below.

Shaun

**From:** Perkins, Anita  
**Sent:** Friday, 14 June 2019 9:54 AM  
**To:** Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>  
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Thanks  
Duncan

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**Dan Jervis-Bardy**

Journalist

The Canberra Times

9 Pirie Street, Eyshwick, ACT, 2609



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**Lowes, Shannon (Health)**

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**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 11:33 AM  
**To:** Hughes, Cherie; Edghill, Duncan; Lopa, Liz (Health); Strachan, Shaun  
**Cc:** Perkins, Anita; Ogden, Paul  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

Thank you. Done.

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**Sent:** Friday, 14 June 2019 11:32 AM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

Please be advised that EOI for backfilling DDG TC may be longer than 3 months due to needing to fill until sizing, recruitment etc. is completed for Chief Project Officer role. Please remove the reference to period of time.

Thanks  
 Cherie

---

**From:** Edghill, Duncan  
**Sent:** Friday, 14 June 2019 11:29 AM  
**To:** Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

OK by me thanks.

**From:** Lopa, Liz (Health)  
**Sent:** Friday, 14 June 2019 11:24 AM  
**To:** Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
**Subject:** RE: FOR REVIEW: Drop for Monday [SEC=UNCLASSIFIED]

Looks good to me – thanks Sally

**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 11:18 AM

**To:** Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Lopa, Liz (Health) <[Liz.Lopa@act.gov.au](mailto:Liz.Lopa@act.gov.au)>; Strachan, Shaun <[Shaun.Strachan@act.gov.au](mailto:Shaun.Strachan@act.gov.au)>

**Cc:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Ogden, Paul <[Paul.Ogden@act.gov.au](mailto:Paul.Ogden@act.gov.au)>; Hughes, Cherie <[Cherie.Hughes@act.gov.au](mailto:Cherie.Hughes@act.gov.au)>

**Subject:** FOR REVIEW: Drop for Monday

UNCLASSIFIED

Hi Duncan, Liz and Shaun

Please see below the responses as they stand currently with everyone's input. Could you please advise if you'd like any further changes before it goes up to Michael, Alison and Kathy for approval?

Thank you, Sally

**1. How many people will work for Major Projects Canberra?**

There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

**2. Who will lead the team?**

It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

**3. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)**

The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service.

It is likely there will be a series of roles advertised as some staff move between positions.

**4. You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?**

An EOI for the Deputy Director General, Transport Canberra role will be sought while recruitment is undertaken.

The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury.

**5. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?**

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**6. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?**

A number of other Australian jurisdictions have similar delivery bodies for major infrastructure. This includes Projects NSW and Development Victoria.

**7. When will 10-year Infrastructure Program be released?**

In September 2019.

**8. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?**

Future projects to be developed and delivered by Major Projects Canberra will be at the direction of the Chief Minister. In addition to SPIRE and City to Woden light rail, Major Projects Canberra will also deliver roads, schools and other infrastructure projects, recognising that the majority of service functions to support capital delivery within the Capital Works area of the Infrastructure Finance and Capital Works team in Treasury will move across. Major Projects Canberra will deliver those other infrastructure projects in partnership with the respective directorates responsible for those projects.

---

**From:** Edghill, Duncan  
**Sent:** Friday, 14 June 2019 10:52 AM  
**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>  
**Subject:** RE: Drop for Monday

UNCLASSIFIED

Anita,

Thank you. OK by me. My only suggestion is that the 5<sup>th</sup> question is angling at why we're doing this. Can we add something like "Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects." Also made a deletion to the last question to address Shaun's comment. Please see below.

Shaun

---

**From:** Perkins, Anita  
**Sent:** Friday, 14 June 2019 9:54 AM  
**To:** Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>  
**Subject:** RE: Drop for Monday

UNCLASSIFIED

Hi Duncan

Thanks.

We'll need to cut it down a bit, the shorter the better with these responses to specifically answer their questions and ensure our clear responses are included in the story. See below.

---

**From:** Edghill, Duncan  
**Sent:** Friday, 14 June 2019 9:46 AM  
**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>; Hughes, Cherie <[Cherie.Hughes@act.gov.au](mailto:Cherie.Hughes@act.gov.au)>; Lopa, Liz (Health) <[Liz.Lopa@act.gov.au](mailto:Liz.Lopa@act.gov.au)>; Strachan, Shaun <[Shaun.Strachan@act.gov.au](mailto:Shaun.Strachan@act.gov.au)>  
**Cc:** Ogden, Paul <[Paul.Ogden@act.gov.au](mailto:Paul.Ogden@act.gov.au)>; Dolan, Fiona <[Fiona.Dolan@act.gov.au](mailto:Fiona.Dolan@act.gov.au)>  
**Subject:** RE: Drop for Monday

UNCLASSIFIED

Anita,

Thank you. My suggestions / tweaks below thanks:

Q. How many people will work for Major Projects Canberra?

A. There will be around 140 staff in this new body, but numbers will likely change as the SPIRE and the City to Woden light rail teams ramp-up for delivery.

Q. Who will lead the team?

A. It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. ~~Duncan oversaw the successful delivery of the City to Gungahlin light rail project, the ACT Government's largest infrastructure project to date.~~ The Chief Engineer will also play a key leadership role in the new body.

Q. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

A. The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service. ~~Major Projects Canberra will be responsible for the delivery of a multi-billion dollar portfolio of infrastructure projects over the coming years.~~

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

A. The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury. ~~The establishment of Major Projects Canberra by itself isn't expected to increase staff numbers, though the Chief Projects Officer and some supporting role will be required. As SPIRE and the City to Woden light rail projects ramp up, those projects will require appropriate staffing. Ultimately, delivering infrastructure projects under this single agency will create staffing and other efficiencies compared with the alternative of delivering major projects within different directorates. It will also allow lessons to be more easily shared across projects and will facilitate the maintenance of important relationships with industry and other stakeholders.~~

It is likely there will be a series of roles advertised as some staff move between positions.

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

~~Major Projects Canberra is expected to facilitate the delivery of major infrastructure projects. It will allow knowledge to be shared between projects and facilitate engagement with stakeholders, including local and national industry. The timeline of light rail to Woden will in large part be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects.~~ The establishment of Major Projects Canberra though demonstrates the ACT Government's commitment to delivering its infrastructure projects as quickly as possible, including SPIRE and light rail to Woden.

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

A. A number of other Australian jurisdictions have similar delivery bodies for major infrastructure. This includes Projects NSW and Development Victoria. ~~In our smaller jurisdiction, and with so much infrastructure activity occurring across Australia, it makes sense for us to establish an infrastructure delivery team in Canberra. It builds on our success and knowledge gained during the delivery of the first stage of light rail and other infrastructure projects.~~

Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

Q. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

A. Future projects to be developed and delivered by Major Projects Canberra will be at the direction of the Chief Minister. In addition to SPIRE and City to Woden light rail, Major Projects Canberra will also deliver roads, schools and other infrastructure that is currently delivered by the Infrastructure, Finance and Capital Works team in Treasury. Major Projects Canberra will deliver those other infrastructure projects in partnership with the respective directorates responsible for those projects.

Thanks  
Duncan



**From:** Perkins, Anita  
**Sent:** Friday, 14 June 2019 8:52 AM  
**To:** Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Ogden, Paul <Paul.Ogden@act.gov.au>; Dolan, Fiona <Fiona.Dolan@act.gov.au>  
**Subject:** FW: Drop for Monday  
**Importance:** High

## UNCLASSIFIED

Hi All

We've some questions from the Canberra Times for Monday's paper.

Sally, can you please pull this together in liaison with Duncan in first instance with input from the other's cc'd who are representing each directorate coming together? I've answered some from information we already have.

We'll put the final response through relevant DGs and Kathy – need to have it back to CMO around lunchtime, so time is of the essence.

Regards

Anita

Q. How many people will work for Major Projects Canberra?

A. There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

Q. Who will lead the team?

A. It will be a small expert team, led by a Chief Projects Officer, reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

Q. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

A. WE COULD RESPONSE THAT THESE ARRANGEMENTS ARE BEING WORKED THROUGH. BUT COULD WE ALSO - SHAUN, PROVIDE THE IFC BUDGET IF THE SPLIT IS FINALISED, LIZ AND DUNCAN, CAN WE ADD THE EXISTING BUDGET FUNDING FOR LRS2 AND SPIRE?

Q. You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

DDG role EOI for 3 months while recruitment is undertaken?

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

PRESUMABLY NOT. DUNCAN?

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

A. number of other Australian jurisdictions have delivery bodies for major infrastructure. This includes Projects NSW, Building Queensland, Infrastructure NT and Infrastructure Tasmania.

Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

Q. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

- A. Future projects to be delivered by Major Projects Canberra will be at the direction of the Chief Minister. Other capital works projects including roads and schools that are currently delivered by Infrastructure, Finance and Capital Works in Treasury will be delivered by the same teams within Major Projects Canberra, in partnership with the respective directorates responsible for those projects.

**From:** Dynon, Kaarin

**Sent:** Thursday, 13 June 2019 9:14 PM

**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Dolan, Fiona <[Fiona.Dolan@act.gov.au](mailto:Fiona.Dolan@act.gov.au)>

**Subject:** Fwd: Drop for Monday

Hi! Dan is writing for Monday. He has some extra questions, can I grab some assistance with these please? Thanks!

Begin forwarded message:

**From:** Dan Jervis-Bardy [REDACTED]  
**Date:** 13 June 2019 at 20:32:36 AEST  
**To:** "Dynon, Kaarin" <[Kaarin.Dynon@act.gov.au](mailto:Kaarin.Dynon@act.gov.au)>  
**Subject:** Re: Drop for Monday

Thanks Kaarin,

Here are some additional questions. Any response before Sunday midday would be fine.

Q. How many people will work for Major Projects Canberra? Who will lead the team? What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

Q. When will 10-year Infrastructure Program be released? Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

Cheers,

### **Delivering Canberra's major infrastructure**

An expert team within the ACT Government will lead the delivery of significant territory infrastructure projects from 1 July 2019.

Major Projects Canberra will operate within the Chief Minister, Treasury and Economic Development Directorate and will take responsibility for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital and the next stage of the Light Rail project.

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

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

In the coming months, the Government will release the ACT Infrastructure Plan. It will outline to the community and industry the city's infrastructure priorities and emerging needs.

With \$2.8 billion committed to further infrastructure projects over the next four years, Major Projects Canberra will equip the ACT with an infrastructure delivery team to deliver this program.

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

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This email, and any attachments, may be confidential and also privileged. If you are not the intended recipient, please notify the sender and delete all copies of this transmission along with any attachments immediately. You should not copy or use it for any purpose, nor disclose its contents to any other person.

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**Dan Jervis-Bardy**  
Journalist  
The Canberra Times  
9 Pirie Street, Fyshwick, ACT, 2609



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**Dal Molin, Vanessa (Health)**

---

**From:** West, Alice (Health)  
**Sent:** Friday, 14 June 2019 11:57 AM  
**To:** Health Media  
**Cc:** Dal Molin, Vanessa (Health)  
**Subject:** RE: FOR APPRVAL: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Karen,

Have spoken with Vanessa.  
 If Liz is OK with these, then they can go straight across to CMTEDD.

I'll print a copy for DG's information.

Thanks so much,

**Alice West**

Phone: 02 51249402 | Email: [alice.west@act.gov.au](mailto:alice.west@act.gov.au)

**Office of the Director-General | ACT Health Directorate | ACT Government**

2-6 Bowes St, Philip, ACT 2606 | GPO Box 825, Canberra, ACT 2601 | [www.health.act.gov.au](http://www.health.act.gov.au)

**From:** Health Media  
**Sent:** Friday, 14 June 2019 11:44 AM  
**To:** West, Alice (Health) <[Alice.West@act.gov.au](mailto:Alice.West@act.gov.au)>  
**Cc:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>; Health Media <[HealthMedia@act.gov.au](mailto:HealthMedia@act.gov.au)>  
**Subject:** FW: FOR APPRVAL: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

For Michael's approval.

Cheers, K

**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 11:43 AM  
**To:** Warner, KarenL (Health) <[KarenL.Warner@act.gov.au](mailto:KarenL.Warner@act.gov.au)>  
**Cc:** Lopa, Liz (Health) <[Liz.Lopa@act.gov.au](mailto:Liz.Lopa@act.gov.au)>  
**Subject:** FOR APPRVAL: Drop for Monday [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi Karen, as discussed just now could you please seek Michaels approval on the below responses to the Canberra Times qtns. Liz has seen and okayed these already.  
 Thank you, Sally

**1. How many people will work for Major Projects Canberra?**

There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

**2. Who will lead the team?**

It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

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**Lowes, Shannon (Health)**

---

**From:** Rowe, Shannon on behalf of Strachan, Shaun  
**Sent:** Friday, 14 June 2019 12:59 PM  
**To:** Van Aalst, Sally; Edghill, Duncan; Lopa, Liz (Health); Strachan, Shaun  
**Cc:** Perkins, Anita; Ogden, Paul; Hughes, Cherie  
**Subject:** RE: FOR REVIEW: Drop for Monday

UNCLASSIFIED

Hi Sally,

This is approved, but can you please also obtain David Nicol's approval.

Regards  
 Shaun

---

**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 11:18 AM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Cc:** Perkins, Anita <Anita.Perkins@act.gov.au>; Ogden, Paul <Paul.Ogden@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>  
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UNCLASSIFIED

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**Sent:** Friday, 14 June 2019 10:52 AM

**To:** Perkins, Anita <[Anita.Perkins@act.gov.au](mailto:Anita.Perkins@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>

**Subject:** RE: Drop for Monday

UNCLASSIFIED

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Shaun

---

**From:** Perkins, Anita

**Sent:** Friday, 14 June 2019 9:54 AM

**To:** Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>

**Subject:** RE: Drop for Monday

UNCLASSIFIED

Hi Duncan

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We'll need to cut it down a bit, the shorter the better with these responses to specifically answer their questions and ensure our clear responses are included in the story. See below.

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**Sent:** Friday, 14 June 2019 9:46 AM

**To:** Perkins, Anita <Anita.Perkins@act.gov.au>; Van Aalst, Sally <Sally.VanAalst@act.gov.au>; Hughes, Cherie <Cherie.Hughes@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>

**Cc:** Ogden, Paul <Paul.Ogden@act.gov.au>; Dolan, Fiona <Fiona.Dolan@act.gov.au>

**Subject:** RE: Drop for Monday

UNCLASSIFIED

Anita,

Thank you. My suggestions / tweaks below thanks:

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A. The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service. ~~Major Projects Canberra will be responsible for the delivery of a multi-billion dollar portfolio of infrastructure projects over the coming years.~~

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

A. The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury. ~~The establishment of Major Projects Canberra by itself isn't expected to increase staff numbers, though the Chief Projects Officer and some supporting role will be required. As SPIRE and the City to Woden light rail projects ramp-up, those projects will require appropriate staffing. Ultimately, delivering infrastructure projects under this single agency will create staffing and other efficiencies compared with the alternative of delivering major projects within different directorates. It will also allow lessons to be more easily shared across projects and will facilitate the maintenance of important relationships with industry and other stakeholders.~~

It is likely there will be a series of roles advertised as some staff move between positions.

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

~~Major Projects Canberra is expected to facilitate the delivery of major infrastructure projects. It will allow knowledge to be shared between projects and facilitate engagement with stakeholders, including local and national industry. The timeline of light rail to Woden will in large part be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects.~~ The establishment of Major Projects Canberra though demonstrates the ACT Government's commitment to delivering its infrastructure projects as quickly as possible, including SPIRE and light rail to Woden.



Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

A. A number of other Australian jurisdictions have similar delivery bodies for major infrastructure. This includes Projects NSW and Development Victoria. ~~In our smaller jurisdiction, and with so much infrastructure activity occurring across Australia, it makes sense for us to establish an infrastructure delivery team in Canberra. It builds on our success and knowledge gained during the delivery of the first stage of light rail and other infrastructure projects.~~

Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

Q. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

A. Future projects to be developed and delivered by Major Projects Canberra will be at the direction of the Chief Minister. In addition to SPIRE and City to Woden light rail, Major Projects Canberra will also deliver roads, schools and other infrastructure that is currently delivered by the Infrastructure, Finance and Capital Works team in Treasury. Major Projects Canberra will deliver those other infrastructure projects in partnership with the respective directorates responsible for those projects.

Thanks  
Duncan

**From:** Perkins, Anita

**Sent:** Friday, 14 June 2019 8:52 AM

**To:** Van Aalst, Sally <[Sally.VanAalst@act.gov.au](mailto:Sally.VanAalst@act.gov.au)>; Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>; Hughes, Cherie <[Cherie.Hughes@act.gov.au](mailto:Cherie.Hughes@act.gov.au)>; Lopa, Liz (Health) <[Liz.Lopa@act.gov.au](mailto:Liz.Lopa@act.gov.au)>; Strachan, Shaun <[Shaun.Strachan@act.gov.au](mailto:Shaun.Strachan@act.gov.au)>

**Cc:** Ogden, Paul <[Paul.Ogden@act.gov.au](mailto:Paul.Ogden@act.gov.au)>; Dolan, Fiona <[Fiona.Dolan@act.gov.au](mailto:Fiona.Dolan@act.gov.au)>

**Subject:** FW: Drop for Monday

**Importance:** High

UNCLASSIFIED

Hi All

We've some questions from the Canberra Times for Monday's paper.

Sally, can you please pull this together in liaison with Duncan in first instance with input from the other's cc'd who are representing each directorate coming together? I've answered some from information we already have.

We'll put the final response through relevant DGs and Kathy – need to have it back to CMO around lunchtime, so time is of the essence.

Regards

Anita

Q. How many people will work for Major Projects Canberra?

A. There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

Q. Who will lead the team?

A. It will be a small expert team, led by a Chief Projects Officer, reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while permanent recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

Q. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

A. WE COULD RESPONSE THAT THESE ARRANGEMENTS ARE BEING WORKED THROUGH. BUT COULD WE ALSO - SHAUN, PROVIDE THE IFC BUDGET IF THE SPLIT IS FINALISED, LIZ AND DUNCAN, CAN WE ADD THE EXISTING BUDGET FUNDING FOR LRS2 AND SPIRE?

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

DDG role EOI for 3 months while recruitment is undertaken?

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

PRESUMABLY NOT. DUNCAN?

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

A. number of other Australian jurisdictions have delivery bodies for major infrastructure. This includes Projects NSW, Building Queensland, Infrastructure NT and Infrastructure Tasmania.

Q. When will 10-year Infrastructure Program be released?

A. In September 2019.

Q. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

A. Future projects to be delivered by Major Projects Canberra will be at the direction of the Chief Minister. Other capital works projects including roads and schools that are currently delivered by Infrastructure, Finance and Capital Works in Treasury will be delivered by the same teams within Major Projects Canberra, in partnership with the respective directorates responsible for those projects.

---

**From:** Dynon, Kaarin

**Sent:** Thursday, 13 June 2019 9:14 PM

**To:** Perkins, Anita <Anita.Perkins@act.gov.au>; Dolan, Fiona <Fiona.Dolan@act.gov.au>

**Subject:** Fwd: Drop for Monday

Hi! Dan is writing for Monday. He has some extra questions, can I grab some assistance with these please? Thanks!

Begin forwarded message:

**From:** Dan Jervis-Bardy [REDACTED]  
**Date:** 13 June 2019 at 20:32:36 AEST  
**To:** "Dynon, Kaarin" <Kaarin.Dynon@act.gov.au>  
**Subject:** Re: Drop for Monday

Thanks Kaarin,

Here are some additional questions. Any response before Sunday midday would be fine.

Q. How many people will work for Major Projects Canberra? Who will lead the team? What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)

Q You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill vacancies at Transport Canberra etc?

Q. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?

Q. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?

Q. When will 10-year Infrastructure Program be released? Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?

Cheers,

### **Delivering Canberra's major infrastructure**

An expert team within the ACT Government will lead the delivery of significant territory infrastructure projects from 1 July 2019.

Major Projects Canberra will operate within the Chief Minister, Treasury and Economic Development Directorate and will take responsibility for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at Canberra Hospital and the next stage of the Light Rail project.

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

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

In the coming months, the Government will release the ACT Infrastructure Plan. It will outline to the community and industry the city's infrastructure priorities and emerging needs.

With \$2.8 billion committed to further infrastructure projects over the next four years, Major Projects Canberra will equip the ACT with an infrastructure delivery team to deliver this program.

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

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**Dan Jervis-Bardy**

Journalist

The Canberra Times

9 Pirie Street, Fyshwick, ACT, 2609



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## Lowes, Shannon (Health)

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**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 5:03 PM  
**To:** Edghill, Duncan; Playford, Alison; Nicol, David; De'Ath, Michael (Health)  
**Cc:** Hughes, Cherie; Perkins, Anita; Lopa, Liz (Health); Strachan, Shaun  
**Subject:** FOR INFORMATION: Drop for Monday

UNOFFICIAL

Dear all

Please see below final response as approved by HoS and the CMO.

Kind regards, Sally

### **1. How many people will work for Major Projects Canberra?**

There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

### **2. Who will lead the team?**

It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while longer term recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

### **3. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)**

The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service.

It is likely there will be a series of roles advertised as some staff move between positions.

### **4. You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill [vacancies at Transport Canberra etc?**

An EOI will be conducted to fill the existing Deputy Director-General, Transport Canberra role while Mr Edghill is acting in the Chief Projects Officer role.

The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury.

### **5. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?**

The timeline of light rail to Woden will in large be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects.

### **6. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?**

A number of other Australian jurisdictions have similar delivery bodies for major infrastructure.

### **7. When will 10-year Infrastructure Program be released?**

The forward infrastructure plan will be released in September 2019.

**8. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?**

Future projects to be developed and delivered by Major Projects Canberra will be at the direction of Cabinet.

**Lowes, Shannon (Health)**

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**From:** Edghill, Duncan  
**Sent:** Sunday, 16 June 2019 10:57 PM  
**To:** Lopa, Liz (Health)  
**Subject:** Draft Org Structure  
**Attachments:** report - potential organisation structure - de 160619.docx

UNCLASSIFIED For-Official-Use-Only

Liz,

Please find attached my initial thoughts on how Major Projects Canberra could be structured at a high level. The second page also sets out a high-level structure for the SPIRE project. The exact number and nature of positions will need to be resolved, but hopefully it gives you an idea as to my thinking. Note that certain support is proposed to be available centrally in the new agency.

There are three items I'd be grateful for your help with please:

1. Has health already created the Project Director position / developed a position description / job sized it?
2. Is it possible to confirm which positions and people are proposed to transfer from Health into the new agency?
3. If you have thoughts about specific positions needed in the structure, I'd be grateful for them.

Kind Regards

Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



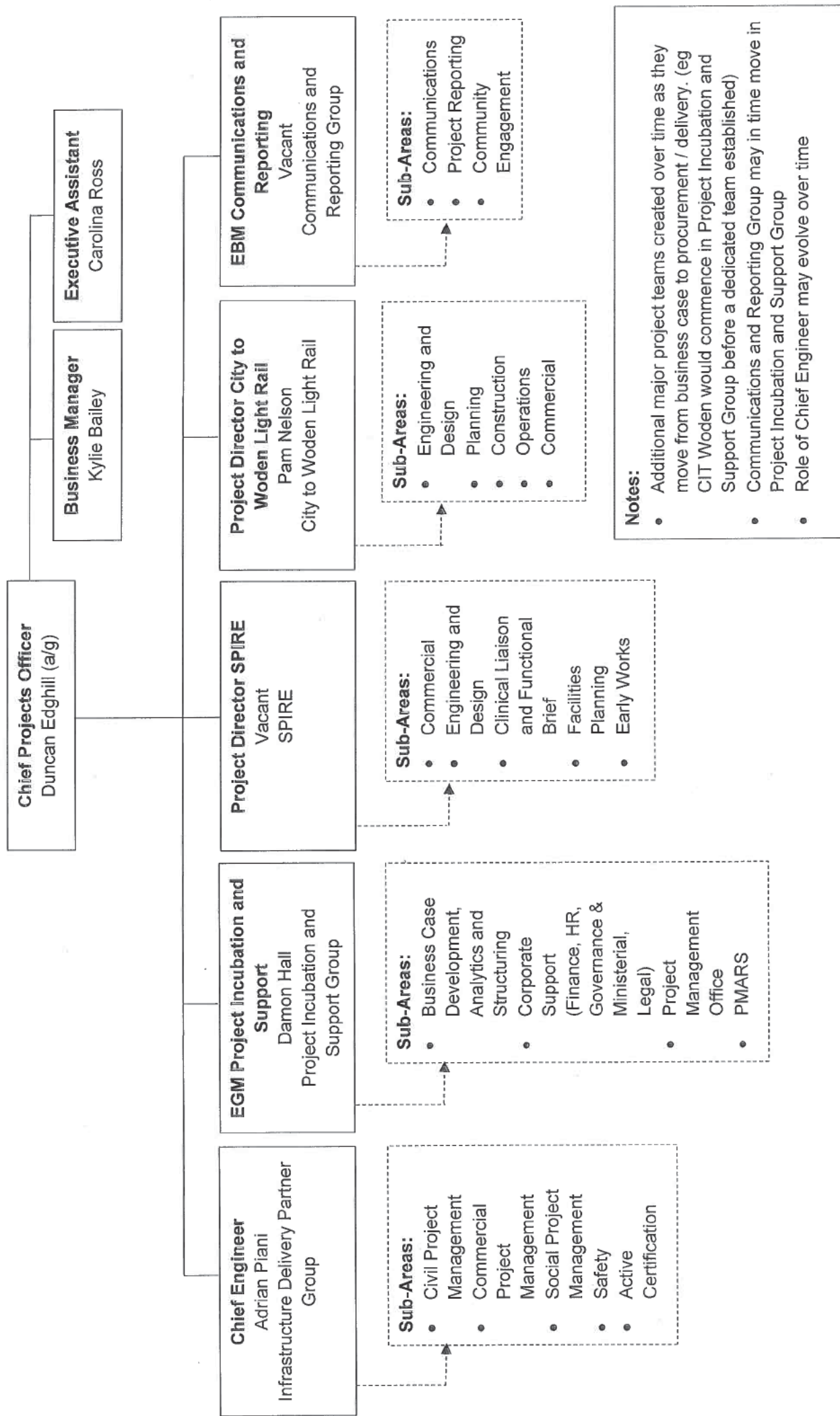
T 02 6205 3842 [REDACTED] E [duncan.edghill@act.gov.au](mailto:duncan.edghill@act.gov.au)

GPO Box 158, Canberra ACT 2601

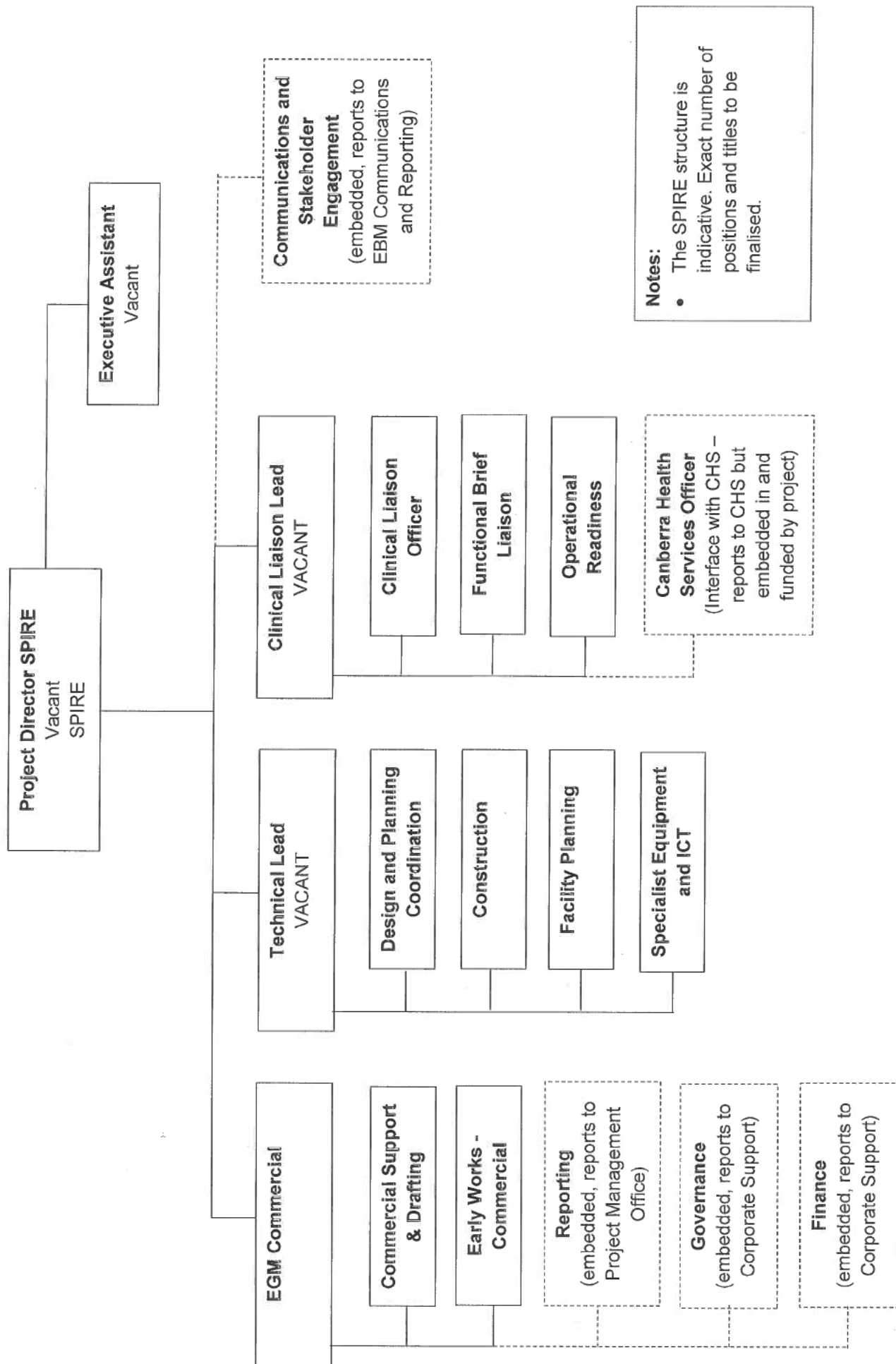
Please consider the environment before printing this e-mail.

**Major Projects Canberra – Draft Organisation Structure**

General Structure



SPIRE Structure



**Notes:**

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

**Canberra Health Services Officer**  
(Interface with CHS - reports to CHS but embedded in and funded by project)

**Communications and Stakeholder Engagement**  
(embedded, reports to EBM Communications and Reporting)



**Lowes, Shannon (Health)**

**From:** Edghill, Duncan  
**Sent:** Monday, 17 June 2019 7:37 AM  
**To:** Hughes, Cherie; Strachan, Shaun; Lopa, Liz (Health); Perkins, Anita; Ogden, Paul  
**Cc:** Bailey, Kylie  
**Subject:** Major Projects Canberra Transition

UNCLASSIFIED For-Official-Use-Only

Colleagues,

I've asked my Business Manager, Kylie Bailey, to kindly keep track of who is doing what during the transition to Major Projects Canberra. Please find below my initial brain-dump of what needs to be done.

Might I please ask that you send to Kylie any tasks that aren't on the list and who is leading them?

Many thanks in advance.

Task	Lead	Status
<b>Staffing</b>		
TCCS – Resolved Staff Transfer List		
Health – Resolved Staff Transfer List		
IFCW - Resolved Staff Transfer List		
Establish New MPC Positions		
Temporary Contracts for New MPC Positions		
Advertise New MPC Positions		
Initial MPC Org Structure	Duncan	
Internal Transition Comms Plan		
<b>Funding</b>		
MPC Initial Budget		
Resolve TCCS Funding Transfer		
Resolve Health Funding Transfer		
Resolve IFCW Funding Transfer		
Determine Corporate Services Funding Transfer		
<b>Administrative &amp; Other</b>		
Finalise AAs		
Establish Delegations		
Accommodation Arrangements		
Initial MPC Business Plan (inc Stakeholder Mapping)	Duncan	
TCCS – Handover of Non-Transferring Work	Duncan / Damon	

Kind Regards  
Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



T 02 6205 3842 [REDACTED] E [duncan.edghill@act.gov.au](mailto:duncan.edghill@act.gov.au)  
GPO Box 158, Canberra ACT 2601

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**Lowes, Shannon (Health)**

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**From:** Darlene Cox [REDACTED]  
**Sent:** Monday, 17 June 2019 9:14 AM  
**To:** Lopa, Liz (Health)  
**Subject:** RE: follow up

No - been at the office early with my head down.  
What does that mean exactly?

---

**From:** Lopa, Liz (Health) <Liz.Lopa@act.gov.au>  
**Sent:** Monday, 17 June 2019 9:13 AM  
**To:** Darlene Cox [REDACTED]  
**Subject:** Re: follow up

Hi Darlene. Will do so today. Also I assume you've seen the announcement this morning that SPIRE will be delivered by the new Major Projects Canberra rather than the Health Directorate?  
Liz

Get [Outlook for iOS](#)

---

**From:** Darlene Cox [REDACTED]  
**Sent:** Monday, June 17, 2019 8:57 am  
**To:** Lopa, Liz (Health)  
**Subject:** follow up

Hi Liz  
Keen to see the material on the reference group for the infrastructure projects. Can you send this through?  
Thanks  
Darlene

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**Lowes, Shannon (Health)**

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**From:** Edghill, Duncan  
**Sent:** Monday, 17 June 2019 12:16 PM  
**To:** Lopa, Liz (Health)  
**Subject:** RE: Draft Org Structure [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Attachments:** 20170505 Position Descripti.docx; 20180621 Position Descripti.docx

UNCLASSIFIED For-Official-Use-Only

Liz,

Thank you. Yes, let's work through the staffing transfer (both permanent and interim) please – I'll need to be guided by yourself.

Lloyd has some thoughts on the structure I'll need to work through too.

Might (say) Brad please help by having a first go at the Project Director position description? I've attached light rail ones which I hope will help. I have a few inquiries out about potential PDs so am hoping to have this available in the next day or so please.

Thanks  
Duncan

---

**From:** Lopa, Liz (Health)  
**Sent:** Monday, 17 June 2019 9:54 AM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>  
**Subject:** RE: Draft Org Structure [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Duncan

All looks good and sensible to me.

1. No – it was assumed as part of the Cabinet submission that this would be a consultant
2. Lets talk about this – at the moment its only Kate Evans and Rhona's position are in there but you will need more than that at least in the transition period
3. Staging and decanting – it's a mini project in its own right and needs someone dedicated to it (Rhona in this position for 3 months and then will return).

Sorry so brief – sitting in the MO at the moment waiting to go in for estimates prep.

Liz

---

**From:** Edghill, Duncan  
**Sent:** Sunday, 16 June 2019 10:57 PM  
**To:** Lopa, Liz (Health) <Liz.Lopa@act.gov.au>  
**Subject:** Draft Org Structure

UNCLASSIFIED For-Official-Use-Only

Liz,

Please find attached my initial thoughts on how Major Projects Canberra could be structured at a high level. The second page also sets out a high-level structure for the SPIRE project. The exact number and nature of positions will

need to be resolved, but hopefully it gives you an idea as to my thinking. Note that certain support is proposed to be available centrally in the new agency.

There are three items I'd be grateful for your help with please:

1. Has health already created the Project Director position / developed a position description / job sized it?
2. Is it possible to confirm which positions and people are proposed to transfer from Health into the new agency?
3. If you have thoughts about specific positions needed in the structure, I'd be grateful for them.

Kind Regards  
Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



T 02 6205 3842 [REDACTED] E [duncan.edghill@act.gov.au](mailto:duncan.edghill@act.gov.au)  
GPO Box 158, Canberra ACT 2601

Please consider the environment before printing this e-mail.

## **Deputy Project Director Light Rail**

### **Transport Canberra**

#### **Executive Level 2.5**

Transport Canberra and City Services (TCCS) delivers a wide range of services which Canberrans rely on every day. These include collecting recycling and rubbish removal, running public libraries, mowing open space, building and managing our roads, footpaths and cycle paths, operating our public transport system, and maintaining many of Canberra's lakes and ponds. A number of the ACT Government's commercial operations are run by TCCS, including ACT NOWaste, Capital Linen Service, Yarralumla Nursery, and the ACT Public Cemeteries Authority. TCCS employs close to 2000 staff working in locations across the ACT.

Transport Canberra is a significant group within TCCS. Transport Canberra operates the ACTION bus network, manages the delivery of the first stage of light rail in Canberra (from the City to Gungahlin), and is responsible for planning Canberra's second stage of light rail (from the City to Woden).

### **Overview of the Role**

---

The role of Deputy Project Director Light Rail is a key role within Transport Canberra and City Services, responsible for supporting the Project Director in overseeing the delivery of Stage 1 of the Canberra light rail network. The role may also provide input to the Project Director in technical, engineering, planning, and cost estimation elements of the planning and procurement of Stage 2 of the Canberra light rail network.

The role will lead and motivate a dynamic and high performing project team, represent the ACT Government in contractual matters with the Stage 1 delivery partner, oversee the receipt of advisory services by the Territory, manage Stage 1 project delivery and planning elements within budget, and ensure the project outcomes are delivered in a timely manner and achieve value for money.

Reporting to the Project Director, the role will also interact with other ACT Government departments to ensure efficient and effective integration of the light rail project with the wider transport and city regeneration strategies.

## Primary Responsibilities

---

The duties of the Deputy Project Director Light Rail may include:

- Responsibility for the delivery of the Light Rail Stage 1 project to satisfy contractual requirements and the agreed scope, urban design, time and cost outcomes;
- Implement the Project Management Plan for stage one of the light rail project for your areas of responsibility;
- Implement an appropriate safety culture across all aspects of light rail stage 1 project delivery;
- Provide leadership, direction and mentoring to the Director Engineering, Director Construction, Director Legal and Director Commercial and wider light rail stage 1 project team;
- Coordinate light rail stage 1 delivery activities with wider transport strategies and ACT Government initiatives;
- Facing and liaising with senior stakeholders including other ACT Government and relevant Commonwealth departments, planning authorities and community and business groups regarding stage 1 delivery matters;
- Ensure robust risk management processes and strategies are in place to deal with contractual/commercial risks as soon as they are identified;
- Represent the ACT Government as the 'Territory Representative' under light rail stage 1 contracts where required;
- Communicate project scope, deliverables, progress and aspirations to a variety of audiences;
- Develop appropriate reports to Senior Executives, Project Board and ACT Government Ministers;
- Implement robust and flexible governance processes and project management methodologies to ensure ACT Government and other legislative requirements are adhered to, including Work Health and Safety;
- Operate with sensitivity and compliance to the Territory's principles and ethical standards, with special regard to probity, transparency and honesty;
- Support the Project Director in organisational structuring and resourcing as necessary between stages 1 and 2;
- Uphold the integrity of the project in familiarisation with the RED framework and relevant internal policies of the Territory; and
- Other activities as required.

## Job Specific Criteria

---

**Job specific criteria** must be addressed in addition to the Executive Capabilities as outlined below.

1. Significant experience in leading and managing large and complex infrastructure projects;
2. High level experience in utilising project methodologies to manage risk in relation to time and cost impacts;
3. Proven ability to think strategically and creatively and to adopt an active approach to complex problem-solving;
4. Significant demonstrated capability to lead, motivate, influence and coordinate a variety of internal and external stakeholders to achieve the strategic project outcomes;
5. Highly motivated and pro-active with the ability to work to plan, prioritize and achieve project deadlines and governance requirements within budget in a complex and demanding environment.

### Qualifications and Experience

#### *Required*

- Tertiary qualifications in engineering or construction management or similar field;

#### *Desirable, but not essential*

- Demonstrated significant knowledge and experience in delivery of Public Private Partnership (PPP) Projects.
- Experience in the delivery of light rail projects;
- Knowledge of the ACT Government environment.

## Selection Criteria (Executive Capabilities)

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The ACT Public Service (ACTPS) Executive Capabilities are a way of describing the behaviours that characterise successful ACTPS executives and the values and personal attributes that support these behaviours. They also provide an integrated and consistent means of assisting executives to identify developmental needs and achieve significant and measurable growth in areas such as leadership, strategic vision and effective management.



<b>Leads and values people</b>	<ul style="list-style-type: none"> <li>• Motivates and develops people</li> <li>• Values diversity and respects individuals</li> <li>• Builds a culture of improving practice</li> </ul>
<b>Shapes strategic thinking</b>	<ul style="list-style-type: none"> <li>• Inspires a sense of purpose and direction</li> <li>• Encourages innovation and engages with risk</li> <li>• Thinks broadly and develops solutions</li> </ul>
<b>Achieves results with integrity</b>	<ul style="list-style-type: none"> <li>• Develops organisational capability to deliver results</li> <li>• Manages resources wisely and with probity</li> <li>• Progresses evidence based policies and procedures</li> <li>• Shows sound judgement, is responsive and ethical</li> </ul>
<b>Fosters collaboration</b>	<ul style="list-style-type: none"> <li>• Listens and communicates with influence</li> <li>• Engages effectively across government</li> <li>• Builds and maintains key relationships</li> </ul>
<b>Exemplifies citizen, community and service focus</b>	<ul style="list-style-type: none"> <li>• Understands, anticipates and evaluates client needs</li> <li>• Creates partnerships and co-operation</li> <li>• Works to improve outcomes</li> </ul>

*Note: It is not necessary to address every dot-point under each executive capability.*

## Conditions of Employment

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The successful applicant will be engaged under a performance-based contract. Employment conditions and benefits, including remuneration, are detailed on the Chief Minister and Treasury Directorate website <http://www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-employment-conditions>.

Applicants should be aware that individual contracts and performance agreements are tabled in the ACT Legislative Assembly.

## Diversity

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People with a disability, women, Australians from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander people have an equal opportunity for

appointment to this position. An appropriate selection panel will be formed, or special needs addressed, if requested by a member of one of these groups.

## Further Information

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Project Director, Transport Canberra Light Rail (02) 6205 2754

- Transport Canberra and City Services Website: <http://www.tccs.act.gov.au/>
- Jobs.ACT website: [www.jobs.act.gov.au](http://www.jobs.act.gov.au)
- Chief Minister, Economic Development and Treasury Website:  
<http://www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-employment-conditions>.



## **Executive Director Light Rail Stage 1**

### **Transport Canberra E1059**

#### **Executive Level 2.6**

Transport Canberra and City Services (TCCS) delivers a wide range of services which Canberrans rely on every day. These include collecting recycling and rubbish removal, running public libraries, mowing open space, building and managing our roads, footpaths and cycle paths, operating our public transport system, and maintaining many of Canberra's lakes and ponds. A number of the ACT Government's commercial operations are run by TCCS, including ACT NOWaste, Capital Linen Service, Yarralumla Nursery, and the ACT Public Cemeteries Authority. TCCS employs close to 2000 staff working in locations across the ACT.

Transport Canberra is a significant group within TCCS. Transport Canberra operates the ACTION bus network, manages the delivery of the first stage of light rail in Canberra (from the City to Gungahlin), and is responsible for planning Canberra's second stage of light rail (from the City to Woden).

#### **Overview of the Role**

---

The role of Executive Director Light Rail Stage 1 is a key role within Transport Canberra and City Services, responsible for delivering Stage 1 of the Canberra light rail network. The role may also provide input to the Project Director in technical, engineering, planning, and cost estimation elements of the planning and procurement of Stage 2 of the Canberra light rail network.

The role will lead and motivate a dynamic and high performing project team, represent the ACT Government in contractual matters with the Stage 1 delivery partner, oversee the receipt of advisory services by the Territory, manage Stage 1 project delivery and planning elements within budget, and ensure the project outcomes are delivered in a timely manner and achieve value for money.

Reporting to the Deputy Director-General Transport Canberra, the role will also interact with other ACT Government departments to ensure efficient and effective integration of the light rail project with the wider transport and city regeneration strategies.

## Primary Responsibilities

---

The duties of the Executive Director Light Rail Stage 1 may include:

- Responsibility for the delivery of the Light Rail Stage 1 project to satisfy contractual requirements and the agreed scope, urban design, time and cost outcomes;
- Implement the Project Management Plan for stage one of the light rail project for your areas of responsibility;
- Implement an appropriate safety culture across all aspects of light rail stage 1 project delivery;
- Provide leadership, direction and mentoring to the Director Engineering, Director Construction, Director Legal and Director Commercial and wider light rail stage 1 project team;
- Coordinate light rail stage 1 delivery activities with wider transport strategies and ACT Government initiatives;
- Facing and liaising with senior stakeholders including other ACT Government and relevant Commonwealth departments, planning authorities and community and business groups regarding stage 1 delivery matters;
- Ensure robust risk management processes and strategies are in place to deal with contractual/commercial risks as soon as they are identified;
- Represent the ACT Government as the 'Territory Representative' under light rail stage 1 contracts where required;
- Communicate project scope, deliverables, progress and aspirations to a variety of audiences;
- Develop appropriate reports to Senior Executives, Project Board and ACT Government Ministers;
- Implement robust and flexible governance processes and project management methodologies to ensure ACT Government and other legislative requirements are adhered to, including Work Health and Safety;
- Operate with sensitivity and compliance to the Territory's principles and ethical standards, with special regard to probity, transparency and honesty;
- Support the Project Director in organisational structuring and resourcing as necessary between stages 1 and 2;
- Uphold the integrity of the project in familiarisation with the RED framework and relevant internal policies of the Territory; and
- Other activities as required.

## Job Specific Criteria

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**Job specific criteria** must be addressed in addition to the Executive Capabilities as outlined below.

1. Significant experience in leading and managing large and complex infrastructure projects;
2. High level experience in utilising project methodologies to manage risk in relation to time and cost impacts;
3. Proven ability to think strategically and creatively and to adopt an active approach to complex problem-solving;
4. Significant demonstrated capability to lead, motivate, influence and coordinate a variety of internal and external stakeholders to achieve the strategic project outcomes;
5. Highly motivated and pro-active with the ability to work to plan, prioritize and achieve project deadlines and governance requirements within budget in a complex and demanding environment.

### Qualifications and Experience

#### *Required*

- Tertiary qualifications in engineering or construction management or similar field;

#### *Desirable, but not essential*

- Demonstrated significant knowledge and experience in delivery of Public Private Partnership (PPP) Projects.
- Experience in the delivery of light rail projects;
- Knowledge of the ACT Government environment.

## Selection Criteria (Executive Capabilities)

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The ACT Public Service (ACTPS) Executive Capabilities are a way of describing the behaviours that characterise successful ACTPS executives and the values and personal attributes that support these behaviours. They also provide an integrated and consistent means of assisting executives to identify developmental needs and achieve significant and measurable growth in areas such as leadership, strategic vision and effective management.

<b>Leads and values people</b>	<ul style="list-style-type: none"> <li>• Motivates and develops people</li> <li>• Values diversity and respects individuals</li> <li>• Builds a culture of improving practice</li> </ul>
<b>Shapes strategic thinking</b>	<ul style="list-style-type: none"> <li>• Inspires a sense of purpose and direction</li> <li>• Encourages innovation and engages with risk</li> <li>• Thinks broadly and develops solutions</li> </ul>
<b>Achieves results with integrity</b>	<ul style="list-style-type: none"> <li>• Develops organisational capability to deliver results</li> <li>• Manages resources wisely and with probity</li> <li>• Progresses evidence based policies and procedures</li> <li>• Shows sound judgement, is responsive and ethical</li> </ul>
<b>Fosters collaboration</b>	<ul style="list-style-type: none"> <li>• Listens and communicates with influence</li> <li>• Engages effectively across government</li> <li>• Builds and maintains key relationships</li> </ul>
<b>Exemplifies citizen, community and service focus</b>	<ul style="list-style-type: none"> <li>• Understands, anticipates and evaluates client needs</li> <li>• Creates partnerships and co-operation</li> <li>• Works to improve outcomes</li> </ul>

**Note: It is not necessary to address every dot-point under each executive capability.**

## Conditions of Employment

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The successful applicant will be engaged under a performance-based contract. Employment conditions and benefits, including remuneration, are detailed on the Chief Minister and Treasury Directorate website <http://www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-employment-conditions>.

Applicants should be aware that individual contracts and performance agreements are tabled in the ACT Legislative Assembly.

## Diversity

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People with a disability, women, Australians from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander people have an equal opportunity for appointment to this position. An appropriate selection panel will be formed, or special needs addressed, if requested by a member of one of these groups.

## Further Information

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Deputy Director-General, Transport Canberra (02) 6205 3842

- Transport Canberra and City Services Website: <http://www.tccs.act.gov.au/>
- Jobs.ACT website: [www.jobs.act.gov.au](http://www.jobs.act.gov.au)
- Chief Minister, Economic Development and Treasury Website: <http://www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-employment-conditions>.

**Dal Molin, Vanessa (Health)**

---

**From:** Chicco, Dee (Health) on behalf of De'Ath, Michael (Health)  
**Sent:** Monday, 17 June 2019 12:23 PM  
**To:** Dal Molin, Vanessa (Health)  
**Subject:** FW: FOR INFORMATION: Drop for Monday

UNOFFICIAL

Vanessa

FYI – Dee

**From:** Van Aalst, Sally  
**Sent:** Friday, 14 June 2019 5:03 PM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>; Playford, Alison <Alison.Playford@act.gov.au>; Nicol, David <David.Nicol@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>  
**Cc:** Hughes, Cherie <Cherie.Hughes@act.gov.au>; Perkins, Anita <Anita.Perkins@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Strachan, Shaun <Shaun.Strachan@act.gov.au>  
**Subject:** FOR INFORMATION: Drop for Monday

UNOFFICIAL

Dear all

Please see below final response as approved by HoS and the CMO.

Kind regards, Sally

**1. How many people will work for Major Projects Canberra?**

There will be approximately 140 staff in this new body, but numbers will likely change as the SPIRE and LRS2 teams ramp up for delivery.

**2. Who will lead the team?**

It will be an expert infrastructure delivery team led by a Chief Projects Officer and reporting to the Head of Service and relevant Ministers. The Deputy Director-General of Transport Canberra, Duncan Edghill, will act in the Chief Projects Officer role while longer term recruitment for this role is undertaken. The Chief Engineer will also play a key leadership role in the new body.

**3. What is MPC's annual budget (Please specify, even if it is drawn from CM directorate's budget)**

The precise details of the Major Projects Canberra budget are being finalised, but its budget will be drawn from existing funding within the ACT public service.

It is likely there will be a series of roles advertised as some staff move between positions.

**4. You state that staff will be sourced from other directorates. Will extra staff have to be hired to fill [vacancies at Transport Canberra etc?]**

An EOI will be conducted to fill the existing Deputy Director-General, Transport Canberra role while Mr Edghill is acting in the Chief Projects Officer role.



The team will bring together staff currently responsible for the delivery areas of major projects from TCCS, Health Directorate, and Treasury.

**5. Is it the government's view that the creation of Major Projects Canberra will help to fast-track the delivering of projects? Could it accelerate the timeline of light rail stage two, for instance?**

The timeline of light rail to Woden will in large be driven by Commonwealth planning approval timelines. Bringing together our infrastructure delivery expertise into one area will help facilitate all our major infrastructure projects.

**6. Is Major Projects Canberra modelled on similar agencies interstate or overseas? If so, can you list/detail some of those agencies?**

A number of other Australian jurisdictions have similar delivery bodies for major infrastructure.

**7. When will 10-year Infrastructure Program be released?**

The forward infrastructure plan will be released in September 2019.

**8. Will Major Projects Canberra oversee the delivering of all of the projects on the list, or only SPIRE and light rail stage two?**

Future projects to be developed and delivered by Major Projects Canberra will be at the direction of Cabinet.

**Lowes, Shannon (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 17 June 2019 2:33 PM  
**To:** Lopa, Liz (Health); Edghill, Duncan  
**Subject:** RE: Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED For-Official-Use-Only

Thanks Liz,  
I will run this by DG now also, if that is okay?

Regards  
Vanessa

**Vanessa Dal Molin** | Executive Branch Manager  
Office of the Director General, ACT Health  
**Ph: (02) 5124 9401** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

Care ▲ Excellence ▲ Collaboration ▲ Integrity

**From:** Lopa, Liz (Health)  
**Sent:** Monday, 17 June 2019 1:49 PM  
**To:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>; Edghill, Duncan <[Duncan.Edghill@act.gov.au](mailto:Duncan.Edghill@act.gov.au)>  
**Subject:** Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Vanessa/Duncan

In response to the request from HoS ahead of tomorrow – Duncan – are you happy with this:

The SPIRE project was approved for delivery as part of this year's Budget. As a result of that decision, a project team will now need to be established and will work as part of Major Projects Canberra.

Currently there are only two positions in the Health Directorate infrastructure area that are dedicated wholly to SPIRE and they will be transferred. There are also officers within IFCW that have been working on the SPIRE project and these positions will transfer to the new agency. The rest of the project team will be recruited. We are currently examining what other staff from ACT Health could transfer temporarily to the new agency ahead of recruitment to allow for continuity in the project.

The SPIRE project budget allows for the funding of a project team to deliver this important project and this recruitment would be taking place regardless of where the project delivery was to take place. The planning of the project team will now take into consideration any economies of scale that will be achieved through bringing SPIRE into the new agency with other infrastructure projects.

Liz

Liz Lopa  
Executive Group Manager, Strategic Infrastructure  
ACT Health  
Ph: 5124 9805  
  
[liz.lopa@act.gov.au](mailto:liz.lopa@act.gov.au)

**Lowes, Shannon (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 17 June 2019 3:54 PM  
**To:** Lopa, Liz (Health); Edghill, Duncan  
**Subject:** RE: Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED For-Official-Use-Only

Thanks both.

**From:** Lopa, Liz (Health)  
**Sent:** Monday, 17 June 2019 2:56 PM  
**To:** Edghill, Duncan <Duncan.Edghill@act.gov.au>; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Fine with me - thanks

---

**From:** Edghill, Duncan  
**Sent:** Monday, 17 June 2019 2:53 PM  
**To:** Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED For-Official-Use-Only

Liz,

Thank you. Some slight suggested tweaks from my side:

The SPIRE project was approved for delivery as part of this year's Budget. As a result of that decision, a project team will now need to be established and will work as part of Major Projects Canberra.

Currently there are two positions in the Health Directorate infrastructure area that are dedicated wholly to SPIRE and they will be transferred. There are also officers within IFCW that have been working on the SPIRE project and these positions will transfer to the new agency. The rest of the project team will be recruited. We are currently examining what other staff from ACT Health might transfer temporarily to the new agency as the project transitions from its business case phase to procurement and delivery.

The SPIRE project budget allows for the funding of a project team to deliver this important project and this recruitment would be taking place regardless of where the project delivery was to take place.

---

**From:** Lopa, Liz (Health)  
**Sent:** Monday, 17 June 2019 1:49 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; Edghill, Duncan <Duncan.Edghill@act.gov.au>  
**Subject:** Response to HoS [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Vanessa/Duncan

In response to the request from HoS ahead of tomorrow – Duncan – are you happy with this:

The SPIRE project was approved for delivery as part of this year's Budget. As a result of that decision, a project team will now need to be established and will work as part of Major Projects Canberra.

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Liz

Liz Lopa  
Executive Group Manager, Strategic Infrastructure  
ACT Health  
Ph: 5124 9805

[liz.lopa@act.gov.au](mailto:liz.lopa@act.gov.au)

**West, Alice (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 17 June 2019 3:56 PM  
**To:** Power, Leanne  
**Cc:** Lopa, Liz (Health); Edghill, Duncan; De'Ath, Michael (Health)  
**Subject:** SPIRE Project

**Categories:** DG to Read

UNCLASSIFIED-For-Official-Use-Only

Dear Leanne,  
As requested, please see some advice in relation to the SPIRE Project below. Please let me know if you need anything further.

Thanks  
Vanessa

The SPIRE project was approved for delivery as part of this year's Budget. As a result of that decision, a project team will now need to be established and will work as part of Major Projects Canberra.

Currently there are two positions in the Health Directorate infrastructure area that are dedicated wholly to SPIRE and they will be transferred. There are also officers within IFCW that have been working on the SPIRE project and these positions will transfer to the new agency. The rest of the project team will be recruited. We are currently examining what other staff from ACT Health might transfer temporarily to the new agency as the project transitions from its business case phase to procurement and delivery.

The SPIRE project budget allows for the funding of a project team to deliver this important project and this recruitment would be taking place regardless of where the project delivery was to take place.

**West, Alice (Health)**

---

**From:** Lopa, Liz (Health)  
**Sent:** Tuesday, 18 June 2019 3:11 PM  
**To:** West, Alice (Health)  
**Subject:** Fwd: Draft HOS message for Major Projects Canberra

Hi Alice

Please see below. I am OK with the content. Can you see if Michael can clear it?

Thanks  
 Liz

Get [Outlook for iOS](#)

---

**From:** Power, Leanne  
**Sent:** Tuesday, June 18, 2019 2:37:01 PM  
**To:** Lopa, Liz (Health); Hughes, Cherie  
**Cc:** Dal Molin, Vanessa (Health); Willson, Helen (TCCS)  
**Subject:** FW: Draft HOS message for Major Projects Canberra

UNCLASSIFIED

Hi Liz and Cherie

A draft HoS message has been prepared about the Major Projects Canberra announcement. Can you please run past Alison and Michael – aiming at sending out tomorrow.

CMTEDD media and comms is separately providing to MOs.

Thanks  
 Leanne

Leanne Power | Executive Branch Manager, Office of the Head of Service  
 Phone: 02 620 75990 [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)  
 Chief Minister, Treasury and Economic Development Directorate | ACT Government  
 Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**[draft]**  
**Major Projects Canberra**

Colleagues,

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

This new major projects team will lead the planning, procurement and delivery of some of the territory's largest ever infrastructure projects: Light Rail Stage 2, the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre at the Canberra Hospital, and a new purpose-built campus for CIT that is currently being considered for the Woden Town Centre.

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

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

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

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

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

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

**Kathy Leigh**  
**Head of Service**



**Lowes, Shannon (Health)**

---

**From:** Edghill, Duncan  
**Sent:** Tuesday, 18 June 2019 5:38 PM  
**To:** Strachan, Shaun; Lopa, Liz (Health); Hughes, Cherie  
**Cc:** Perkins, Anita; Bailey, Kylie  
**Subject:** Transition Message

UNCLASSIFIED For-Official-Use-Only

Shaun, Cherie, Liz,

Please find below a transition message I propose to send in the next day or so. Following any comments from yourself, I'll run past Kathy and Meredith before sending.

May you please:

1. Let me know if you have any comments to it; and
2. Let Kylie Bailey (cc-ed) know who in your teams should be on the email distribution list.

Draft Message:

**Establishment of Major Projects Canberra – Transition Update**

Colleagues,

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

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

- **Transferring Staff:** The transition team is working through the final details of individuals who will transition into the new agency. If you are proposed to move into Major Projects Canberra, either Shaun Strachan (IFCW), Cherie Hughes (TCCS) or Liz Lopa (Health) will speak with you prior to 1 July.
- **Job Advertisements:** If you are informed that your position will move into Major Projects Canberra, it will not be necessary for you to reapply for your role. Your role will continue. However, as both SPIRE and City to Woden Light Rail ramp-up and with the establishment of some corporate roles, it will be necessary to advertise a number of positions (either as Expressions of Interest or permanently). You may see positions being advertised in the near future.
- **Accommodation:** As noted on Thursday, the current plan is for Major Projects Canberra to be based out of the Callam offices in Woden (while other areas of the ACTPS may move into the Belconnen space). We will provide further details as soon as we can about when moves may occur. As a number of pods in the Callam offices will need to be fit out, not all staff will move on 1 July. We will keep you posted once arrangements are finalised.
- **Organisation Structure:** The organisation structure for Major Projects Canberra is being developed. I'll provide further information on this shortly, but I expect we will have areas that reflect the current IFCW team, a central support team, communications and engagement, and the SPIRE and Light Rail teams.

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

Kind Regards  
Duncan

Thanks  
Duncan

Duncan Edghill | Deputy Director-General - Transport Canberra



T 02 6205 3842 [REDACTED] E [duncan.edghill@act.gov.au](mailto:duncan.edghill@act.gov.au)  
GPO Box 158, Canberra ACT 2601

Please consider the environment before printing this e-mail.

**West, Alice (Health)**

---

**From:** Edghill, Duncan  
**Sent:** Tuesday, 18 June 2019 6:53 PM  
**To:** De'Ath, Michael (Health)  
**Subject:** Major Projects Canberra - Meeting

**Categories:** EA to Action

UNCLASSIFIED For-Official-Use-Only

Michael,

I hope this finds you well.

I was hoping to arrange a time to meet with you briefly in the near future please. I've asked my EA (Carolina Ross) to reach out to your office to set up a meeting. Now Major Projects Canberra has been announced, there were a few items I was hoping to discuss please:

- Your preferences as to how I keep you updated on the progress of both SPIRE and other Health projects where IFCW is currently involved (both formally and outside the Steering Group structure);
- Your thoughts around the best way of keeping Minister Fitzharris abreast of SPIRE developments – the potential for joint briefings and the like;
- The SPIRE Project Director role. This is a critical position I'd like to fill asap with the right person. I've started making enquiries but would be very grateful for any thoughts / names you might have in this respect;
- The transition (permanently or temporarily) of Health staff to the project team; and
- The role of CHS versus the Health Directorate in the SPIRE project.

Many thanks in advance.

Kind Regards  
Duncan

**Duncan Edghill**  
T 02 6205 3842 [REDACTED] E [duncan.edghill@act.gov.au](mailto:duncan.edghill@act.gov.au)  
GPO Box 158, Canberra ACT 2601

 Please consider the environment before printing this e-mail.

**Dal Molin, Vanessa (Health)**

---

**From:** West, Alice (Health)  
**Sent:** Wednesday, 19 June 2019 9:31 AM  
**To:** Power, Leanne  
**Cc:** Lopa, Liz (Health); Dal Molin, Vanessa (Health)  
**Subject:** FW: Draft HOS message for Major Projects Canberra

UNCLASSIFIED

Hi Leanne,

Sorry for the delay in getting this back to you.

Just confirming that DG has approved the content as below.

Kind regards

**Alice West**

Phone: 02 51249402 | Email: [alice.west@act.gov.au](mailto:alice.west@act.gov.au)

**Office of the Director-General | ACT Health Directorate | ACT Government**

2-6 Bowes St, Philip, ACT 2606 | GPO Box 825, Canberra, ACT 2601 | [www.health.act.gov.au](http://www.health.act.gov.au)

**From:** Lopa, Liz (Health)  
**Sent:** Tuesday, 18 June 2019 3:11 PM  
**To:** West, Alice (Health) <[Alice.West@act.gov.au](mailto:Alice.West@act.gov.au)>  
**Subject:** Fwd: Draft HOS message for Major Projects Canberra

Hi Alice

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Thanks

Liz

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---

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**Sent:** Tuesday, June 18, 2019 2:37:01 PM  
**To:** Lopa, Liz (Health); Hughes, Cherie  
**Cc:** Dal Molin, Vanessa (Health); Willson, Helen (TCCS)  
**Subject:** FW: Draft HOS message for Major Projects Canberra

UNCLASSIFIED

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Thanks

Leanne

Leanne Power | Executive Branch Manager, Office of the Head of Service

Phone: 02 620 75990 [REDACTED] Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)

Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

[draft]  
**Major Projects Canberra**

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

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

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

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

**Kathy Leigh**  
Head of Service