

Subject: Tarrkarri Comms Work Group - Monthly Meeting
Location: Microsoft Teams Meeting
Start: Tue 19/04/2022 3:30 PM
End: Tue 19/04/2022 4:30 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: s22(1)(a)(ii)

Afternoon everyone,

Rescheduling our monthly Tarrkarri Comms Working Group meetings.

s22(1)(a)(ii) – I look forward to meeting you online.

I'll leave it set for Teams for the time being – as we move back into the office on a more regular basis, there may be the option to set up a hybrid meeting (noting that we'll still need the Teams component for you s22(1)(a)(ii)).

Hope this works for everyone.

Kind regards, s22(1)(a)(ii)

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Join with a video conferencing device

s22(1)(a)(ii)

Or call in (audio only)

s22(1)(a)(ii)

[Learn More](#) | [Meeting options](#)

From: s22(1)(a)(ii)
Sent: Monday, 21 March 2022 2:13 PM
To: s22(1)(a)(ii) (DPC)
Subject: RE: Adelaide City Deal - Media Mention [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thanks for sending this through.
 This afternoon is probably a good time to discuss how we ensure that the Deal funded projects are appropriately worded when interviews and quotes are provided to the media.
 Happy to discuss this afternoon though

Kind regards

s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC)
Sent: Monday, 21 March 2022 12:37 PM
To: s22(1)(a)(ii)
Subject: Adelaide City Deal - Media Mention

OFFICIAL

Hi s22(1)(a)(ii), looking forward to catching up at this afternoon's Tarrkarri Communications Work Group meeting. Ahead of this I wanted to share the attached.

The Department of the Premier and Cabinet and News Corporation have a partnership agreement that has provided us with an 8-page special report on Lot Fourteen in The Australian for eastern states distribution. Two of the articles have a brief mention of the Adelaide City Deal and we have just been provided with an embargoed early draft copy. Unfortunately we don't have editorial control over this content and it can be subject to change but I am providing to you for your information.

Warm regards

s22(1)(a)(ii)

Director, Strategic Marketing and Communications
 Lot Fourteen Project
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



LOT_
FOUR
TEEN

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

The Australian – Lot Fourteen 8pg Special Report – 1 April

Tarrkarri – Home of First Nations Cultures

Commented [s22(1) (a)(vi)] Working title

A massive Aboriginal cultural centre now under construction on Adelaide's North Terrace will break design rules and set standards for immersive and creative storytelling.

With an unusual and distinctive architectural design that evolved and changed with Aboriginal oversight, the centre will be managed by Aboriginal custodians and become a place of welcome and cultural rejuvenation for Aboriginal and Torres Strait Islander peoples across Australia, and a way for non-Aboriginal Australians to better understand the lives and cultures of the nation's first people.

"The experience of the construction of the building, the laying of the foundations, every part of its governance structure will be driven by Aboriginal people," says assistant director Lee-Ann Tjunypa Buckskin, adding the project has been boosted by immense goodwill from all directions.

"This centre is unprecedented for Australia. The world has First Nations cultural centres, in Canada, and the US. They exist. I think we've been waiting for this to exist."

Named Tarrkarri, which means "the future" in the Kaurna language of the Aboriginal people of the Adelaide plains in South Australia, the centre at Lot Fourteen will have an inclusive ethos, rather than a top-down management style, and provide a stage for truth-telling, for historic and cultural collections, for stories and lectures, song and dance, displays and exhibitions.

"This country is made up of stories; it's a huge canvas," Buckskin says. "We live in an amazing creative country, so there will be so many amazing stories we're going to see."

She says cultural history and understanding is lost every time a senior cultural elder or custodian dies, and Tarrkarri will help preserve those memories and culture. "So there's a real urgency to have a bespoke building for the first time in Australian history," she says. "It's really exciting for future generations."

Construction began on the \$200 million Tarrkarri project in the heart of Adelaide on the site of the former Royal Adelaide Hospital in December 2021, with an expected completion date of 2025.

Project ambassador David Rathman, chair of Tarrkarri's Aboriginal Reference Group, says he was determined the project would not get bogged down in endless circular meetings, with a lot of talk and very little progress.

"Consensus is sometimes a fragile concept for people to try and achieve," he says. "We had to get to some level of agreement; the main consensus everyone had was that we needed to move forward on the project."

The long hours of work by the group paid off: work is now under way on a centre that will showcase first nations culture to Australia and to the rest of the world and, he hopes, become a leader in the field. Rathman endorses the location of the centre's site at Lot Fourteen, noting the district will house an extensive array of high-tech and space companies and he hopes connections can be forged with Tarrkarri.

On the board of the South Australian Museum and chair of the museum's Aboriginal Advisory Committee for nine years, Rathman welcomes the burgeoning understanding that Aboriginal and Torres Strait Islander cultures are worthy of high recognition in stand-alone institutions such as Tarrkarri, which have an ethos of custodianship rather than ownership.

For nearly 20 years, he says, there was little progress finding a suitable facility to house a large collection of Aboriginal art and artefacts that were kept for a time in a leaky building – a former South Australian printing press.

Now there's Tarrkarri: a bold and impressive Adelaide City Deal project; from the original need for a purpose-built storage facility, to a journey to construct an international icon honouring First Nations cultures. Tarrkarri will raise the bar for gallery architecture.

Rathman says he and his colleagues have had input into the building plans from the beginning, providing oversight as the blueprint changed and matured into the current design.

"Woods Bagot have done an excellent job in engaging with us all the way through; there have been some extensive discussions," he says. "The first iterations of design we didn't like. So they've gone back and softened it all and made it a very impressive building. Some of our people thought the initial designs looked like the Matterhorn. They tried to soften it a bit and it looked like the Sydney Opera House.

"Eventually we got there because they used the weaving pattern that you'll see on there, and an expression of openness. What we came to was that you need as much as possible to leave a blank canvas in the interior, so you didn't force people to go in a certain direction."

The final Tarrkarri design is a building that settles into the land, that is open to the scenes of bushes, trees and sky outside, that avoids angularity and monumental statements.

"The building works its way into where it's built, rather than it dominating what's there," Rathman says. "It's taken a while; they've done a good job. It won't be an imposing building, won't impose itself on what you do inside or outside it."

Architects and interior designers from two companies, Woods Bagot (whose team included a young Aboriginal graduate) and Diller Scofidio + Renfro, collaborated closely on the Tarrkarri project, seeking a design that both Aboriginal and non-Aboriginal people will relate to.

"Wholly connected to the landscape, the design embeds the lower ground level into the site and includes an outdoor gallery cantilevered over the terraced landscape," says DS+R partner Charles Renfro.

Rosina Di Maria, principal at Woods Bagot, says "Our role as designers was to translate the collective vision of what speaks to all Aboriginal language groups," she says, adding the design evolved through several iterations, building on direct feedback.

"The building grows from the earth but touches it lightly," she says. The exterior of the building will be clad in large metal shingles designed to reflect and capture light and visually change with the weather.

Rather than a heavy stone reminder of a traumatic colonialist past, Tarrkarri's final design is far more open to the elements, with soft curves and large expanses of glass so the interior is visible from the outside and nature can be seen from the inside, Di Maria says.

Tarrkarri will not have the traditional imposing portal of government institutions, she adds.
"We are almost turning our back to that colonial boulevard and saying you must choose to walk through the gardens, gently, and be with nature."

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: FORBES Kim
Sent: Monday, 28 March 2022 3:56 PM
To: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: FW: Lot Fourteen s22(1)(a)(ii) Milestones [SEC=OFFICIAL]
Attachments: Project Agreement with proposed amended Schedules - March 2022 - with comments for explanation.docx

OFFICIAL

Hi s22(1)(a)(ii) and s22(1)(a)(ii) - I hope you are both well. Good to hear you may be in a position to progress a project agreement now that you have a formed government. Before we go into caretaker there may be a very small window to turnaround a Project agreement, attached is a draft worked u

s22(1)(a)(ii)

- Updated names of projects: AACC, s22(1)(a)(ii)
s22(1)(a)(ii)

Let me know if you are comfortable by tomorrow morning and we will provide to the MO.

Regards
Kim

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

PROJECT AGREEMENT FOR THE ADELAIDE CITY DEAL

An agreement between:
the **Commonwealth of Australia**; and
the **State of South Australia**.

The output of the Adelaide City Deal will be the delivery of projects across Greater Adelaide which are designed to support the growth of Adelaide's innovation, tourism and cultural economy.

Project Agreement for the Adelaide City Deal

OVERVIEW

1. This Project Agreement (the Agreement) is created subject to the provisions of the Intergovernmental Agreement on Federal Financial Relations (IGA FFR) and should be read in conjunction with that Agreement and its Schedules, which provide information in relation to performance reporting and payment arrangements under the IGA FFR.

Purpose

2. This Agreement will support the delivery of projects agreed by First Ministers under the Adelaide City Deal. Projects will be delivered in Greater Adelaide, in order to support growth in Adelaide's innovation, tourism and cultural economy, with a particular focus on the development of Lot Fourteen, located in the Adelaide city centre.

Reporting Arrangements

3. The Government of South Australia will report quarterly against the agreed milestones during the operation of this Agreement, as set out in Part 4 – Project Milestones, Reporting and Payments.

Financial Arrangements

4. The Commonwealth will provide an estimated total financial contribution to the Government of South Australia of \$159 million, exclusive of GST in respect of this Agreement, as set out in Part 5 – Financial Arrangements.

PART 1 – FORMALITIES

5. This Agreement constitutes the entire agreement for this project.

Parties to this Agreement

6. This Agreement is between the Commonwealth of Australia (the Commonwealth) and the Government of South Australia (the State).

Term of the Agreement

7. This Agreement will commence as soon as the Commonwealth and the State sign it and will expire on 30 October 2025 or on completion of the projects, including final performance reporting and processing of final payments against milestones, unless terminated earlier or extended as agreed in writing by the Parties.
8. This Agreement should be read in conjunction with the Adelaide City Deal (the Deal) and the Adelaide City Deal Implementation Plan (the Plan).

PART 2 – PROJECT OUTPUTS

Outputs

9. Consistent with the signed Adelaide City Deal, the outputs of this Agreement will be to:

s22(1)(a)(ii)

- b) construct the ~~Tarrkarri Centre for First Nations Cultures~~ ~~Aboriginal Art and Cultures Centre~~ at Lot Fourteen to showcase the art and cultural assets of Aboriginal and Torres Strait Islander People;

s22(1)(a)(ii)

Commented s22(1)(a)(ii) Update name to reflect announcement in December 2021

s22(1)(a)(ii)

PART 3 – ROLES AND RESPONSIBILITIES OF EACH PARTY

Role of the Commonwealth

10. The Commonwealth will be responsible for:

- a) monitoring and assessing achievement against milestones in the delivery of the projects under this Agreement to ensure that outputs are delivered within the agreed timeframe;
- b) notifying the State of the outcome of completed assessments for approved activities, or when reviews, such as for business cases, are completed;
- c) providing a consequent financial contribution to the State to support the implementation of this Agreement;
- d) in accordance with the Building and Construction Industry (Improving Productivity) Act 2016, ensuring that financial contributions to a building project or projects as defined under the Fair Work (Building Industry – Accreditation Scheme) Regulations 2016 are only made where a builder or builders accredited under the Australian Government Building and Construction WHS Accreditation Scheme is contracted;
- e) ensuring that compliance with the Code for the Tendering and Performance of Building Work 2016 (Building Code 2016) is a condition of Australian Government funding; and
- f) working with the State to support the adoption of Indigenous targets in Adelaide City Deal projects, including delivering a minimum of 1.4 per cent Aboriginal employment

outcomes, and a minimum of 3 per cent of contract value for Indigenous businesses in the supply chain.

Role of the State

11. The State will be responsible for:
 - a) providing a financial contribution to support the implementation of this Agreement;
 - b) all aspects of delivering on the project outputs set out in this Agreement;
 - c) making relevant payments to relevant external parties as they meet performance milestones as set out in Schedules to this Agreement;
 - d) reporting on the delivery of outputs as set out in Part 4 – Project Milestones, Reporting and Payments;
 - e) In accordance with Clause 26, advising the Commonwealth of any underspend that will occur on a Project, prior to the final Commonwealth contribution for that Project;
 - f) ensuring that only a builder or builders accredited under the Australian Government Building and Construction WHS Accreditation Scheme is contracted, and providing the necessary assurances to the Commonwealth;
 - g) ensuring that compliance with the Building Code 2016 is made a condition of tender for and performance of building work by all contractors and subcontractors, and providing the necessary assurances to the Commonwealth; and
 - h) working to meet Indigenous economic participation objectives in Adelaide City Deal projects including a minimum of 1.4 per cent Aboriginal employment, and a minimum of 3 per cent of contract value for Indigenous businesses in the supply chain. Priority will be given to local Indigenous businesses, organisations and potential employees.

Shared roles

12. The Commonwealth and the State agree to be jointly responsible for:
 - a) Participating in consultations as appropriate regarding the implementation of this Agreement;
 - b) Negotiating new or revised Schedules to this Agreement; and
 - c) Reporting in accordance with the Implementation Plan as set out in Clause 20.
13. In accordance with Clause 26, relating to reallocation of surplus funds, both parties will agree to how funds will be re-invested.
14. Where future milestones for a project will be determined by a business case or project proposal, both parties will be jointly responsible for determining how a project continues, based on the outcome of the business case or project proposal.
15. The Parties will meet the requirements of Schedule E, Clause 26 of the IGA FFR, by ensuring that prior agreement is reached on the nature and content of any events, announcements, promotional material or publicity relating to activities under this Agreement, and that the roles of both Parties will be acknowledged and recognised appropriately.

PART 4 — PROJECT MILESTONES, REPORTING AND PAYMENTS

16. Projects, milestones for these activities or projects, their relationship to the outputs, expected completion dates, relevant reporting dates and expected payments will be outlined in Schedules to this Agreement.
17. Business cases or project proposals will need to provide as a minimum the details of:
 - (a) project management arrangements, including an implementation schedule for the delivery of the project and costs associated with each element of the schedule;
 - (b) risk management for both project delivery and for any potential operational risks;
 - (c) governance arrangements including management of any approvals or regulatory requirements;
 - (d) stakeholder engagement;
 - (e) where relevant, workplace Relationship Management Plan compliant with WHS and Building Code requirements; and
 - (f) any other information the State considers relevant to enable the Commonwealth to consider the business case or project proposal.

Reporting arrangements

18. The State will provide performance reports in accordance with Schedules to this Agreement, during the operation of the Agreement. Each performance report is to contain a description of actual performance in the period to date against the project milestones.
19. The State will monitor and provide performance reports against the Indigenous targets on a project-by-project basis under its Industry Participation Policy and Procedural Guidelines.
20. In accordance with the Implementation Plan, the Deal has separate reporting requirements, including an annual report and a ~~periodic three yearly~~ reviews. Where possible, efforts will be made to align reporting dates to minimise administrative burdens on the Commonwealth and the State.
21. The City Deal reporting framework, as outlined in the Implementation Plan, will be used to assess the degree to which the agreed outputs and purpose of the Agreement have been achieved over the life of the Agreement.

Commented [S22(1)]: Update language to reflect evaluation framework being used in Cities Division.

PART 5 — FINANCIAL ARRANGEMENTS

22. The Commonwealth will provide an estimated total financial contribution to the State of \$159 million in respect of this Agreement. All payments are GST exclusive.
23. The Commonwealth's funding contribution will not be reduced where the State secures funding from other activity partners.
24. The Commonwealth's estimated financial contributions to the operation of this Agreement, including through National Partnership payments to the States paid in accordance with Schedule D — Payment Arrangements of the IGA FFR, are shown in Table 1.

Table 1: Estimated Commonwealth National Partnership financial contributions

Project	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL (up to)
<u>Aberiginal Art and Cultures Centre Tarrkarri Centre for First Nations Cultures</u>	Nil	\$4 m	\$12.5 m	\$27 m	\$36.5 m	\$5 m	\$85 m

25. Having regard to the agreed estimated costs of projects specified in this Agreement, the State will not be required to pay a refund to the Commonwealth if the actual cost of the project is less than the agreed estimated cost of the project. Similarly, the State (or the external party where the Commonwealth payment is being made through the State to that party) bears all risk should the costs of a project exceed the agreed estimated costs. The Parties acknowledge that this arrangement provides the maximum incentive for the States to deliver projects cost effectively and efficiently.
26. However, contrary to Clause 25, where a reported underspend, as required by Clause 11(e), is either \$500,000 or 10 per cent of the Commonwealth investment (whichever is higher), the remaining funds will be re-invested. Re-investment will be in either existing Adelaide City Deal projects outlined in Clause 9 or projects consistent with the City Deal's Purpose specified at Clause 2 of this Agreement.

27. Where a decision is made not to continue with a project the remaining funds for that project will be re-allocated in accordance with Clauses 13 and 26 of this Agreement.

PART 6 – GOVERNANCE ARRANGEMENTS

Enforceability of the Agreement

28. The Parties do not intend any of the provisions of this Agreement to be legally enforceable. However, that does not lessen the Parties' commitment to this Agreement.

Variation of the Agreement

29. The Agreement may be amended at any time by agreement in writing by both the Parties.
30. Schedules to this Agreement that have no impact on other Parties may be amended at any time by agreement in writing by the relevant Commonwealth and State portfolio ministers.
31. Either Party to the Agreement may terminate their participation in the Agreement at any time by notifying the other Party in writing.

Delegations

32. The Commonwealth Minister may delegate the assessment of performance against milestones and the authorisation of related project payments to senior Commonwealth officials, having regard to the financial and policy risks associated with those payments.

Dispute resolution

33. Either Party may give notice to the other Party of a dispute under this Agreement.
34. Officials of both Parties will attempt to resolve any dispute in the first instance.
35. If a dispute cannot be resolved by officials, it may be escalated to the relevant Ministers.

~~35.~~

Formatted: Indent: Left: 1 cm, No bullets or numbering

~~The Aboriginal Art and Cultures Centre~~ Tarrkarri – Centre for First Nations Cultures

PROJECT SCHEDULE FOR THE ADELAIDE CITY DEAL

1. This schedule has been developed consistent with Clause 16 of the Project Agreement for the Adelaide City Deal (the Agreement).
2. This project will see the ~~Aboriginal Art and Cultures Centre~~Tarrkarri Centre for First Nations Cultures (formerly known as the Aboriginal Art and Cultures Centre) constructed at Lot Fourteen to showcase the art and cultural assets of Aboriginal and Torres Strait Islander People to an international and national audience.
3. The Commonwealth will contribute up to \$85 million toward the project. The State will contribute \$115 million toward the project.
4. The State will be responsible for ensuring that the business case provides relevant information in accordance with Clause 17 of the Agreement.
5. Consistent with responsibilities outlined in Clause 14, the business case will provide the basis for parties to agree the scope and project plan for the ~~Aboriginal Art and Cultures Centre~~Tarrkarri.
6. If the parties agree this project schedule will be updated to include further implementation activities and milestones.
7. In accordance with Clause 16 of the Agreement, milestones for projects, their relationship to outputs, expected completion dates, relevant reporting dates and expected payments are set out in **Table 3**.

Commented s22(1) Update of name to reflect formal naming in December 2021

Table 3: Performance requirements, reporting and payment summary

Project	Deliverables	Milestone Date	Payment
Aboriginal Art and Cultures Centre Tarrkarri Centre for First Nations Cultures	A business case, that meets the requirements of Clause 17 of the Agreement, has been submitted to and accepted by the Australian Government.	Complete	\$4 million
	Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	Aug 2021	\$3 million
	Installation of new hoarding inclusive of the Australian Government logo.	Sept 2021	\$2 million
	City of Adelaide Building Rules Approval granted for Early Works.	Nov 2021	\$3.5 million
	Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	Dec 2021	\$2 million
	Appoint Executive Director, AACCC end user to plan the operation of the facility.	May 2022	\$2 million
	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	Aug 2022	\$7 million
	Completion of in-ground structures (including footings, foundations, plant equipment and telecommunication ducts).	Oct 2022	\$15 million
	Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Jun 2023	\$5 million
	Completion of the superstructure – frame walls in place. Performance report demonstrating progress against key deliverables identified in the Project Plan accepted by the Australian Government.	January 2024	\$30 million

Commented [S22(1) Is this the title you still plan to use? Should we update this?

Formatted: Highlight

Schedule 3 to the Project Agreement for the Adelaide City Deal

	<p>Completion of walls and flooring fit-out including communications infrastructure conduits installed consistent with the Project Plan.</p> <p>Installation of a plaque recognising the Australian Government contribution through the City Deal, if requested.</p>	January 2024	\$6.5 million
	<p>Practical completion of building.</p> <p>Communications networks connected, consistent with the Project Plan.</p> <p>Completion of exhibition installation.</p> <p>Submission of a final report and financial acquittal against key deliverables in the Project Plan accepted by the Australian Government.</p>	January 2025	\$5 million
Total Funding		Up to \$85 million	

Project Agreement for the Adelaide City Deal

The Parties have confirmed their commitment to this agreement as follows:

Signed for and on behalf of the Commonwealth of Australia by

The Honourable Paul Fletcher MP
Minister for Communications, Urban Infrastructure,
Cities and the Arts

/ /2022~~±~~

Signed for and on behalf of the State of South Australia by

The Honourable Peter Malinauskas MP
Steven Marshall MP
Premier of South Australia

/ /2022~~±~~

Commented S22(1) Updated to new Premier. Please advise if Premier is still the preferred signatory to this Agreement

Formatted: Font: (Default) Corbel, 11.5 pt, Bold, English (Australia)

Formatted: Highlight

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au >
Sent: Wednesday, 6 April 2022 1:28 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC)
Subject: FYI - Tarrkarri Media Release
Attachments: Tarrkarri Media Release_National search for Tarrkarri brand commences_Final Approval.docx

OFFICIAL

Afternoon s22(1)(a)(ii),

Hope you've been well.

Please see attached for a media release relating to the procurement of Tarrkarri's brand – for noting on your end.

The aim is to have the tender out to market in the coming weeks – so timeframe on the media side of things will be linked to the tenders release.

Kind regards,

s22(1)(a)(ii)

Communications and Marketing Officer, Tarrkarri - Centre for First Nations Cultures
 Lot Fourteen Project
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | [W lotfourteen.com.au](http://www.lotfourteen.com.au)

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



LOT
FOUR
TEEN

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Media Release**Date** April 2022**Future Dreaming. National search for Tarrkarri brand commences**

A national search to find a First Nations owned and operated creative agency has commenced to create the highly anticipated brand for Tarrkarri – Centre for First Nations Cultures, located at Lot Fourteen in the Adelaide CBD.

The tender was released to market today via SA Tenders and Contracts, with the aim to secure a creative agency who will work closely with the DPC Lot Fourteen team and in consultation with First Nations stakeholders to deliver Tarrkarri's brand strategy and visual brand identity.

Tarrkarri Ambassador and Chair of the Aboriginal Reference Group, David Rathman AM PSM, said Tarrkarri's brand will support the establishment of an international icon that will uniquely reflect the aspirations of Tarrkarri's vision, its unique place and architectural design.

"The vision for Tarrkarri sees a country that connects powerfully with the living and ancient cultures of Australia's First Nations in and through deeply transforming, future-shaping encounters and experiences," Mr Rathman said.

"To be located on Kaurna Yerta (Kaurna Country), Tarrkarri means 'the future' in Kaurna language and symbolises the setting of strong foundations for the Centre and its location on the Adelaide Plains."

For more than 60,000 years, the land now occupied by Lot Fourteen was an integral site to the Kaurna people as a place for camping and ceremony, between the banks of Karrawirra Parri (River of the Red Gum forest, River Torrens) and the waterholes of Kainka Wirra (Eucalypt forest, Adelaide Botanic Garden).

"While we acknowledge the significance of Tarrkarri's setting, the Centre will be representative of First Nations People across Australia and will act as a vessel to carry the story of Country," Mr Rathman said.

Architects Woods Bagot and Diller Scofidio + Renfro (DS+R) have designed a unique building in close consultation with Tarrkarri's Aboriginal Reference Group, that links people to place: earth, land and sky through physical and visual connection.

Tarrkarri Assistant Director, Lee-Ann Tjunypa Buckskin, said Tarrkarri's brand will allow Tarrkarri to own a clear, distinctive and differentiated position in the minds of South Australians, Australians and international audiences; and will be a source of pride for all First Nations peoples.

"First Nations cultures are a living, breathing dynamic expression of the past, present and future; and is often referred to as 'The Dreaming'," Lee-Ann said.

"It's not static, nor is it a relic of the past; our culture is forever evolving and continuously changing. The Dreaming is dynamic and lives within, providing a blueprint of where we come from, where we are today and importantly where we are going tomorrow."

The timeline for Tarrkarri's brand development targets an estimated public launch towards the end of 2022.

To tender, creative agencies are required to become a registered member of SA Tenders and Contracts - there is no requirement to be a South Australian based supplier to [register](#).

Tarrkarri – Centre for First Nations Cultures is an Adelaide City Deal project at Lot Fourteen, funded by the Australian and South Australian governments. The Centre will open to the public in early 2025.

For more information on Tarrkarri, visit: <https://lotfourteen.com.au/projects/aboriginal-art-and-cultures-centre>

Ends

Media contact:

s22(1)(a)(ii), Communications and Marketing Officer
s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)
s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Subject: Canceled: Lot Fourteen - Aboriginal Arts & Culture Centre - Executive Steering Committee 2022 meeting series

Location: Lot Fourteen, Corner of Frome Road and North Terrace, Adelaide - Eleanor Harrald Building - Mural Room

Start: Mon 21/02/2022 3:45 PM

End: Mon 21/02/2022 5:15 PM

Show Time As: Free

Recurrence: (none)

Organizer: s22(1)(a)(ii) (DPC)

Importance: High

Good afternoon ESC members

Following the change in government we are undergoing a review of the governance structure of the Tarrkarri Project. Whilst this review is underway the decision has been made to cancel the meeting series of the Executive Steering Committee. Once the review is completed I will issue a new meeting series. If you have any questions or concern in the interim please reach out to either myself or s22(1)(a)(ii).

Kind regards

s22(1)(a)(ii)

Aboriginal Art and Culture Project Coordinator
Lot Fourteen Project
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



We acknowledge we are on Kaurna Miylurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Subject: Tarrkarri Comms Work Group - Monthly Meeting
Location: Microsoft Teams Meeting

Start: Tue 19/04/2022 3:30 PM
End: Tue 19/04/2022 4:30 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: s22(1)(a)(ii) (DPC)

Afternoon everyone,

Rescheduling our monthly Tarrkarri Comms Working Group meetings.

s22(1)(a)(ii) – I look forward to meeting you online.

I'll leave it set for Teams for the time being – as we move back into the office on a more regular basis, there may be the option to set up a hybrid meeting (noting that we'll still need the Teams component for you s22(1)(a)(ii)).

Hope this works for everyone.

Kind regards, s22(1)(a)(ii).

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Join with a video conferencing device

s22(1)(a)(ii)

Or call in (audio only)

s22(1)(a)(ii)

[Learn More](#) | [Meeting options](#)

From: s22(1)(a)(ii)@sa.gov.au>
Sent: Thursday, 21 April 2022 5:51 PM
To: s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: Tarrkarri Comms Work Group - April Meeting
Attachments: Tarrkarri Comms WG Meeting - Agenda - 27.04.2022.docx; Tarrkarri Comms WG Meeting - Actions Register- 27.04.2022.docx; Tarrkarri Communications and Marketing Plan FY 2023-24.docx; Tarrkarri - Media Planner.xlsx

OFFICIAL

Afternoon all,

Ahead of the Tarrkarri Comms Work Group meeting scheduled for this coming Wednesday, please see attached for the agenda, action register and meeting papers.

Kind regards,

s22(1)(a)(ii)

Communications and Marketing Officer, Tarrkarri - Centre for First Nations Cultures
 Lot Fourteen Project
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii)@sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

TARRKARRI – AGENDA AND MEETING REPORT COMMUNICATIONS WORKING GROUP

LOT_4 FOURTEEN

MEETING INFORMATION:

Reference No.:	Tarrkarri Communications Work Group - Meeting 011
Purpose:	The Tarrkarri Communications Work Group will serve to share information and provide coordinated strategic engagement and communications planning and management for the Tarrkarri project. The Work Group will support development of engagement, communications and public relations tactical activity, tools, events and media opportunities.
Date and Time:	Wednesday, 27 April 2022 3.30 - 4.30 pm
Location:	MSTeams
Chair:	s22(1)(a)(ii)
Attendees:	s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii), s22(1)(a)(ii)
Apologies:	

AGENDA ITEMS:	ACTION:	PRESENTER:	PAPER
1.0 Welcome and Acknowledgement of Country		s22(1)(a)(ii)	N
2.0 Tarrkarri Communications and Marketing Plan	Update	s22(1)(a)(ii)	Y
3.0 Briefing in new Government	Update	s22(1)(a)(ii)	N
4.0 Tarrkarri Brand Development Project	Update	s22(1)(a)(ii)	N
5.0 Tarrkarri Media Planner	Update	s22(1)(a)(ii)	Y
6.0 Adelaide City Deal Milestones Comms & Marketing	Update	s22(1)(a)(ii)	N
7.0 Other Business	Discussion	All	N

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



Government of South Australia

Actions Register

Action item	Details	From meeting number / date	Responsible	By when	Status
	Standing agenda item to review the Adelaide City Deal Milestones relating to media and comms to this committee. s22(1)(a)(ii) will present a report to facilitate this discussion each month		s22(1)(a)(ii)	Ongoing	Ongoing
	Collate new images for Tarrkarri, as opportunities arise to support media communications		s22(1)(a)(ii)	Ongoing	Ongoing
	Advise Comms Work Group of media interviews ahead of time		s22(1)(a)(ii)	Ongoing	Ongoing
1	Schedule an interview with the Aboriginal Way, as a follow up piece to the interview with s22(1)(a)(ii)	M008	s22(1)(a)(ii)	12.07.2022	In progress
2	Create Tarrkarri FAQ	M008	s22(1)(a)(ii)	02.05.2022	In progress
3	Update the Marketing and Comms plan to include sponsorships	M010	s22(1)(a)(ii)	12.04.2022	Complete
4	Schedule a weekly meeting brand development and managing the risks associated	M010	s22(1)(a)(ii)	14.03.2022	Complete/Ongoing
5	Forward s22(1)(a)(ii) the draft plans showing the proposed location of signs within Tarrkarri for review and feedback when they are available	M010	s22(1)(a)(ii)	30.06.2022	
6	Update Tarrkarri's Media Planner for 2022/23	M010	s22(1)(a)(ii)	21.03.2022	Complete/Ongoing
7	Update draft Communications and Marketing Plan – ready to be presented to the Aboriginal Reference Group at April	M010	s22(1)(a)(ii)	21.03.22	Complete

Lot Fourteen - Tarrkarri
Communications Work Group

	meeting				
8	Commence the procurement of a 'brand development' agency	M0 10	s22(1)(a)(ii)	09.05.2022	In progress
9	Share Communications and Marketing Plan once approved	M0 10	s22(1)(a)(ii)	27.04.2022	Complete
10	Share media release relating to the procurement of Tarrkarri's brand ^{ws22(1)} once approved () (ii)	M0 10	s22(1)(a)(ii)	06.04.2022	Complete
11	Share media release relating to the Early Works Contractor ^{ws22(1)} once approved () (i)	M0 10	s22(1)(a)(ii)	29.04.2022	

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Lot Fourteen Media and Communications Planner

Sensitive and Confidential (Do not circulate)

As at: 6 April 2022

Timeframe	Date	Project	Milestone / Event	Media opportunity / Channels	Lead Agency	Premier / Minister	Background	Status	Contact
Feb-22 s22(1)(a)(ii)	30 Feb	Tarrkarri	Feb Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news	Complete	s22(1)(a)(DPC)
Mar-22	24-Mar	Tarrkarri	Indigeness.gov.au article	Q&A, Social Media	DPC-Lot Fourteen	NA	Short piece written by the National Indigenous Australians Agency (NIAA) - to be published online at: indigeness.gov.au	Complete	s22(1)(a)(DPC)
Mar-22 s22(1)(a)(ii)	31-Mar	Tarrkarri	March Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news	Complete	s22(1)(DPC)
Apr-22	Date TBC	Tarrkarri	Tenders open for Tarrkarri brand development	MR, website, social media	DPC-Lot Fourteen	NA	National search for creative agency.	In progress	s22(1)(a)(DPC)
Apr-22	Date TBC	Tarrkarri	Aboriginal contractor - early works Package	MR, website, social media	DPC / DIT / Tenillese	Yes	Aboriginal contractor story as part of the Aboriginal Economic Participation Strategy	In progress	s22(1)(a)(DPC)
Apr-22	29-Apr	Tarrkarri	April Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		s22(1)(a)(DPC)
May-22	Date TBC	Tarrkarri	Recruitment of Director commences	MR, website, social media	DPC-Lot Fourteen	Yes	Announce recruitment of new Director for Tarrkarri		s22(1)(a)(DPC)
May-22	DATE TBC	Tarrkarri	Campaign #1 - 'Our Culture, Our Future'	MR, social media, eDM	DPC-Lot Fourteen	NA	Invitation from Project Ambassador to First Nations Communities across Australia, to participate in shaping Tarrkarri.		s22(1)(a)(DPC)
May-22	Date TBC	Tarrkarri	SARSTA Student Art Hoarding Project launched (SA only)	Hoarding, MR, website, social media	DPC-Lot Fourteen	Yes	Student art program as part of stakeholder engagement and community development - artwork to be used on construction hoarding and profiled on tram wrap (in collaboration with DIT)		s22(1)(a)(DPC)
May-22	27 May - 3 June	Tarrkarri	National Reconciliation Week	TBC	DPC-Lot Fourteen	Yes			s22(1)(a)(DPC)
May-22	31-May	Tarrkarri	May Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		s22(1)(a)(DPC)
Jun-22	Date TBC	Tarrkarri	Campaign #2 - 'Step Inside'	MR, social media, eDM	DPC-Lot Fourteen	Yes	Immersive journey for Tarrkarri's complete design		(ii) (DPC)
Jun-22	30-Jun	Tarrkarri	June Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Jul-22	4-11 July	Tarrkarri	NAIDOC Week	TBC	DPC-Lot Fourteen	Yes			(DPC)
Jul-22	29-Jul	Tarrkarri	July Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Aug-22	Mid-Aug	Tarrkarri	Aboriginal Way - ARB Profiling	Feature Article, Social Media	DPC-Lot Fourteen	NA	Spotlighting project advocates and influencers	Draft due to SARSTA July 12	(DPC)
Aug-22	4-Aug	Tarrkarri	National Aboriginal and TSI Children Day	Social Media	DPC-Lot Fourteen	NA			(DPC)
Aug-22	9-Aug	Tarrkarri	Int. Day of the World's Indigenous people	Social Media	DPC-Lot Fourteen	NA			(DPC)
Aug-22	31-Aug	Tarrkarri	August Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Sep-22	Date TBC	Tarrkarri	Tarrkarri Director Appointed	MR, social media, eDM	DPC-Lot Fourteen	Yes	Announcement of Tarrkarri Director and the role		(DPC)
Sep-22	30-Sep	Tarrkarri	September Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Oct-22	Date TBC	Tarrkarri	Campaign #3 - 'Future Dreaming'	MR, social media, eDM	DPC-Lot Fourteen	Yes	Launch and roll out of Tarrkarri's brand		(DPC)
Oct-22	31-Oct	Tarrkarri	October Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Nov-22	30-Nov	Tarrkarri	November Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Dec-22	23-Dec	Tarrkarri	December Tarrkarri Update	Newsletter	DPC-Lot Fourteen	NA	Update to key stakeholders on progress and news		(DPC)
Mar-23	Date TBC	Tarrkarri	Tarrkarri established as a Statutory Authority	MR, social media, eDM	DPC-Lot Fourteen	Yes			(DPC)
Jun-23	Date TBC	Tarrkarri	Tarrkarri Board appointed	MR, social media, eDM	DPC-Lot Fourteen	Yes			(DPC)
Jun-23	Date TBC	Tarrkarri	Curatorial Program Developed	MR, social media, eDM	DPC-Lot Fourteen	Yes			(DPC)
Dec-23	Date TBC	Tarrkarri	Inaugural Exhibitions and Programs developed	MR, social media, eDM	DPC-Lot Fourteen	Yes			(DPC)
Mar-25	Date TBC	Tarrkarri	Tarrkarri Launch and Official Opening	Event, MR, social media, eDM	DPC-Lot Fourteen	Yes			(DPC)

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Friday, 6 May 2022 4:53 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: RE: FYI - Tarrkarri Media Release [SEC=OFFICIAL]

OFFICIAL

Sorry s22(1)(a)(ii), that should have read the next week or two.

From: s22(1)(a)(ii) (DPC)
Sent: Friday, 6 May 2022 4:15 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: RE: FYI - Tarrkarri Media Release [SEC=OFFICIAL]

OFFICIAL

No worries, s22(1)(a)(ii).

The release is currently sitting with the Premier's Office, to gauge their interest and involvement. As such - there isn't a proposed date for release at this stage. We're hoping to hear back within the next week or two.

Kind regards, s22(1)(a)(ii).

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Friday, 6 May 2022 4:04 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: FYI - Tarrkarri Media Release [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thanks for sending this through to us.

I just want to confirm we are comfortable with the factual references to the project and to the City Deal acknowledgements. I'm just getting some advice about process during caretaker. Can you please advise the proposed timing for release?

Kind regards
s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Monday, 2 May 2022 12:12 PM
To: s22(1)(a)(ii) s22(1)(a)(ii) @infrastructure.gov.au>

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Subject: FYI - Tarrkarri Media Release

OFFICIAL

Morning s22(1)(a)(ii)

Please see attached for a Tarrkarri media release, relating to the early works contract.

We discussed this release at our last comms work group meeting.

We understand you are still in caretaker, but sending through as an FYI.

Kind regards,

s22(1)(a)(ii)

Communications and Marketing Officer, Tarrkarri - Centre for First Nations Cultures
Lot Fourteen Project
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



LOT
FOUR
TEEN

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development and Communications. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons

or entities other than the intended recipient is prohibited and may result in severe penalties.

If you have received this e-mail in error, please notify the Department on (02) 6274-7111 and delete all copies of this transmission together with any attachments.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Media Release

Date May 2022

Aboriginal construction jobs for Tarrkarri

Lendlease, the government-appointed managing contractor of the \$200 million Adelaide City Deal project Tarrkarri – Centre for First Nations Cultures, has engaged First Nations company Widi Ngaruwa as the early site works contractor.

The site works will create up to 30 jobs over the next six months.

State Project Lead for Lot Fourteen and the Tarrkarri project, s22(1)(a)(ii) welcomes the appointment as the first contribution to the project's Aboriginal Economic Participation Strategy.

"Tarrkarri has the opportunity to be an exemplar for creating opportunities for Aboriginal economic participation through partnerships and collaboration, supporting change for Aboriginal people and communities," s22(1)(a)(ii) said.

"With the world's eyes on Tarrkarri, the vision for the Centre sees a country that connects powerfully with the living and ancient cultures of Australia's First Nations."

Lot Fourteen has engaged the Department of Infrastructure and Transport (DIT) to project manage the construction program on behalf of the Government of South Australia. DIT is working closely with Lendlease to provide practical solutions to realise Aboriginal economic participation opportunities for the project.

DIT Chief Executive, Jon Whelan said the appointment was an important opportunity to continue to promote First Nations leadership and further economic participation in the building and construction sector.

"DIT has a strong track record of working with First Nations businesses and contractors in delivering important State infrastructure projects, and the Tarrkarri project at Lot Fourteen provides us an opportunity to extend this even further. DIT and Lendlease are committed to this exciting opportunity," Mr Whelan said.

General Manager of Building at Lendlease South Australia, Ben Symons said Lendlease is committed to leaving a positive legacy at Tarrkarri through local employment, training and procurement opportunities.

"Lendlease is focused on partnerships with the First Nations community for engagement and participation in government infrastructure projects," Mr Symons said.

"The appointment of Widi Ngaruwa is the first of what we envisage will be a series of collaborations as we onboard more First Nations businesses and partners."

The Widi Ngaruwa early works program is scheduled for completion in September, at which time construction of the centre commences.

When open to the public in 2025, the Centre will provide a shared platform for the world to learn about the unique cultures and incredible story of Australia's First Peoples; driving awareness and understanding, and symbolising deep healing and reconciliation.

Tarrkarri is funded by the Adelaide City Deal, a 10-year agreement between the Australian Government, the Government of South Australia and the City of Adelaide to grow Adelaide as an innovative and vibrant city.

Those interested in a challenging and rewarding career in civil construction with Widi Ngaruwa should contact: sa@widingaruwa.com.au

For more information on Tarrkarri, visit: <https://lotfourteen.com.au/projects/aboriginal-art-and-cultures-centre>

Ends

Media contact:

s22(1)(a)(ii), Communications and Marketing Officer
s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)
s22(1)(a)(ii)

Attention COS: Photo opportunity onsite with s22(1)(a)(ii) (Lot Fourteen & Tarrkarri lead),
s22(1)(a)(ii) (Department of Infrastructure and Transport), s22(1)(a)(ii) (Lendlease), and
s22(1)(a)(ii) and s22(1)(a)(ii) (s22(1)(a)(ii)).

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii)@sa.gov.au>
Sent: Friday, 6 May 2022 10:28 AM
To: s22(1)(a)(ii)
Subject: RE: Tarrkarri - ACD sign [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thank you, I will send through the corresponding evidence once installed for Milestone acquittal.

Kind regards

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
Lot Fourteen
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii)@sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii)
Sent: Thursday, 5 May 2022 10:07 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii)
Subject: RE: Tarrkarri - ACD sign [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thanks for your call and for sending this through.

The sign proof provided aligns with our guidelines. Thanks for the opportunity to check it before being displayed.

Kind regards

s22(1)
(a)(iii)

s22(1)(a)(ii)

Acting Assistant Secretary
Deals (SA, Geelong, Albury-Wodonga, NSW, Qld)
Cities Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)
GPO Box 594 Canberra, ACT 2601

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>

Sent: Thursday, 5 May 2022 2:42 PM

To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>

Subject: FW: Tarrkarri - ACD sign

OFFICIAL

Hi s22(1)
(a)(iii)

Please see attached for your review.

Kind regards

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
Lot Fourteen
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



Ngai tampinthe ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts



s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au >
Sent: Friday, 6 May 2022 8:23 AM
To: s22(1)(a)(ii)
Subject: FW: Tarrkarri Comms Work Group - out of session actions
Attachments: Tarrkarri Communications and Marketing Plan FY 2023-24.docx; 142949-1 Sign Off.pdf

OFFICIAL

Morning s22(1)(a)(ii),

s22(1)(a)(ii) mentioned you didn't receive the email from me around the ACD signage. Please see below email – many thanks for reviewing the sign proof. We'll progress with installation.

The other thing I'd attached was the Tarrkarri comms and marketing plan for your review and comment, if any.

Have a great Friday.

Kind regards, s22(1)(a)(ii)

From: s22(1)(a)(ii) (DPC)
Sent: Wednesday, 27 April 2022 12:27 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC)
Subject: Tarrkarri Comms Work Group - out of session actions

OFFICIAL

Hi s22(1)(a)(ii),

Given we won't be meeting this month for the Tarrkarri Comms Work Group, we thought you might like to have the opportunity, out of session, to provide any comments on the attached Tarrkarri Communications and Marketing Plan.

Please also see attached for a sign proof, which will be installed at the Tarrkarri site to acknowledge Australian Government funding – an Adelaide City Deal Milestone. Upon your review and approval, we'll progress to installation.

Kind regards,

s22(1)(a)(ii)

Communications and Marketing Officer, Tarrkarri - Centre for First Nations Cultures
 Lot Fourteen Project
 Department of the Premier and Cabinet

M s22(1)(a)(ii)
E s22(1)(a)(ii) @sa.gov.au | **W** lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000

Released under the Freedom of Information Act 1992 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



LOT_
FOUR
TEEN

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.



s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au >
Sent: Wednesday, 11 May 2022 1:15 PM
To: s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii) (DPC)
Subject: Agenda Items - Tarrkarri Communications Working Group

OFFICIAL

Hi all,

Is there any items you'd like me to add to the agenda for our Tarrkarri Communications Working Group meeting this coming Monday, 16 May?

Kind regards,

s22(1)(a)(ii)

Communications and Marketing Officer, Tarrkarri - Centre for First Nations Cultures
Lot Fourteen Project
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Whilst your team has been provided with the **'Completion of detailed designs'** element of this Milestone previously, there is a more recent evidence available. As this is a very large file, I will send it through separately shortly via s47E(d) SecureFile s47E(d) .

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy

Lot Fourteen

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | [W lotfourteen.com.au](http://www.lotfourteen.com.au)

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyananguku yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

THE PARTIES AGREE:

1. The Contractor must perform and observe all its obligations under the Contract.
2. The Principal must perform and observe all its obligations under the Contract.
3. The *Contract* and other words in this instrument have the meanings given to them in the attached General Conditions of Contract (Managing Contractor Contract).

SIGNED by a duly authorised officer for and on
behalf of **THE PRINCIPAL** in the presence of:

s22(1)(a)(ii)

Witness signature

s22(1)(a)(ii)

Witness name

22 December 2021

Date

s22(1)(a)(ii)

A

s22(1)(a)(ii)

Authorised officer name

22 DECEMBER 2021

Date

EXECUTED by Lendlease Building Contractors Pty
Ltd (ABN 56 002 625 130) by its attorney pursuant to
Power of Attorney dated 01 September 2021 (who
states that by executing this document that the
attorney has received no notice of revocation of the
power of attorney):

s22(1)(a)(ii)

Signature of witness

s22(1)(a)(ii)

Name of witness (print)

3 December 2021

Date

s22(1)(a)(ii)

Signature of Attorney

s22(1)(a)(ii)

Name of Attorney (print)

03 DECEMBER 2021

Date

 Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

Tarrkarri – Centre for First Nations Cultures (Aboriginal Art and Cultures Centre)
Site Preparation Works including Site Establishment for Early Works and completion of
Archaeological investigations.



*Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts*

OFFICIAL



Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts



Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



NAUSCO
MODULAR
CONSTRUCTION COMPANY

DANGER

**CONSTRUCTION SITE
DO NOT ENTER**



All visitors must report
to relevant site office



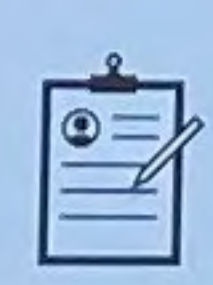
Gates must be kept
closed at all times



Construction
Induction White Card
required



For entry – if gates
are locked please call
Titanium Security
0417 987 001



All workers and visitors
must be inducted before
entering or commencing
work onsite

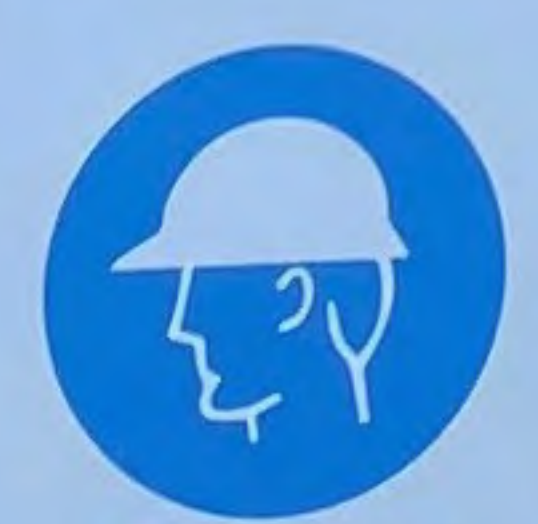
Must be worn on this site at all times



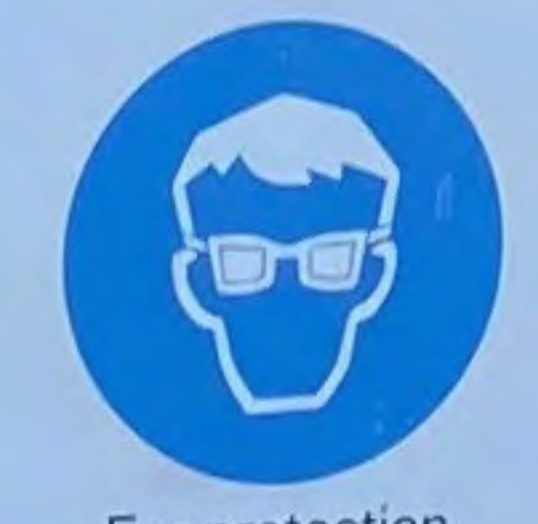
Foot protection



High visibility clothing



Head protection



Eye protection



Long sleeved shirt



Long pants



Hand protection
(when required)



Tarrkarri - Centre for First Nations Cultures

This project is funded as part of the
ADELAIDE CITY DEAL
Completion Date: Late 2024

www.infrastructure.gov.au/cities

From: s22(1)(a)(ii) (DPC)
Sent: Tuesday, 5 April 2022 2:22 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC)
Subject: RE: Contacts for Tarrkarri Project Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

I hope this email finds you well.

We were also hoping we could close out the Project Plan milestone? Would appreciate your confirmation.

Many thanks,

s22(1)(a)

s22(1)(a)(ii)

Project Director: Design & Construction
Tarrkarri – Centre for First Nations Cultures
Lot Fourteen Project
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC)
Sent: Thursday, 24 February 2022 11:02 AM
To: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) @sa.gov.au; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Contacts for Tarrkarri Project Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii), thanks and much appreciated.

Hi s22(1)(a)(ii)
 Please note below – for any comms around appointment of Early Works contractor to coordinate with both AG and Lendlease.

Cheers,

s22(1)(a)

s22(1)(a)(ii)

Project Director – Design & Construction, Aboriginal Art & Cultures Centre

Lot Fourteen Project

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000

C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Wednesday, 23 February 2022 6:15 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Contacts for Tarrkarri Project Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)

Just wanted to acknowledge receipt of your email, thank you. I was going to get in touch to ensure you had my details following the meeting on Monday, so you beat me to it!

As per the discussion on Monday, there was an indication that some developments that will generate media releases are likely soon (early works package successful tenderer). To ensure we can facilitate a smooth process when you are positioned for announcements, I'm very happy to receive an early draft that we can review at a

Departmental level. I'm finding that our early fact check and ability to get a quote drafted in anticipation for Minister Fletcher helps when action does occur at a Ministerial level.

I will endeavour to get back to you on the Project Plan as soon as I can. s22(1)(a)(ii) "gifted" me her hard copy with notes so I have that on hand to help me review.

Kind regards

s22(1)(a)(ii)

s22(1)(a)(ii)

Director • Adelaide City Deal, Albury-Wodonga Regional Deal, Geelong City Deal • Cities Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development and Communications

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: s22(1)(a)(ii) (DPC) <Robert.Lustri@sa.gov.au>

Sent: Wednesday, 23 February 2022 4:27 PM

To: s22(1)(a)(ii) @infrastructure.gov.au; s22(1)(a)(ii) @infrastructure.gov.au

Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au

Subject: RE: Contacts for Tarrkarri Project Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1) and s22(1),

Please find attached draft amendments to the Project Plan as discussed with s22(1) last week.

We had previously incorporated AG feedback that went into the Final approved Plan dated December 2021 (attached for your reference). Hence you will notice there are other differences in the word version s22(1) had sent us most recently. () i

The only item in question which we didn't incorporate following my recent discussion with s22(1), was whether the Local Government representatives from City of Adelaide were to be included in the Governance Structure. We have made a distinction in this document between this AACC Project Delivery Governance, as opposed to the wider City Deal Project Governance, and hence not included any changes for this specific section.

I would appreciate your review and comments as soon as possible, to enable us to finalise this Milestone.

Please do not hesitate to contact me should you have any questions in the meantime.

Regards,

s22(1)(a)

s22(1)(a)(ii)

Project Director – Design & Construction, Aboriginal Art & Cultures Centre
 Lot Fourteen Project
 Department of the Premier and Cabinet
 M s22(1)(a)(ii)
 E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au
 Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Friday, 18 February 2022 1:46 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Subject: Contacts for Tarrkarri Project Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

Thank you so much for your time today – it is much appreciated.

I have taken notes to provide to s22(1)(a)(ii) and s22(1)(a)(ii) (cc'd) outlining where changes will be made and where we have agreed amendments are not required.

s22(1)(a)(ii) and s22(1)(a)(ii) may have additional questions or requested amendments, but they will let you know if that is the case.

Thanks again for your time and help today!

All the best,
 s22(1)(a)(ii)

s22(1)(a)(ii)
 Assistant Director
 Adelaide City Deal | Cities
 Division
 Department of
 Infrastructure, Transport,
 Regional Development and
 Communications
 t: 02 6274 s22(1)(a)(ii)
 w:
www.infrastructure.gov.au

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

GPO Box 594, Canberra
ACT 2601

The department proudly acknowledges the Traditional Owners and Custodians of Australia, and their continuing connections to the land, waters and communities. We pay our respects to them and to their Elders past, present and emerging.

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

LOT_
FOUR
TEEN

Style Definition: Heading 2

Aboriginal Art and Cultures Centre

Project Management Plan

Design and Construction

~~December 2021~~ February 2022



Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Project Management Plan

OFFICIAL

Documentation & Approvals

Version and confidentiality

Reference	Details
File number	
Classification	OFFICAL
Version	
Status	

File name and location

File name	Document location
-----------	-------------------

Revision history

Revision version	Revision date	Summary of change	Author
Draft	July 2021	-	s22(1)(a)(ii)
01	October 2021	Design Development Phase Update	
02	November 2021	Feedback and Comments from AG and PSG	
<u>03</u>	<u>December 2021</u>	<u>Approved</u>	
<u>04</u>	<u>February 2022</u>	<u>FeedbackComments from AG</u>	

Document sign-off

Department	Title	Name	Date Signed	Signature
Department for the Premier and Cabinet	Lot Fourteen State Project Lead	s22(1)(a)(ii)		
Department for Infrastructure and Transport	Executive Director, Across Government Services			

Aboriginal Art and Cultures Centre

Page 2 of 41

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

ACKNOWLEDGEMENT

Aboriginal people have made and continue to make a unique and irreplaceable contribution to Australia.

The South Australian Government acknowledges and respects Aboriginal people as the state's first people and nations and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

The South Australian Government acknowledges that the spiritual, social, cultural and economic practices of Aboriginal people come from their traditional lands and waters, and that Aboriginal people maintain cultural and heritage beliefs, languages and laws which are of ongoing importance today.

Note that this Plan uses "Aboriginal" as reference to both Aboriginal and Torres Strait Islander peoples, as it is the commonly accepted word within the South Australian Aboriginal community.

Confidentiality

The information contained in this document is confidential to the South Australian Government. It may not be disclosed, duplicated or used for any purpose in whole or in part, without the prior written consent of the South Australian Government. All project participants external to the South Australian Government are required to sign a Conflict of Interest and Confidentiality Disclosure (Appendix A).

Contents

1	Definitions	7
2	Document Purpose	8
3	Project Background.....	8
4	Project Definition.....	10
5	Project Organisation	12
6	Work Health and Safety and Environmental Management.....	15
7	Project Organisation and Control	16
7.1.1	Executive Steering Committee	17
7.1.2	Project Steering Committee.....	17
7.1.3	Project Control Group - Operations	17
7.1.4	Integrated Management Team	17
7.1.5	Aboriginal Reference Group	18
7.1.6	Stakeholder Engagement Strategy	18
7.1.7	Infrastructure SA's Infrastructure Assurance Framework	18
7.1.8	Stage Gate 1 'Strategic Analysis'	20
7.1.9	Stage Gate 2 'Business Case'	20
7.1.10	Stage Gate 3 'Procurement'	20
7.1.11	Stage Gate 4 'Service Readiness'	20
7.1.12	Stage Gate 5 'Benefits Realisation'	20
8	Financial Management	20
8.1.1	Commonwealth Funding Milestones	21
8.1.2	Gateway 4 - Concept Design phase and Part 1 Design Fees	22
8.1.3	Concept Report.....	22
8.1.4	Gateway 5 – Design, Documentation and Tender Phase – Part 2 and 3 Fees.....	22
8.1.5	Gateway 6 – Approval to call tenders for the Managing Contractor	22
8.1.6	Gateway 7 – Construction	23
8.1.7	Trade Contractor procurement	23
8.1.8	Change Management	24
8.1.9	Cost Plans.....	24
8.1.10	Value Management.....	25
8.1.11	Pre-Tender Estimate.....	25
8.1.12	Approved Construction Cost Plan (Post-Tender).....	25
8.1.13	Contract Variation Procedure / Change Management	25
8.1.14	Contractor's Cost Management Requirements	25

Project Management Plan

OFFICIAL

8.1.15	Valuation of Work in Progress	26
8.1.16	Forecast Cash Flow Schedules	26
8.1.17	Value Management - Overview	26
8.1.18	Value Engineering	27
8.1.19	Payments	28
9	Aboriginal Economic Participation	28
10	Schedule Management	30
11	Risk Management	33
12	Design Management	34
12.1.1	Design and Documentation	35
12.1.2	Aboriginal cultural and curatorial reference and working groups	35
12.1.3	ODASA Architectural Review	35
12.1.4	DIT Design Reviews	36
13	Quality Management	36
13.1.1	Overview	36
13.1.2	Quality Planning	36
13.1.3	Quality Assurance	37
13.1.4	Quality Control during Construction	38
14	Communications Management	38
14.1.1	Communications Planning	39
14.1.2	Information Distribution	39
14.1.3	Performance Reporting	39
14.1.4	Administrative Closure	39
15	Interface Management	40
16	Appendices	41
	Appendix A Conflict of Interest and Confidentiality Disclosure	41
	Appendix B Responsibilities Schedule	41
	Appendix C Governance Manual	41
	Appendix D (1) Stakeholder Management Plan	41
	Appendix D (2) Stakeholder Engagement Strategy	41
	Appendix D (3) Change management Protocol	41
	Appendix E AACC Communications Plan	41
	Appendix F Project Agreement for the Adelaide City Deal	41
	Appendix G Economic Participation Strategy Acquisition Plan	41
	Appendix H Lot Fourteen Aboriginal Engagement Participation Strategy	41
	Appendix I Risk Management Plan	41
	Appendix J(1) Risk Register DPC	41

Project Management Plan

OFFICIAL

Appendix J(2) Risk Register DIT	41
Appendix K Interface Management Plan (pending)	41
Appendix L AACC Master Program	41

1 Definitions

AACC	means the Aboriginal Art and Cultures Centre.
Building Projects	means a directorate of Across Government Services, DIT established to centrally manage across government delivery of building construction projects.
Cost Manager	means Rider Levett Bucknall, cost consultant engaged for the project.
DIT	means Department for Infrastructure and Transport.
DIT Project Manager	means the project manager appointed by Building Projects to lead and coordinate the delivery of the project.
DPC	means the Department of the Premier and Cabinet,
DPC Project Manager	means the project manager appointed by DPC
End User	means the department, agency or other organisation, which shall occupy and/or use the building or engineering construction project.
Final Completion	means the end of the project when all project defects have been resolved by the contractor or accepted by the Lead Agency.
Integrated Management Team	means the project team comprising of DPC Project Manager, DIT Project Manager, PSC accountable for the delivery of the project.
Lead Agency	means the department, agency or other entity requiring and paying for the building or engineering construction project.
Lead Agency Minister	means the Minister for the Lead Agency.
Lead PSC	means the architectural company accountable for leading and coordinating its own work and that of the engineering and other specialist professional disciplines.
PIP	means the PC028 Construction Procurement Policy - Project Implementation Process.
Practical Completion	means the point at which the construction works have reached a point at which the facility can be used for its intended purpose.
Project	means the building or engineering construction works being delivered by DIT on behalf of the Lead Agency.
Project Sponsor	Deputy Chief Executive, Department of the Premier and Cabinet.
PSC	means a professional service contractor being the architect, engineer, cost manager, planner, certifier or other building industry professional contracted to provide services to the project.

2 Document Purpose

This Project Management Plan has been implemented to outline how key project activities will be managed during the design and construction of the Aboriginal Art and Cultures Centre.

- Formalise the project management team,
- Clarify roles and responsibilities,
- Integrate the various activities required to plan and control the project.
- Integrate the oversight and decision-making mechanisms for the project.
- Provide all key stakeholders the baseline information on the project and the management processes in place to ensure business requirements are met.

This plan will be reviewed regularly by the Integrated Management Team (IMT) to ensure that the information contained herein is current. Reviews will be conducted at minimum, quarterly and after significant changes to the project's scope, approach and management processes.

3 Project Background

Item	Detail
Introduction	The Aboriginal Art and Cultures Centre (AACC) is a once-in-a generation opportunity to establish a truly distinctive, and internationally renowned, cultural attraction with the objective to boost tourism for South Australia.
Background	<p>The AACC will provide a platform for the Aboriginal people from across Australia to share their unique cultures and stories with the world.</p> <p>The AACC will work closely with the existing local and national cultural institutions, including the Art Gallery of South Australia, South Australian Museum, Tandanya National Aboriginal Cultural Institute, Adelaide Botanic Garden, History Trust and the State Library of South Australia to complement and enhance the positive outcomes for all.</p> <p>The commitment to this project is significant – with the South Australian Government committing \$115 million towards construction, and the Australian Government providing a further \$85 million through the Adelaide City Deal.</p> <p>The following reports have been produced to inform the strategic framework for the AACC:</p> <ul style="list-style-type: none"> • Stakeholder Engagement and Consultation Report, November 2019 • AACC Strategic Narrative, July 2020 • Strategic Business Case, July 2020

Project Management Plan

OFFICIAL

- AACC Reference Design, November 2020
- Final Business Case, December 2020
- Stakeholder Engagement Strategy and Action Plan, April 2021
- Preliminary Business and Operating Model, May 2021
- AACC Aboriginal Economic Participation Strategy, June 2021

The following outlines the status of activities that were completed prior to the commencement of the Concept Design phase:

- Preparation and submission of a Final Business Case outlining the construction and operating requirements of the AACC,
- Preparation of the Lead agency Reference Brief through the engagement of Woods Bagot DS+R to produce Brief Development Report Rev A dated Nov 20,
- Engaging Rider Levett Bucknall to establish a project order of costs referred to as the Project Base Case Cost Model for \$200M, and
- Undertaken the Infrastructure SA Gate 1 and 2 process.

The document trail for the process followed is provided below.

Strategic Context	Election commitment Adelaide City Deal Project Agreement Adelaide City Deal Implementation Plan Adelaide City Deal Project Agreement Lot Fourteen Masterplan
Adelaide City Deal Aboriginal Participation Target	<ul style="list-style-type: none"> • 1.4% FTE participation/employment during construction (Project revised target: 2%) • 3% of contract value for Aboriginal businesses in the supply chain
Project Lead Agency	Department of the Premier and Cabinet
Project Key Partners	Department for Infrastructure and Transport (design and construction delivery) Department of Infrastructure, Transport, Regional Development and Communications (Adelaide City Deal) AACC Project Ambassador, s22(1)(a)(ii) AACC Aboriginal Reference Group AACC Executive Steering Committee Department of Treasury and Finance Renewal SA

Project Assurance Review	The AACC project will be reviewed by Infrastructure SA to provide assurance to the South Australian Government that the infrastructure program is well planned and managed and delivers on intended community benefits without duplicating existing processes or unnecessarily burdening agencies.
Project Design and Construction Delivery	DPC as the Lead Agency has entered into agreement with the Department for Infrastructure and Transport for the delivery of the AACC building construction project in accordance with the Department of the Premier and Cabinet Circular PC028 – Construction Procurement Policy: Project Implementation Process (PIP).

4 Project Definition

Item	Detail
Vision	We see a country that connects powerfully with the living and ancient cultures of Australia's First Nations peoples, in and through deeply transforming, future-shaping encounters and experiences.
Purpose	The centre will offer an extraordinary, immersive experience combining traditional storytelling with modern technology to deliver a major cultural tourist attractor and a source of pride for all South Australians, as the world learns more about the unique stories and cultures of Australia's First Peoples.
Guiding Principles	<ul style="list-style-type: none"> • Health and Well-being • Truth-telling • Collaboration • Sustainability • Owned by the People of South Australia
Objectives	<ul style="list-style-type: none"> • Provide a unique curatorial experience that will attract and maximise local, interstate and international visitors; • Place Aboriginal art and cultures at the forefront, driving awareness, understanding and reconciliation; • Draw on the nation's collections, including the Aboriginal art and cultural collections held by our leading institutions; • Genuinely partner with the Aboriginal community from concept, development and ongoing operation; and • Adopt a project and operational governance approach that supports all the above.
Outcomes	<ul style="list-style-type: none"> • Program participants and visitors to AACC report an enhanced understanding, awareness and engagement with Aboriginal people and culture.

Project Management Plan

OFFICIAL

- AACC curatorial program is highly regarded by audiences, artists, community organisations, the arts and cultural sector and Aboriginal communities as authentic and relevant.
- A significant number of exhibitions, programs and activities are delivered through partnerships / collaborations with Aboriginal organisations and artists.
- Financially sustainable operating model including commercial revenues. A significant percentage of Aboriginal and Torres Strait Islander participation and employment at AACC.
- Attract local, interstate and international visitors to attend exhibitions, programs, education and cultural performance at the AACC.

**Scope of this
Project
Management Plan**

In Scope:

- Project design and construction
- Project governance – planning and delivery
- Exhibition planning
- AACC stakeholder engagement
- AACC integration within Lot Fourteen precinct
- Aboriginal economic and workforce participation on the project
- Project communication
- Project handover

**Measures of
Success**

The project delivery team will establish key responsibility areas and key performance indicators specific to the design and construction that measure time, cost and quality objectives amongst other things to ensure the facilities support the achievement of the following AACC project measures of success:

KPI 1 – Program participants and visitors to AACC report an enhanced understanding, awareness and engagement with Aboriginal people and culture

KPI 2 – AACC curatorial program is highly regarded by Aboriginal communities, audiences, artists, community organisations, the arts and cultural sector as authentic and relevant.

KPI 3 – A minimum number of exhibitions, programs and activities are delivered through partnerships / collaborations with Aboriginal organisations and artists.

KPI 4 – Financially sustainable operating model including commercial revenues and a minimum 2 percent of Aboriginal and Torres Strait Islander participation and employment at AACC, and a minimum of 3 per cent of contract value for Aboriginal businesses in the supply chain.

KPI 5 – Attract local, interstate and international visitors to attend exhibitions, programs, education and cultural performance at the AACC.

5 Project Organisation

Project Organisation Structure

The project's organisation structure is provided below.

Lead Agency	Department of the Premier and Cabinet
Lead Minister	The Premier
Project Sponsor	Deputy Chief Executive, Department of the Premier and Cabinet
Lead Agency Representative	State Project Lead, Lot Fourteen
End User	Assistant Director, Program and Strategy, Aboriginal Art & Cultures Centre
DPC Project Manager	Project Director, Design and Construct, Aboriginal Art & Cultures Centre
Construction Delivery	Department for Infrastructure and Transport
Principal	Minister for Infrastructure and Transport
Principal's Representative	Executive Director, Across Government Services, DIT.
Superintendent	Director, Building Projects, Across Government Services, DIT.
Superintendent's representative	Project Manager, DIT, with formal delegations from the Superintendent under the construction contract.

The project is co-funded by the Australian Government, represented below

Minister	Minister for Communications, Urban Infrastructure, Cities and the Arts
Agency	Department of Infrastructure, Transport, Regional Development and Communications

Project Management Framework

The following sets out the agreed management framework for the project between the Lead Agency, the End User and DIT.

The Responsibilities Schedule in Appendix B are to be read as part of this Agreement.

There are three key parties to the construction procurement process:

Project Management Plan

OFFICIAL

1. The Lead Agency is the [joint](#) project funder and represents the Lead Minister,
2. DIT as an Infrastructure Agency under PIP is the designated government expert adviser and risk manager and represents the Minister for Infrastructure and Transport. DIT in its Purchaser role initiates and manages all contracts with private sector professional service and construction contractors.
3. The End User represents the asset's users and stakeholders and is the party with whom the process has to be effectively managed to ensure the functional and service delivery requirements are met.
The agreed frameworks are directed at forming these key parties into an effective management process, which assures accountable collaboration throughout the construction project delivery process.

A key aspect of successful project delivery is a shared understanding of the roles and accountabilities of the key parties and these are set out below.

The Lead Agency

The Lead Agency is responsible consistent with the Responsibilities Schedule for:

- defining and articulating project requirements as the building owner;
- determining and justifying the scope of the project based on service delivery need and the strategic directions of the respective users, ensuring that the end user requirements are met;
- funding the project and determining the budget and the key priorities within the budget;
- the establishment of the project governance structure including the preparation, review and updating of the Terms of Reference (ToR) as required,
- ensuring via the project governance structure and the partnership with Building Projects, DIT that the delivery of the project is within the approved scope, quality, time and cost including:
 - effective resourcing of the project;
 - comprehensive risk management of all aspects;
 - comprehensive project review /reporting / recording processes;
 - quality assurance mechanisms;
 - project financial audits;
- ensuring that the project satisfies all requirements of sound prudential management;
- submitting proposals through all governmental approval stages;
- providing direction where budget/program/scope needs review;
- authorising variations to the agreed scope of the project in the form of additional works or value management options (within the approved budget);
- ensuring reports during the project and on completion are provided to government as required; and

Project Management Plan

OFFICIAL

- acting as an equal member of the Executive Steering Committee (and chair), Project Steering Committee (and chair), Integrated Management Team and Project Control Group – Operations (and chair).

The End User

The End User is responsible consistent with the Responsibilities Schedule for:

- contributing to determining and justifying the scope of the project based on service delivery need and the strategic directions of the respective users;
- user and stakeholder input to the design requirements, design development and documentation and signing-off of the project deliverables and outcomes;
- ensuring there is appropriate consultation with user representatives;
- ensuring that the Lead PSC is fully briefed on the operational and functional needs of the respective users;
- ensuring that the brief is agreed with the Lead Agency and adhered to after sign off;
- ensuring that the brief meets End User requirements;
- facilitation of the project during construction and commissioning; and
- acting as an equal member of the Project Steering Committee, Integrated Management Team and Project Control Group - Operations.

DIT Infrastructure Agency

The DIT Across Government Services division through Building Projects is responsible as Infrastructure Agency consistent with the Responsibilities Schedule for:

- undertaking risk and project management;
- advising on project roles and organisation structures and governance arrangements;
- the development of project programs;
- determining and implementing appropriate design and construction procurement processes and managing tendering and contract execution processes for all professional service and construction contractor engagements;
- directing and managing the services of the professional service and construction contractors;
- acting in formal roles of Principal's Representative, Superintendent and Superintendent's Representative in all contracts with the building industry;
- include the Client's Representatives in all project activities, meetings and correspondences
- providing a cost review process;
- providing a design review process;
- providing a construction advice process;
- assisting in the achievement of financial approvals and managing the achievement of planning, statutory and contract approvals;
- facilitating that building industry best practice is achieved; and
- acting as an equal member of the Executive Steering Committee, Project Steering Committee and Integrated Management Team (and chair).

6 Work Health and Safety and Environmental Management

Overview

The Department of the Premier and Cabinet recognises it has a responsibility for health, safety and the environment.

The AACC project will be managed strictly in accordance with the *Work Health and Safety Act 2012* (South Australia) and Code of Practice on how to manage work health and safety risks (South Australia). [All building contractors must also meet the requirements outlined in the Adelaide City Deal Project Agreement:](#)

- [accreditation under the Australian Government Building and Construction WHS Accreditation Scheme, in line with Part 3, Section 10.d; and](#)
- [compliance with the Code for the Tendering and Performance of Building Work 2016 as provided in Part 3, Section 10.e.](#)

WHS Responsibilities

The Managing Contractor is responsible for work health and safety on the site. The Managing Contractor is to be accredited under the Australian Government Building and Construction WHS Accreditation Scheme and is to prepare and implement the Work Health and Safety (WHS) plan for the project and report on the WHS performance of the project on a monthly basis.

The DIT construction and safety team (within DIT Building Projects) are responsible for reviewing the WHS plan and conducting regular audits of its implementation. The outcomes of the audit are to be reported to the IMT and the PSG.

There is an open and transparent policy for recording all accidents or near misses and these should be included in the IMT and PSG reports and brought to the attention of the ESC.

Safety in Design

The Lead PSC is responsible for leading the safety in design process.

The DIT Project Manager is responsible for overseeing the safety in design process and reporting the outcomes to AACC Project Director D&C and IMT.

Environmental policy and controls

The Department of the Premier and Cabinet is dedicated to the responsible stewardship of the environment and sustainable development.

The Lead PSC is responsible for leading the sustainable design and ensuring compliance with the South Australian government's SASP targets.

The Project Team is to include a report on the sustainable design of the buildings in each design report for review and approval by the IMT.

The Managing Contractor is responsible for the preparation and implementation of the Construction Environmental Management Plan.

OFFICIAL

7 Project Organisation and Control

The diagram included in this document is the approved Project Delivery Governance for this specific project, as distinct from the broader City Deal Governance, therefore nil change proposed.

Aboriginal Art and Cultures Centre – PROJECT DELIVERY GOVERNANCE

Minister
Deputy Chief Executive (DCE)
Strategic Steering Committee, Lot Fourteen
Chair: State Project Lead, Lot Fourteen

AACC Executive Steering Committee
Chair: State Project Lead, Lot Fourteen

AACC Communications & Content
Knowledge Systems Support
Information Systems & IT

Addis City Deal Leadership Group
Digital Skills and Innovation Board

Project Control Group (OPERATIONAL)
Chair: Project Control, Lot Fourteen

Project Steering Group (STRATEGIC GOVERNANCE)
Chair: Project Steering, Lot Fourteen

Business and Operating Model
Content Development & Programming

Project Management, Communications, and Stakeholder Engagement
Evaluation Frameworks Group

Design Review, Technicalities, Facilities and Operations

Subject matter experts

Legend:
 Ministry and delivery partners
 AACC/Devolving governance group
 Government departments and bodies
 Advisory/consultant
 Subject experts

November 11, 2020

Governance Structure

7.1.1 Executive Steering Committee

The AACC Executive Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Executive Steering Committee will oversee the planning, development and delivery of the project and report to the Project Sponsor. This Committee reports to the Adelaide City Deal Leadership Group and Implementation Board who have oversight to ensure City Deal project intent is measured and achieved.

The AACC Executive Steering Committee will have a cross-Government representation, including Aboriginal representatives.

The AACC Executive Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the project.

7.1.2 Project Steering Committee

The AACC Project Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Project Steering Committee will oversee the planning, development and delivery of the project and report to the Executive Steering Committee.

The AACC Project Steering Committee will consist of three members; the State Project Lead of Lot Fourteen, Department of Premier and Cabinet, the AACC Project Director D&C, Department of Premier and Cabinet and the Executive Director, Across Government Services, Department for Infrastructure and Transport.

The AACC Project Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the design and construction of the project.

7.1.3 Project Control Group - Operations

The AACC Project Control Group - Operations is established to support the delivery and decision-making for the AACC project. The AACC Project Control Group – Operations will oversee the planning, development and delivery of the Business and Operating Model, and Content Development and Programming, and will report to the Executive Steering Committee.

7.1.4 Integrated Management Team

The AACC Integrated Management Team (IMT) will oversee the planning, design and construction of the project and report to the AACC Project Steering Committee.

The AACC Integrated Management Team will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making on all operational elements of the project to ensure the project is delivered to scope and in line with the program and budget.

7.1.5 Aboriginal Reference Group

The Aboriginal Reference Group will provide strategic direction and leadership to ensure vision/key objectives of the AACC development meet requirements of cultural expectations and is representative of Aboriginal cultural history and truth-telling about the European occupation of Aboriginal Lands. The Aboriginal Reference Group sets out to achieve a strong representation of the Aboriginal people's story.

The Terms of Reference need to be read in conjunction with the Cultural Protocols established by the Aboriginal Reference Group, noting that the Cultural Protocols will be updated from time to time.

7.1.6 Stakeholder Engagement Strategy

A Stakeholder Engagement Strategy and Stakeholder Action Plan (the Strategy) has been developed and implemented to identify principal engagement outcomes required to enable the successful design, delivery and operation of the AACC.

Effective project management must ensure all stakeholder objectives are taken into consideration and appropriately managed. The Lead Agency is responsible for linking the project objectives with the organisational objectives in order to effectively manage change, and then guide and direct the project team, involving the key stakeholders to achieve those objectives.

The Strategy is included in Appendix H and will reviewed on a quarterly basis and updated as required to reflect requirements as the project progresses through the various phases of delivery.

The Strategy is to be read and implemented in conjunction with the Project Governance outlined in Appendix C, including the Terms of Reference for the various groups. And the Project Communications Plan included in Appendix E.

Assurance

7.1.7 Infrastructure SA's Infrastructure Assurance Framework

Infrastructure SA (ISA) was established on 26 November 2018 under the Infrastructure SA Act 2018. ISA is an independent advisory body meaning that it is obliged to act independently and is not subject to Ministerial direction.

ISA will have a role in monitoring the delivery and performance of projects with a capital value of \$50 million or more, including an ex-post benefits evaluation. ISA's new Infrastructure South Australia Assurance Framework (ISAAF) process modernises South Australia's approach to infrastructure planning, approvals, investment decisions, project monitoring and reporting. The ISAAF is designed to give the SA Government early and continuous oversight of risk management and performance, and to provide agencies with support, through the expert reviewer recommendations, when projects experience downside pressures. This is outlined in the following diagram.

Project Management Plan

OFFICIAL

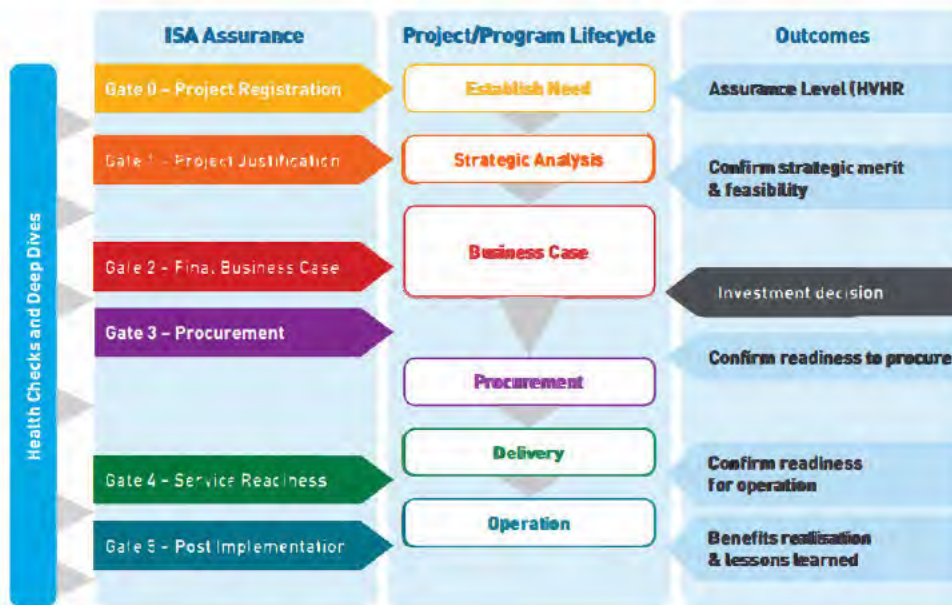
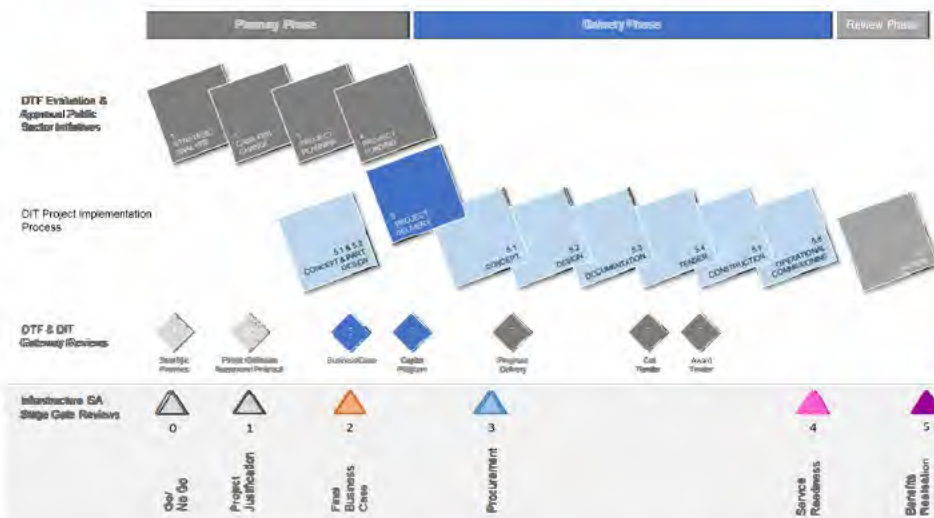


Figure 1 ISA's Assurance Outline



Government's 5-Step Infrastructure Planning and Delivery Framework including Infrastructure SA's Stage Gate Review Process. Relationship diagram illustrating the sequence of various State Government approvals and Gateways.

Project Management Plan**OFFICIAL****7.1.8 Stage Gate 1 'Strategic Analysis'**

Gate 1 has been completed.

7.1.9 Stage Gate 2 'Business Case'

Gate 2 has been completed.

7.1.10 Stage Gate 3 'Procurement'

Gate 3 has been completed.

Project Health Checks to be scheduled at regular intervals during delivery.

7.1.11 Stage Gate 4 'Service Readiness'

Gate 4 to be scheduled late 2024.

7.1.12 Stage Gate 5 'Benefits Realisation'

Gate 5 to be scheduled following Gate 4.

8 Financial Management

s47B(a)

Project Funding

The project funding is outlined below.

Funding Entity	Amount
Government of South Australia Department of the Premier and Cabinet	\$115,000,000
Commonwealth of Australia City Deals Department of Infrastructure, Transport, Regional Development and Communications	\$85,000,000
Total EX GST	\$200,000,000

Adelaide City Deal

The project is funded under the Adelaide City Deal which is a 10-year agreement between the Australian Government, the Government of South Australia and the City of Adelaide to grow Adelaide as an innovative and vibrant city.

The Adelaide City Deal outlines the funding and commercial requirements for the AACC and includes targets for Aboriginal Workforce and Economic Participation. A copy of the [agreement](#) [Project Agreement](#) is included in Appendix F.

8.1.1 Commonwealth Funding Milestones

As part of the funding arrangement with the Commonwealth Government, payment milestones are included in [Schedule 3 of the Project Agreement at](#) Appendix F.

The Code for the Tendering and Performance of Building Work 2016

The *Code for the Tendering and Performance of Building Work 2016* applies to the project as the Commonwealth's contribution to the project, including building work, is above \$10 million.

Procurement - Project Implementation Process (PIP)

PC028 Construction Procurement Policy - Project Implementation Process (PIP) will be implemented on the project to achieve a well-designed, appropriately tendered and effectively constructed project.

As part of PC028, the Gateway approvals process will be implemented to assist in the monitoring and reporting on budget costs throughout the various stages of the project. Gateways can be submitted and approved to meet requirements of the project and program.

Outlined below are the key Gateway approvals.

8.1.2 Gateway 4 - Concept Design phase and Part 1 Design Fees

DIT will tender the Design and Cost Management Services and submit these fees as part of Gateway 4.

Gateway 4 will comprise the Part 1 fixed LPSC and Cost Management fees, contingency and DIT fees for the Concept phase and Concept Report.

8.1.3 Concept Report

Prior to the committing costs on the detailed design and documentation phase, a Concept Report is required to be prepared to document, in sufficient detail, the following key items:

- preferred concept design described in drawings and a report on design philosophy, design solution, statutory planning and environment issues, and an assessment of cultural and heritage issues;
- economic evaluation of the preferred option including quantified non-financial costs and benefits or appropriate financial evaluation;
- cost estimate; and
- Indicative program.

The Concept Design Report was approved by the Lead Agency in August 2021.

8.1.4 Gateway 5 – Design, Documentation and Tender Phase – Part 2 and 3 Fees

When the Concept Report has been endorsed by the Lead Agency, DIT will prepare and submit Gateway 5 to the Lead Agency for approval, which will allow the project to proceed to the Design, Documentation and Tender phases in which further costs will be incurred.

Gateway 5 will contain fixed fees from the LPSC and Cost Manager, contingencies and DIT fees for the design, documentation and tender phase of the project.

The Lead Agency will obtain Gateway Five approval from the Lead Agency delegate (which may be the Lead Minister or Cabinet).

8.1.5 Gateway 6 – Approval to call tenders for the Managing Contractor

At the completion of the Registration of Interest period and a shortlist of registrants has been approved, DIT will prepare and submit Gateway 6 to enable tenders to be called for the Managing Contractor.

Gateway 6 was approved August 2021. Tenders were called and closed September 2021 and are currently under evaluation with appointment scheduled for November 2021 pending approvals.

8.1.6 Gateway 7 – Construction

At the completion of the Request for Tender phase and once all the tenders have been evaluated, and a preferred Managing Contractor approved, DIT will prepare Gateway 7 which enables the project to proceed to construction by committing the balance of the project expenditure and awarding the Managing Contractor contract. All allocations within the budget and approval of expenditure against the budget requires DPC's approval and directions.

Construction Cost Management

Once Gateway 7 is approved, the management of the costs will be in accordance with SA Government cost management procedures, DIT policies and procedures and governance requirements as outlined in this management plan.

The management of the cost of delivering the project will be included as part of the IMT Meetings to track and monitor the cost of the design and development phase as well as the construction of the works.

The Cost Manager will prepare a cost report to be tabled at each IMT Meeting that provides a comprehensive status and forecast of the works. The report will be tailored to suit the various stages of the project.

A summary of the status of the project costs will then be included in the DIT Monthly report to the PSG.

8.1.7 Trade Contractor procurement

The following procurement procedure outlines the methodology for the procurement of the various trade contractors to complete the works and will be reviewed upon the award of the Managing Contractor (MC).

- Initial review of potential trade contractor tender fields will be from DIT prequalified subcontractors. The tender field selection process will also include a review of suitable Aboriginal Businesses with the Lead Agency, OIA and The Circle – First Nations Entrepreneurial Hub.
- Where a pre-qualification does not exist, the MC will be required to submit a list of proposed tenderers to DIT and the Lead Agency, addressing a range of criteria for suitability.
- The Cost Manager, Lead PSC and specialist Subconsultant(s) may be required to provide comment on market intelligence and any recent experience with the proposed tender field, and where applicable identify any other suitable alternatives for consideration.
- To maximise Aboriginal Workforce and Economic Participation, tender field selection and tender conditions will also seek ways to ensure Aboriginal businesses can participate and/or Aboriginal people can be employed in delivery.
- The MC will prepare the detailed scope of works, with input from the Cost Manager, Lead PSC and specialist Subconsultants. DIT and the Lead Agency will review and approve any allowances and assumptions to be included in the trade budget,
- The MC and Lead PSC will work together to prepare the required tender documentation,

- The MC will issue the tender via the agreed Tender Information Management System,
- Tenders will be submitted to the MC via the agreed Tender Information Management System,
- The MC will open, review and evaluate the tenders and prepare a detailed tender evaluation form and issue to a Tender Review Panel for review and comment,
- The Tender Review Panel will comprise DIT, Lead Agency, MC, Lead PSC, Cost Manager and specialist Subconsultants as required. The Tender Review Panel will;
 - Review tenders for conformance.
 - Evaluate the tenders against the tender documents.
 - Evaluate the tenders against the outlined evaluation criteria (where applicable for value-based packages).
 - Review for technical conformance.
 - Review and assess any qualifications, clarifications and exclusions.
 - Assess any alternatives where applicable.
 - Review the price against budget.
 - Identify cost saving strategies where applicable to address any budget issues.
 - Ensure that the tender review process meets project requirements.
 - Make a recommendation on a preferred tender ranking
- The Cost Manager, if required, will then issue their recommendation to the Lead Agency representative for any comments and will then issue to DIT for recommendation.
- DIT will provide its recommendation to the Lead Agency for endorsement prior to approval.
- The MC will then award the tender upon receiving the approved recommendation from DIT.

8.1.8 Change Management

The Lead Agency is the only body that can issue any changes, in consultation with any relevant stakeholders and in accordance with any relevant thresholds. Any changes notified by the Lead Agency will be tracked, estimated and managed by the Cost Manager as outlined in Appendix G. A list of changes will be tabled at each IMT Meeting and is to be used by the Project Team to ensure the estimated cost of the project does not exceed the approved budget.

The Lead Agency is the only body that can allocate contingency expenditure within approved project budget allocation.

Changes to the Centre which are likely to increase the estimated cost of delivering the project that is likely to exceed the project budget must be approved by the appropriate delegate in accordance with Treasurer's Instruction 8 before implementation.

During construction the Cost Manager and Managing Contractor will work closely to monitor the cost of construction. The Lead Agency will regularly report project status and cost of construction to the key project partners.

8.1.9 Cost Plans

Cost Plans should be regularly reviewed and updated throughout the various phases of the project and shall be submitted to the Lead Agency Representative for approval prior to undertaking each subsequent phase.

8.1.10 Value Management

Value Management and Value Engineering techniques are employed during each phase, coinciding with the review of revised Cost Plans, to ensure cost targets are met whilst maximising value and achieving the required objectives outlined in the Project Brief. This is described further below.

8.1.11 Pre-Tender Estimate

Prior to the Tender period for any contract or subcontract, the Cost Manager will be required to complete a pre-tender estimate based upon the completed or near completed tender documentation or General Estimate of Quantities where applicable. This pre-tender estimate is to be submitted to the Lead Agency Representatives prior to the calling of tenders for all contracts.

8.1.12 Approved Construction Cost Plan (Post-Tender)

On receipt of tenders for the construction works (including any trade packages), the Cost Manager, in collaboration with the DIT Project Manager and Lead Agency Representatives shall establish the Construction Cost Plan for approval.

8.1.13 Contract Variation Procedure / Change Management

The Cost Manager, Lead PSC and Contractor shall issue notification to the DIT Project Manager and DPC Project Manager as soon as a significant potential cost change becomes evident. The notification shall include details of, and reasons behind any likely additional cost. The DIT Project Manager shall complete the review obtain any approval for the variation from the DPC Project Manager and subject to that approval instruct the Superintendent to issue a Contract Variation Notice and relevant instruction to the Contractor.

Any cost changes are to be discussed with the DPC Project Manager and are entered into the Construction Cost Plan following approval and acceptance. The Construction Cost Plan is to be updated continuously enabling the current financial position to be made readily available and to trace the history and impact of all changes.

The expenditure against provisional sum items included in contracts is to be approved by the Lead Agency prior to any instruction to proceed being issued to the Contractor or supplier. The Cost Manager will review all submissions received for provisional sum items and provide the DIT Project Manager and DPC Project Manager with a report that includes confirmation of the projected savings/overruns against the particular provisional sum item and a summary of costs to date.

8.1.14 Contractor's Cost Management Requirements

The Contractor shall establish and maintain a cost management system for the project to monitor all of its costs on the Project. The system shall be capable of providing financial reports as required by the DIT Project Manager, DPC Project Manager and Cost Manager.

8.1.15 Valuation of Work in Progress

At the commencement of the Contract, a trade breakdown register will be produced by the Contractor for agreement by the Superintendent, Cost Manager and approved by the DPC Project Manager. Each month, subject to the terms of the Contract, they will meet to carry out an assessment of progress of the Works on Site (as defined in the Contract). The percentage completion of each trade in all areas of the Works will be recorded on the trade breakdown register. Percentage completions recorded are then multiplied by the dollar value of work defined for each area, to produce a valuation of the work completed up to that date. Upon agreement of this amount, the Contractor will then submit its claim for payment with the Superintendent, in accordance with the appropriate clause of the Contract. Pursuant to that clause of the Contract, the Superintendent, with assistance from the Cost Manager as required will then assess the claim for payment and being satisfied, issue a payment certificate.

8.1.16 Forecast Cash Flow Schedules

At the commencement of each phase, the Consultants are to prepare a monthly cash flow projection for consultant fees and sundry expenditure and include the schedule in the monthly project status reports to the Superintendent and DPC Project Manager. These projections are to be reviewed and updated monthly showing the original cash flow projections, actual expenditure and the revised or updated cash flow projections.

At the completion of pre-tender estimates, a monthly cash flow projection for the Construction Works is to be prepared by the Contractor and Cost Manager and submitted to the Superintendent and DPC Project Manager. The Contractor and Cost Manager is to review and update the cash flow schedule on a monthly basis and include the updated schedule in his monthly report to the IMT. The monthly report should show the original cash flow projections, actual expenditure and the revised or updated cash flow projections.

8.1.17 Value Management - Overview

Value Management is inextricably linked with Quality Management. Whilst Quality Management will ensure the project delivers its essential functions and meets its required performance, Value Management ensures it meets those objectives for the lowest possible cost. In order to do so, the Value Management Process must commence as soon as the project deliverables are established, to examine all the alternatives that will produce the acceptable solution. This occurs through a series of workshops, commencing in the initial phase of project definition with representatives of each key stakeholder group, and continues through the project lifecycle, also as a means of confirming budget status.

A broad agenda and outline process for any Value Management Workshop is as follows:

1. Identify all key stakeholders.
2. Outline the key concepts, deliverables and desired outcomes.
(Note: these relate back to the project deliverables and quality objectives).
3. With the key stakeholders, identify any gaps in the information required to assess the project, the deliverables and how closely they align with the desired outcomes.

4. Identify any aspects of the project deliverables that appear 'superfluous', that is do not directly contribute to the project value and can therefore be excluded.
5. Investigate alternatives for each deliverable, identifying any cost reductions and/or value adding.
6. Review and identify the preferred options, evaluating these against the quality objectives also.
7. Document the outcomes, options and recommendations.
8. Sign-off from all key stakeholders.
9. Update the Project Budget and various sub-plans.

8.1.18 Value Engineering

The Value Management Workshops are to be carried out periodically at key phase milestones to identify and eliminate unnecessary costs without sacrificing quality objectives or requirements. This is described as Value Engineering using the following process as a guideline to the project:

1. With all key stakeholders, brainstorm the project to identify cost savings, or more cost-effective ways of achieving the project brief requirements, whilst also identifying any risks that may adversely affect the project and achievement of the objectives.
2. Use a suitable proforma (usually prepared by the Cost Manager) summarise any ideas generated. Collect ideas from all participants, remembering that at this stage, no idea is too big or too small, and should not be limited to those from any particular discipline or area of expertise.
3. Once all ideas have been collated, the DIT Project Manager, DPC Project Manager and Cost Manager will establish preliminary cost estimates for each idea for further discussion.
4. Once costs have been determined, use the following matrix to rate each idea from 1 to 5 for 'Impact on Cost' (Savings Potential), compared with their rating for 'Impact on Brief/Design/Programme' (Functional Analysis), where 1 = highest impact and 5 = lowest impact.
5. Review the ratings, agreeing by general consensus which options worth targeting as savings (and therefore eliminating from the project), and which are options that should be included in the project.
6. Lead Agency Sign-off.

The options found to be valuable cost savings are often those that are deemed to have the lowest impact on Brief/Design/Program if eliminated, but a high impact on cost. Those

usually found to be retained, and therefore further developed as part of the project, are those that will have a high impact on Brief/Design/Program if eliminated, even though they may still have a high impact on reducing cost if savings are necessary.

8.1.19 Payments

DIT will administer the progress claim assessment and recommendation process for Lead Agency's approval of the construction financial transactions in line with current SA Government financial management policies and procedures and Cabinet approval for this project.

The expenditure authority up to the approved project budget is delegated to the Lot Fourteen State Project Lead to enable efficient delivery of the AACC program of works.

Cost Reporting

An important part of the AACC governance is cost reporting and monitoring. The DIT Project Manager is responsible for providing monthly progress reports to the PSC on the status of the project financially.

The report should be concise and succinct focusing on key indicators such as original budget and anticipated final cost. The monthly progress report is also required to cover both historical and forecast expenditure, proposed changes and committed cost. Typically the cost report will cover the following:

- Description;
- Budget for the item;
- Contract value;
- Contract package reference no;
- Contingency;
- Anticipated variations;
- Approved variations;
- Committed costs; and
- Anticipated final cost

9 Aboriginal Economic Participation

Historically, Aboriginal people have been excluded from opportunities to share the nation's wealth. In the contemporary era, the development of a robust and sustainable 'Aboriginal economy' is essential for realising self-determining futures, facilitating sustainable and independent communities, and closing the gap. It is in this context that the Australian and South Australian Governments (along with other jurisdictions) have implemented policies and programs to encourage and support new Aboriginal businesses. This once-in-a-generation Aboriginal Art and Cultures Centre project has the opportunity to be an exemplar for creating opportunities for Aboriginal economic participation through partnerships and collaboration, therefore assisting in driving the change in social standards for Aboriginal people and communities of South Australia.

Maximising Aboriginal workforce and economic participation throughout the lifecycle of the project is a key objective and requirement of the Adelaide City Deal.

The project will achieve the following targets as a minimum:

- Workforce participation – 2% of the total FTE
- Economic participation – 3% of the contract value

Appendix H contains the Aboriginal Workforce and Economic Participation Strategy for the project.

Overseen by the AACC Aboriginal Reference Group, the AACC Aboriginal Economic Participation Strategy (the Strategy) has been developed for the purpose of defining practical solutions to support the realisation of economic benefits for Aboriginal people throughout the construction and ongoing operation of the AACC. The AACC Aboriginal Reference Group will continue to oversee the implementation of the Strategy through regular monitoring and evaluation.

In aspiring to achieve maximum Aboriginal workforce and supply chain participation within the AACC project, this Strategy considers:

- workforce opportunities, supported by training and development programs to facilitate maximum participation by Aboriginal people in the AACC project from construction to ongoing operation of the centre,
- opportunities to facilitate the engagement of Aboriginal businesses during different phases of the project, including ongoing operation of the centre,
- measurable targets for Aboriginal workforce and business engagement, supported by key performance indicators to measure outcomes against the targets, and
- SA Aboriginal Affairs Action Plan, Reconciliation Action Plans of various agencies, SA Industry Participation Policy, and the Adelaide City Deal requirements to enable effective implementation of this Strategy.

A Tailored Industry Participation Plan (TIPP) has been developed by the Office of the Industry Advocate (OIA) outlining key performance and reporting measures to be provided by the Managing Contractor.

Working with the support of DPC, DIT and The Circle – First Nation's Entrepreneurial Hub, the Managing Contractor will develop specific tools and techniques during construction delivery to achieve agreed stretch targets (ie greater than those stipulated above).

DPC will also develop specific tools and techniques to deliver on the strategy for the AACC operations.

10 Schedule Management

Responsibilities

During the planning and design of the project, the DIT Project Manager is responsible for developing, and reporting on, the planning and design schedule and the outline implementation schedule for DPC Project Manager approval.

During construction, the Managing Contractor is responsible for preparing and updating the construction schedule for DPC Project Manager and DIT Project Manager approval. The Superintendent is responsible for reviewing and reporting on the schedule.

The IMT is responsible for directing actions subject to Lead Agency approval to manage schedule delays or risks, acting on recommendations by the Project Team.

Schedule development

The DIT Project Manager must prepare a schedule for the planning and design of the project immediately after engagement. The schedule for the planning and design of the project must include:

- All design activities
- Stakeholder engagement activities, including workshops
- Approval timeframes
- Site investigations
- Business case requirements

As part of each monthly PSC report, the DIT Project Manager must prepare a schedule for the implementation of the project which includes:

- any approval required to commence a stage of the project, and the timeframes for acquiring any resource, financial, engineering or other logistic upon which the program for delivering the works specifically relies
- any constraints outside the Project Team's control that may affect the timing of the implementation
- a detailed breakdown of all construction processes for each stage of the project including:
 - all procurement activities
 - any enabling activities
 - approvals
 - site establishment
 - decanting and demolition of facilities to clear the site
 - installation of temporary infrastructure
 - installation or upgrade of site services
 - WH&S reports

Project Management Plan

OFFICIAL

- all construction activities broken down by stage and then by Contractor
- dependencies between activities
- critical path activities
- staging requirements and constraints
- contingency for each activity or stage
- the required date for completion
- the expected date of completion
- all commissioning activities and certifications
- ICT installation
- operational commissioning and user relocation activities
- DLP and financial closure activities

The Managing Contractor's program for the implementation phase must meet the above requirements.

Schedule reporting requirements

The Managing Contractor is required to provide monthly schedule updates and progress reports detailing the implementation status of the project. These reports should be included in the DIT Monthly Report and presented at the monthly PSC by the DIT Project Manager. The report must include the following:

- detailed description of activities planned for the coming reporting period
- program risks, including management strategies and contingency plans
- analysis of critical path activities
- analysis of critical resources and impact on the program if the resource is lost
- alternatives for programming the construction work
- contingencies allowed for critical activities
- opportunities for fast-tracking the construction
- program constraints
- any activity deletions or additions since the previous program update
- an assessment of the performance of the construction against the program to date, including an assessment of trends with respect to the contingency remaining for each stage over time
- WH&S reports
- other details as required by the DIT Project Manager in writing

The DIT Project Manager is to review each report and provide commentary on each aspect of the report for consideration by the IMT.

Master Program

DIT will develop a Master Program at the commencement of the Concept Design phase that will include the following:

- project phases such as design, construction and post construction activities,
- key milestones and approvals required,
- outline the design and construction process, and
- contain suitable industry contingencies and timeframes.

The Master Program will be regularly updated and included in the monthly progress reports.

The program may be updated from time to time and included in this PMP without revising the document.

Approvals

The following table outlines the key approvals required and responsibility for obtaining the required approval.

Approval / Milestone	Responsibility
ISA Approvals	
Gate 3 Procurement	DPC/ Assistance DIT
Gate 4 Service Readiness	DPC
Gate 5 Post Implementation	DPC
PIP Approvals	
Gate 4 – Engage Lead PSC and Cost Manager	DIT prepare / DPC Approves
Gate 5 – Proceed to Design, Documentation & Tender	DIT prepare / DPC Approves
Gate 6 – Tender Managing Contractor	DIT prepare / DPC Approves
Gate 7 – Proceed to Construction	DIT prepare / DPC Approves
Public Works Committee	DPC
Concept Design Report	Lead PSC
Planning Report and Lodgement	Lead PSC
Development Approval	Lead PSC
Construction related approvals	Managing Contractor

11 Risk Management

Risk Management

A Risk Management Plan has been developed and contains the processes for identifying, analysing, and responding to those risks that may be a threat or an opportunity in achieving the project objectives.

It is essential to monitor risks and the effectiveness of the risk treatment plan on an ongoing basis. In order to accommodate a changing environment, the risk management process will be repeated regularly. Monitoring provides routine surveillance of actual performance for comparison with expected or required performance. All residual risks must also be monitored and reviewed.

The higher the risk severity, the higher the level of management assigned to deal with it. In addition to residual risks, it is likely that new risks will occur during the project lifecycle. It is important that the review process allows for any new risks to be identified, treated and monitored. An important component of the risk monitoring and review process is lessons learned through reviewing events, the treatment plans and their results.

Clear and thorough documentation throughout the project lifecycle is imperative to ensure that risk is analysed and managed in a systematic manner and to demonstrate to stakeholders that a professional and efficient process has been followed.

In addition to adhering to established Policies and Procedures which embed Risk Management techniques, through the design and documentation phases the Project Team will systematically adopt the Safety in Design Process as a key Risk Management tool. This process continues through Construction and is supplemented by the Contractor's Risk Management Process. Risk Registers which nominates the risks, their causes and their potential impact are prepared and regularly reviewed throughout the project to include;

- Risk Management Strategies – describes the types of management strategies available, giving examples and of situations in which they should be used.
- Risk Treatment Schedules and Plans – documents the new management actions and controls to be adopted.
- Risk Response Strategies – lists the recommendations nominated for best dealing with the recognised risks.

The Risk Management Plan is included in Appendix I.

Risk Register

Each Agency is responsible for the management of their risk register.

DIT will be responsible for the management of the project design and construction risks. DPC will be responsible for the broader project-based risks

The DPC and DIT risk registers are included in Appendix J(1) and J(2) respectively.

Design and Construction Risk Register and Safety in Design

DIT will maintain the Design and Construction Risk within the overall Project Risk Register.

The project is required to adhere to the Safety in Design principles detailed in the Principles of Safe Design for Building Projects (G125). The LPSC, PSCs and Design Team is to adhere to the principles and design for safety throughout the lifecycle of the building and identify, eliminate and control all risks.

A Safety in Design Matrix is to be created early in the design phase and keep records of safe design management.

12 Design Management

DIT will oversee the design management of the project in conjunction with the Lead PSC and will be subject Lead Agency approvals.

The Lead PSC will be engaged to undertake the design, design management and be responsible for achieving the Development Approval for the project.

The Lead PSC will engage all required Professional Services Consultants / Contractors to complete the LPSC scope of works.

The design and documentation phase of the project will be undertaken in accordance with the PIP process and amended to suit the nature of the project.

Cultural awareness

The AACC Project Ambassador and Aboriginal Reference Group will provide cultural awareness assistance to the design team.

Cultural Awareness will involve a continuing process of development throughout project delivery. A number of initiatives will be developed as noted below;

- Undertake procurement in a manner to maximise outcomes of the Aboriginal Workforce and Economic Participation Strategy.
- Develop a Project Charter to ensure that Cultural Integrity is maintained throughout the delivery of the project.
- Develop Site Induction and Cultural Awareness Training programs for Project Team members, including Trade subcontractors.
- Provide culturally sensitive facilities on site and include cultural displays and place markers.
- Include Cultural Awareness matters for discussion at regular project/site meetings, and at frequent "toolbox" meetings.
- Celebrate events of cultural significance.
- Implement Cultural and Heritage Management Plans.
- Promote Aboriginal Artwork and Displays during construction.
- Develop Aboriginal Mentoring Program for site personal during construction.
- Regular newsletters reporting on project milestones and achievements, with a focus on cultural engagement and safety.

Key Design Stages

The design will be undertaken in 3 stages to enable the development of the design and the input from key stakeholders and review and endorsement by the Lead Agency.

Concept Design Phase Development Plan Consent has been achieved.

12.1.1 Design and Documentation

The Design and Documentation phase includes the development of the concept to a high level of design detail through schematic design and design development:

- developing the approved concept design in detail to confirm form and structure,
- developing the approved concept design in detail to incorporate Stakeholder feedback, End-user requirements and business and operating functionality
- materials and aesthetics,
- services and site works and detailed work on the cost plan and estimate,
- procurement program and risk management plan,
- preparation of the drawings, specification and conditions of contract for the required construction contracts.

12.1.2 Aboriginal cultural and curatorial reference and working groups

A fundamental requirement of the detailed design and documentation phase will be the consultation and engagement of Aboriginal cultural and curatorial stakeholders and working groups in the detailed design process.

The DPC Project Manager, DIT Project Manager and Lot Fourteen Aboriginal Stakeholder Engagement Lead will work with the End User to ensure the inclusion of Aboriginal cultural and curatorial requirements are included in the design process as well as managing feedback and management of the various reference and working groups.

The management of the reference and working groups will change throughout the stages of the design and documentation phase and may be updated without updating this plan.

12.1.3 ODASA Architectural Review

As part of the DIT design review process, the concept, design and documentation will be issued to personnel within ODASA who will review the design and documentation for compliance with SA Government policies and provide comments to the LPSC.

Comments provided by the Architect are not design hold points and will not relieve the LPSC of any obligations.

12.1.4 DIT Design Reviews

During the various key design stages DIT personnel will periodically review the documentation and provide comments to the LPSC and wider design team in consultation with the Lead Agency to ensure that the design meet End User's requirements.

During the review process the project will be checked for compliance with various SA Government Requirements.

DIT Construction Inspections

During the construction of the works, the DIT Construction Team will progressively inspect the works and provide feedback to the construction team and Lead Agency.

Building Certifier – Building Rules Consent

DIT will engage an independent Building Certifier that will review the design documentation for compliance with the National Construction Code and provide Statement of Compliance and issue the approved documents to the regulatory authority for the issuing Building Rules Consent.

Completion

Completion of the works will be as per G182 Completion Requirements for Managing Contractor GC21 Building Projects and Lead Agency requirements. Quality Management

DIT will conduct reviews of the design at the Concept, Design and Documentation phases to ensure that the contract material provided by the PSCs meets the briefed requirements and all relevant government policies and standards.

DIT will appoint construction advisers to ensure that the construction contractor meets the requirements set out in the specifications, drawings and schedules under the construction contract.

DIT will ensure that all PSCs and construction contractors appointed to the project operate effective quality assurance systems in accordance with the requirements of DIT Prequalification System.

12.1.5 Overview

Quality management comprises the set of processes that ensure the result of a project meets the needs for which the project is executed. These processes include quality planning, assurance, and control.

12.1.6 Quality Planning

As soon as the broad requirements and strategic objectives of the project are known, the DIT Project Manager and DPC Project Manager together with the LPSC and Cost Manager should involve all key stakeholders in developing a common understanding of the project deliverables and furthermore, a common understanding on the desired quality of those deliverables and the means by which these will be achieved.

A broad outline for the process of developing the functional requirements follows:

1. Invite all key stakeholders, ensuring you have an understanding of their expectations regarding outcomes and their importance to the success of the project
2. Identify the project objectives
3. Identify the alternatives and/or means to achieving the project objectives – these are the project deliverable
4. For each deliverable, define the success criteria. These will be the indicators to evaluate whether the project has successfully met the required objectives and has been successfully managed and implemented
5. For each deliverable, define the acceptance criteria. These will be the specific conditions required to be met in order for that deliverable to be deemed acceptable and sign-off granted evidencing the deliverable has provided what was required and met the objective
6. For each deliverable, define the quality drivers, considerations and objectives. These are often categorised as follows:
 - Useability requirements
 - Durability requirements
 - Cost to deliver
 - Time to deliver
 - Performance required
 - Maintenance requirements/standards
 - Context to be considered
 - Standards/Codes to be met
7. Assign roles and responsibilities for all project team members and key stakeholders to contribute to the achievement of quality objectives
8. Record the outcomes and next steps to be implemented to monitor and control achievement.
9. Sign-off from Project Sponsor and key stakeholder representatives.

The above activities will feed into the development and documentation of the Room Data sheets for sign off by the Lead Agency and DIT.

12.1.7 Quality Assurance

Quality assurance is the way in which we can check the quality 'planned' for delivery is actually being delivered. Continued measurement against the quality deliverables is a key part of the Quality Plan and forms an integral part of the Quality Control process.

The following checklist is provided as a guide to undertaking regular quality reviews for deliverables:

- Does it conform to the stated requirements?
- Does it conform to the required standards?
- Does it have a clear, detailed specification?
- Does it have good supporting documentation, i.e. Manuals, certificates etc.?
- Does it pass all necessary tests?

- Does it have all necessary components integrated?
- Does it meet the agreed quality objectives?
- Are there any outstanding risks to be addressed?
- Are there any outstanding changes to be made?
- Does it have all necessary maintenance logs?
- Is it ready for handover?
- Has it been accepted and granted sign-off?

The following checklist is provided as a guide to undertaking regular quality reviews for the project management effort:

- Is the project team aware of their roles & responsibilities?
- Has the project manager communicated current project status?
- Are regular progress meetings being held?
- Are all necessary plans and procedures in place?
- Is the risk register current and regularly updated?
- Are issues being logged and resolved appropriately?
- Is the change control process being followed?
- Is the quality plan current and quality assurance mechanism in place?
- Is the program current and are milestones being achieved?
- Is value being earned?

It is recommended that quality reviews are undertaken at key phase milestones in conjunction with Value Engineering workshops.

12.1.8 Quality Control during Construction

All project team members should provide details of their quality control procedures or Quality Plan for review with the DIT Project Manager and DPC Project Manager. These will often be incorporated into specifications as Witness / Inspection / Hold Points. The Contractor must prepare a Quality Plan that includes control arrangements for subcontractors, and the IMT should regularly review and report against the following:

- Identification of all work in progress.
- The status of activities for inspection and testing against the submitted program.
- The status of procurement and approval of samples and prototypes.
- Identification of all quality problems together with the Contractor's proposed and adopted solutions.
- Details of any non-compliance with the provisions of the project quality plan, the reasons for that non-compliance and the corrective action proposed or implemented, and results provided, status of non-compliance.
- A schedule of all current non-conformance notifications initiated by the Contractor, Contractor's Consultants or other authorised persons, which identifies the level of non-conformance, the effect on the works, the party responsible, any corrective action proposed and the target date for correction.

13 Communications Management

The focus of Communications Management is to ensure that stakeholders are understood in terms of their communications needs. It also involves determining what communication outputs will be exchanged over the course of the project (i.e. status updates, minutes of meetings, reports on deliverables etc.).

Project managers make careful plans to outline who receives which communications, who is responsible to deliver and respond to communication content, and how and when communications will be delivered.

These details are summarized in a communications plan or consultation strategy, which is created during the planning phase and then executed, monitored and adapted over the course of project implementation.

Preparing a communication plan involves six key points, which are defining the audience, defining the requirements, building a communications schedule, finding a responsible team member for preparing and scheduling the piece of communication, defining the medium of communication, and finally preparing the content.

Communication management governs all communication, coordination and reporting requirements to satisfy the project's objectives and requirements. As a minimum, communication management through each phase includes the following processes, procedures, tools and techniques:

13.1.1 Communications Planning

Stakeholder analysis to determine the various information and communications needs:

- Who needs what information,
- When they will need it, and
- How it will be given to them.

13.1.2 Information Distribution

Making required information available to stakeholders in a timely manner, using:

- Information Distributions Methods
- Information Retrieval Systems
- Email, Letters, and where necessary Memos
- Standard Forms, Proforma and Checklists
- Contract Documents, Specifications, Schedules and Drawings
- Reports
- Presentations

13.1.3 Performance Reporting

Conducting performance reviews, variance analysis, trend analysis and using information collection and dissemination tools and techniques noted above to:

- Measure progress and performance
- Variance analysis, trend analysis, earned value analysis,
- Forecast progress and performance
- Report Status

13.1.4 Administrative Closure

Generating, gathering, and disseminating information using the tools and techniques noted above to formalise phase and project completion.

Appendix E contains the Communications Management Plan, [which should be read in conjunction with the Adelaide City Deal Communications Plan.](#)

14 Interface Management

Appendix K contains the Interface Management Plan.

15 Appendices

Appendix A Conflict of Interest and Confidentiality Disclosure
Appendix B Responsibilities Schedule
Appendix C Governance Manual
Appendix D (1) Stakeholder Management Plan
Appendix D (2) Stakeholder Engagement Strategy
Appendix D (3) Change management Protocol
Appendix E AACC Communications Plan
Appendix F Project Agreement for the Adelaide City Deal
Appendix G Economic Participation Strategy Acquisition Plan
Appendix H Lot Fourteen Aboriginal Engagement Participation Strategy
Appendix I Risk Management Plan
Appendix J(1) Risk Register DPC
Appendix J(2) Risk Register DIT
Appendix K Interface Management Plan (pending)
Appendix L AACC Master Program

OFFICIAL

LOT_
FOUR
TEEN

Aboriginal Art and Cultures Centre

Project Management Plan

Design and Construction

December 2021

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts



Government
of South Australia

Documentation & Approvals

Version and confidentiality

Reference	Details
File number	
Classification	OFFICIAL
Version	
Status	

File name and location

File name	Document location

Revision history

Revision version	Revision date	Summary of change	Author
Draft	July 2021	-	s22(1)(a)(ii)
01	October 2021	Design Development Phase Update	
02	November 2021	Feedback and Comments from PSG	

Document sign-off

Department	Title	Name	Date Signed	Signature
Department for the Premier and Cabinet	Lot Fourteen State Project Lead	s22(1)(a)(ii)	10/12/2021	s22(1)(a)(ii)
Department for Infrastructure and Transport	Executive Director, Across Government Services	s22(1)(a)(ii)	22/12/2021	s22(1)(a)(ii)

ACKNOWLEDGEMENT

Aboriginal people have made and continue to make a unique and irreplaceable contribution to Australia.

The South Australian Government acknowledges and respects Aboriginal people as the state's first people and nations and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

The South Australian Government acknowledges that the spiritual, social, cultural and economic practices of Aboriginal people come from their traditional lands and waters, and that Aboriginal people maintain cultural and heritage beliefs, languages and laws which are of ongoing importance today.

Note that this Plan uses "Aboriginal" as reference to both Aboriginal and Torres Strait Islander peoples, as it is the commonly accepted word within the South Australian Aboriginal community.

Confidentiality

The information contained in this document is confidential to the South Australian Government. It may not be disclosed, duplicated or used for any purpose in whole or in part, without the prior written consent of the South Australian Government. All project participants external to the South Australian Government are required to sign a Conflict of Interest and Confidentiality Disclosure (Appendix A).

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Contents

1	Definitions	7
2	Document Purpose.....	8
3	Project Background	8
4	Project Definition	10
5	Project Organisation	12
6	Work Health and Safety and Environmental Management.....	15
7	Project Organisation and Control.....	16
7.1.1	Executive Steering Committee.....	16
7.1.2	Project Steering Committee	17
7.1.3	Project Control Group - Operations.....	17
7.1.4	Integrated Management Team.....	17
7.1.5	Aboriginal Reference Group.....	17
7.1.6	Stakeholder Engagement Strategy	18
7.1.7	Infrastructure SA's Infrastructure Assurance Framework	18
7.1.8	Stage Gate 1 'Strategic Analysis'	20
7.1.9	Stage Gate 2 'Business Case'	20
7.1.10	Stage Gate 3 'Procurement'.....	20
7.1.11	Stage Gate 4 'Service Readiness'.....	20
7.1.12	Stage Gate 5 'Benefits Realisation'	20
8	Financial Management	20
8.1.1	Commonwealth Funding Milestones	21
8.1.2	Gateway 4 - Concept Design phase and Part 1 Design Fees.....	22
8.1.3	Concept Report.....	22
8.1.4	Gateway 5 – Design, Documentation and Tender Phase – Part 2 and 3 Fees.....	22
8.1.5	Gateway 6 – Approval to call tenders for the Managing Contractor.....	22
8.1.6	Gateway 7 – Construction.....	23
8.1.7	Trade Contractor procurement.....	23
8.1.8	Change Management	24
8.1.9	Cost Plans	24
8.1.10	Value Management.....	25
8.1.11	Pre-Tender Estimate.....	25
8.1.12	Approved Construction Cost Plan (Post-Tender)	25
8.1.13	Contract Variation Procedure / Change Management.....	25
8.1.14	Contractor's Cost Management Requirements.....	25

Project Management Plan

OFFICIAL

8.1.15	Valuation of Work in Progress.....	26
8.1.16	Forecast Cash Flow Schedules	26
8.1.17	Value Management - Overview	26
8.1.18	Value Engineering	27
8.1.19	Payments.....	28
9	Aboriginal Economic Participation	28
10	Schedule Management.....	30
11	Risk Management	33
12	Design Management	34
12.1.1	Design and Documentation.....	35
12.1.2	Aboriginal cultural and curatorial reference and working groups	35
12.1.3	ODASA Architectural Review	35
12.1.4	DIT Design Reviews	36
13	Quality Management	36
13.1.1	Overview.....	36
13.1.2	Quality Planning.....	36
13.1.3	Quality Assurance.....	37
13.1.4	Quality Control during Construction	38
14	Communications Management	38
14.1.1	Communications Planning	39
14.1.2	Information Distribution	39
14.1.3	Performance Reporting.....	39
14.1.4	Administrative Closure	39
15	Interface Management.....	40
16	Appendices	41
	Appendix A Conflict of Interest and Confidentiality Disclosure	41
	Appendix B Responsibilities Schedule.....	41
	Appendix C Governance Manual	41
	Appendix D (1) Stakeholder Management Plan	41
	Appendix D (2) Stakeholder Engagement Strategy	41
	Appendix D (3) Change management Protocol.....	41
	Appendix E AACC Communications Plan.....	41
	Appendix F Project Agreement for the Adelaide City Deal	41
	Appendix G Economic Participation Strategy Acquisition Plan	41
	Appendix H Lot Fourteen Aboriginal Engagement Participation Strategy.....	41
	Appendix I Risk Management Plan.....	41
	Appendix J(1) Risk Register DPC.....	41

Appendix J(2) Risk Register DIT.....	41
Appendix K Interface Management Plan (pending).....	41
Appendix L AACC Master Program	41

1 Definitions

AACC	means the Aboriginal Art and Cultures Centre.
Building Projects	means a directorate of Across Government Services, DIT established to centrally manage across government delivery of building construction projects.
Cost Manager	means Rider Levett Bucknall, cost consultant engaged for the project.
DIT	means Department for Infrastructure and Transport.
DIT Project Manager	means the project manager appointed by Building Projects to lead and coordinate the delivery of the project.
DPC	means the Department of the Premier and Cabinet,
DPC Project Manager	means the project manager appointed by DPC
End User	means the department, agency or other organisation, which shall occupy and/or use the building or engineering construction project.
Final Completion	means the end of the project when all project defects have been resolved by the contractor or accepted by the Lead Agency.
Integrated Management Team	means the project team comprising of DPC Project Manager, DIT Project Manager, PSC accountable for the delivery of the project.
Lead Agency	means the department, agency or other entity requiring and paying for the building or engineering construction project.
Lead Agency Minister	means the Minister for the Lead Agency.
Lead PSC	means the architectural company accountable for leading and coordinating its own work and that of the engineering and other specialist professional disciplines.
PIP	means the PC028 Construction Procurement Policy - Project Implementation Process.
Practical Completion	means the point at which the construction works have reached a point at which the facility can be used for its intended purpose.
Project	means the building or engineering construction works being delivered by DIT on behalf of the Lead Agency.
Project Sponsor	Deputy Chief Executive, Department of the Premier and Cabinet.
PSC	means a professional service contractor being the architect, engineer, cost manager, planner, certifier or other building industry professional contracted to provide services to the project.

2 Document Purpose

This Project Management Plan has been implemented to outline how key project activities will be managed during the design and construction of the Aboriginal Art and Cultures Centre.

- Formalise the project management team,
- Clarify roles and responsibilities,
- Integrate the various activities required to plan and control the project.
- Integrate the oversight and decision-making mechanisms for the project.
- Provide all key stakeholders the baseline information on the project and the management processes in place to ensure business requirements are met.

This plan will be reviewed regularly by the Integrated Management Team (IMT) to ensure that the information contained herein is current. Reviews will be conducted at minimum, quarterly and after significant changes to the project's scope, approach and management processes.

3 Project Background

Item	Detail
Introduction	The Aboriginal Art and Cultures Centre (AACC) is a once-in-a generation opportunity to establish a truly distinctive, and internationally renowned, cultural attraction with the objective to boost tourism for South Australia.
Background	<p>The AACC will provide a platform for the Aboriginal people from across Australia to share their unique cultures and stories with the world.</p> <p>The AACC will work closely with the existing local and national cultural institutions, including the Art Gallery of South Australia, South Australian Museum, Tandanya National Aboriginal Cultural Institute, Adelaide Botanic Garden, History Trust and the State Library of South Australia to complement and enhance the positive outcomes for all.</p> <p>The commitment to this project is significant – with the South Australian Government committing \$115 million towards construction, and the Australian Government providing a further \$85 million through the Adelaide City Deal.</p> <p>The following reports have been produced to inform the strategic framework for the AACC:</p> <ul style="list-style-type: none"> • Stakeholder Engagement and Consultation Report, November 2019 • AACC Strategic Narrative, July 2020 • Strategic Business Case, July 2020

- AACC Reference Design, November 2020
- Final Business Case, December 2020
- Stakeholder Engagement Strategy and Action Plan, April 2021
- Preliminary Business and Operating Model, May 2021
- AACC Aboriginal Economic Participation Strategy, June 2021

The following outlines the status of activities that were completed prior to the commencement of the Concept Design phase:

- Preparation and submission of a Final Business Case outlining the construction and operating requirements of the AACC,
- Preparation of the Lead agency Reference Brief through the engagement of Woods Bagot DS+R to produce Brief Development Report Rev A dated Nov 20,
- Engaging Rider Levett Bucknall to establish a project order of costs referred to as the Project Base Case Cost Model for \$200M, and
- Undertaken the Infrastructure SA Gate 1 and 2 process.

The document trail for the process followed is provided below.

Strategic Context	Election commitment Adelaide City Deal Project Agreement Adelaide City Deal Implementation Plan Adelaide City Deal Project Agreement Lot Fourteen Masterplan
Adelaide City Deal Aboriginal Participation Target	<ul style="list-style-type: none"> • 1.4% FTE participation during construction (Project revised target: 2%) • 3% of contract value for Aboriginal businesses in the supply chain
Project Lead Agency	Department of the Premier and Cabinet
Project Key Partners	Department for Infrastructure and Transport (design and construction delivery) Department of Infrastructure, Transport, Regional Development and Communications (Adelaide City Deal) AACC Project Ambassador, Mr David Rathman AACC Aboriginal Reference Group AACC Executive Steering Committee Department of Treasury and Finance Renewal SA

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Project Assurance Review

The AACC project will be reviewed by Infrastructure SA to provide assurance to the South Australian Government that the infrastructure program is well planned and managed and delivers on intended community benefits without duplicating existing processes or unnecessarily burdening agencies.

Project Design and Construction Delivery

DPC as the Lead Agency has entered into agreement with the Department for Infrastructure and Transport for the delivery of the AACC building construction project in accordance with the Department of the Premier and Cabinet Circular PC028 – Construction Procurement Policy: Project Implementation Process (PIP).

4 Project Definition

Item	Detail
Vision	We see a country that connects powerfully with the living and ancient cultures of Australia's First Nations peoples, in and through deeply transforming, future-shaping encounters and experiences.
Purpose	The centre will offer an extraordinary, immersive experience combining traditional storytelling with modern technology to deliver a major cultural tourist attractor and a source of pride for all South Australians, as the world learns more about the unique stories and cultures of Australia's First Peoples.
Guiding Principles	<ul style="list-style-type: none"> • Health and Well-being • Truth-telling • Collaboration • Sustainability • Owned by the People of South Australia
Objectives	<ul style="list-style-type: none"> • Provide a unique curatorial experience that will attract and maximise local, interstate and international visitors; • Place Aboriginal art and cultures at the forefront, driving awareness, understanding and reconciliation; • Draw on the nation's collections, including the Aboriginal art and cultural collections held by our leading institutions; • Genuinely partner with the Aboriginal community from concept, development and ongoing operation; and • Adopt a project and operational governance approach that supports all the above.
Outcomes	<ul style="list-style-type: none"> • Program participants and visitors to AACC report an enhanced understanding, awareness and engagement with Aboriginal people and culture.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

- AACC curatorial program is highly regarded by audiences, artists, community organisations, the arts and cultural sector and Aboriginal communities as authentic and relevant.
- A significant number of exhibitions, programs and activities are delivered through partnerships / collaborations with Aboriginal organisations and artists.
- Financially sustainable operating model including commercial revenues. A significant percentage of Aboriginal and Torres Strait Islander participation and employment at AACC.
- Attract local, interstate and international visitors to attend exhibitions, programs, education and cultural performance at the AACC.

**Scope of this
Project
Management Plan**

In Scope:

- Project design and construction
- Project governance – planning and delivery
- Exhibition planning
- AACC stakeholder engagement
- AACC integration within Lot Fourteen precinct
- Aboriginal economic and workforce participation on the project
- Project communication
- Project handover

**Measures of
Success**

The project delivery team will establish key responsibility areas and key performance indicators specific to the design and construction that measure time, cost and quality objectives amongst other things to ensure the facilities support the achievement of the following AACC project measures of success:

KPI 1 – Program participants and visitors to AACC report an enhanced understanding, awareness and engagement with Aboriginal people and culture

KPI 2 – AACC curatorial program is highly regarded by Aboriginal communities, audiences, artists, community organisations, the arts and cultural sector as authentic and relevant.

KPI 3 – A minimum number of exhibitions, programs and activities are delivered through partnerships / collaborations with Aboriginal organisations and artists.

KPI 4 – Financially sustainable operating model including commercial revenues and a minimum 2 percent of Aboriginal and Torres Strait Islander participation and employment at AACC, and a minimum of 3 per cent of contract value for Aboriginal businesses in the supply chain.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

KPI 5 – Attract local, interstate and international visitors to attend exhibitions, programs, education and cultural performance at the AACC.

5 Project Organisation

Project Organisation Structure

The project's organisation structure is provided below.

Lead Agency	Department of the Premier and Cabinet
Lead Minister	The Premier
Project Sponsor	Deputy Chief Executive, Department of the Premier and Cabinet
Lead Agency Representative	State Project Lead, Lot Fourteen
End User	Assistant Director, Program and Strategy, Aboriginal Art & Cultures Centre
DPC Project Manager	Project Director, Design and Construct, Aboriginal Art & Cultures Centre
Construction Delivery	Department for Infrastructure and Transport
Principal	Minister for Infrastructure and Transport
Principal's Representative	Executive Director, Across Government Services, DIT.
Superintendent	Director, Building Projects, Across Government Services, DIT.
Superintendent's representative	Project Manager, DIT, with formal delegations from the Superintendent under the construction contract.

The project is co-funded by the Australian Government, represented below

Minister	Minister for Communications, Urban Infrastructure, Cities and the Arts
Agency	Department of Infrastructure, Transport, Regional Development and Communications

Project Management Framework

The following sets out the agreed management framework for the project between the Lead Agency, the End User and DIT.

The Responsibilities Schedule in Appendix B are to be read as part of this Agreement.

There are three key parties to the construction procurement process:

1. The Lead Agency is the project funder and represents the Lead Minister,
2. DIT as an Infrastructure Agency under PIP is the designated government expert adviser and risk manager and represents the Minister for Infrastructure and Transport. DIT in its Purchaser role initiates and manages all contracts with private sector professional service and construction contractors.
3. The End User represents the asset's users and stakeholders and is the party with whom the process has to be effectively managed to ensure the functional and service delivery requirements are met.

The agreed frameworks are directed at forming these key parties into an effective management process, which assures accountable collaboration throughout the construction project delivery process.

A key aspect of successful project delivery is a shared understanding of the roles and accountabilities of the key parties and these are set out below.

The Lead Agency

The Lead Agency is responsible consistent with the Responsibilities Schedule for:

- defining and articulating project requirements as the building owner;
- determining and justifying the scope of the project based on service delivery need and the strategic directions of the respective users, ensuring that the end user requirements are met;
- funding the project and determining the budget and the key priorities within the budget;
- the establishment of the project governance structure including the preparation, review and updating of the Terms of Reference (ToR) as required,
- ensuring via the project governance structure and the partnership with Building Projects, DIT that the delivery of the project is within the approved scope, quality, time and cost including:
 - effective resourcing of the project;
 - comprehensive risk management of all aspects;
 - comprehensive project review /reporting / recording processes;
 - quality assurance mechanisms;
 - project financial audits;
- ensuring that the project satisfies all requirements of sound prudential management;
- submitting proposals through all governmental approval stages;
- providing direction where budget/program/scope needs review;
- authorising variations to the agreed scope of the project in the form of additional works or value management options (within the approved budget);
- ensuring reports during the project and on completion are provided to government as required; and

- acting as an equal member of the Executive Steering Committee (and chair), Project Steering Committee (and chair), Integrated Management Team and Project Control Group – Operations (and chair).

The End User

The End User is responsible consistent with the Responsibilities Schedule for:

- contributing to determining and justifying the scope of the project based on service delivery need and the strategic directions of the respective users;
- user and stakeholder input to the design requirements, design development and documentation and signing-off of the project deliverables and outcomes;
- ensuring there is appropriate consultation with user representatives;
- ensuring that the Lead PSC is fully briefed on the operational and functional needs of the respective users;
- ensuring that the brief is agreed with the Lead Agency and adhered to after sign off;
- ensuring that the brief meets End User requirements;
- facilitation of the project during construction and commissioning; and
- acting as an equal member of the Project Steering Committee, Integrated Management Team and Project Control Group - Operations.

DIT Infrastructure Agency

The DIT Across Government Services division through Building Projects is responsible as Infrastructure Agency consistent with the Responsibilities Schedule for:

- undertaking risk and project management;
- advising on project roles and organisation structures and governance arrangements;
- the development of project programs;
- determining and implementing appropriate design and construction procurement processes and managing tendering and contract execution processes for all professional service and construction contractor engagements;
- directing and managing the services of the professional service and construction contractors;
- acting in formal roles of Principal's Representative, Superintendent and Superintendent's Representative in all contracts with the building industry;
- include the Client's Representatives in all project activities, meetings and correspondences
- providing a cost review process;
- providing a design review process;
- providing a construction advice process;
- assisting in the achievement of financial approvals and managing the achievement of planning, statutory and contract approvals;
- facilitating that building industry best practice is achieved; and
- acting as an equal member of the Executive Steering Committee, Project Steering Committee and Integrated Management Team (and chair).

6 Work Health and Safety and Environmental Management

Overview

The Department of the Premier and Cabinet recognises it has a responsibility for health, safety and the environment.

The AACC project will be managed strictly in accordance with the *Work Health and Safety Act* 2012 (South Australia) and Code of Practice on how to manage work health and safety risks (South Australia).

WHS Responsibilities

The Managing Contractor is responsible for work health and safety on the site. The Managing Contractor is to be accredited under the Australian Government Building and Construction WHS Accreditation Scheme and is to prepare and implement the Work Health and Safety (WHS) plan for the project and report on the WHS performance of the project on a monthly basis.

The DIT construction and safety team (within DIT Building Projects) are responsible for reviewing the WHS plan and conducting regular audits of its implementation. The outcomes of the audit are to be reported to the IMT and the PSG.

There is an open and transparent policy for recording all accidents or near misses and these should be included in the IMT and PSG reports and brought to the attention of the ESC.

Safety in Design

The Lead PSC is responsible for leading the safety in design process.

The DIT Project Manager is responsible for overseeing the safety in design process and reporting the outcomes to AACC Project Director D&C and IMT.

Environmental policy and controls

The Department of the Premier and Cabinet is dedicated to the responsible stewardship of the environment and sustainable development.

The Lead PSC is responsible for leading the sustainable design and ensuring compliance with the South Australian government's SASP targets.

The Project Team is to include a report on the sustainable design of the buildings in each design report for review and approval by the IMT.

The Managing Contractor is responsible for the preparation and implementation of the Construction Environmental Management Plan.

The DIT Project Manager is responsible for reviewing the Construction Environmental Management Plan and conducting regular audits of its implementation. The outcomes of the audit are to be reported to the IMT, AACC Project Director D&C and Managing Contractor.

7 Project Organisation and Control

Project Governance Structure

The detailed Governance Manual for the AACC is included in Appendix C.

Outlined below is the Project Governance Structure for the project.

Project Governance Outline

Effective governance and a clear decision-making process will be critically important for the delivery of the AACC Project.

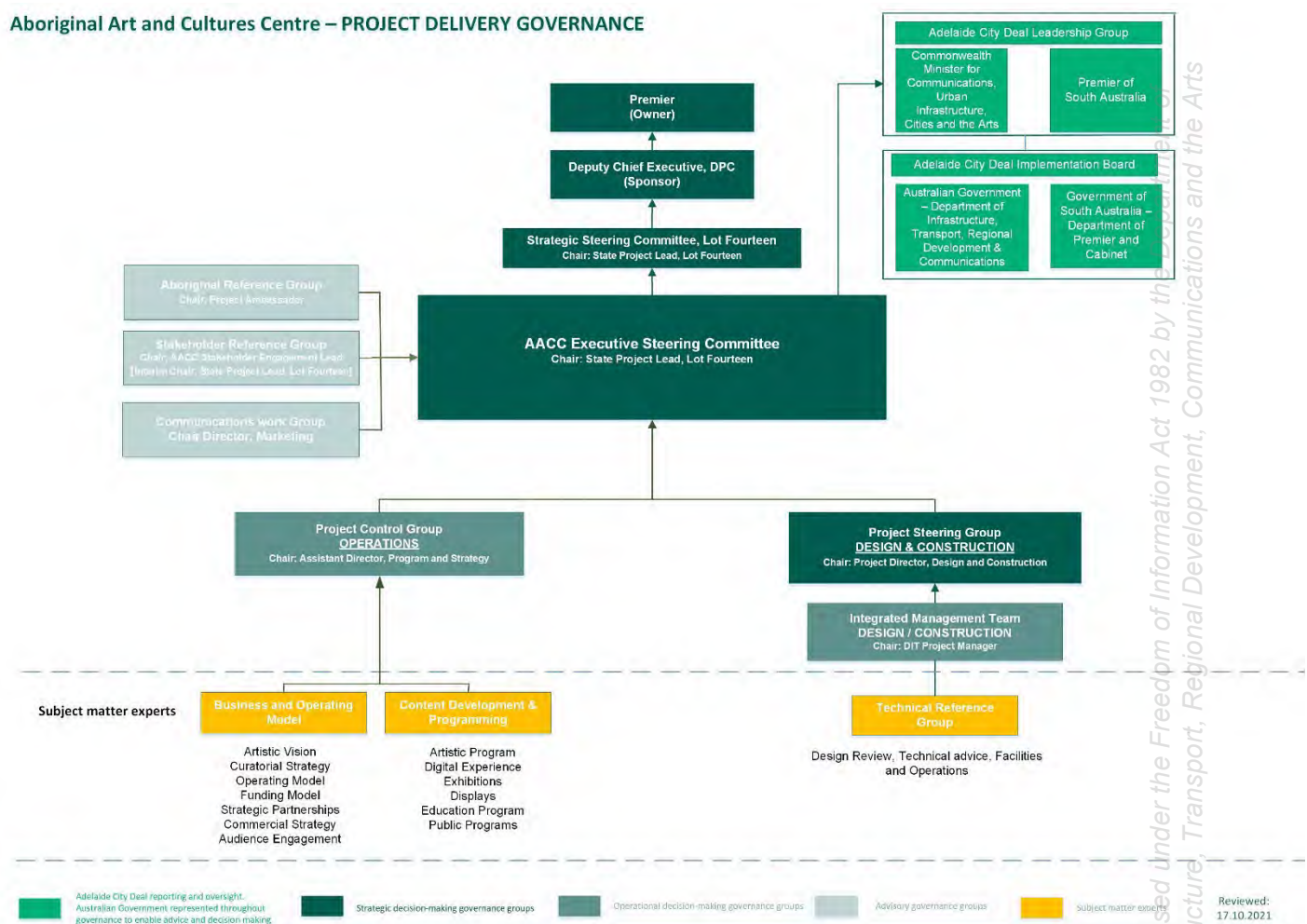
The proposed governance structure, shown below, has been arranged around three levels of responsibility being: Project Direction, Project Management and Stakeholder Consultation.

Governance Structure

7.1.1 Executive Steering Committee

The AACC Executive Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Executive Steering Committee will oversee the planning, development and delivery of the project and report to the Project Sponsor.

Aboriginal Art and Cultures Centre – PROJECT DELIVERY GOVERNANCE



The AACC Executive Steering Committee will have a cross-Government representation, including Aboriginal representatives.

The AACC Executive Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the project.

7.1.2 Project Steering Committee

The AACC Project Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Project Steering Committee will oversee the planning, development and delivery of the project and report to the Executive Steering Committee.

The AACC Project Steering Committee will consist of three members; the State Project Lead of Lot Fourteen, Department of Premier and Cabinet, the AACC Project Director D&C, Department of Premier and Cabinet and the Executive Director, Across Government Services, Department for Infrastructure and Transport.

The AACC Project Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the design and construction of the project.

7.1.3 Project Control Group - Operations

The AACC Project Control Group - Operations is established to support the delivery and decision-making for the AACC project. The AACC Project Control Group – Operations will oversee the planning, development and delivery of the Business and Operating Model, and Content Development and Programming, and will report to the Executive Steering Committee.

7.1.4 Integrated Management Team

The AACC Integrated Management Team (IMT) will oversee the planning, design and construction of the project and report to the AACC Project Steering Committee.

The AACC Integrated Management Team will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making on all operational elements of the project to ensure the project is delivered to scope and in line with the program and budget.

7.1.5 Aboriginal Reference Group

The Aboriginal Reference Group will provide strategic direction and leadership to ensure vision/key objectives of the AACC development meet requirements of cultural expectations and is representative of Aboriginal cultural history and truth-telling about the European occupation of Aboriginal Lands. The Aboriginal Reference Group sets out to achieve a strong representation of the Aboriginal people's story.

The Terms of Reference need to be read in conjunction with the Cultural Protocols established by the Aboriginal Reference Group, noting that the Cultural Protocols will be updated from time to time.

7.1.6 Stakeholder Engagement Strategy

A Stakeholder Engagement Strategy and Stakeholder Action Plan (the Strategy) has been developed and implemented to identify principal engagement outcomes required to enable the successful design, delivery and operation of the AACC.

Effective project management must ensure all stakeholder objectives are taken into consideration and appropriately managed. The Lead Agency is responsible for linking the project objectives with the organisational objectives in order to effectively manage change, and then guide and direct the project team, involving the key stakeholders to achieve those objectives.

The Strategy is included in Appendix H and will reviewed on a quarterly basis and updated as required to reflect requirements as the project progresses through the various phases of delivery.

The Strategy is to be read and implemented in conjunction with the Project Governance outlined in Appendix C , including the Terms of Reference for the various groups. And the Project Communications Plan included in Appendix E.

Assurance

7.1.7 Infrastructure SA's Infrastructure Assurance Framework

Infrastructure SA (ISA) was established on 26 November 2018 under the Infrastructure SA Act 2018. ISA is an independent advisory body meaning that it is obliged to act independently and is not subject to Ministerial direction.

ISA will have a role in monitoring the delivery and performance of projects with a capital value of \$50 million or more, including an ex-post benefits evaluation. ISA's new Infrastructure South Australia Assurance Framework (ISAAF) process modernises South Australia's approach to infrastructure planning, approvals, investment decisions, project monitoring and reporting. The ISAAF is designed to give the SA Government early and continuous oversight of risk management and performance, and to provide agencies with support, through the expert reviewer recommendations, when projects experience downside pressures. This is outlined in the following diagram.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Project Management Plan

OFFICIAL

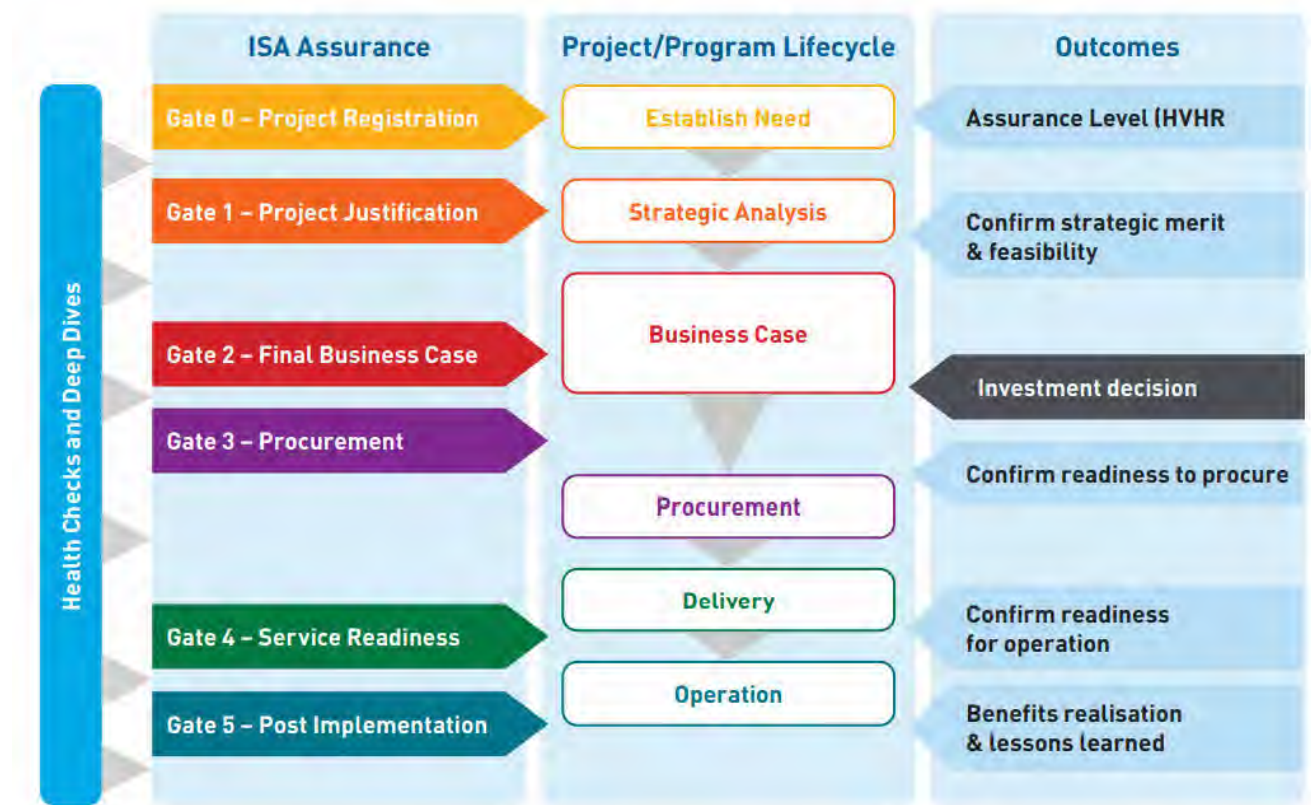
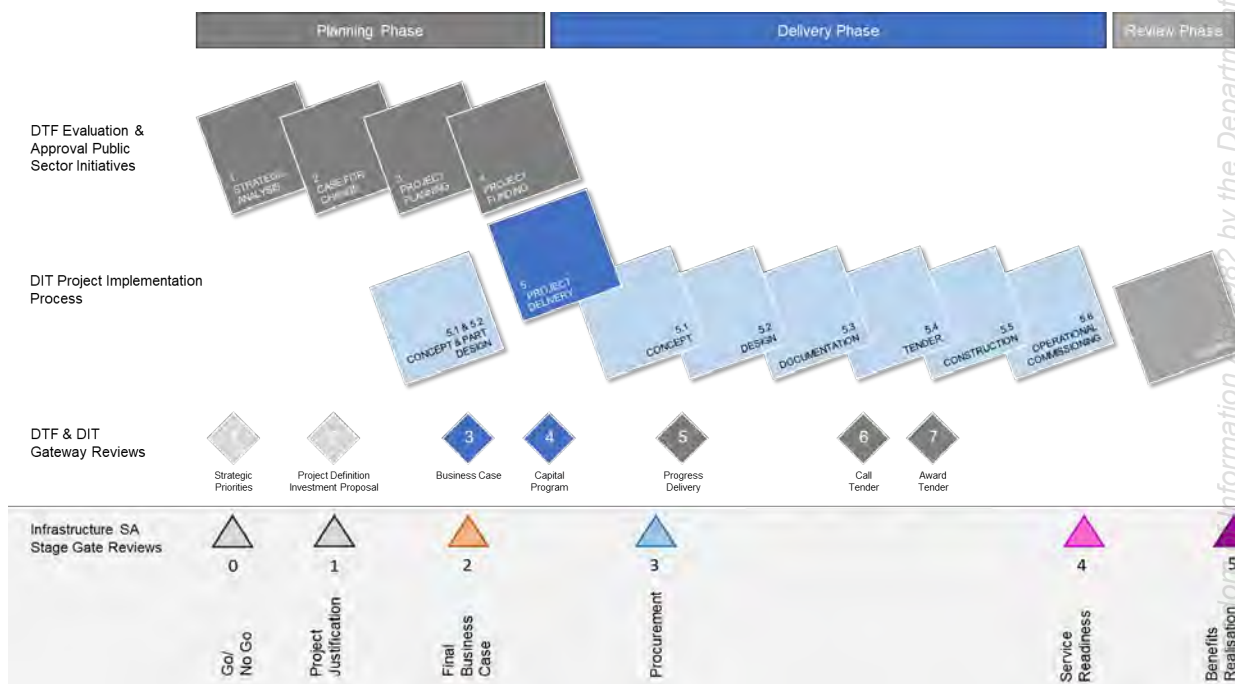


Figure 1 | ISA's Assurance Outline



Government's 5-Step Infrastructure Planning and Delivery Framework including Infrastructure SA's Stage Gate Review Process. Relationship diagram illustrating the sequence of various State Government approvals and Gateways.

7.1.8 Stage Gate 1 'Strategic Analysis'

Gate 1 has been completed.

7.1.9 Stage Gate 2 'Business Case'

Gate 2 has been completed.

7.1.10 Stage Gate 3 'Procurement'

Gate 3 has been completed.

Project Health Checks to be scheduled at regular intervals during delivery.

7.1.11 Stage Gate 4 'Service Readiness'

Gate 4 to be scheduled late 2024.

7.1.12 Stage Gate 5 'Benefits Realisation'

Gate 5 to be scheduled following Gate 4.

8 Financial Management

s47B(a)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Project Funding

The project funding is outlined below.

Funding Entity	Amount
Government of South Australia Department of the Premier and Cabinet	\$115,000,000
Commonwealth of Australia City Deals Department of Infrastructure, Transport, Regional Development and Communications	\$85,000,000
Total EX GST	\$200,000,000

Adelaide City Deal

The project is funded under the Adelaide City Deal which is a 10-year agreement between the Australian Government, the Government of South Australia and the City of Adelaide to grow Adelaide as an innovative and vibrant city.

The Adelaide City Deal outlines the funding and commercial requirements for the AACC and includes targets for Aboriginal Workforce and Economic Participation. A copy of the agreement is included in Appendix F.

8.1.1 Commonwealth Funding Milestones

As part of the funding arrangement with the Commonwealth Government, payment milestones are included in Appendix F.

The Code for the Tendering and Performance of Building Work 2016

The *Code for the Tendering and Performance of Building Work 2016* applies to the project as the Commonwealth's contribution to the project, including building work, is above \$10 million.

Procurement - Project Implementation Process (PIP)

PC028 Construction Procurement Policy - Project Implementation Process (PIP) will be implemented on the project to achieve a well-designed, appropriately tendered and effectively constructed project.

As part of PC028, the Gateway approvals process will be implemented to assist in the monitoring and reporting on budget costs throughout the various stages of the project. Gateways can be submitted and approved to meet requirements of the project and program.

Outlined below are the key Gateway approvals.

8.1.2 Gateway 4 - Concept Design phase and Part 1 Design Fees

DIT will tender the Design and Cost Management Services and submit these fees as part of Gateway 4.

Gateway 4 will comprise the Part 1 fixed LPSC and Cost Management fees, contingency and DIT fees for the Concept phase and Concept Report.

8.1.3 Concept Report

Prior to the committing costs on the detailed design and documentation phase, a Concept Report is required to be prepared to document, in sufficient detail, the following key items:

- preferred concept design described in drawings and a report on design philosophy, design solution, statutory planning and environment issues, and an assessment of cultural and heritage issues;
- economic evaluation of the preferred option including quantified non-financial costs and benefits or appropriate financial evaluation;
- cost estimate; and
- Indicative program.

The Concept Design Report was approved by the Lead Agency in August 2021.

8.1.4 Gateway 5 – Design, Documentation and Tender Phase – Part 2 and 3 Fees

When the Concept Report has been endorsed by the Lead Agency, DIT will prepare and submit Gateway 5 to the Lead Agency for approval, which will allow the project to proceed to the Design, Documentation and Tender phases in which further costs will be incurred.

Gateway 5 will contain fixed fees from the LPSC and Cost Manager, contingencies and DIT fees for the design, documentation and tender phase of the project.

The Lead Agency will obtain Gateway Five approval from the Lead Agency delegate (which may be the Lead Minister or Cabinet).

8.1.5 Gateway 6 – Approval to call tenders for the Managing Contractor

At the completion of the Registration of Interest period and a shortlist of registrants has been approved, DIT will prepare and submit Gateway 6 to enable tenders to be called for the Managing Contractor.

Gateway 6 was approved August 2021. Tenders were called and closed September 2021 and are currently under evaluation with appointment scheduled for November 2021 pending approvals.

8.1.6 Gateway 7 – Construction

At the completion of the Request for Tender phase and once all the tenders have been evaluated, and a preferred Managing Contractor approved, DIT will prepare Gateway 7 which enables the project to proceed to construction by committing the balance of the project expenditure and awarding the Managing Contractor contract. All allocations within the budget and approval of expenditure against the budget requires DPC's approval and directions.

Construction Cost Management

Once Gateway 7 is approved, the management of the costs will be in accordance with SA Government cost management procedures, DIT policies and procedures and governance requirements as outlined in this management plan.

The management of the cost of delivering the project will be included as part of the IMT Meetings to track and monitor the cost of the design and development phase as well as the construction of the works.

The Cost Manager will prepare a cost report to be tabled at each IMT Meeting that provides a comprehensive status and forecast of the works. The report will be tailored to suit the various stages of the project.

A summary of the status of the project costs will then be included in the DIT Monthly report to the PSG.

8.1.7 Trade Contractor procurement

The following procurement procedure outlines the methodology for the procurement of the various trade contractors to complete the works and will be reviewed upon the award of the Managing Contractor (MC).

- Initial review of potential trade contractor tender fields will be from DIT prequalified subcontractors. The tender field selection process will also include a review of suitable Aboriginal Businesses with the Lead Agency, OIA and The Circle – First Nations Entrepreneurial Hub.
- Where a pre-qualification does not exist, the MC will be required to submit a list of proposed tenderers to DIT and the Lead Agency, addressing a range of criteria for suitability.
- The Cost Manager, Lead PSC and specialist Subconsultant(s) may be required to provide comment on market intelligence and any recent experience with the proposed tender field, and where applicable identify any other suitable alternatives for consideration.
- To maximise Aboriginal Workforce and Economic Participation, tender field selection and tender conditions will also seek ways to ensure Aboriginal businesses can participate and/or Aboriginal people can be employed in delivery.
- The MC will prepare the detailed scope of works, with input from the Cost Manager, Lead PSC and specialist Subconsultants. DIT and the Lead Agency will review and approve any allowances and assumptions to be included in the trade budget,
- The MC and Lead PSC will work together to prepare the required tender documentation,

- The MC will issue the tender via the agreed Tender Information Management System,
- Tenders will be submitted to the MC via the agreed Tender Information Management System,
- The MC will open, review and evaluate the tenders and prepare a detailed tender evaluation form and issue to a Tender Review Panel for review and comment,
- The Tender Review Panel will comprise DIT, Lead Agency, MC, Lead PSC, Cost Manager and specialist Subconsultants as required. The Tender Review Panel will;
 - Review tenders for conformance.
 - Evaluate the tenders against the tender documents.
 - Evaluate the tenders against the outlined evaluation criteria (where applicable for value-based packages).
 - Review for technical conformance.
 - Review and assess any qualifications, clarifications and exclusions.
 - Assess any alternatives where applicable.
 - Review the price against budget.
 - Identify cost saving strategies where applicable to address any budget issues.
 - Ensure that the tender review process meets project requirements.
 - Make a recommendation on a preferred tender ranking
- The Cost Manager, if required, will then issue their recommendation to the Lead Agency representative for any comments and will then issue to DIT for recommendation.
- DIT will provide its recommendation to the Lead Agency for endorsement prior to approval.
- The MC will then award the tender upon receiving the approved recommendation from DIT.

8.1.8 Change Management

The Lead Agency is the only body that can issue any changes, in consultation with any relevant stakeholders and in accordance with any relevant thresholds. Any changes notified by the Lead Agency will be tracked, estimated and managed by the Cost Manager as outlined in Appendix G. A list of changes will be tabled at each IMT Meeting and is to be used by the Project Team to ensure the estimated cost of the project does not exceed the approved budget.

The Lead Agency is the only body that can allocate contingency expenditure within approved project budget allocation.

Changes to the Centre which are likely to increase the estimated cost of delivering the project that is likely to exceed the project budget must be approved by the appropriate delegate in accordance with Treasurer's Instruction 8 before implementation.

During construction the Cost Manager and Managing Contractor will work closely to monitor the cost of construction. The Lead Agency will regularly report project status and cost of construction to the key project partners.

8.1.9 Cost Plans

Cost Plans should be regularly reviewed and updated throughout the various phases of the project and shall be submitted to the Lead Agency Representative for approval prior to undertaking each subsequent phase.

8.1.10 Value Management

Value Management and Value Engineering techniques are employed during each phase, coinciding with the review of revised Cost Plans, to ensure cost targets are met whilst maximising value and achieving the required objectives outlined in the Project Brief. This is described further below.

8.1.11 Pre-Tender Estimate

Prior to the Tender period for any contract or subcontract, the Cost Manager will be required to complete a pre-tender estimate based upon the completed or near completed tender documentation or General Estimate of Quantities where applicable. This pre-tender estimate is to be submitted to the Lead Agency Representatives prior to the calling of tenders for all contracts.

8.1.12 Approved Construction Cost Plan (Post-Tender)

On receipt of tenders for the construction works (including any trade packages), the Cost Manager, in collaboration with the DIT Project Manager and Lead Agency Representatives shall establish the Construction Cost Plan for approval.

8.1.13 Contract Variation Procedure / Change Management

The Cost Manager, Lead PSC and Contractor shall issue notification to the DIT Project Manager and DPC Project Manager as soon as a significant potential cost change becomes evident. The notification shall include details of, and reasons behind any likely additional cost. The DIT Project Manager shall complete the review obtain any approval for the variation from the DPC Project Manager and subject to that approval instruct the Superintendent to issue a Contract Variation Notice and relevant instruction to the Contractor.

Any cost changes are to be discussed with the DPC Project Manager and are entered into the Construction Cost Plan following approval and acceptance. The Construction Cost Plan is to be updated continuously enabling the current financial position to be made readily available and to trace the history and impact of all changes.

The expenditure against provisional sum items included in contracts is to be approved by the Lead Agency prior to any instruction to proceed being issued to the Contractor or supplier. The Cost Manager will review all submissions received for provisional sum items and provide the DIT Project Manager and DPC Project Manager with a report that includes confirmation of the projected savings/overruns against the particular provisional sum item and a summary of costs to date.

8.1.14 Contractor's Cost Management Requirements

The Contractor shall establish and maintain a cost management system for the project to monitor all of its costs on the Project. The system shall be capable of providing financial reports as required by the DIT Project Manager, DPC Project Manager and Cost Manager.

8.1.15 Valuation of Work in Progress

At the commencement of the Contract, a trade breakdown register will be produced by the Contractor for agreement by the Superintendent, Cost Manager and approved by the DPC Project Manager. Each month, subject to the terms of the Contract, they will meet to carry out an assessment of progress of the Works on Site (as defined in the Contract). The percentage completion of each trade in all areas of the Works will be recorded on the trade breakdown register. Percentage completions recorded are then multiplied by the dollar value of work defined for each area, to produce a valuation of the work completed up to that date. Upon agreement of this amount, the Contractor will then submit its claim for payment with the Superintendent, in accordance with the appropriate clause of the Contract. Pursuant to that clause of the Contract, the Superintendent, with assistance from the Cost Manager as required will then assess the claim for payment and being satisfied, issue a payment certificate.

8.1.16 Forecast Cash Flow Schedules

At the commencement of each phase, the Consultants are to prepare a monthly cash flow projection for consultant fees and sundry expenditure and include the schedule in the monthly project status reports to the Superintendent and DPC Project Manager. These projections are to be reviewed and updated monthly showing the original cash flow projections, actual expenditure and the revised or updated cash flow projections.

At the completion of pre-tender estimates, a monthly cash flow projection for the Construction Works is to be prepared by the Contractor and Cost Manager and submitted to the Superintendent and DPC Project Manager. The Contractor and Cost Manager is to review and update the cash flow schedule on a monthly basis and include the updated schedule in his monthly report to the IMT. The monthly report should show the original cash flow projections, actual expenditure and the revised or updated cash flow projections.

8.1.17 Value Management - Overview

Value Management is inextricably linked with Quality Management. Whilst Quality Management will ensure the project delivers its essential functions and meets its required performance, Value Management ensures it meets those objectives for the lowest possible cost. In order to do so, the Value Management Process must commence as soon as the project deliverables are established, to examine all the alternatives that will produce the acceptable solution. This occurs through a series of workshops, commencing in the initial phase of project definition with representatives of each key stakeholder group, and continues through the project lifecycle, also as a means of confirming budget status.

A broad agenda and outline process for any Value Management Workshop is as follows:

1. Identify all key stakeholders.
2. Outline the key concepts, deliverables and desired outcomes.
(Note: these relate back to the project deliverables and quality objectives).
3. With the key stakeholders, identify any gaps in the information required to assess the project, the deliverables and how closely they align with the desired outcomes.

4. Identify any aspects of the project deliverables that appear 'superfluous', that is do not directly contribute to the project value and can therefore be excluded.
5. Investigate alternatives for each deliverable, identifying any cost reductions and/or value adding.
6. Review and identify the preferred options, evaluating these against the quality objectives also.
7. Document the outcomes, options and recommendations.
8. Sign-off from all key stakeholders.
9. Update the Project Budget and various sub-plans.

8.1.18 Value Engineering

The Value Management Workshops are to be carried out periodically at key phase milestones to identify and eliminate unnecessary costs without sacrificing quality objectives or requirements. This is described as Value Engineering using the following process as a guideline to the project:

1. With all key stakeholders, brainstorm the project to identify cost savings, or more cost-effective ways of achieving the project brief requirements, whilst also identifying any risks that may adversely affect the project and achievement of the objectives.
2. Use a suitable proforma (usually prepared by the Cost Manager) summarise any ideas generated. Collect ideas from all participants, remembering that at this stage, no idea is too big or too small, and should not be limited to those from any particular discipline or area of expertise.
3. Once all ideas have been collated, the DIT Project Manager, DPC Project Manager and Cost Manager will establish preliminary cost estimates for each idea for further discussion.
4. Once costs have been determined, use the following matrix to rate each idea from 1 to 5 for 'Impact on Cost' (Savings Potential), compared with their rating for 'Impact on Brief/Design/Programme' (Functional Analysis), where 1 = highest impact and 5 = lowest impact.
5. Review the ratings, agreeing by general consensus which options worth targeting as savings (and therefore eliminating from the project), and which are options that should be included in the project.
6. Lead Agency Sign-off.

The options found to be valuable cost savings are often those that are deemed to have the lowest impact on Brief/Design/Program if eliminated, but a high impact on cost. Those

usually found to be retained, and therefore further developed as part of the project, are those that will have a high impact on Brief/Design/Program if eliminated, even though they may still have a high impact on reducing cost if savings are necessary.

8.1.19 Payments

DIT will administer the progress claim assessment and recommendation process for Lead Agency's approval of the construction financial transactions in line with current SA Government financial management policies and procedures and Cabinet approval for this project.

The expenditure authority up to the approved project budget is delegated to the Lot Fourteen State Project Lead to enable efficient delivery of the AACC program of works.

Cost Reporting

An important part of the AACC governance is cost reporting and monitoring. The DIT Project Manager is responsible for providing monthly progress reports to the PSC on the status of the project financially.

The report should be concise and succinct focusing on key indicators such as original budget and anticipated final cost. The monthly progress report is also required to cover both historical and forecast expenditure, proposed changes and committed cost. Typically the cost report will cover the following:

- Description;
- Budget for the item;
- Contract value;
- Contract package reference no;
- Contingency;
- Anticipated variations;
- Approved variations;
- Committed costs; and
- Anticipated final cost

9 Aboriginal Economic Participation

Historically, Aboriginal people have been excluded from opportunities to share the nation's wealth. In the contemporary era, the development of a robust and sustainable 'Aboriginal economy' is essential for realising self-determining futures, facilitating sustainable and independent communities, and closing the gap. It is in this context that the Australian and South Australian Governments (along with other jurisdictions) have implemented policies and programs to encourage and support new Aboriginal businesses. This once-in-a-generation Aboriginal Art and Cultures Centre project has the opportunity to be an exemplar for creating opportunities for Aboriginal economic participation through partnerships and collaboration, therefore assisting in driving the change in social standards for Aboriginal people and communities of South Australia.

Maximising Aboriginal workforce and economic participation throughout the lifecycle of the project is a key objective and requirement of the Adelaide City Deal.

The project will achieve the following targets as a minimum:

- Workforce participation – 2% of the total FTE
- Economic participation – 3% of the contract value

Appendix H contains the Aboriginal Workforce and Economic Participation Strategy for the project.

Overseen by the AACC Aboriginal Reference Group, the AACC Aboriginal Economic Participation Strategy (the Strategy) has been developed for the purpose of defining practical solutions to support the realisation of economic benefits for Aboriginal people throughout the construction and ongoing operation of the AACC. The AACC Aboriginal Reference Group will continue to oversee the implementation of the Strategy through regular monitoring and evaluation.

In aspiring to achieve maximum Aboriginal workforce and supply chain participation within the AACC project, this Strategy considers:

- workforce opportunities, supported by training and development programs to facilitate maximum participation by Aboriginal people in the AACC project from construction to ongoing operation of the centre,
- opportunities to facilitate the engagement of Aboriginal businesses during different phases of the project, including ongoing operation of the centre,
- measurable targets for Aboriginal workforce and business engagement, supported by key performance indicators to measure outcomes against the targets, and
- SA Aboriginal Affairs Action Plan, Reconciliation Action Plans of various agencies, SA Industry Participation Policy, and the Adelaide City Deal requirements to enable effective implementation of this Strategy.

A Tailored Industry Participation Plan (TIPP) has been developed by the Office of the Industry Advocate (OIA) outlining key performance and reporting measures to be provided by the Managing Contractor.

Working with the support of DPC, DIT and The Circle – First Nation's Entrepreneurial Hub, the Managing Contractor will develop specific tools and techniques during construction delivery to achieve agreed stretch targets (ie greater than those stipulated above).

DPC will also develop specific tools and techniques to deliver on the strategy for the AACC operations.

10 Schedule Management

Responsibilities

During the planning and design of the project, the DIT Project Manager is responsible for developing, and reporting on, the planning and design schedule and the outline implementation schedule for DPC Project Manager approval.

During construction, the Managing Contractor is responsible for preparing and updating the construction schedule for DPC Project Manager and DIT Project Manager approval. The Superintendent is responsible for reviewing and reporting on the schedule.

The IMT is responsible for directing actions subject to Lead Agency approval to manage schedule delays or risks, acting on recommendations by the Project Team.

Schedule development

The DIT Project Manager must prepare a schedule for the planning and design of the project immediately after engagement. The schedule for the planning and design of the project must include:

- All design activities
- Stakeholder engagement activities, including workshops
- Approval timeframes
- Site investigations
- Business case requirements

As part of each monthly PSC report, the DIT Project Manager must prepare a schedule for the implementation of the project which includes:

- any approval required to commence a stage of the project, and the timeframes for acquiring any resource, financial, engineering or other logistic upon which the program for delivering the works specifically relies
- any constraints outside the Project Team's control that may affect the timing of the implementation
- a detailed breakdown of all construction processes for each stage of the project including:
 - all procurement activities
 - any enabling activities
 - approvals
 - site establishment
 - decanting and demolition of facilities to clear the site
 - installation of temporary infrastructure
 - installation or upgrade of site services
 - WH&S reports

Released under the Freedom of Information Act 1992 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

- all construction activities broken down by stage and then by Contractor
- dependencies between activities
- critical path activities
- staging requirements and constraints
- contingency for each activity or stage
- the required date for completion
- the expected date of completion
- all commissioning activities and certifications
- ICT installation
- operational commissioning and user relocation activities
- DLP and financial closure activities

The Managing Contractor's program for the implementation phase must meet the above requirements.

Schedule reporting requirements

The Managing Contractor is required to provide monthly schedule updates and progress reports detailing the implementation status of the project. These reports should be included in the DIT Monthly Report and presented at the monthly PSC by the DIT Project Manager. The report must include the following:

- detailed description of activities planned for the coming reporting period
- program risks, including management strategies and contingency plans
- analysis of critical path activities
- analysis of critical resources and impact on the program if the resource is lost
- alternatives for programming the construction work
- contingencies allowed for critical activities
- opportunities for fast-tracking the construction
- program constraints
- any activity deletions or additions since the previous program update
- an assessment of the performance of the construction against the program to date, including an assessment of trends with respect to the contingency remaining for each stage over time
- WH&S reports
- other details as required by the DIT Project Manager in writing

The DIT Project Manager is to review each report and provide commentary on each aspect of the report for consideration by the IMT.

Master Program

DIT will develop a Master Program at the commencement of the Concept Design phase that will include the following:

- project phases such as design, construction and post construction activities,
- key milestones and approvals required,
- outline the design and construction process, and
- contain suitable industry contingencies and timeframes.

The Master Program will be regularly updated and included in the monthly progress reports.

The program may be updated from time to time and included in this PMP without revising the document.

Approvals

The following table outlines the key approvals required and responsibility for obtaining the required approval.

Approval / Milestone	Responsibility
ISA Approvals	
Gate 3 Procurement	DPC/ Assistance DIT
Gate 4 Service Readiness	DPC
Gate 5 Post Implementation	DPC
PIP Approvals	
Gate 4 – Engage Lead PSC and Cost Manager	DIT prepare / DPC Approves
Gate 5 – Proceed to Design, Documentation & Tender	DIT prepare / DPC Approves
Gate 6 – Tender Managing Contractor	DIT prepare / DPC Approves
Gate 7 – Proceed to Construction	DIT prepare / DPC Approves
Public Works Committee	DPC
Concept Design Report	Lead PSC
Planning Report and Lodgement	Lead PSC
Development Approval	Lead PSC
Construction related approvals	Managing Contractor

11 Risk Management

Risk Management

A Risk Management Plan has been developed and contains the processes for identifying, analysing, and responding to those risks that may be a threat or an opportunity in achieving the project objectives.

It is essential to monitor risks and the effectiveness of the risk treatment plan on an ongoing basis. In order to accommodate a changing environment, the risk management process will be repeated regularly. Monitoring provides routine surveillance of actual performance for comparison with expected or required performance. All residual risks must also be monitored and reviewed.

The higher the risk severity, the higher the level of management assigned to deal with it. In addition to residual risks, it is likely that new risks will occur during the project lifecycle. It is important that the review process allows for any new risks to be identified, treated and monitored. An important component of the risk monitoring and review process is lessons learned through reviewing events, the treatment plans and their results.

Clear and thorough documentation throughout the project lifecycle is imperative to ensure that risk is analysed and managed in a systematic manner and to demonstrate to stakeholders that a professional and efficient process has been followed.

In addition to adhering to established Policies and Procedures which embed Risk Management techniques, through the design and documentation phases the Project Team will systematically adopt the Safety in Design Process as a key Risk Management tool. This process continues through Construction and is supplemented by the Contractor's Risk Management Process. Risk Registers which nominates the risks, their causes and their potential impact are prepared and regularly reviewed throughout the project to include;

- Risk Management Strategies – describes the types of management strategies available, giving examples and of situations in which they should be used.
- Risk Treatment Schedules and Plans – documents the new management actions and controls to be adopted.
- Risk Response Strategies – lists the recommendations nominated for best dealing with the recognised risks.

The Risk Management Plan is included in Appendix I.

Risk Register

Each Agency is responsible for the management of their risk register.

DIT will be responsible for the management of the project design and construction risks. DPC will be responsible for the broader project-based risks

The DPC and DIT risk registers are included in Appendix J(1) and J(2) respectively.

Design and Construction Risk Register and Safety in Design

DIT will maintain the Design and Construction Risk within the overall Project Risk Register.

The project is required to adhere to the Safety in Design principles detailed in the Principles of Safe Design for Building Projects (G125). The LPSC, PSCs and Design Team is to adhere to the principles and design for safety throughout the lifecycle of the building and identify, eliminate and control all risks.

A Safety in Design Matrix is to be created early in the design phase and keep records of safe design management.

12 Design Management

DIT will oversee the design management of the project in conjunction with the Lead PSC and will be subject Lead Agency approvals.

The Lead PSC will be engaged to undertake the design, design management and be responsible for achieving the Development Approval for the project.

The Lead PSC will engage all required Professional Services Consultants / Contractors to complete the LPSC scope of works.

The design and documentation phase of the project will be undertaken in accordance with the PIP process and amended to suit the nature of the project.

Cultural awareness

The AACC Project Ambassador and Aboriginal Reference Group will provide cultural awareness assistance to the design team.

Cultural Awareness will involve a continuing process of development throughout project delivery. A number of initiatives will be developed as noted below;

- Undertake procurement in a manner to maximise outcomes of the Aboriginal Workforce and Economic Participation Strategy.
- Develop a Project Charter to ensure that Cultural Integrity is maintained throughout the delivery of the project.
- Develop Site Induction and Cultural Awareness Training programs for Project Team members, including Trade subcontractors.
- Provide culturally sensitive facilities on site and include cultural displays and place markers.
- Include Cultural Awareness matters for discussion at regular project/site meetings, and at frequent “toolbox” meetings.
- Celebrate events of cultural significance.
- Implement Cultural and Heritage Management Plans.
- Promote Aboriginal Artwork and Displays during construction.
- Develop Aboriginal Mentoring Program for site personal during construction.
- Regular newsletters reporting on project milestones and achievements, with a focus on cultural engagement and safety.

Key Design Stages

The design will be undertaken in 3 stages to enable the development of the design and the input from key stakeholders and review and endorsement by the Lead Agency.

Concept Design Phase Development Plan Consent has been achieved.

12.1.1 Design and Documentation

The Design and Documentation phase includes the development of the concept to a high level of design detail through schematic design and design development:

- developing the approved concept design in detail to confirm form and structure,
- developing the approved concept design in detail to incorporate Stakeholder feedback, End-user requirements and business and operating functionality
- materials and aesthetics,
- services and site works and detailed work on the cost plan and estimate,
- procurement program and risk management plan,
- preparation of the drawings, specification and conditions of contract for the required construction contracts.

12.1.2 Aboriginal cultural and curatorial reference and working groups

A fundamental requirement of the detailed design and documentation phase will be the consultation and engagement of Aboriginal cultural and curatorial stakeholders and working groups in the detailed design process.

The DPC Project Manager, DIT Project Manager and Lot Fourteen Aboriginal Stakeholder Engagement Lead will work with the End User to ensure the inclusion of Aboriginal cultural and curatorial requirements are included in the design process as well as managing feedback and management of the various reference and working groups.

The management of the reference and working groups will change throughout the stages of the design and documentation phase and may be updated without updating this plan.

12.1.3 ODASA Architectural Review

As part of the DIT design review process, the concept, design and documentation will be issued to personnel within ODASA who will review the design and documentation for compliance with SA Government policies and provide comments to the LPSC.

Comments provided by the Architect are not design hold points and will not relieve the LPSC of any obligations.

12.1.4 DIT Design Reviews

During the various key design stages DIT personnel will periodically review the documentation and provide comments to the LPSC and wider design team in consultation with the Lead Agency to ensure that the design meet End User's requirements.

During the review process the project will be checked for compliance with various SA Government Requirements.

DIT Construction Inspections

During the construction of the works, the DIT Construction Team will progressively inspect the works and provide feedback to the construction team and Lead Agency.

Building Certifier – Building Rules Consent

DIT will engage an independent Building Certifier that will review the design documentation for compliance with the National Construction Code and provide Statement of Compliance and issue the approved documents to the regulatory authority for the issuing Building Rules Consent.

Completion

Completion of the works will be as per G182 Completion Requirements for Managing Contractor GC21 Building Projects and Lead Agency requirements. Quality Management

DIT will conduct reviews of the design at the Concept, Design and Documentation phases to ensure that the contract material provided by the PSCs meets the briefed requirements and all relevant government policies and standards.

DIT will appoint construction advisers to ensure that the construction contractor meets the requirements set out in the specifications, drawings and schedules under the construction contract.

DIT will ensure that all PSCs and construction contractors appointed to the project operate effective quality assurance systems in accordance with the requirements of DIT Prequalification System.

12.1.5 Overview

Quality management comprises the set of processes that ensure the result of a project meets the needs for which the project is executed. These processes include quality planning, assurance, and control.

12.1.6 Quality Planning

As soon as the broad requirements and strategic objectives of the project are known, the DIT Project Manager and DPC Project Manager together with the LPSC and Cost Manager should involve all key stakeholders in developing a common understanding of the project deliverables and furthermore, a common understanding on the desired quality of those deliverables and the means by which these will be achieved.

A broad outline for the process of developing the functional requirements follows:

1. Invite all key stakeholders, ensuring you have an understanding of their expectations regarding outcomes and their importance to the success of the project
2. Identify the project objectives
3. Identify the alternatives and/or means to achieving the project objectives – these are the project deliverable
4. For each deliverable, define the success criteria. These will be the indicators to evaluate whether the project has successfully met the required objectives and has been successfully managed and implemented
5. For each deliverable, define the acceptance criteria. These will be the specific conditions required to be met in order for that deliverable to be deemed acceptable and sign-off granted evidencing the deliverable has provided what was required and met the objective
6. For each deliverable, define the quality drivers, considerations and objectives. These are often categorised as follows:
 - Useability requirements
 - Durability requirements
 - Cost to deliver
 - Time to deliver
 - Performance required
 - Maintenance requirements/standards
 - Context to be considered
 - Standards/Codes to be met
7. Assign roles and responsibilities for all project team members and key stakeholders to contribute to the achievement of quality objectives
8. Record the outcomes and next steps to be implemented to monitor and control achievement.
9. Sign-off from Project Sponsor and key stakeholder representatives.

The above activities will feed into the development and documentation of the Room Data sheets for sign off by the Lead Agency and DIT.

12.1.7 Quality Assurance

Quality assurance is the way in which we can check the quality 'planned' for delivery is actually being delivered. Continued measurement against the quality deliverables is a key part of the Quality Plan and forms an integral part of the Quality Control process.

The following checklist is provided as a guide to undertaking regular quality reviews for deliverables:

- Does it conform to the stated requirements?
- Does it conform to the required standards?
- Does it have a clear, detailed specification?
- Does it have good supporting documentation, i.e. Manuals, certificates etc.?
- Does it pass all necessary tests?

- Does it have all necessary components integrated?
- Does it meet the agreed quality objectives?
- Are there any outstanding risks to be addressed?
- Are there any outstanding changes to be made?
- Does it have all necessary maintenance logs?
- Is it ready for handover?
- Has it been accepted and granted sign-off?

The following checklist is provided as a guide to undertaking regular quality reviews for the project management effort:

- Is the project team aware of their roles & responsibilities?
- Has the project manager communicated current project status?
- Are regular progress meetings being held?
- Are all necessary plans and procedures in place?
- Is the risk register current and regularly updated?
- Are issues being logged and resolved appropriately?
- Is the change control process being followed?
- Is the quality plan current and quality assurance mechanism in place?
- Is the program current and are milestones being achieved?
- Is value being earned?

It is recommended that quality reviews are undertaken at key phase milestones in conjunction with Value Engineering workshops.

12.1.8 Quality Control during Construction

All project team members should provide details of their quality control procedures or Quality Plan for review with the DIT Project Manager and DPC Project Manager. These will often be incorporated into specifications as Witness / Inspection / Hold Points. The Contractor must prepare a Quality Plan that includes control arrangements for subcontractors, and the IMT should regularly review and report against the following:

- Identification of all work in progress.
- The status of activities for inspection and testing against the submitted program.
- The status of procurement and approval of samples and prototypes.
- Identification of all quality problems together with the Contractor's proposed and adopted solutions.
- Details of any non-compliance with the provisions of the project quality plan, the reasons for that non-compliance and the corrective action proposed or implemented, and results provided, status of non-compliance.
- A schedule of all current non-conformance notifications initiated by the Contractor, Contractor's Consultants or other authorised persons, which identifies the level of non-conformance, the effect on the works, the party responsible, any corrective action proposed and the target date for correction.

13 Communications Management

The focus of Communications Management is to ensure that stakeholders are understood in terms of their communications needs. It also involves determining what communication outputs will be exchanged over the course of the project (i.e. status updates, minutes of meetings, reports on deliverables etc.).

Project managers make careful plans to outline who receives which communications, who is responsible to deliver and respond to communication content, and how and when communications will be delivered.

These details are summarized in a communications plan or consultation strategy, which is created during the planning phase and then executed, monitored and adapted over the course of project implementation.

Preparing a communication plan involves six key points, which are defining the audience, defining the requirements, building a communications schedule, finding a responsible team member for preparing and scheduling the piece of communication, defining the medium of communication, and finally preparing the content.

Communication management governs all communication, coordination and reporting requirements to satisfy the project's objectives and requirements. As a minimum, communication management through each phase includes the following processes, procedures, tools and techniques:

13.1.1 Communications Planning

Stakeholder analysis to determine the various information and communications needs:

- Who needs what information,
- When they will need it, and
- How it will be given to them.

13.1.2 Information Distribution

Making required information available to stakeholders in a timely manner, using:

- Information Distributions Methods
- Information Retrieval Systems
- Email, Letters, and where necessary Memos
- Standard Forms, Proforma and Checklists
- Contract Documents, Specifications, Schedules and Drawings
- Reports
- Presentations

13.1.3 Performance Reporting

Conducting performance reviews, variance analysis, trend analysis and using information collection and dissemination tools and techniques noted above to:

- Measure progress and performance
- variance analysis, trend analysis, earned value analysis,
- Forecast progress and performance
- Report Status

13.1.4 Administrative Closure

Generating, gathering, and disseminating information using the tools and techniques noted above to formalise phase and project completion.

Appendix E contains the Communications Management Plan.

14 Interface Management

Appendix K contains the Interface Management Plan.

15 Appendices

Appendix A Conflict of Interest and Confidentiality Disclosure
Appendix B Responsibilities Schedule
Appendix C Governance Manual
Appendix D (1) Stakeholder Management Plan
Appendix D (2) Stakeholder Engagement Strategy
Appendix D (3) Change management Protocol
Appendix E AACC Communications Plan
Appendix F Project Agreement for the Adelaide City Deal
Appendix G Economic Participation Strategy Acquisition Plan
Appendix H Lot Fourteen Aboriginal Engagement Participation Strategy
Appendix I Risk Management Plan
Appendix J(1) Risk Register DPC
Appendix J(2) Risk Register DIT
Appendix K Interface Management Plan (pending)
Appendix L AACC Master Program

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 5 May 2022 2:42 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: FW: Tarrkarri - ACD sign

OFFICIAL

Hi s22(1)
() i)

Please see attached for your review.

Kind regards

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
Lot Fourteen
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | [W lotfourteen.com.au](http://www.lotfourteen.com.au)

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



Ngai tampinthe ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyananguku yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii)
Sent: Friday, 18 February 2022 3:23 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: Business and Operating Model and Governance Plan [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

I have spoken with s22(1)(a) about the project plan and he will get the amendments back to us as soon as possible.

There are two questions (pages 10 and 35) for the Business Operating Plan, and a few comments for the Governance Plan. Once you are happy with the amendments, could you please send the updated papers to s22(1)(a)(ii) and s22(1)(a)(ii) (cc'd) – they may have additional questions or comments, but I am hoping we have covered off the main points.

Please do not hesitate to contact s22(1)(a)(ii) if you have any questions or concerns.

Thank you again for all of your help – it is much appreciated.

Kind regards,

s22(1)(a)(ii)

s22(1)(a)(ii)

Assistant Director
 Adelaide City Deal | Cities
 Division
 Department of
 Infrastructure, Transport,
 Regional Development and
 Communications

t: s22(1)(a)(ii)

w:

www.infrastructure.gov.au



Released under the Freedom of Information Act 1992
 Department of Infrastructure, Transport, Regional Development, Communications and the Arts

GPO Box 594, Canberra
ACT 2601

The department proudly acknowledges the Traditional Owners and Custodians of Australia, and their continuing connections to the land, waters and communities. We pay our respects to them and to their Elders past, present and emerging.

OFFICIAL

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Governance Manual Aboriginal Art and Cultures Centre July 2021

*Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts*

Contents

1. Introduction.....	3
1.1. Purpose of this Governance Manual	3
1.2. Structure of the Governance Manual	3
2. Project governance structure.....	4
3. Terms of Reference	5
3.1. Executive Steering Committee (ESC).....	5
3.2. Project Steering Group (PSG).....	9
3.3. Integrated Management Team (Design and Construction)	13
4. Schedule of Delegations	19

1. Introduction

1.1. Purpose of this Governance Manual

The purpose of this plan is to communicate the governance and assurance arrangements for the Aboriginal Art and Cultures Centre (AACC).

Compliance to this manual by relevant parties shall be monitored, and is subject to annual review by the Executive Steering Committee ('ESC').

This governance manual is a live document. It is intended that it is developed and refined as the project develops to reflect the changing environment that the project is being delivered in and the particular risks or issues encountered.

1.2. Structure of the Governance Manual

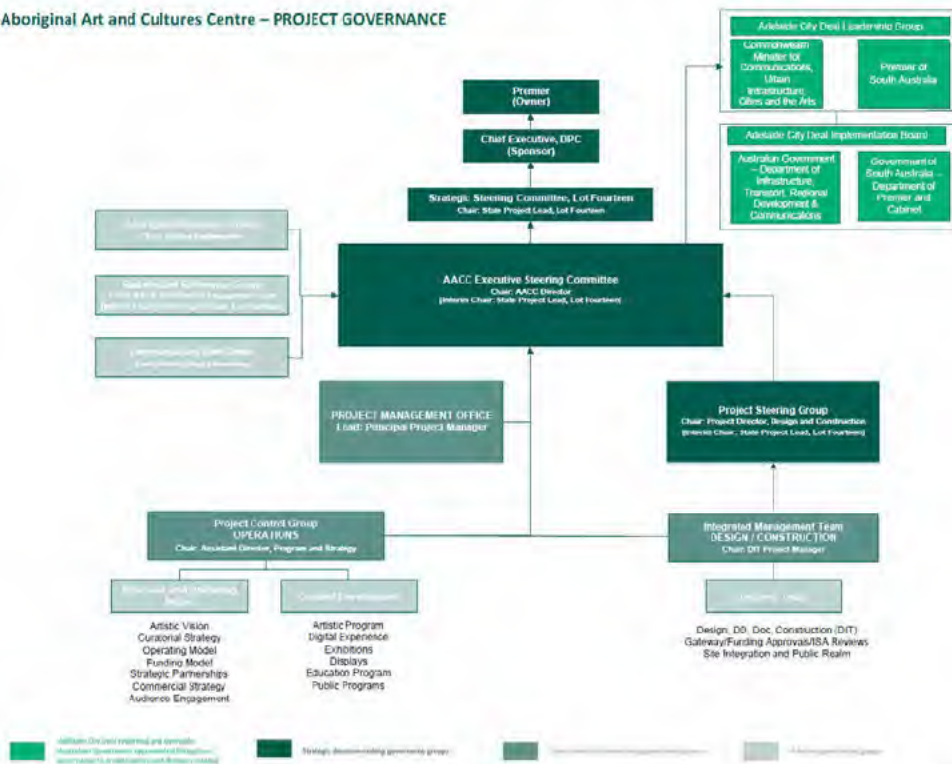
This governance manual is arranged as follows:

- Part A (Terms of Reference) provides the organisational structure of the project and the key roles, responsibilities and delegations of the major groups within the structure
- Part B (Project Controls) details the key requirements for the management of the project to ensure effective governance

2. Project governance structure

The following diagram summarises the project hierarchy, recognising that the ESC will be answerable to the government through the Minister.

Aboriginal Art and Cultures Centre – PROJECT GOVERNANCE



Commented s22(Please update the Adelaide City Deal governance structure – the Leadership group must contain the Mayor of the City of Adelaide, and the Implementation Board must include the City of Adelaide – they don't have direct decision-making powers, so you can put them in a different colour if you like, but they need to be included as part of the structure. s22(is also looking to update in the project plan).

3. Terms of Reference

3.1. Executive Steering Committee (ESC)

Document Approval and Control

Version and confidentiality

Reference	Details
File Number	
Version	4.0
Status	FINAL

File name and location

File name	Document location
AACC Executive Steering Committee ToR v4.0	DPC Objective B1048301

Revision history

Revision version	Revision date	Summary of change	Author
Draft	23.10.2020	Draft	s22(1)(a)(ii)
Final	20.11.2020	Incorporation of feedback from AACC ESC, 16 November 2020	
Draft	05.02.2021	Dispute resolution and new members added	
Draft	07.04.2021	Decision Making section added	
Draft	04.05.2021	Dispute Resolution, Reference / Working Groups updated	

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	10/05/2021	s22(1)(a)(ii)

AACC Executive Steering Committee Background

The AACC Executive Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Executive Steering Committee will oversee the planning, development and delivery of the project and report to the Lot Fourteen State Project Lead.

The AACC Executive Steering Committee will have a cross-Government representation, including Aboriginal representatives.

Role of the AACC Executive Steering Committee

The AACC Executive Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the project.

The AACC Executive Steering Committee will support the delivery of the project by:

- Acting as the decision-making group to support & ensure effective delivery of the AACC project within Lot Fourteen with defined thresholds.
- Providing strategic advice on aspects of the project and its integration with Lot Fourteen and beyond, including connections across South Australia, nationally and internationally.
- Identifying and resolving or escalating issues to the Lot Fourteen State Project Lead to ensure effective and efficient project delivery.
- Ensuring clarity and agreement regarding responsibilities and accountability for actions to progress the project.
- Ensuring alignment to the Adelaide City Deal Project Agreement requirements and providing the relevant project updates to the Australian Government.
- Coordinating the relevant stakeholders to deliver an integrated and collaborative project solution and maximise the outcomes for all stakeholders and for the State.
- Monitoring progress of the project against key milestones and ensuring compliance against project budgets and project objectives.
- Reviewing major risks and quality controls and providing guidance on mitigation of those major risks / quality control.
- Inviting Subject Matter Experts to present on matters that will assist with project delivery and meeting the project objectives.
- Overseeing the delivery of deliverables and procurement processes, as well as planning and development approvals, construction and project closure.
- Considering any other matters referred to it by the Lot Fourteen State Project Lead.
- Providing project advocacy and governance to deliver best practice.

Responsibilities of Members

The responsibilities of the members include:

- Understand the vision, objectives and long-term desired outcomes for the delivery of the AACC project.
- Represent, inform and raise relevant issues to the AACC Executive Steering Committee Chair of relevant State's and national priorities, policies, projects and initiatives.

- Demonstrate leadership, provide expertise and collaborate transparently with other members.
- Act as project supporters and champions through communications within relevant agencies.
- Invite Subject Matter Experts through the DPC's Lot Fourteen Project Team, to provide expert input into the project.
- Provide support to the Lot Fourteen project delivery team through access to information, data and relevant resources.
- Regular active representation at meetings through attendance, discussion and review of relevant minutes and documents to support open discussion and debate.
- Advise the Chair if unable to attend a meeting and confirm who will act as a proxy (if appropriate).

Decision Making

The AACC Executive Steering Committee will make decisions that significantly impact the planning, development, delivery and operations of the project. The below table summarises the level and type of decisions:

Scope	Major changes in scope that could significantly impact the future operations of the Centre. Changes in scope that have the potential to cause negative feedback amongst the Aboriginal and Arts communities.
Cost	Decisions resulting in expenditure above the capital project budget of \$200m.
Time	Impacts to program resulting in delays over three months.

Dispute Resolution

Where the AACC Executive Steering Committee is unable to reach a determination of an issue, the Committee must refer that issue to the Lot Fourteen Strategic Steering Committee for determination. Where the AACC Executive Steering Committee resolves that it is dissatisfied with the proposed resolution of that dispute by the Lot Fourteen Strategic Steering Committee it may, by notice in writing to the Lot Fourteen Strategic Steering Committee, refer the matter to the Chief Executive, Department of the Premier and Cabinet for determination of the dispute.

Where the Australian Government disputes an outcome or proposed decision, disputes will be resolved with reference to Sections 35 of the Adelaide City Deal project agreement.

AACC Executive Steering Committee Operations and Reporting

The AACC Executive Steering Committee will meet once a month and reviewed regularly. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the Lot Fourteen Project Management Office.

A quorum comprises of four members with decision making at AACC Executive Steering Committee meetings by consensus wherever possible.

By agreement of the AACC Executive Steering Committee, out-of-session decisions will be deemed acceptable. Where agreed out-of-session decisions shall be recorded in the Meeting Record.

The ongoing functions, membership and role of the AACC Executive Steering Committee will be reviewed by the Lot Fourteen State Project Lead annually.

Reference and Working Groups

To support the work of the AACC Executive Steering Committee, a number of groups ~~will~~ ~~behave been~~ established to provide advice on different aspect of the project planning and delivery, including:

- Aboriginal Reference Group
- Project Steering Group
- Stakeholder Reference Group
- Communications Work Group
- Integrated Management Team (Design/Construction)
- Integrated Management Team – Operations

These groups ~~will be~~ supported by the Lot Fourteen Project Management Office. They can make operational-level decisions, noting that any project-critical and substantial decisions are to be referred to the AACC Executive Steering Committee for decision making. Chairs of the reference and working groups can attend the AACC Executive Steering Committee by invitation.

Membership

Name	Role	Organisation/Department
s22(1)(a)(ii)	Lot Fourteen State Project Lead (Chair)	Department of the Premier and Cabinet
Kim Forbes	Assistant Secretary, City Deals, Cities Division	Department of Infrastructure, Transport, Regional Development and Communications
Dr Roger Thomas	Commissioner for Aboriginal Engagement	Commissioner for Aboriginal Engagement
s22(1)(a)(ii)	Executive Director, Across Government Services	Department for Infrastructure and Transport
	Executive Director, Budget Branch	Department of Treasury and Finance
	Manager Product & Cruise Development	SA Tourism Commission
	AACC Project Ambassador	AACC Project Ambassador
	Director	Art Gallery of South Australia
	Director	South Australian Museum
Dennis Stokes	Chief Executive Officer	Tandanya
s22(1)(a)(ii)	Principal Project Manager (ex officio)	Department of the Premier and Cabinet

3.2. Project Steering Group (PSG)

Document Approval and Control**Version and confidentiality**

Reference	Details
File Number	
Version	1.0
Status	Final

File name and location

File name	Document location
AACC Project Steering Group ToR v1.0	DPC Objective B1038465

Revision history

Revision version	Revision date	Summary of change	Author
Final	07.04.2021		

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	8.04.2021	s22(1)(a)(ii)

AACC Project Steering Group Background

The AACC Project Steering Group is established to support the delivery and decision-making for the AACC project. The AACC Project Steering Group will oversee the planning, development and delivery of the project and report to the Executive Steering Committee.

The AACC Project Steering Group will consist of two members; the State Project Lead of Lot Fourteen, Department of Premier and Cabinet and the Executive Director, Across Government Services, Department for Infrastructure and Transport.

Role of the AACC Project Steering Group

The AACC Project Steering Group will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the design and construction of the project.

The AACC Project Steering Group will support the delivery of the project by:

- Decision-making group to support delivery of the design and construction of AACC with defined thresholds.
- Providing strategic direction and leadership to ensure the AACC development meets requirements within the approved business case and that of the South Australian Government.
- Identifying and resolving or escalating issues to the Executive Steering Committee to ensure effective and efficient project delivery.
- Coordinating the relevant stakeholders to deliver an integrated and collaborative building design and project solution.
- Monitoring progress of the project against key milestones and ensuring compliance against project budgets, project objectives and design principles.
- Reviewing project risks and quality controls and providing guidance on mitigation of those risks / quality control.
- Coordinating the delivery of deliverables and procurement processes, as well as planning and development approvals, construction and project closure.
- Considering any other matters referred to it by the Executive Steering Committee.

Responsibilities of Members

The responsibilities of the members include:

- Understand the vision, objectives and desired operational outcomes that impact that design and delivery of the AACC project.
- Represent, inform and raise major risks and issues that impact the planning, design and delivery of the project, to the AACC Executive Steering Committee.
- Demonstrate leadership, provide expertise and collaborate transparently with other members.
- Act as project supporters and champions through communications within relevant agencies.
- Invite Subject Matter Experts, to provide expert input into the project when required.
- Provide support to the Integrated Management Team through access to information, data and relevant resources.
- Regular active representation at meetings through attendance, discussion and review of relevant minutes and documents to support open discussion and debate.
- Advise the Chair if unable to attend a meeting and confirm who will act as a proxy (if appropriate).

Decision Making

The AACC Project Steering Group will make decisions that significantly impact the planning, development, delivery and operations of the project. The below table summarises the level and type of decisions:

Scope	Changes in scope, impacting time and cost as set out below.
Cost	Decisions resulting in expenditure, up to the value of the project budget - \$200 million.
Time	Impacts to program resulting in delays that do not exceed three months in total.

Dispute Resolution

Where the AACC Project Steering Group is unable to reach a determination of an issue, the Committee must refer that issue to the Executive Steering Committee for determination. Where the Committee resolves that it is dissatisfied with the resolution of that dispute by the Executive Steering Committee it may, by notice in writing to the Executive Steering Committee, request that the matter be referred to the Lot Fourteen Strategic Steering Committee.

AACC Project Steering Group Operations and Reporting

The AACC Project Steering Committee will meet fortnightly. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the Lot Fourteen Project Management Office.

A quorum comprises of two members with decision making at AACC Project Steering Group meetings, by consensus wherever possible.

By agreement of the AACC Project Steering Group, out-of-session decisions will be deemed acceptable. Where agreed out-of-session decisions shall be recorded in the Meeting Record. The ongoing functions, membership and role of the AACC Project Steering Group will be reviewed by the Lot Fourteen State Project Lead annually.

Reference and Working Groups

To support the work of the AACC Project Steering Group, a number of groups will be established to provide advice on different aspect of the project planning and delivery, including:

~~Executive Steering Committee~~

- Aboriginal Reference Group
- Stakeholder Reference Group
- Communications Work Group
- Integrated Management Team – Design/Construction
- Integrated Management Team – Operations

These groups will be supported by the Integrated Management Team Design and Construct, the Integrated Management Team Operations, the Lot Fourteen Project Management Office and project consultants and contractors when required. They can make the decisions set out within this document, noting that any project-critical and substantial decisions outside the limits set within this document are to be referred to the AACC Executive Steering Committee for decision making. Chairs of the reference and working groups can attend the AACC Executive Steering Committee by invitation.

Membership

Name	Role	Organisation/Department
s22(1)(a)(ii)	Lot Fourteen State Project Lead (Chair)	Department of the Premier and Cabinet
	Executive Director, Across Government Services	Department for Infrastructure and Transport

3.3. Integrated Management Team (Design and Construction)

Document Approval and Control**Version**

Reference	Details
File Number	
Version	2.0
Status	FINAL

File name and location

File name	Document location
AACC PCG ToR	DPC Objective B1048309

Revision history

Revision version	Revision date	Summary of change	Author
Draft	04.02.2021	Draft	s22(1)(a)(ii)
Final 1.0	08.02.2021	Final	
Final 2.0	07.04.2021	Addition of Decision Making section	

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	8/2/2021	s22(1)(a)(ii)

Role

The AACC Integrated Management Team (IMT) will oversee the planning, design and construction of the project and report to the AACC Project Steering Group and AACC Executive Steering Committee.

The AACC Integrated Management Team will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making on all operational elements of the project to ensure the project is delivered to scope and in line with the program and budget.

Responsibilities

The AACC Integrated Management Team will support the delivery of the project by:

- Providing management and leadership to ensure that the project is completed to the agreed brief, budget and program;
- Providing advice and making recommendations as required to the Executive Steering Committee and State Project Lead, Lot Fourteen as appropriate;
- Ensuring appropriate engagement is undertaken with all project reference groups, including the Aboriginal Reference Group, The Stakeholder Reference Group and the Executive Steering Committee and ensure all milestone endorsements and approvals are achieved;
- Ensuring all recommendations and instruction received from the Executive Steering Committee are reflected in the design and construction of the new facility with consideration of consultation with the Aboriginal Reference Group;
- Ensuring recommendations, reports and briefs, as required, are comprehensively established and that effective approval or endorsement by the Executive Steering Committee and State Project Lead, Lot Fourteen is achieved;
- Identifying and assessing the project risks and initiating management strategies and plans to mitigate them;
- Establishing roles and responsibilities of all project team members and PCG reference groups;
- Managing and monitoring the project to ensure that appropriate resources are provided;
- Providing ongoing comprehensive professional contractual, financial, technical and risk management through regular review meetings and consultant and contractor reports;
- Managing the appointment of the Lead Professional Services Contractor (LPSC) and construction contractors;
- Implementing and managing the appropriate project procurement model;
- Leading the required value management and design reviews to ensure effective management of scope and budget;
- Providing input and endorsement as required, of documents or Ministerial, Cabinet and Public Works Committee submissions;

Managing all project deliverables, procurement processes, planning and development approvals, construction and project closure.

Roles and Responsibilities

Project Sponsor (DPC)

- The Department of the Premier and Cabinet (DPC) is the asset owner and the Project Sponsor for the Aboriginal Art and Cultures Centre.
- DPC is responsible for funding and determining the overall scope, quality, time and cost objectives for the project. DPC is responsible for setting the budget and key priorities within the budget throughout the life of the project. DPC will give direction in regards to all project objectives and is responsible throughout the life of the project for:
- Determining, justifying and establishing vision and objectives of the project based on delivery needs and strategic directions.
- Funding the project and determining the budget and key priorities for delivery within the budget.
- Leading all engagement with all project reference groups.

Commented [S22]: DPC and the Australian Government are responsible for funding.

Commented [S22]: And the Australian Government
1)()

Commented [S22]: In consultation with the Australian Government
1)()

Commented [S22]: In direct consultation with the ARG
1)()

Commented [S22]: This appears to be a repeat of the second dot point.
1)()

Delivery Agency (DIT)

- The Department for Infrastructure and Transport (DIT), in its role as the infrastructure agency under the Construction Procurement Policy Project Implementation Process, is responsible for managing the procurement of design, construction and project delivery in consultation with DPC.
- Responsibility includes the delivery of the project within the approved scope, quality, time and cost objectives established by DPC as the Project Sponsor.
- DIT will give direction to contractors and consultants engaged under the Construction Procurement Policy Project Implementation Process regarding the budget, scope and program objectives in consultation with DPC.
- DIT will provide advice to DPC on all aspects of the project delivery including; procurement, contracting, risk, cost, time and scope management.
- Design and Construction Delivery Teams
- The Delivery Teams shall have the following broad aims and objectives:
- Day to day management and active delivery of the works related to design, stakeholders, approvals, safety, environment, scope, quality, programme and cost as required.
- Brief the Integrated Management Team on matters relating to design, stakeholders, approvals, safety, environment, scope, quality, programme and cost as required.
- Report regularly and not less than monthly during the design and construction phase to the Integrated Management Team and the Executive Steering Committee on matters relevant to:
- Stakeholders, approvals, safety, environment, scope, quality, programme and cost.
- Milestone achievements
- Stakeholder management and consultation.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Membership

Member	Role	Department/Organisation
s22(1)(a)(ii)	DIT Senior Project Manager (Chair)	DIT
	DPC Project Lead	DPC
Non-Voting Members		
s22(1)(a)(ii)	Senior Strategic Planner	DPC
Assistant Director, Program and Strategy, AACC	TBC	TBC
s22(1)(a)(ii)	Director of Engagement	DIT
s22(1)(a)(ii)	Woods Bagot (LPSC) Project Lead	Woods Bagot
s22(1)(a)(ii)	Woods Bagot (LPSC)	Woods Bagot
Cost Manager Representative	Giulio Altamura	RLB
Construction Contractor Representative	TBC	TBC
In attendance as required		
PMO Office members		DPC
Site/Design team members		TBC
DIT Construction advisers		TBC
s22(1)(a)(ii)	Director, Building Projects, DIT	
s22(1)(a)(ii)	Senior Consultant	Office of the Industry Advocate

Commented s22(1)(a)(ii) is no longer a member of the ESC.

Decision Making

The AACC PCG will make operational decisions on the planning, design and construction of the project, in accordance with the below table.

Scope	Minor changes in scope with minimal impact to time and cost as detailed below.
Cost	Minor changes to budget allocations and expenditure. Changes cannot exceed approved contingency allowances.
Time	Impacts to program resulting in delays totalling one month.

Dispute Resolution

Where the AACC Integrated Management Team is unable to reach a determination of an issue, the PCG must refer that issue to the AACC Project Steering Group for determination, whose determination of the dispute shall be final and binding upon the Committee.

Operations and Reporting

The AACC Integrated Management Team will meet once a month or as required. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the DIT Project Manager.

A quorum comprises of two members with decision making authority. By agreement of the Integrated Management Team, out-of-session decisions will be deemed acceptable. Where agreed, out-of-session decisions shall be recorded in the Meeting Record.

By exception, a member may propose a proxy for approval by the voting members of the IMT.

The ongoing functions, membership and role of the IMT will be reviewed by PSG as required.

Each member must ensure they are vested with the necessary authority to enable them to carry out their duties as members of the Public Sector Integrated Management Team.

The voting members of the Integrated Management Team will:

- Consider recommendations and advice provided by the Design and Construction teams and provide direction on matters within their delegation, with regards to:
- Scope and quality management;
- Stakeholder management and consultation;
- Budget and cost management;
- Program;
- Other matters the Integrated Management Team deem appropriate;
- Referral of approvals to the Executive Steering Committee.
- Reference and Working Groups

To support the work of the Integrated Management Team, a number of groups will be provide advice direction, endorsement and approvals on different aspect of the project planning, delivery and construction, including:

- AACC Executive Steering Committee
- Aboriginal Reference Group
- Stakeholder Reference Group
- Integrated Management Team – Operations
- Design Team
- Construction team
- Term

The Terms of Reference are effective from the first meeting and will continue until completion of construction.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

4. Schedule of Delegations

The following set out the key delegations for each of the major phases of the design and construction.

These reflect the sorts of decisions to be made in each phase and the materiality of those decisions to the project.

As a general principle, deviation from designs approved in previous stages will require approval by the PSG, whilst refinement of design within these parameters can be approved by the IMT.

Decision to be considered	ESC	PSG	IMT
Major changes in scope that could significantly impact the future operations of the Centre.	Approve	Endorse	Prepare
Changes in scope that have the potential to cause negative feedback amongst the Aboriginal and Arts communities.	Approve	Endorse	Prepare
Any schedule, staging or design options which will extend the predicted operational date for the AACC	Approve	Endorse	Prepare
Any schedule, staging or design options which will impact on the schedule but not the operational date for the AACC	Inform	Approve	Prepare
Shortlisting of planning or design options to be presented	Approve	Endorse	Prepare
Changes above project budget	Approve	Endorse	Prepare
Changes up to project budget	Inform	Approve	Prepare
Changes not exceeding budgets and contingency	Inform	Inform	Approve
Additional scope program impact <1mth	Inform	Inform	Approve
Additional scope program impact <3mth	Inform	Approve	Prepare
Additional scope program impact >3mth	Approve	Endorse	Prepare
Approval or modification of project plans	Inform	Approve	Prepare

Commented [S22]: (1) No ing that any changes to the project size or (scope) will require approval from the Australian Government

b47B(a)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Governance Manual

Aboriginal Art and

Cultures Centre

July 2021

*Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts*

Contents

1. Introduction.....	3
1.1. Purpose of this Governance Manual	3
1.2. Structure of the Governance Manual	3
2. Project governance structure.....	4
3. Terms of Reference	5
3.1. Executive Steering Committee (ESC).....	5
3.2. Project Steering Group (PSG).....	9
3.3. Integrated Management Team (Design and Construction)	13
4. Schedule of Delegations	19

1. Introduction

1.1. Purpose of this Governance Manual

The purpose of this plan is to communicate the governance and assurance arrangements for the Aboriginal Art and Cultures Centre (AACC).

Compliance to this manual by relevant parties shall be monitored, and is subject to annual review by the Executive Steering Committee ('ESC').

This governance manual is a live document. It is intended that it is developed and refined as the project develops to reflect the changing environment that the project is being delivered in and the particular risks or issues encountered.

1.2. Structure of the Governance Manual

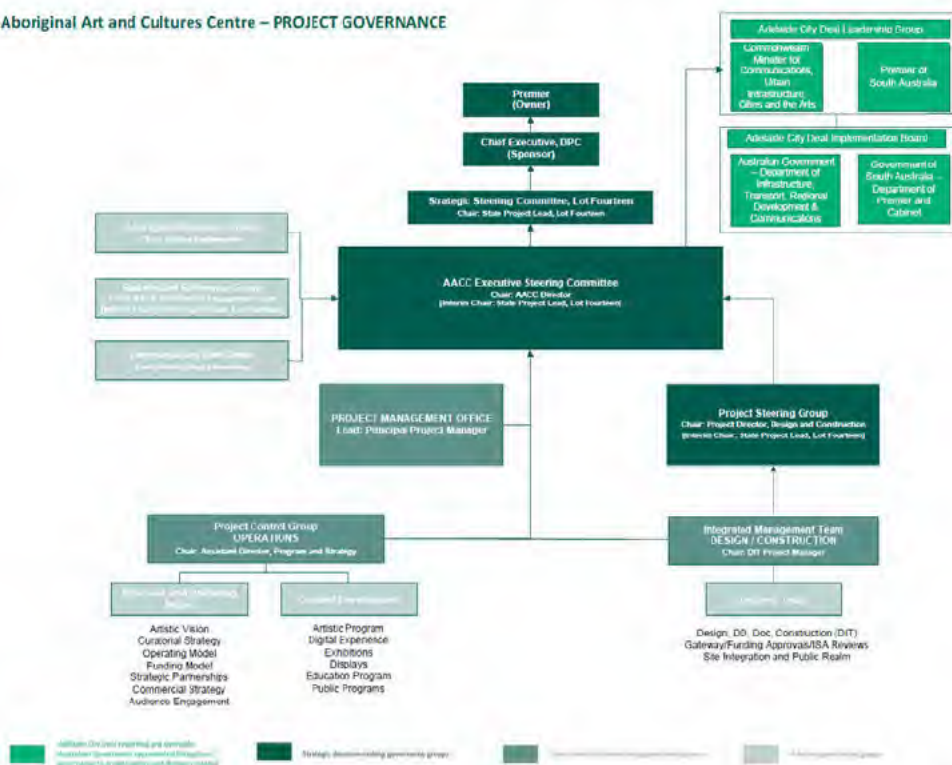
This governance manual is arranged as follows:

- Part A (Terms of Reference) provides the organisational structure of the project and the key roles, responsibilities and delegations of the major groups within the structure
- Part B (Project Controls) details the key requirements for the management of the project to ensure effective governance

2. Project governance structure

The following diagram summarises the project hierarchy, recognising that the ESC will be answerable to the government through the Minister.

Aboriginal Art and Cultures Centre – PROJECT GOVERNANCE



Commented s22(1) Please update the Adelaide City Deal governance structure – the Leadership group must contain the Mayor of the City of Adelaide, and the Implementation Board must include the City of Adelaide – they don't have direct decision-making powers, so you can put them in a different colour if you like, but they need to be included as part of the structure. s22 is also looking to update in the project plan).

3. Terms of Reference

3.1. Executive Steering Committee (ESC)

Document Approval and Control

Version and confidentiality

Reference	Details
File Number	
Version	4.0
Status	FINAL

File name and location

File name	Document location
AACC Executive Steering Committee ToR v4.0	DPC Objective B1048301

Revision history

Revision version	Revision date	Summary of change	Author
Draft	23.10.2020	Draft	s22(1)(a)(ii)
Final	20.11.2020	Incorporation of feedback from AACC ESC, 16 November 2020	
Draft	05.02.2021	Dispute resolution and new members added	
Draft	07.04.2021	Decision Making section added	
Draft	04.05.2021	Dispute Resolution, Reference / Working Groups updated	

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	10/05/2021	s22(1)(a)(ii)

AACC Executive Steering Committee Background

The AACC Executive Steering Committee is established to support the delivery and decision-making for the AACC project. The AACC Executive Steering Committee will oversee the planning, development and delivery of the project and report to the Lot Fourteen State Project Lead.

The AACC Executive Steering Committee will have a cross-Government representation, including Aboriginal representatives.

Role of the AACC Executive Steering Committee

The AACC Executive Steering Committee will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the project.

The AACC Executive Steering Committee will support the delivery of the project by:

- Acting as the decision-making group to support & ensure effective delivery of the AACC project within Lot Fourteen with defined thresholds.
- Providing strategic advice on aspects of the project and its integration with Lot Fourteen and beyond, including connections across South Australia, nationally and internationally.
- Identifying and resolving or escalating issues to the Lot Fourteen State Project Lead to ensure effective and efficient project delivery.
- Ensuring clarity and agreement regarding responsibilities and accountability for actions to progress the project.
- Ensuring alignment to the Adelaide City Deal Project Agreement requirements and providing the relevant project updates to the Australian Government.
- Coordinating the relevant stakeholders to deliver an integrated and collaborative project solution and maximise the outcomes for all stakeholders and for the State.
- Monitoring progress of the project against key milestones and ensuring compliance against project budgets and project objectives.
- Reviewing major risks and quality controls and providing guidance on mitigation of those major risks / quality control.
- Inviting Subject Matter Experts to present on matters that will assist with project delivery and meeting the project objectives.
- Overseeing the delivery of deliverables and procurement processes, as well as planning and development approvals, construction and project closure.
- Considering any other matters referred to it by the Lot Fourteen State Project Lead.
- Providing project advocacy and governance to deliver best practice.

Responsibilities of Members

The responsibilities of the members include:

- Understand the vision, objectives and long-term desired outcomes for the delivery of the AACC project.
- Represent, inform and raise relevant issues to the AACC Executive Steering Committee Chair of relevant State's and national priorities, policies, projects and initiatives.

- Demonstrate leadership, provide expertise and collaborate transparently with other members.
- Act as project supporters and champions through communications within relevant agencies.
- Invite Subject Matter Experts through the DPC's Lot Fourteen Project Team, to provide expert input into the project.
- Provide support to the Lot Fourteen project delivery team through access to information, data and relevant resources.
- Regular active representation at meetings through attendance, discussion and review of relevant minutes and documents to support open discussion and debate.
- Advise the Chair if unable to attend a meeting and confirm who will act as a proxy (if appropriate).

Decision Making

The AACC Executive Steering Committee will make decisions that significantly impact the planning, development, delivery and operations of the project. The below table summarises the level and type of decisions:

Scope	Major changes in scope that could significantly impact the future operations of the Centre. Changes in scope that have the potential to cause negative feedback amongst the Aboriginal and Arts communities.
Cost	Decisions resulting in expenditure above the capital project budget of \$200m.
Time	Impacts to program resulting in delays over three months.

Dispute Resolution

Where the AACC Executive Steering Committee is unable to reach a determination of an issue, the Committee must refer that issue to the Lot Fourteen Strategic Steering Committee for determination. Where the AACC Executive Steering Committee resolves that it is dissatisfied with the proposed resolution of that dispute by the Lot Fourteen Strategic Steering Committee it may, by notice in writing to the Lot Fourteen Strategic Steering Committee, refer the matter to the Chief Executive, Department of the Premier and Cabinet for determination of the dispute.

Where the Australian Government disputes an outcome or proposed decision, disputes will be resolved with reference to Sections 35 of the Adelaide City Deal project agreement.

AACC Executive Steering Committee Operations and Reporting

The AACC Executive Steering Committee will meet once a month and reviewed regularly. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the Lot Fourteen Project Management Office.

A quorum comprises of four members with decision making at AACC Executive Steering Committee meetings by consensus wherever possible.

By agreement of the AACC Executive Steering Committee, out-of-session decisions will be deemed acceptable. Where agreed out-of-session decisions shall be recorded in the Meeting Record.

The ongoing functions, membership and role of the AACC Executive Steering Committee will be reviewed by the Lot Fourteen State Project Lead annually.

Reference and Working Groups

To support the work of the AACC Executive Steering Committee, a number of groups have been established to provide advice on different aspect of the project planning and delivery, including:

- Aboriginal Reference Group
- Project Steering Group
- Stakeholder Reference Group
- Communications Work Group
- Integrated Management Team (Design/Construction)
- Integrated Management Team – Operations

These groups are supported by the Lot Fourteen Project Management Office. They can make operational-level decisions, noting that any project-critical and substantial decisions are to be referred to the AACC Executive Steering Committee for decision making. Chairs of the reference and working groups can attend the AACC Executive Steering Committee by invitation.

Membership

Name	Role	Organisation/Department
s22(1)(a)(ii)	Lot Fourteen State Project Lead (Chair)	Department of the Premier and Cabinet
Kim Forbes	Assistant Secretary, City Deals, Cities Division	Department of Infrastructure, Transport, Regional Development and Communications
Dr Roger Thomas	Commissioner for Aboriginal Engagement	Commissioner for Aboriginal Engagement
s22(1)(a)(ii)	Executive Director, Across Government Services	Department for Infrastructure and Transport
	Executive Director, Budget Branch	Department of Treasury and Finance
	Manager Product & Cruise Development	SA Tourism Commission
	AACC Project Ambassador	AACC Project Ambassador
	Director	Art Gallery of South Australia
	Director	South Australian Museum
Dennis Stokes	Chief Executive Officer	Tandanya
s22(1)(a)(ii)	Principal Project Manager (ex officio)	Department of the Premier and Cabinet

3.2. Project Steering Group (PSG)

Document Approval and Control

Version and confidentiality

Reference	Details
File Number	
Version	1.0
Status	Final

File name and location

File name	Document location
AACC Project Steering Group ToR v1.0	DPC Objective B1038465

Revision history

Revision version	Revision date	Summary of change	Author
Final	07.04.2021		

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	8.04.2021	s22(1)(a)(ii)

AACC Project Steering Group Background

The AACC Project Steering Group is established to support the delivery and decision-making for the AACC project. The AACC Project Steering Group will oversee the planning, development and delivery of the project and report to the Executive Steering Committee.

The AACC Project Steering Group will consist of two members; the State Project Lead of Lot Fourteen, Department of Premier and Cabinet and the Executive Director, Across Government Services, Department for Infrastructure and Transport.

Role of the AACC Project Steering Group

The AACC Project Steering Group will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making for the design and construction of the project.

The AACC Project Steering Group will support the delivery of the project by:

- Decision-making group to support delivery of the design and construction of AACC with defined thresholds.
- Providing strategic direction and leadership to ensure the AACC development meets requirements within the approved business case and that of the South Australian Government.
- Identifying and resolving or escalating issues to the Executive Steering Committee to ensure effective and efficient project delivery.
- Coordinating the relevant stakeholders to deliver an integrated and collaborative building design and project solution.
- Monitoring progress of the project against key milestones and ensuring compliance against project budgets, project objectives and design principles.
- Reviewing project risks and quality controls and providing guidance on mitigation of those risks / quality control.
- Coordinating the delivery of deliverables and procurement processes, as well as planning and development approvals, construction and project closure.
- Considering any other matters referred to it by the Executive Steering Committee.

Responsibilities of Members

The responsibilities of the members include:

- Understand the vision, objectives and desired operational outcomes that impact that design and delivery of the AACC project.
- Represent, inform and raise major risks and issues that impact the planning, design and delivery of the project, to the AACC Executive Steering Committee.
- Demonstrate leadership, provide expertise and collaborate transparently with other members.
- Act as project supporters and champions through communications within relevant agencies.
- Invite Subject Matter Experts, to provide expert input into the project when required.
- Provide support to the Integrated Management Team through access to information, data and relevant resources.
- Regular active representation at meetings through attendance, discussion and review of relevant minutes and documents to support open discussion and debate.
- Advise the Chair if unable to attend a meeting and confirm who will act as a proxy (if appropriate).

Decision Making

The AACC Project Steering Group will make decisions that significantly impact the planning, development, delivery and operations of the project. The below table summarises the level and type of decisions:

Scope	Changes in scope, impacting time and cost as set out below.
Cost	Decisions resulting in expenditure, up to the value of the project budget - \$200 million.
Time	Impacts to program resulting in delays that do not exceed three months in total.

Dispute Resolution

Where the AACC Project Steering Group is unable to reach a determination of an issue, the Committee must refer that issue to the Executive Steering Committee for determination. Where the Committee resolves that it is dissatisfied with the resolution of that dispute by the Executive Steering Committee it may, by notice in writing to the Executive Steering Committee, request that the matter be referred to the Lot Fourteen Strategic Steering Committee.

AACC Project Steering Group Operations and Reporting

The AACC Project Steering Committee will meet fortnightly. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the Lot Fourteen Project Management Office.

A quorum comprises of two members with decision making at AACC Project Steering Group meetings, by consensus wherever possible.

By agreement of the AACC Project Steering Group, out-of-session decisions will be deemed acceptable. Where agreed out-of-session decisions shall be recorded in the Meeting Record. The ongoing functions, membership and role of the AACC Project Steering Group will be reviewed by the Lot Fourteen State Project Lead annually.

Reference and Working Groups

To support the work of the AACC Project Steering Group, a number of groups will be established to provide advice on different aspect of the project planning and delivery, including:

- Aboriginal Reference Group
- Stakeholder Reference Group
- Communications Work Group
- Integrated Management Team – Design/Construction
- Integrated Management Team – Operations

These groups will be supported by the Integrated Management Team Design and Construct, the Integrated Management Team Operations, the Lot Fourteen Project Management Office and project consultants and contractors when required. They can make the decisions set out within this document, noting that any project-critical and substantial decisions outside the limits set within this document are to be referred to the AACC Executive Steering Committee for decision making. Chairs of the reference and working groups can attend the AACC Executive Steering Committee by invitation.

Membership

Name	Role	Organisation/Department
s22(1)(a)(ii)	Lot Fourteen State Project Lead (Chair)	Department of the Premier and Cabinet
	Executive Director, Across Government Services	Department for Infrastructure and Transport

3.3. Integrated Management Team (Design and Construction)

Document Approval and Control

Version

Reference	Details
File Number	
Version	2.0
Status	FINAL

File name and location

File name	Document location
AACC PCG ToR	DPC Objective B1048309

Revision history

Revision version	Revision date	Summary of change	Author
Draft	04.02.2021	Draft	s22(1)(a)(ii)
Final 1.0	08.02.2021	Final	
Final 2.0	07.04.2021	Addition of Decision Making section	

Document sign off

Title	Name	Date signed	Signature
State Project Lead Lot Fourteen	s22(1)(a)(ii)	8/2/2021	s22(1)(a)(ii)

Role

The AACC Integrated Management Team (IMT) will oversee the planning, design and construction of the project and report to the AACC Project Steering Group and AACC Executive Steering Committee.

The AACC Integrated Management Team will bring together the relevant expertise who will provide information and advice to enable effective, efficient, well-informed and coordinated decision making on all operational elements of the project to ensure the project is delivered to scope and in line with the program and budget.

Responsibilities

The AACC Integrated Management Team will support the delivery of the project by:

- Providing management and leadership to ensure that the project is completed to the agreed brief, budget and program;
- Providing advice and making recommendations as required to the Executive Steering Committee and State Project Lead, Lot Fourteen as appropriate;
- Ensuring appropriate engagement is undertaken with all project reference groups, including the Aboriginal Reference Group, The Stakeholder Reference Group and the Executive Steering Committee and ensure all milestone endorsements and approvals are achieved;
- Ensuring all recommendations and instruction received from the Executive Steering Committee are reflected in the design and construction of the new facility with consideration of consultation with the Aboriginal Reference Group;
- Ensuring recommendations, reports and briefs, as required, are comprehensively established and that effective approval or endorsement by the Executive Steering Committee and State Project Lead, Lot Fourteen is achieved;
- Identifying and assessing the project risks and initiating management strategies and plans to mitigate them;
- Establishing roles and responsibilities of all project team members and PCG reference groups;
- Managing and monitoring the project to ensure that appropriate resources are provided;
- Providing ongoing comprehensive professional contractual, financial, technical and risk management through regular review meetings and consultant and contractor reports;
- Managing the appointment of the Lead Professional Services Contractor (LPSC) and construction contractors;
- Implementing and managing the appropriate project procurement model;
- Leading the required value management and design reviews to ensure effective management of scope and budget;
- Providing input and endorsement as required, of documents or Ministerial, Cabinet and Public Works Committee submissions;

Managing all project deliverables, procurement processes, planning and development approvals, construction and project closure.

Roles and Responsibilities

Project Sponsor (DPC)

- The Department of the Premier and Cabinet (DPC) is the asset owner and the Project Sponsor for the Aboriginal Art and Cultures Centre.
- DPC is responsible for funding and determining the overall scope, quality, time and cost objectives for the project. DPC is responsible for setting the budget and key priorities within the budget throughout the life of the project. DPC will give direction in regards to all project objectives and is responsible throughout the life of the project for:
- Determining, justifying and establishing vision and objectives of the project based on delivery needs and strategic directions.
- Funding the project and determining the budget and key priorities for delivery within the budget.
- Leading all engagement with all project reference groups.

Commented [S22(1)]: DPC and the Australian Government are responsible for funding.

Commented [S22(1)]: And the Australian Government

Commented [S22(1)]: In consultation with the Australian Government

Commented [S22(1)]: In direct consultation with the ARG

Commented [S22(1)]: This appears to be a repeat of the second dot point.

Delivery Agency (DIT)

- The Department for Infrastructure and Transport (DIT), in its role as the infrastructure agency under the Construction Procurement Policy Project Implementation Process, is responsible for managing the procurement of design, construction and project delivery in consultation with DPC.
- Responsibility includes the delivery of the project within the approved scope, quality, time and cost objectives established by DPC as the Project Sponsor.
- DIT will give direction to contractors and consultants engaged under the Construction Procurement Policy Project Implementation Process regarding the budget, scope and program objectives in consultation with DPC.
- DIT will provide advice to DPC on all aspects of the project delivery including; procurement, contracting, risk, cost, time and scope management.
- Design and Construction Delivery Teams
- The Delivery Teams shall have the following broad aims and objectives:
- Day to day management and active delivery of the works related to design, stakeholders, approvals, safety, environment, scope, quality, programme and cost as required.
- Brief the Integrated Management Team on matters relating to design, stakeholders, approvals, safety, environment, scope, quality, programme and cost as required.
- Report regularly and not less than monthly during the design and construction phase to the Integrated Management Team and the Executive Steering Committee on matters relevant to:
- Stakeholders, approvals, safety, environment, scope, quality, programme and cost.
- Milestone achievements
- Stakeholder management and consultation.

Membership

Member	Role	Department/Organisation
s22(1)(a)(ii)	DIT Senior Project Manager (Chair)	DIT
	DPC Project Lead	DPC
Non-Voting Members		
s22(1)(a)(ii)	Senior Strategic Planner	DPC
Assistant Director, Program and Strategy, AACC	TBC	TBC
s22(1)(a)(ii)		
s22(1)(a)(ii)	Woods Bagot (LPSC)	Woods Bagot
Cost Manager Representative	Giulio Altamura	RLB
Construction Contractor Representative	TBC	TBC
In attendance as required		
PMO Office members		DPC
Site/Design team members		TBC
DIT Construction advisers		TBC
s22(1)(a)(ii)	Director, Building Projects, DIT	
	Senior Consultant	Office of the Industry Advocate

Commented s22(1)(a)(ii) is no longer a member of the ESC.

Decision Making

The AACC PCG will make operational decisions on the planning, design and construction of the project, in accordance with the below table.

Scope	Minor changes in scope with minimal impact to time and cost as detailed below.
Cost	Minor changes to budget allocations and expenditure. Changes cannot exceed approved contingency allowances.
Time	Impacts to program resulting in delays totalling one month.

Dispute Resolution

Where the AACC Integrated Management Team is unable to reach a determination of an issue, the PCG must refer that issue to the AACC Project Steering Group for determination, whose determination of the dispute shall be final and binding upon the Committee.

Operations and Reporting

The AACC Integrated Management Team will meet once a month or as required. Calendar dates will be set and timing and regularity of meetings reviewed as appropriate.

A standard template Agenda and Meeting Record will be prepared and actioned by the DIT Project Manager.

A quorum comprises of two members with decision making authority. By agreement of the Integrated Management Team, out-of-session decisions will be deemed acceptable. Where agreed, out-of-session decisions shall be recorded in the Meeting Record.

By exception, a member may propose a proxy for approval by the voting members of the IMT.

The ongoing functions, membership and role of the IMT will be reviewed by PSG as required.

Each member must ensure they are vested with the necessary authority to enable them to carry out their duties as members of the Public Sector Integrated Management Team.

The voting members of the Integrated Management Team will:

- Consider recommendations and advice provided by the Design and Construction teams and provide direction on matters within their delegation, with regards to:
- Scope and quality management;
- Stakeholder management and consultation;
- Budget and cost management;
- Program;
- Other matters the Integrated Management Team deem appropriate;
- Referral of approvals to the Executive Steering Committee.
- Reference and Working Groups

To support the work of the Integrated Management Team, a number of groups will be provide advice direction, endorsement and approvals on different aspect of the project planning, delivery and construction, including:

- AACC Executive Steering Committee
- Aboriginal Reference Group
- Stakeholder Reference Group
- Integrated Management Team – Operations
- Design Team
- Construction team
- Term

The Terms of Reference are effective from the first meeting and will continue until completion of construction.

4. Schedule of Delegations

The following set out the key delegations for each of the major phases of the design and construction.

These reflect the sorts of decisions to be made in each phase and the materiality of those decisions to the project.

As a general principle, deviation from designs approved in previous stages will require approval by the PSG, whilst refinement of design within these parameters can be approved by the IMT.

Decision to be considered	ESC	PSG	IMT
Major changes in scope that could significantly impact the future operations of the Centre.	Approve	Endorse	Prepare
Changes in scope that have the potential to cause negative feedback amongst the Aboriginal and Arts communities.	Approve	Endorse	Prepare
Any schedule, staging or design options which will extend the predicted operational date for the AACC	Approve	Endorse	Prepare
Any schedule, staging or design options which will impact on the schedule but not the operational date for the AACC	Inform	Approve	Prepare
Shortlisting of planning or design options to be presented	Approve	Endorse	Prepare
Changes above project budget	Approve	Endorse	Prepare
Changes up to project budget	Inform	Approve	Prepare
Changes not exceeding budgets and contingency	Inform	Inform	Approve
Additional scope program impact <1mth	Inform	Inform	Approve
Additional scope program impact <3mth	Inform	Approve	Prepare
Additional scope program impact >3mth	Approve	Endorse	Prepare
Approval or modification of project plans	Inform	Approve	Prepare

Commented [S22]: No ing that any changes to the project size or scope will require approval from the Australian Government

s47B(a)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii)@sa.gov.au>
Sent: Friday, 5 August 2022 3:38 PM
To: s22(1)(a)(ii)
Subject: RE: AG visit to Lot Fourteen [SEC=OFFICIAL]

OFFICIAL

You're welcome! Likewise.

Thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
Lot Fourteen
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii)@sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



Ngai tampintheta ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangku yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii)
Sent: Friday, 5 August 2022 2:31 PM
To: s22(1)(a)(ii) (DPC)
Subject: RE: AG visit to Lot Fourteen [SEC=OFFICIAL]

OFFICIAL

No problem at all s22(1)(a)(ii). Thanks for coming back to me so quickly.

Enjoy your weekend!

Released under the Freedom of Information Act 1992 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Cheers.

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | Cities Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Sent: Friday, 5 August 2022 2:58 PM

To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Subject: RE: AG visit to Lot Fourteen [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thank you for providing the update.

My apologies for the confusion. I did mean 1.30pm for the tour with s22(1)(a)(ii) thanks for checking!

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy

Lot Fourteen

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



LOT
FOUR
TEEN

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) <[redacted]@infrastructure.gov.au>
Sent: Friday, 5 August 2022 2:22 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[redacted]@sa.gov.au>
Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[redacted]@sa.gov.au>; s22(1)(a)(ii) <[redacted]@infrastructure.gov.au>; s22(1)(a)(ii) <[redacted]@infrastructure.gov.au>
Subject: RE: AG visit to Lot Fourteen [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thank you for providing some further detail to assist in informing the Monday afternoon meetings at Lot Fourteen and for suggesting coffee with s22(1)(a)(ii) and yourself.

I've updated our itinerary to include:

- Coffee with s22(1)(a)(ii) and yourself (with the possibility of a walk with s22(1)(a)(ii) to other relevant sites along North Terrace) on 15 August 2022 at 11.15am-12.15pm; and
- Meeting times and attendees for the three sessions on Monday.

I'd appreciate checking one thing with you – I understood from s22(1)(a)(ii) EA s22(1)(a)(ii) that we would be meeting s22(1)(a)(ii) at 1.30pm but I note your email (below) says 1.00pm. Either time works for us but I just want to ensure I capture it correctly on our Itinerary. 😊

I'll aim to send out the proposed meeting agendas early next week once s22(1)(a)(ii) is back on deck and has had the opportunity to review.

Thanks again for your assistance – I appreciate the support both you and s22(1)(a)(ii) have given me.

I look forward to meeting you all soon.

Kind regards

s22(1)(a)(ii)

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | Cities Division

s22(1)(a)(ii) <[redacted]@infrastructure.gov.au>

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)
Sent: Thursday, 4 August 2022 3:07 PM
To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)
Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)
Subject: AG visit to Lot Fourteen

OFFICIAL

Hi s22(1)

I hope you are well.

s22(1) has passed on the draft agenda and itinerary for your visit to Adelaide on the week starting 15 August and it looks good. I'm just looking to provide some further detail to assist in informing the Monday afternoon at Lot Fourteen.

As s22(1) will provide a comprehensive site tour at 1pm (including the Lot Fourteen Project Overview), perhaps we can use the 11.15am 12.15pm timeslot for coffee at Community Café with s22(1) and I, with the possibility of a walk with s22(1) to other relevant sites along North Terrace.

In relation to the high level afternoon meeting, s22(1), s22(1) and myself are available for the full afternoon. However, s22(1)(a) is regrettably unable to attend Session Three at this stage due to diary conflict and may only have limited attendance in Session Two (TBA).

Further in relation to Session Three, s22(1)(a)(ii) will be overseas and unable to attend. However, representatives from Tarrkarri (s22(1)(a)(ii), Principal Project Manager), s22(1)(a)(ii) are well prepared to discuss the approach to their respective projects' proposed Milestones.

Please let me know if we can do anything else to assist.

We are looking forward to your visit!

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
 Lot Fourteen
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

Es22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii)
Sent: Monday, 22 August 2022 8:46 AM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii)
Subject: AACC/Tarrkarri meetings [SEC=UNOFFICIAL]
Categories: Filed

UNOFFICIAL

Hi s22(1)(a)(ii)

I have a meeting in my diary for this afternoon (AACC Exec Steering Committee). I think it's an old recurring one.

Firstly, is that actually on? If not, when are these meetings on? I haven't been to one for quite a while...

Any advice appreciated.

Kind regards

s22(1)(a)(ii)

UNOFFICIAL

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 1 September 2022 10:16 AM
To: s22(1)(a)(ii); s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii)
Subject: RE: Tarrkarri Incoming Correspondence s47F.docx [SEC=UNOFFICIAL]
Attachments: Contact the Premier of South Australia - 16300321.pdf; fB304286 - Letter - DPC - s47F - Lot Fourteen (B1331368).docx

Categories: Filed

OFFICIAL

Good morning s22(1)(a)(ii),

Thanks for your patience whilst we checked our records.

Interestingly, we haven't located any previous corro from s47F, however the Premier has recently received identical corro from s47F – see attached. We have been requested by the Premier's office to provide a direct response and I have attached the draft letter for your reference.

Kind regards,

s22(1)(a)(ii)

Assistant Director, Policy & Strategy
 Lot Fourteen
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) (DPC)
Sent: Thursday, 18 August 2022 1:58 PM
To: s22(1)(a)(ii); s22(1)(a)(ii) (DPC)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Cc: s22(1)(a)(ii)

Subject: RE: Tarrkarri Incoming Correspondence s47F.docx [SEC=UNOFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

Thanks for bringing this to our attention and does seem to be an interesting piece of correspondence.

We are in the process of checking DPC records with our correspondence team and will return to you once we have their response.

Was great to meet you in person and hope the rest of your Adelaide trip went well.

Best wishes,

s22(1)(a)(ii)

Assistant Director, Policy & Strategy

Lot Fourteen

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000



We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>

Sent: Thursday, 18 August 2022 11:47 AM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Cc: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: Tarrkarri Incoming Correspondence s47F.docx [SEC=UNOFFICIAL]

UNOFFICIAL

Hi s22(1)(a)(ii) and s22(1)(a)(ii)

Thanks again for your time with us this week. We were excited to finally get to meet you and to have a look around!

Upon our return to Canberra we have been provided with the attached gem. It came initially to our arts colleagues through a public email address for arts matters.

s47C



Happy to discuss

s22(1)
(a)(iii)

UNOFFICIAL

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development and Communications. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons

or entities other than the intended recipient is prohibited and may result in severe penalties.

If you have received this e-mail in error, please notify the Department on (02) 6274-7111 and delete all copies of this transmission together with any attachments.

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii)
To: [DPC:Premier](#)
Subject: Contact the Premier of South Australia - 16300321
Date: s47F 2022 s22(1)(a)
(ii) s47F

Details

Title	s47F
First name	
Last name	
Organisation	
Email	
Phone	
Your address	
City/suburb	
State	
Postcode	
Subject	Lot Fourteen
	s47F

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Your
message

s47F

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL**Government of South Australia**Department of the Premier
and CabinetObjective ID
B1331368GPO Box 2343
Adelaide SA 5001
DX 56201
Tel 08 8226 3500
Fax 08 8226 3535
www.dpc.sa.gov.au

s47F

Adelaide, South Australia 5000

EMAIL: s47F

Dear s47F

Thank you for your recent correspondence about Lot Fourteen to the Department of the Premier and Cabinet.

Lot Fourteen is transforming into an exciting innovation, business and tourism destination that will become the home to Tarrkarri.

Tarrkarri will seek to showcase to the world, and all Australians, 60,000 years of culture, understanding of Country and a contemporary expression through education, performance, language and visual arts; with the use of modern and innovative technologies.

Once established, the facility will include spaces for permanent and visiting exhibitions, performances, education, meetings, gatherings and events; and will also host a café and retail space. The surrounding landscaped public parklands will provide accessible space for the community and integrate with the neighbouring Adelaide Botanic Garden.

It will provide a key piece of cultural tourism infrastructure for the State to attract visitors both nationally and internationally.

Yours sincerely

s22(1)(a)(ii)

s22(1)(a)(ii)

State Project Lead Lot Fourteen

Department of the Premier and Cabinet

29/08/2022

The Department of the Premier and Cabinet acknowledges and respects Aboriginal people as the state's first people and nations, and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Monday, 31 October 2022 11:58 AM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: RE: Some news we weren't aware of in advance...were you aware?
 [SEC=UNOFFICIAL]
Attachments: MALINAUSKAS - Centre for First Nations Cultures Review.pdf
Follow Up Flag: Follow up
Flag Status: Completed
Categories: Filed

OFFICIAL

Hi s22(1)(a)(ii)

As discussed, after seeing media I've just received the attached media release.

There was also another article in The Advertiser (see below):

<https://www.adelaidenow.com.au/news/south-australia/premier-peter-malinauskas-puts-lot-fourteen-first-nations-cultures-centre-on-hold-after-cost-blowout/news-story/b3208d8a78bd957b8970d3eb02ceb56f>

I'm happy to be included on correspondence or requests for info etc if that's helpful.

Regards

s22(1)(a)(ii)

Manager, Strategy and Research
 Intergovernmental Relations
 Department of the Premier and Cabinet

T s22(1)(a)(ii) | M s22(1)(a)(ii)
 e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
 GPO Box 2343, ADELAIDE SA 5001
 DX 56205



Government of South Australia
 Department of the Premier
 and Cabinet



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii)
 Sent: Monday, 31 October 2022 11:00 AM
 To: s22(1)(a)(ii) (DPC)
 Cc: s22(1)(a)(ii); s22(1)(a)(ii)
 Subject: Some news we weren't aware of in advance...were you aware? [SEC=UNOFFICIAL]

UNOFFICIAL

[SA government launches review into Tarrkari Centre for First Nations Cultures project after cost blowout ABC News](#)

Morning!

I understand that s22(1)(a)(ii) phoned s22(1)(a)(ii) last week and indicated that there were likely to be funding decisions required and that a business case was being prepared to pursue additional funding, as the preference was not to reduce the scope.

The attached email came to s22(1)(a)(ii) this morning, which has now found its way to us and it appears that a media release was just issued.

Just wanted to check whether you were aware, as we will now need to urgently brief our Minister! Should we be channelling all this through you?

Many thanks

s22(1)(a)(ii)
 () i)

s22(1)(a)(ii)

Director • Adelaide City Deal, Albury-Wodonga Regional Deal, Geelong City Deal • Cities Division

s22(1)(a)(ii) @infrastructure.gov.au

Ps22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
 CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

UNOFFICIAL

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Media Release



Peter Malinauskas MP
Premier

Kyam Maher MLC
Minister for Aboriginal Affairs

Andrea Michaels MP
Minister for Arts

Monday 31 October 2022

Eminent Australians to lead review into Centre for First Nations Cultures

The State Government has appointed three eminent Australians to lead an urgent review of the Centre for First Nations Cultures planned for Adelaide's Lot Fourteen, after the government was advised current plans will fail to deliver a centre of international significance as originally envisaged.

The State Government has been advised by the project's managing contractor that the current plans for the centre will now cost \$250 million to deliver, \$50 million more than budgeted.

Experts from the professional services team led by Woods Bagot and architects Diller Scofidio + Renfro have advised the government that delivering the centre within its existing budget would require a significant reduction in scope, which would deliver a centre of local state-level standard.

After receiving this advice, the State Government has decided to launch an urgent review to examine how best to deliver the centre as a place of international significance, to celebrate all forms of First Nations cultural life.

The government believes the centre should hold a landmark position in Australian arts and cultural tourism, driving greater visitation and economic benefit, while also delivering value for money for taxpayers.

The review will be conducted by Ken Wyatt, AM, Bob Carr and Carolyn Hewson AO, who will report back to the government as soon as possible.

Media contact: Nick Harmsen 0422 888 991

premier.sa.gov.au

Mr Wyatt served as Minister for Indigenous Australians in the Morrison government, the first Indigenous person to hold the position.

Mr Carr is a former New South Wales Premier, Arts Minister, Senator and Foreign Affairs Minister.

Ms Hewson is a former investment banker with over 35 years' experience in the finance sector. A former director of BHP, She currently serves on the boards of the Reserve Bank of Australia and Infrastructure SA.

Early remedial and foundational works have been undertaken on the site of the centre at Lot Fourteen, however further progress on site is on hold, pending the outcome of the review.

The vision is for Lot Fourteen to host Australia's premier Aboriginal arts and cultural centre, honouring more than 60,000 years of continuous First Nations cultures across the country.

Quotes attributable to Peter Malinauskas

We only get one chance to get this right.

Put simply, it doesn't make sense to invest \$200 million of taxpayers' money for a sub-standard outcome which will fail to deliver a centre of international significance.

I believe South Australians are tired of politicians taking the easy option today and leaving future generations to deal with the consequences later on.

I am determined to ensure this is a project which delivers for our state for the long term, both culturally and economically.

I am confident Ken Wyatt, Bob Carr and Carolyn Hewson will chart a path to ensure the centre is a landmark befitting the rich cultural history of our First Nations people.

Quotes attributable to Kyam Maher

The Centre for First Nations Cultures at Lot Fourteen is a once in a lifetime opportunity to create an internationally significant landmark to celebrate First Nations peoples.

Properly honouring and paying respect to the oldest living culture on the planet is something we have a duty to get right,

Quotes attributable to Andrea Michaels

We want the Centre for First Nations Cultures at Lot Fourteen to hold a landmark position in First Nations arts and culture in Australia and to be a place for events, music, exhibitions, festivals, performances, and creative gatherings of every kind.

Released under the Freedom of Information Act 1962 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

We would be doing future generations a disservice if we settled for a sub-standard outcome.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC)" s22(1)(a)(ii) @sa.gov.au>
Date: Thursday, 24 November 2022 at 1:22:11 pm
To: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: Terms of Reference - Tarrkarri Art Centre [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

I've been advised that the Tarrkarri Centre for First Nations Cultures Project Review Panel are meeting Friday December 2nd at Lot Fourteen to receive their first briefing on their review work, which will include endorsing the ToR.

If there are any further inquiries during the review process, please reach out to the review lead s22(1)(a)(ii) : s22(1)(a)(ii) @sa.gov.au

Regards

s22(1)(a)(ii)

Manager, Strategy and Research
Intergovernmental Relations
Department of the Premier and Cabinet

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

T s22(1)(a)(ii) | M s22(1)(a)(ii)
 e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
 GPO Box 2343, ADELAIDE SA 5001
 DX 56205



Government of South Australia
 Department of the Premier
 and Cabinet



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Thursday, 24 November 2022 11:55 AM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Terms of Reference - Tarrkarri Art Centre [SEC=OFFICIAL]

OFFICIAL

Thanks so much, s22(1)(a)(ii). We've let NIAA know that we don't have a copy to hand so we may not be able to make their deadline.

Regards,
 s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 24 November 2022 12:23 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: Terms of Reference - Tarrkarri Art Centre [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)

Just letting you know I have our email and I'm chasing up for you.

s22(1)(a)(ii)
 Manager, Strategy and Research
 Intergovernmental Relations
 Department of the Premier and Cabinet

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

T s22(1)(a)(ii) | M s22(1)(a)(ii)
 e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
 GPO Box 2343, ADELAIDE SA 5001
 DX 56205



Government of South Australia
 Department of the Premier
 and Cabinet



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>
 Sent: Thursday, 24 November 2022 11:40 AM
 To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
 Cc: s22(1)(a)(ii) @infrastructure.gov.au>
 Subject: Terms of Reference - Tarrkarri Art Centre [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

We have been approached by NIAA who are urgently seeking a copy of the Terms of Reference for the independent review of the Tarrkarri Art Centre project.

Is it possible to request a copy? We would require it in the next hour or so, if possible. Apologies for the short notice.

Regards,
 s22(1)(a)(ii)

s22(1)(a)(ii)

a/g Assistant Secretary • Cities and Northern Australia Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
 CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past, present and emerging, and to all Aboriginal and Torres Strait Islanders.

Released under the Freedom of Information Act 1992 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii)
Sent: Wednesday, 11 January 2023 8:40 AM
To: s22(1)(a)(ii) (DPC); s22(1)(a)(ii)
Cc: s22(1)(a)(ii)
Subject: RE: Adelaide City Deal: 2012-24 Budget Movement of Funds Process [SEC=OFFICIAL]
Attachments: FFA Schedule - Adelaide clean (post s22(1)(a) review of treasury comments) - 18-12-22.DOCX

OFFICIAL

Good morning s22(1)(a)(ii)

I attach the latest version spreadsheet which forms the FFA. Hope this is helpful and provides the information you require. Let me know if you are looking for anything else.

Thanks

s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC)
Sent: Tuesday, 10 January 2023 6:29 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: RE: Adelaide City Deal: 2012-24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL: Sensitive

OFFICIAL: Sensitive

s22(1)(a)(ii)

Are you able to share the spreadsheet of milestones you have (which I presume is basically the same as the draft FFA?).

Thanks again.

s22(1)(a)(ii)

From: s22(1)(a)(ii) (DPC)
Sent: Tuesday, 10 January 2023 5:56 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: Adelaide City Deal: 2012-24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi again

To follow up, Lot Fourteen have just asked if the attached profile (consistent with the Commonwealth October Budget) is what we are comparing to? Just so we have the right point of reference. I guess the issue is we don't have an agreement and hence milestones that fully align with this, but we will do what we can.

October Budget	2019 20	2020 21	2021 22	2022 23	2023 24	2024 25	TOTAL
s22(1)(a)(ii)							
Tarrkarri	0.00	4.00	7.50	12.00	20.00	41.50	85.00
s22(1)(a)(ii)							

s22(1)

From: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Sent: Tuesday, 10 January 2023 4:10 PM
To: s22(1)(a)(ii) (DPC) <[s22\(1\)\(a\)\(ii\)@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>
Cc: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>; s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Subject: RE: Adelaide City Deal: 2012 24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL

Hi s22(1),

No, I didn't get an out of office from s22(1), but half s22(1) luck!

In terms of milestones, I have a spreadsheet with milestones out to 2026 27. However, the key focus given the timing is for any milestones which won't be met for the current Financial Year. My focus is on ensuring no money is recouped from the Department of Finance.

If you have any information with a supporting high level proposal for the request for the current financial year or further out, that would be appreciated. I understand that there will be limited movement required, given the recent engagement on milestones/FFA updates etc. from the previous team.

Thank you in advance, and if needed, I can talk directly to your colleagues, noting that both you and s22(1) are on annual leave.

Thank you,

s22(1)

OFFICIAL

From: s22(1)(a)(ii) (DPC) <[s22\(1\)\(a\)\(ii\)@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>
Sent: Tuesday, 10 January 2023 4:25 PM
To: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>; s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@dpc.gov.au](mailto:s22(1)(a)(ii)@dpc.gov.au)>
Cc: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>; s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>; YULE Fiona <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Subject: Re: Adelaide City Deal: 2012 24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(iii)

You may have realised that s22(1)(a)(iii) is on leave now too!

I'll talk to the Lot Fourteen team and see if we can get something back to you by COB Thursday. As I understand it there are actually a few milestones we have met that in the last iteration of the profile were shifted into next year, but I'm not sure overall how it looks.

Do you need any supporting information to go with our proposals, for example a high level summary of why we are eg requesting such movements?

Also, can you confirm the forward estimates period we may propose shift funds into? There's been a bit of a discussion about shifting funds beyond the current last year for the ACD which is currently 2024-25. As I understand it, the 2023-24 Budget will include out to 2026-27. Or are you just talking about a quick fix in the current and next year?

I'm happy to talk to you if that's helpful.

Regards

s22(1)(a)(iii)

Get [Outlook for iOS](#)

From: s22(1)(a)(iii) <[s22\(1\)\(a\)\(iii\)@infrastructure.gov.au](mailto:s22(1)(a)(iii)@infrastructure.gov.au)>
Sent: Tuesday, January 10, 2023 3:44:32 PM
To: s22(1)(a)(iii) <[s22\(1\)\(a\)\(iii\)@dpc.gov.au](mailto:s22(1)(a)(iii)@dpc.gov.au)>; s22(1)(a)(iii) <[s22\(1\)\(a\)\(iii\)@dpc.gov.au](mailto:s22(1)(a)(iii)@dpc.gov.au)>; s22(1)(a)(iii) (DPC) <[s22\(1\)\(a\)\(iii\)@sa.gov.au](mailto:s22(1)(a)(iii)@sa.gov.au)>
Cc: s22(1)(a)(iii) <[s22\(1\)\(a\)\(iii\)@infrastructure.gov.au](mailto:s22(1)(a)(iii)@infrastructure.gov.au)>; s22(1)(a)(iii) <[s22\(1\)\(a\)\(iii\)@infrastructure.gov.au](mailto:s22(1)(a)(iii)@infrastructure.gov.au)>; YULE Fiona <[s22\(1\)\(a\)\(iii\)@infrastructure.gov.au](mailto:s22(1)(a)(iii)@infrastructure.gov.au)>
Subject: Adelaide City Deal: 2012-24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(iii) and s22(1)(a)(ii),

I hope you are both well and Happy New Year!

s22(1)(a)(iii), I have reached out to you too, as I understand s22(1)(a)(ii) is currently on annual leave.

The Department of Finance is now considering a formal 2023-24 Budget Movement of Funds process for consideration by the Finance Minister. The timeframe for our action is unfortunately relatively short and our Finance team has asked for our internal response by **COB Thursday and for clearance internally shortly thereafter**. It is possible that we will have another opportunity for a MOF process post the May Budget process, but it is not guaranteed. As such, I am reaching out now to ensure all deal funding remains in our Budget.

I also appreciate that we have a meeting scheduled for the 18th of January to discuss milestones for Lot 14, more broadly, but I am requesting an indication now regarding any milestones that are unable to be met as included in the 2022 October Budget update profiling of our Adelaide City Deal milestones.

From your perspective and understanding, are there any Australian Government funded milestones that are definitely not going to be met for the current Financial Year (2022-23) or in the next four financial years? Of particular importance, is the current Financial Year, as we need to ensure that any milestones that are not going to be met can be moved to the following 2023-24 Financial Year.

I understand that two projects that potentially may fit this category, at least for 2022-23, is the Tarrkarri Centre s22(1)(a) projects?

Please do not hesitate to contact me if you require further information.

Thank you in advance,

s22(1)

s22(1)(a)(ii)

Director • Partnerships and Projects Division

s22(1)(a)(ii) [s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P 02 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

FEDERATION FUNDING AGREEMENT – INFRASTRUCTURE

Table 1: Formalities and operation of schedule																																							
Parties	Commonwealth South Australia																																						
Duration	This Schedule is expected to expire on 30 June 2025.																																						
Purpose	This Schedule will support the delivery of projects across Greater Adelaide which are designed to support the growth of Adelaide's innovation, tourism and cultural economy.																																						
Estimated financial contributions	<p>The Commonwealth will provide an estimated total financial contribution to South Australia of \$159.0 million in respect of this Schedule.</p> <table> <tr> <th>Table 1 (\$ million)</th><th>2019-20</th><th>2020-21</th><th>2021-22</th><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>Total</th></tr> <tr> <td>Estimated total budget</td><td>3.20</td><td>9.57</td><td>13.01</td><td>28.72</td><td>36.00</td><td>68.50</td><td>159.00</td></tr> <tr> <td><i>Less estimated National Partnership Payments</i></td><td>3.20</td><td>9.57</td><td>13.01</td><td>28.72</td><td>36.00</td><td>68.50</td><td>159.00</td></tr> <tr> <td>Balance of non Commonwealth contributions</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>524.60</td></tr> </table> <p>Note: Additional non-Commonwealth funding includes:</p> <ul style="list-style-type: none"> \$512.0m: South Australian Government \$12.6m: City of Adelaide 							Table 1 (\$ million)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Estimated total budget	3.20	9.57	13.01	28.72	36.00	68.50	159.00	<i>Less estimated National Partnership Payments</i>	3.20	9.57	13.01	28.72	36.00	68.50	159.00	Balance of non Commonwealth contributions	0.0	0.0	0.0	0.0	0.0	0.0	524.60
Table 1 (\$ million)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total																																
Estimated total budget	3.20	9.57	13.01	28.72	36.00	68.50	159.00																																
<i>Less estimated National Partnership Payments</i>	3.20	9.57	13.01	28.72	36.00	68.50	159.00																																
Balance of non Commonwealth contributions	0.0	0.0	0.0	0.0	0.0	0.0	524.60																																
Additional terms	<p>South Australia will be responsible for working to meet Indigenous economic participation objectives in Adelaide City Deal projects including a minimum of 1.4 per cent Aboriginal employment, and a minimum of 3 per cent of contract value for Indigenous businesses in the supply chain. Priority will be given to local Indigenous business, organisations and potential employees.</p> <p>Business cases and project proposals will need to provide as a minimum the details of:</p> <ol style="list-style-type: none"> project management arrangements, including an implementation schedule for the delivery of the project and costs associated with each element of the schedule; 																																						

	<ul style="list-style-type: none"> b. risk management for both project delivery and for any potential operational risks; c. governance arrangements including management of any approvals or regulatory requirements; d. stakeholder engagement; e. where relevant, workplace Relationship Management Plan compliant with WHS and Building Code requirements; and f. any other information the State considers relevant to enable the Commonwealth to consider the business case or project proposal.
--	--

Output	Milestone Number	Performance milestones	Milestone Target Date	Payment
Tarrkarri Centre for First Nations Cultures \$85.00 million Construction of Tarrkarri – Centre for First Nations Cultures at Lot Fourteen to showcase the art and cultural assets of First Nations people to an international and national audience.	1.	A business case, that meets the requirements of Clause 17 of the Agreement, has been submitted to and accepted by the Australian Government.	COMPLETED June 2021	\$4.00m PAID
	2.	Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	COMPLETED July 2022	\$3.00m PAID
	3.	Installation of new hoarding inclusive of the Australian Government logo.	COMPLETED December 2021	\$2.00m PAID
	4.	City of Adelaide Building Rules Approval granted for Early Works.	COMPLETED June 2022	\$3.50m PAID
	5.	Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	COMPLETED June 2022	\$2.00m PAID
	6.	Appoint Director, Tarrkarri – Centre for First Nations Cultures.	March 2023	\$2.00m
	7.	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023	\$7.00m
	8.	Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	October 2023	\$20.00m
	9.	Completion of the superstructure - frame walls in place.	January 2025	\$30.00m
	10.	Completion of walls and flooring fit-out.	March 2025	\$6.50m
	11.	Practical completion of building.	April 2025	\$5.00m

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

The Parties have confirmed their commitment to this schedule as follows:

Signed *for and on behalf of the Commonwealth of Australia by*

Signed *for and on behalf of the State of South Australia by*

The Honourable Catherine King MP
Minister for Infrastructure, Transport, Regional
Development and Local Government
Australian Government
[Day] [Month] 2023

The Honourable Peter Malinauskas MP
Premier of South Australia

[Day] [Month] 2023

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Sent: Wednesday, January 11, 2023 9:14:49 AM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Subject: RE: Adelaide City Deal: 2012-24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

The Lot 14 profile aligns with our spreadsheets (summary is included below to assist for all projects).

s22(1)(a)(ii)

For the current Financial Year 2022 23, are there any projects which will not be achieved but have profiled and agreed funding?

Project	Jul 22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total Allocated this FY (m)	Spend to date this FY only
s22(1)(a)(ii)														
Tarrkarri	3								2		7		12.000	3.000

s22(1)(a)(ii)

Project	Jul 23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Total Allocated this FY	Spend to date this FY only
s22(1)(a)(ii)														

s22(1)(a)(ii)

Tarrkarri				20									20.000	
s22(1)(a)(ii)														
Project	Jul 24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Total Allocated this FY	Spend to date this FY only
s22(1)(a)(ii)														
Tarrkarri							30		6.5	5			41.5	
s22(1)(a)(ii)														

Thanks again s22(1) .
 Cheers,
 s22(1)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
 Sent: Wednesday, 11 January 2023 8:45 AM
 To: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
 Cc: s22(1)(a)(ii) @infrastructure.gov.au>
 Subject: Re: Adelaide City Deal: 2012 24 Budget Movement of Funds Process [SEC=OFFICIAL]

OFFICIAL: Sensitive

Thanks s22(1) .
 We'll use this for our comparison, but I was checking because s22(1) suggested s22(1) had something out to 2026-27. The last milestone in here is April 2025 which is the 2024 25 year. That's part of our question - can we move funds past the 2024 25 year s22(1)(a)(ii)
 s22(1)
 Get Outlook for iOS

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL: Sensitive

OFFICIAL: Sensitive

Hi s22(1),
() (i)

I refer to your below email to s22(1) requesting information to inform the Commonwealth's 2023-24 Budget Movement of Funds process.

This email and the attachment are to be taken as a partial response on behalf of South Australia, insofar as it relates only to the Lot Fourteen related projects s22(1)(a)(ii) Tarrkarri s22(1)(a)(ii). I understand separate advice will be provided regarding other projects.

As you would be aware, South Australia and the Australian Government have been in active negotiations around revisions to the Adelaide City Deal. Most recently, in December 2022, we were provided with a draft FFA for consideration which includes revised milestones and target dates. I believe the October 2022 Budget profile you have separately provided s22(1) is consistent with the draft FFA, noting that it has not been formally agreed by the Commonwealth Minister and our Premier. That being said, please find attached a marked up version of the draft FFA which includes:

- Proposed revisions to Milestone Target Dates for milestones that will not be met in the current Financial Year (2022-23) – highlighted in yellow
- Proposed revisions to Milestone Target Dates for milestones in future financial years, noting that South Australia will not be in a position to provide revised target dates for milestones 8-11 for the Tarrkarri project until the independent review has been finalised (expected May 2023)
- Minor changes to proposed milestone 7 (or 6 and 7) for the Innovation Hub.

Reasons for delays to achievement of Milestone Target Dates falling in this Financial Year are detailed in the table below:

Project	Milestone #	Performance Milestone	Milestone Target Date	REVISED Milestone Target Date	Reason
s22(1)(a)(ii)					
Tarrkarri	6	Appoint Director, Tarrkarri – Centre for First Nations Cultures.	March 2023	December 2023	Delivery of the Centre for First Nations Cultures (including construction and recruitment of key roles) were paused by the Premier while an independent review is undertaken to ensure that the facility is benchmarked to an international standard to maximise visitation outcomes.

You will note that the attached draft FFA proposes milestone target dates (for final project milestones) into FY26/27. The end date for the FFA and final milestones has been an ongoing conversation between the state and Commonwealth, as the current Project Agreement for the Adelaide City Deal is ambiguous around the Term of the Agreement (Clause 7 references expiry as being “on 30 October 2025 or on completion of the projects”), and also because of the Commonwealth’s current budget profile. The attached provides our best efforts at estimating achievement of the proposed milestones as they are currently drafted. Happy to discuss this in greater detail at next week’s meeting, as it is a critical issue to resolve and enable formal approval of the FFA.

Thank you for your email and the opportunity to feed into this process. We look forward to meeting next week.

Kind regards,

s22(1)(a)(ii)

Assistant Director, Policy and Strategy
Lot Fourteen Project
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | [W lotfourteen.com.au](http://www.lotfourteen.com.au)

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au >
Sent: Thursday, 19 January 2023 4:57 PM
To: s22(1)(a)(ii); YULE Fiona
Cc: s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DIIS)
Subject: RE: Non-Lot Fourteen changes to FFA [SEC=OFFICIAL]
Categories: Filed

OFFICIAL: Sensitive

Hi s22(1),
() (i)

I think s22(1) may have mentioned yesterday that we are working towards finalisation of the review in April 2023. We will be sure to keep you updated around these timeframes.

Kind regards,
s22(1)

From: s22(1)(a)(ii)
Sent: Thursday, 19 January 2023 10:53 AM
To: s22(1)(a)(ii) (DPC); YULE Fiona
Cc: s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DIIS)
Subject: RE: Non-Lot Fourteen changes to FFA [SEC=OFFICIAL]

OFFICIAL

Hi s22(1),
() (i)

I agree that our discussion yesterday was really productive and it was great to meet you and the team.

I note that you have collectively spoken internally about the Tarrkarri milestones and that at this point in time the milestones should remain as drafted.

Do you have any steer on when the independent Tarrkarri review may be concluded?

Thanks again,
s22(1)

s22(1)(a)(ii)
Director
City and Regional Partnerships Branch - Partnerships and Projects Division
s22(1)(a)(ii) @infrastructure.gov.au
P 02 6274 s22(1) M s22(1)(a)(ii)
GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live.

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 19 January 2023 11:04 AM
To: s22(1)(a)(ii) @infrastructure.gov.au>; YULE Fiona s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) s22(1)(a)(ii) @infrastructure.gov.au>;
s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>;
s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) is (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii)
(DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DIIS)
s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Non-Lot Fourteen changes to FFA [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii) and s22(1)(a)(ii),

Thank you for your time yesterday – it was great to meet the team, and we feel the discussion was really productive.

As agreed, the Lot Fourteen team have spoken internally around the Tarrkarri milestones and whether we have any further changes to propose to the draft FFA than what I sent last Thursday. At this point, we are concerned about seeking to make changes to later milestones for the project (milestones 8 – 11) as we don't want to be seen to be pre-empting the outcomes of the independent review, or providing inaccurate dates/milestones that will only need to be updated again in the near future.

As such, we have no further proposed changes than what was sent last Thursday and discussed yesterday. Please progress your review and discussions based on the (consolidated) tracked version of the draft FFA sent by s22(1)(a)(ii) yesterday.

I appreciate this is not ideal given that it will likely necessitate a further update to the FFA by your Minister and our Premier relatively soon.

We look forward to hearing from you soon regarding updates and timing for seeking ministerial approval of the FFA.

Kind regards,

s22(1)(a)(ii)

Assistant Director, Policy and Strategy

Lot Fourteen Project

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



Ngai tampinhi ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 18 January 2023 3:21 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; YULE Fiona s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>
Subject: RE: Non Lot Fourteen changes to FFA [SEC=OFFICIAL]

OFFICIAL

Thanks s22(1) and s22(1),

Appreciate your time earlier today to discuss the projects and proposed changes.

We will review/action and discuss internally and be in touch with updates on timing.

Please send through any further proposed changes ASAP.

Cheers,

s22(1)
() i
s22(1)(a)(ii)
Director
City and Regional Partnerships Branch • Partnerships and Projects Division
s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
P 02 6274 s22(1)(a) M s22(1)(a)(ii)
GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>
Sent: Wednesday, 18 January 2023 3:30 PM
To: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; YULE Fiona s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>

s22(1)(DPC) s22(1)(a)(ii) @sa.gov.au>

Subject: Non-Lot Fourteen changes to FFA

OFFICIAL: Sensitive

Hi s22(1)(a)(ii) and s22(1)(a)(ii)

Thanks again for that productive discussion.

I attach the draft of the FFA previously provided s22(1)(a)(ii)

Lot Fourteen will get back to us with any further proposed change ASAP.

Regards

s22(1)(a)(ii)

Manager, Strategy and Research
Intergovernmental Relations
Department of the Premier and Cabinet

T +61 (8) 8429 s22(1)(a)(ii) | M s22(1)(a)(ii)
e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
GPO Box 2343, ADELAIDE SA 5001
DX 56205



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited and may result in severe penalties. If you have received this e-mail in error, please notify the Department on +61 (2) 6274 7111 and delete all copies of

this transmission together with any attachments.

Disclaimer

This message has been issued by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. The information transmitted is for the use of the intended recipient only and may contain confidential and/or legally privileged material.

Any review, re-transmission, disclosure, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited and may result in severe penalties. If you have received this e-mail in error, please notify the Department on +61 (2) 6274 7111 and delete all copies of this transmission together with any attachments.

*Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts*

Adelaide City Deal

FEDERATION FUNDING AGREEMENT – INFRASTRUCTURE

Table 1: Formalities and operation of schedule

Parties	Commonwealth; and South Australia																																																
Duration	This Schedule will commence as soon as the Commonwealth and the South Australian Governments sign it and will expire on 30 June 2025 <u>2027</u> or on completion of the projects, including final performance reporting and processing of final payments against milestones, unless terminated earlier or extended as agreed in writing by the Parties.																																																
Purpose	This Schedule will support the delivery of projects across Greater Adelaide which are designed to support the growth of Adelaide's innovation, tourism and cultural economy.																																																
Estimated financial contributions	<p>The Commonwealth will provide an estimated total financial contribution from 2022-23 outwards of \$133.22 million to the Government of South Australia in respect of this Schedule.</p> <p><u>Table 1</u> also shows payments made in previous years under this program, bringing the total to \$159.00m.</p> <table><tr><td colspan="8">Table 1</td></tr><tr><td>(\$ million)</td><td>[Year 1]</td><td>[Year 2]</td><td>[Year 3]</td><td>[Year 4]</td><td>[Year 5]</td><td>[Year 6]</td><td>Total</td></tr><tr><td></td><td>2019-20</td><td>2020-21</td><td>2021-22</td><td>2022-23</td><td>2023-24</td><td>2024-25</td><td></td></tr><tr><td>Estimated total budget</td><td>3.20</td><td>9.57</td><td>13.010</td><td>28.72</td><td>36.00</td><td>68.50</td><td>159.00</td></tr><tr><td><i>Less estimated National Partnership Payments</i></td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td></tr><tr><td>Balance of non Commonwealth contributions</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td></tr></table> <p>Note: Additional non-Commonwealth funding includes</p> <ul style="list-style-type: none">\$512.0m South Australian Government\$12.6m City of Adelaide <p>A further \$15 million has separately been paid from other agencies for projects under the program.</p>	Table 1								(\$ million)	[Year 1]	[Year 2]	[Year 3]	[Year 4]	[Year 5]	[Year 6]	Total		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25		Estimated total budget	3.20	9.57	13.010	28.72	36.00	68.50	159.00	<i>Less estimated National Partnership Payments</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Balance of non Commonwealth contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Table 1																																																	
(\$ million)	[Year 1]	[Year 2]	[Year 3]	[Year 4]	[Year 5]	[Year 6]	Total																																										
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25																																											
Estimated total budget	3.20	9.57	13.010	28.72	36.00	68.50	159.00																																										
<i>Less estimated National Partnership Payments</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0																																										
Balance of non Commonwealth contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0																																										
Additional terms	The State agrees to be responsible for																																																

Commented [22(1)]: To be updated based on proposed changes to milestones below

OFFICIAL: Sensitive

	working to meet Indigenous economic participation objectives in Adelaide City Deal projects including a minimum of 1.4 per cent Aboriginal employment, and a minimum of 3 percent of contract value for Indigenous businesses in the supply chain. Priority will be given to local Indigenous business, organisations and potential employees.
--	--

OFFICIAL: Sensitive

Tarrkarri Centre for First Nations Cultures \$85.00 million Construction of Tarrkarri Centre for First Nations Cultures at Lot Fourteen to showcase the art and cultural assets of First Nations people to an international and national audience.	1.	A business case, that meets the requirements of Clause 17 of the Agreement, has been submitted to and accepted by the Australian Government.	COMPLETED June 2021	\$4.00m PAID
	2.	Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	COMPLETED July 2022	\$3.00m PAID
	3.	Installation of new hoarding inclusive of the Australian Government logo.	COMPLETED December 2021	\$2.00m PAID
	4.	City of Adelaide Building Rules Approval granted for Early Works.	COMPLETED June 2022	\$3.50m PAID
	5.	Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	COMPLETED June 2022	\$2.00m PAID
	6.	Appoint Director, Tarrkarri Centre for First Nations Cultures.	March December 2023	\$2.00m
	7.	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023	\$7.00m
	8.	Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	October 2023	\$20.00m
	9.	Completion of the superstructure - frame walls in place.	January 2025	\$30.00m
	10.	Completion of walls and flooring fit-out.	March 2025	\$6.500m
	11.	Practical completion of building.	April 2025	\$5.00m

Commented s22(1) Milestone is complete - SA to submit evidence to Common wealth

Commented s22(1) Revised Milestone Target Dates for the proposed Milestones TBC by SA following the independent review of the project (expected by May 2023). s22(1)(a)(ii)

s22(1)(a)(ii)

The Parties have confirmed their commitment to this schedule as follows:

*Signed for and on behalf of the Commonwealth
of Australia by*

*Signed for and on behalf of the
State of South Australia by*

The Honourable Catherine King MP
Minister for Infrastructure, Transport, Regional
Development and Local Government

The Honourable Peter Malinauskas MP
Premier of South Australia

Australian Government

[Day] [Month] 2022

[Day] [Month] 2022

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Tuesday, 18 April 2023 3:02 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: City Deal quarterly reporting - Lot Fourteen updates
Attachments: s22(1)(a)(ii);
 s22(1)(a)(ii); Attachment 4_ACD
 - Quarterly PSR - 03 - Tarrkarri - March 2023.docx; s22(1)(a)(ii)
 s22(1)(a)(ii); s22(1)(a)(ii)
 s22(1)(a)(ii); s22(1)(a)(ii)
 .pdf

Follow Up Flag: Follow up
Flag Status: Completed
Categories: Filed

OFFICIAL: Sensitive

Hi s22(1)(a)(ii) (and all)

Please find attached the Lot Fourteen quarterly reports.

They have endeavoured to provide additional background information (last 15 months) on the projects to assist you with your Estimates briefings. Given the status of the Tarrkarri project, they advise an additional update may be required prior to your Estimates hearing in May to ensure the briefing is as contemporary as possible.

They have provided an overall 'Update on Progress Against Adelaide City Deal Wide Commitments Table' (Attachment 1) which also includes the demolition and refurbishment contracts that would otherwise be missed under the reporting on the other projects funded under the FFA. As the projects progress we anticipate that disaggregated data may be supplied for each project.

s22(1)(a)(ii)

As a point of clarification, are you able to advise what the 'Year to date spend' and 'Year to date actual' in the Budget section of the table are intended to capture? To the best of my knowledge, we haven't in the past reported expenditure on projects in this way. I expect some of that may be subject to Budget considerations and we may only be in a position to provide updates at key reporting periods.

Happy to talk through any of this as required.

s22(1)(a)(ii)

Manager, Strategy and Research
 Intergovernmental Relations
 Department of the Premier and Cabinet

T +61 (8) 8429 s22(1)(a)(ii) | M s22(1)(a)(ii)
 e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
 GPO Box 2343, ADELAIDE SA 5001



Government of South Australia
Department of the Premier
and Cabinet

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

s22(1)
(a)(ii)

From: s22(1)(a)(ii)
Sent: Friday, 14 April 2023 11:59 AM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii); s22(1)(a)(ii)
Subject: RE: City Deal quarterly reporting - DEW updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)
(a)(ii)

Thanks so much for coordinating the quarterly reports and sending through what you could. Timing is perfect as I'm in the process of updating the briefings for our Estimates pack. Happy to receive the reports for Lot Fourteen once they have been approved.

Feel free to forward requests for payments and supporting evidence for any milestones in advance of the FFA being signed. This will ensure we can finalise the 'Request for Payment' briefs and that we are well placed to seek approval for payment once the FFA has been signed.

On a separate but related matter, I'm pleased to advise that the recent Movement of Funds request for the Adelaide City Deal has been approved by the Department of Finance. I'll keep you posted as to next steps regarding progressing the FFA to reflect this MoF.

Enjoy your weekend. We look forward to catching up next week.

Kind regards

s2
2(

s22(1)(a)(ii)

A/g Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 12 April 2023 2:11 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>
Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Subject: RE: City Deal quarterly reporting - DEW updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thanks for your email and for coordinating the quarterly updates from City Deal project leads. Happy to receive the remainder status reports prior to our catch up next week but would appreciate receiving them on the 15th of the month (quarterly) going forward.

Budget Estimates hearing will commence 22 May 2023. The project status reports will be beneficial in ensuring we have captured up to date information in the Estimates Briefs that we are in the process of updating noting we are required to have content cleared internally many weeks prior to the hearing. This said, I appreciate that there may be some last minute updates required especially for Tarrkarri and Lot 14.

s22(1)(a)(ii)

Happy to discuss if you require any additional info.

Regards and thanks

s22(1)(a)(ii)

s22(1)(a)(ii)

A/g Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

P +61 2 6274 s22(1) • M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>

Sent: Tuesday, 11 April 2023 5:35 PM

To: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>

Cc: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>; s22(1)(a)(ii)

<[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>

Subject: City Deal quarterly reporting - DEW updates

OFFICIAL: Sensitive

Hi s22(1)

As per your request below, I'm in the process of coordinating the quarterly updates from City Deal project leads.

Are you able to supply the likely date of the Estimates hearing? I assumed it was the post Budget one? It may be the case with something like Tarrkarri, the report might need a further update given all the work being undertaken with that project. Also, Lot Fourteen have flagged some internal clearance timeframes. Would the middle of next week be OK to submit? I note we are catching up on 19 April to discuss the Deal and they have assured me I'll have them by then.

I have advised DEW to keep me in the loop in relation to the opening event in July. It is unlikely to line up with your proposed visit (early July), but we will extend an invitation to your Minister and any other delegates you consider appropriate to invite.

Happy to discuss any of this further over the phone if you require more detail.

s22(1)(a)(ii)

Manager, Strategy and Research
Intergovernmental Relations

Department of the Premier and Cabinet

T +61 (8) 8429 s22(1)(a)(ii) | M s22(1)(a)(ii)
e s22(1)(a)(ii) @sa.gov.au | W dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
GPO Box 2343, ADELAIDE SA 5001
DX 56205



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal Tarrkarri Centre for First Nations Cultures Quarterly Project Status Report

Reporting period	January 2022 – March 2023
Project status	Under review
Budget status	Under review

Funding Total	\$200.0m
Contributions by Partner	AG \$85.0m SG \$115.0m

Key	Budget Schedule	Issue / Risk Rating
	On track / On budget	Low
	Challenged	Medium
	Attention required	High

QUARTERLY LOOKBACK – Adelaide to complete

ACTIONS COMPLETED

In 2019, the South Australian and Australian Governments committed to establishing a Centre for First Nations Cultures ('Centre') at Lot Fourteen, later named 'Tarrkarri' (meaning 'future' in Kaurna language) with an initial funding commitment of \$150 million, under the Adelaide City Deal (\$85 million Australian Government, \$65 million South Australian Government). As part of the 2020-21 State Budget, the South Australian Government contribution was increased by \$50 million to \$115 million, bringing total project funding to \$200 million.

In 2020 a strategic business case was finalised and the Aboriginal Reference Group (ARG) was established to provide a cultural lens over the project planning and delivery, in an advisory capacity. Mr David Rathman AM PSM FMIL was also appointed as Project Ambassador.

In 2021, the final business case was completed and a preliminary reference design was released. An Aboriginal Economic Participation Strategy was also completed and released.

In February 2022, early works activities commenced, including:

- The first Trade Package for Early Works awarded to Aboriginal Business Widi Ngaruwa and commenced on site
- Early works construction activities, including site investigations and remediation activities. The early works included perimeter piling and bulk excavation which commenced in April 2022 and was completed in November 2022. These early works set the shape and levels for the lower ground floor basement relative to North Terrace (i.e., external basement walls and depth of floor).

In Q3 2022, the professional services team led by Woods Bagot and architects Diller Scofidio + Renfro had advised the South Australian Government that delivering the centre within its existing budget would require a significant reduction in scope, which would only deliver a centre of local state-level standard and fail to deliver a centre of international significance as originally envisaged.

On 31 October 2022, the Premier announced the appointment of an eminent independent Review Panel to inform a revision of the scope, program, design, and budget to align Tarrkarri to a standard of international significance that will attract global visitors. The Review Panel included the Hon Bob Carr, Ms Carolyn Hewson AO, and the Hon Ken Wyatt AM. The review is expected to be finalised and advice provided to government in Q2 2023.

KEY MILESTONES ACHIEVED

Completed July 2022 - \$3 million paid

Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.

Completed June 2022 - \$3.5 million paid

City of Adelaide Building Rules Approval granted for Early Works.

Completed June 2022 - \$2 million paid

Provision of a copy of the signed signature page of the managing contractor agreement.

Completion of detailed designs.

Commencement of site preparation works not included as part of the Lot Fourteen development commitment.

Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.

MILESTONES ON TIME OR DELAYED (REASONS) – Adelaide to complete

Whilst early remedial and foundational works have been completed on the site of the Centre at Lot Fourteen, construction has been paused for the duration of the independent review.

The South Australian government anticipates that Milestones for the Tarrkarri project will need to be revised in consultation with the Australian Government following the outcomes of the independent review.

Revised target dates for Milestones falling in 2023/24 under the draft FFA have attempted to allow for delays resulting from the independent review.

NEXT QUARTER'S PREVIEW – Adelaide to complete**PLANNED ACTIONS**

TBC – dependent on outcomes of the review

KEY MILESTONES SCHEDULED

TBC – dependent on outcomes of the review

PROJECT PROFILE

Project name	Tarrkarri Centre
Accountable delivery agency	SA DPC
Responsible Project Executive	s22(1)(a)
Project start date	2019/20
Project end date	TBC – dependent on outcomes of the review

PROJECT OVERVIEW

A review of the project is underway with the objective to ensure that the scope, program and budget is benchmarked to a world-class standard of international significance, able to attract global visitors.

BUDGET			
Total project budget	\$200.00m (AG \$85.00m, SG \$115.00m)		
Funding profile (Post Feb 2023 MoF request)	Annual budget	Year to date spend	Year to date actual
2020-21	\$4.00m		\$4.00m
2021-22	\$7.50m		\$7.50m
2022-23	\$10.00m	\$3.00m	
2023-24	\$22.00m		
2024-25	\$41.50m		

PROGRESS AGAINST MILESTONES (FFA 2023) – Adelaide to complete			
Milestone description	Due date & amount	On time or delayed (If delayed, please provide details in the Milestone on-time/delayed table above).	Actions
A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	-	-	Completed June 2021 \$4.00m paid
Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	-	-	Completed July 2022 \$3.00m paid
Installation of new hoarding inclusive of the Australian Government logo.	-	-	Completed Dec 2021 \$2.00m paid
Gty of Adelaide Building Rules Approval granted for Early Works.	-	-	Completed June 2022 \$3.50m paid
Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	-	-	Completed June 2022 \$2.00m paid
Appoint Director, Tarrkarri Centre for First Nations Cultures.	Dec 2023 \$2.00m		
Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023 \$7.00m		
Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Oct 2023 \$20.00m		
Completion of the superstructure - frame walls in place.	Jan 2025 \$30.00m		
Completion of walls and flooring fit-out.	March 2025 \$6.50m		
Practical completion of building.	April 2025 \$5.00m		

EMERGING ISSUES AND RISKS – Adelaide to complete				
Item	Description	Mitigation / actions taken / required	Decisions required	Issue rating
1.	Project under review.	Project under review.	Outcomes of the review to inform the next stages of the project, including milestones.	Neutral

COMMUNICATIONS OPPORTUNITIES – Adelaide to complete	
Communications calendar	
State and Federal Government to engage in May 2023 to discuss the anticipated announcement and determine an optimal course of action, in line with the objectives and protocols of their respective governments.	
Publicity communicated items	
Not applicable.	
Opportunities for communication next month	
Not applicable.	

UPDATE ON PROGRESS AGAINST CITY DEAL WIDE COMMITMENTS – Adelaide to complete	
Item	Description
Indigenous employment targets	N/A
Jobs supported - Direct	N/A
	N/A
Total jobs	N/A

GENERAL NOTES – A	
Item	

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Sent: Monday, 1 May 2023 12:25 PM

To: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>

Cc: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

HI s22(1)(a)(ii) and all

Attached is what I have thus far. I've added a separate box with your questions and our responses s22(1)(a)(ii)

Regards

s22(1)
(a)(iii)

From: s22(1)(a)(ii) <@infrastructure.gov.au>
Sent: Monday, 1 May 2023 11:31 AM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <@sa.gov.au>; s22(1)(a)(ii) <@infrastructure.gov.au>
Cc: s22(1)(a)(ii) <@infrastructure.gov.au>
Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

Thanks s22(1)(a)(ii) and s22(1)(a)(iii) appreciated.

Our Senate Estimates materials are due for SES clearance today, so we will need to update accordingly once received.

s22(1)(a)(ii), grateful for the updates to be put in track changes in the reports and glad National Cabinet is over!

Thanks again,

s22(1)
(a)(iii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <@sa.gov.au>
Sent: Monday, 1 May 2023 11:57 AM
To: s22(1)(a)(ii) <@infrastructure.gov.au>
Cc: s22(1)(a)(ii) <@infrastructure.gov.au>; s22(1)(a)(ii) <@infrastructure.gov.au>
Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Apologies. We have been snowed under with National Cabinet s22(1)(a)(ii).

I have updates for s22(1)(a)(ii) but not the City of Adelaide projects. I'll follow up with s22(1)(a)(ii) today to see where they are at.

I'll update and send the others through today. The issues is, I may not quite know where to put these as they were specific questions. I'll add them in track changes for you.

s22(1)
(a)(iii)

From: s22(1)(a)(ii) <@infrastructure.gov.au>
Sent: Monday, 1 May 2023 11:23 AM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <@sa.gov.au>

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>; s22(1)(a)(ii)

<[REDACTED]@infrastructure.gov.au>

Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)

I hope you are well.

I'm following up on the email trail below. Can you please provide an ETA of when the updated Project reports may be available?

Thanks a million.

s2
2(

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

P +61 2 6274 s22(1) M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Sent: Friday, 21 April 2023 3:53 PM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii)

s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1),

The end of next week is no problem at all.

s22(1)(a)(ii)

Thanks again,

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

s22(1)
(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Friday, 21 April 2023 3:48 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL: Sensitive

Thanks s22(1)
(a)(ii)

Do you have a deadline to provide this back to you? Would the end of next week be OK (noting the short week)?

s22(1)
(a)(ii)

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Friday, 21 April 2023 10:03 AM
To: s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: City Deal quarterly reporting - Lot Fourteen updates [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)
(a)(ii),

Thank you again for your assistance with the quarterly Project Status Reports for the Adelaide City Deal – it is very much appreciated.

We also appreciated the opportunity to meet with you and s22(1)(a)(ii) earlier this week for the bi-monthly meeting.

As discussed, we do have a small number of follow-up questions regarding select project updates (attached) and the Department would be grateful for these teams to please review the questions and to include this detail in their final reports. I.e. Add the detail into the final report and send back to you for on-sending to us. This will ensure everyone has the final copy of the report and it will make updating next quarter's less effort for the various teams. In terms of timing, grateful to receive these back when possible s22(1)(a)(ii) ANAO may have questions for us shortly.

The Lot Fourteen updates are very good and we have no follow-up questions.

Thanks again,

s22(1)
(a)(ii)
s22(1)(a)(ii)

Director
City and Regional Partnerships Branch • Partnerships and Projects Division
s22(1)(a)(ii) @infrastructure.gov.au
P 02 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)
GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

Tarrkarri Centre for First Nations Cultures

Quarterly Project Status Report

Reporting period	
Project status	
Budget status	

Funding Total	\$ 200.0m
Contributions by Partner	AG \$85.0m SG \$115.0m

Key	Budget Schedule	Issue / Risk Rating
	On track / On budget	Low
	Challenged	Medium
	Attention required	High

QUARTERLY LOOKBACK – Adelaide to complete
ACTIONS COMPLETED
KEY MILESTONES ACHIEVED

MILESTONES ON TIME OR DELAYED (REASONS) – Adelaide to complete

NEXT QUARTER'S PREVIEW – Adelaide to complete
PLANNED ACTIONS
KEY MILESTONES SCHEDULED

PROJECT PROFILE	
Project name	Tarrkarri Centre
Accountable delivery agency	SA DPC
Responsible Project Executive	s22(1)(a)(ii)
Project start date	March 2019
Project end date	Mid 2027

PROJECT OVERVIEW
The project scope for the co-funded project is the construction and fit out of the Tarrkarri Centre for First Nations Cultures at Lot Fourteen to showcase the art and cultural assets of First Nations people.
Project Objectives:

- Provide a unique curatorial experience that will attract and maximise local, interstate and international visitors
- Place First Nations art and cultures at the forefront, driving awareness, understanding and reconciliation
- Draw on the nation's collections, including the First Nations art and cultural collections held by our leading institutions
- Genuinely partner with First Nations communities from concept, development and ongoing operation
- Create important opportunities for First Nations employment and development through operations and related artistic, educational and commercial activities
- Adopt a project and operational governance approach that supports all the above.

A review of the project is currently underway with the objective to ensure that the scope, program and budget is benchmarked to a world-class standard of international significance, able to attract global visitors. The appointment of a Director for the centre is expected for later in 2023.

BUDGET			
Total project budget	\$200.00m (AG \$85.00m, SG \$115.00m)		
Funding profile (Post Feb 2023 MoF request)	Annual budget	Year to date spend	Year to date actual
2020-21	\$4.00m		\$4.00m
2021-22	\$7.50m		\$7.50m
2022-23	\$10.00m	\$3.00m	
2023-24	\$22.00m		
2024-25	\$41.50m		

PROGRESS AGAINST MILESTONES (FFA 2023) – Adelaide to complete			
Milestone description	Due date & amount	On time or delayed (If delayed, please provide details in the Milestone on-time/delayed table above).	Actions
A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	-	-	Completed June 2021 \$4.00m paid
Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	-	-	Completed July 2022 \$3.00m paid
Installation of new hoarding inclusive of the Australian Government logo.	-	-	Completed Dec 2021 \$2.00m paid
City of Adelaide Building Rules Approval granted for Early Works.	-	-	Completed June 2022 \$3.50m paid
Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	-	-	Completed June 2022 \$2.00m paid
Appoint Director, Tarrkarri Centre for First Nations Cultures.	Dec. 2023		

	\$2.00m		
Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023 \$7.00m		
Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Oct 2023 \$20.00m		
Completion of the superstructure - frame walls in place.	Jan 2025 \$30.00m		
Completion of walls and flooring fit-out.	March 2025 \$6.50m		
Practical completion of building.	April 2025 \$5.00m		

EMERGING ISSUES AND RISKS – Adelaide to complete

Item	Description	Mitigation / actions taken / required	Decisions required	Issue rating

COMMUNICATIONS OPPORTUNITIES – Adelaide to complete

Communications calendar
Publicity communicated items

UPDATE ON PROGRESS AGAINST CITY DEAL WIDE COMMITMENTS –

Item	Description
Indigenous employment targets	
Jobs supported - Direct	
Jobs supported – Indirect	
Total jobs supported	

GENERAL NOTES – Adelaide to complete

Item	Description



Adelaide City Deal Implementation Board Meeting #9 Agenda

DATE	Time:	Teleconference details	
5 July 2023	TBC	Microsoft Teams details included in meeting request	
Members	Position		
Fiona Yule (Chair) s22(1)(a)(ii)	Assistant Secretary	Partnership and Projects Division	DITRIDCA
	Executive Director	Intergovernmental and Diplomatic Relations	DPC
	A/g Managing Director	AEDA	CoA
Attendees			
s22(1)(a)(ii)	Manager, SA DPC	Strategy and Research Intergovernmental Relations	DPC
	Executive Assistant	Director Growth	CoA
	Director	City and Regional Partnerships Branch	DITRIDCA
	Assistant Director	City and Regional Partnerships Branch	DITRIDCA
Apologies			

Agenda

AGENDA ITEM	Lead	Attachment	Action	TIME
1. Welcome and Updates	DITRIDCA	Y	<ul style="list-style-type: none"> Welcome and introductions Endorse minutes from 31 March 2021 Discuss any outstanding actions 	10 min
2. Commitment Updates	DPC	N	<p>s22(1)(a)(ii)</p> <p>Tarrkarri Centre</p> <p>s22(1)(a)(ii)</p> <p>s22(1)(a)(ii)</p>	20 min
4. Funding Profile	DITRIDCA	Y	Discuss updates to Project Agreement / FFA Schedule	20 min
5. Reporting and Monitoring	DITRIDCA	Y	<ul style="list-style-type: none"> Three-year review and Annual Report Indigenous employment targets Quarterly reports Monthly Meetings with DPC GovTeams platform 	30 min

From: s22(1)(a)(ii)
Sent: Thursday, 11 May 2023 5:26 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii)
Subject: RE: Media enquiry - Tarrkarri [SEC=OFFICIAL]

Categories: Filed

OFFICIAL

Thanks s22(1)(a)(ii),

Thank you.

I can suggest the update regarding the Review status.

It would be appreciated if we have a level of understanding about the recommendations as a key funder, in time, and prior to any public release/media.

Cheers,
 s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC)
Sent: Thursday, 11 May 2023 5:21 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii)
Subject: Re: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

We've had a look and think it's broadly fine. However, we'd recommend the last sentence be amended to something along the lines that the South Australian Government is currently considering the recommendations of the Review Panel.

Regards

s22(1)(a)(ii)

Get [Outlook for iOS](#)

From: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Sent: Thursday, May 11, 2023 4:36 pm
To: s22(1)(a)(ii) (DPC) <[s22\(1\)\(a\)\(ii\)@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>
Cc: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Subject: RE: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL

Thanks s22(1)(a)(ii),

I've since gone back to the media team noting tomorrow morning finalisation – although they have the cleared copy, pending any SA Government feedback.

So if you could please get back to me in the morning, that's no problem.

Thanks again,
s22(1)(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 11 May 2023 5:03 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: Re: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

We'll review and get back to you tonight.

Regards

s22(1)(a)(ii)

Get [Outlook for iOS](#)

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Thursday, May 11, 2023 4:03:14 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii),

Fiona has cleared the following for our media team – please let me know if you have any concerns today.

s47C

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Thanks again,

s22(1)
(a)(ii)

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Sent: Thursday, 11 May 2023 3:16 PM

To: s22(1)(a)(ii) @infrastructure.gov.au>

Cc: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: RE: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL: Sensitive

Thanks s22(1)
(a)(ii)

Appreciate the heads up and welcome a copy of the response.

Regards

s22(1)
(a)(ii)

From: s22(1)(a)(ii) @infrastructure.gov.au>

Sent: Thursday, 11 May 2023 2:37 PM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Cc: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: FW: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)
(a)(ii),

As discussed, here is the media enquiry (below).

We will prepare a response for internal clearance today and send a copy for your records/clearance, if you would like.

Thank you,

s22(1)
(a)(ii)

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii)@sa.gov.au>
Sent: Friday, 12 May 2023 9:09 AM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii)
Subject: Re: Media enquiry - Tarrkarri [SEC=OFFICIAL]

Categories: Filed

OFFICIAL: Sensitive

Thanks s22(1)(a)(ii)

Appreciate your request to be kept in the loop on the recommendations. I'm in the process of trying to organise a conversation for you with s22(1)(a)(ii) about the Review.

s22(1)(a)(ii)

Get [Outlook for iOS](#)

From: s22(1)(a)(ii)
Sent: Thursday, May 11, 2023 4:56 pm
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii)
Subject: RE: Media enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL

Thanks s22(1)(a)(ii)
Thank you.

I can suggest the update regarding the Review status.

It would be appreciated if we have a level of understanding about the recommendations as a key funder, in time, and prior to any public release/media.

Cheers,

s22(1)(a)(ii)

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Monday, 15 May 2023 4:36 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]
OFFICIAL

Hi Marni

I hope you had a lovely Mother's Day weekend.

Now that the FFA is with our Minister s22(1)(a)(ii) I can finally turn my attention to arrangements for our visit to Adelaide.

Thank you for your assistance with arrangements to-date. I'm working my way through your emails now but thought I'd send you a quick update to hopefully answer some of your questions and also seek your assistance with a couple of things.

Travel

- I can now confirm that Fiona, s22(1)(a)(ii) will arrive in Adelaide on Tuesday evening 4 July. **No meetings to be planned.**
- Fiona will leave Adelaide on Wednesday evening – 5 July 2023.
- s22(1)(a)(ii) will leave Friday afternoon of 7 July 2023.

Implementation Board Meeting

- Wednesday 5 July 2023 (at this stage 9.00am – 11.00am) s22(1)(a)(ii) get to Lot Fourteen a bit earlier to do some of the more detailed talks before s22(1)(a)(ii) takes s22(1)(a)(ii) on the tour. Eg from 1 pm at Lot Fourteen s22(1)(a)(ii) from 2 pm s22(1)(a)(ii). Will have to check availability though.
- Implementation Board Agenda is attached. Can you please review and confirm the meeting time, venue and that you have kindly blocked out SA attendees diaries. **Will confirm**
- Key project updates will be required at the Implementation Board meeting but happy for these to be at a high level. s22(1)(a)(ii) team can provide a more detailed overview with the site visits if that works for s22(1)(a)(ii) and the team. **Thanks, makes sense. I intend to use the quarterly reports which I will send out for updating ahead of the meeting.**
- Meeting invite - Please let me know if you would like me to send it or if you are happy to (incl to all Project Managers that will provide status updates). **It's probably best to come from you, but I'll confirm all the relevant people and send you the emails, or we can just include key Lot Fourteen Staff and they can forward as appropriate.**
- Can you please confirm Implementation Board members. I have:
 - Fiona Yule (DITRDCA)
 - s22(1)(a)(ii) (DPC)
 - s22(1)(a)(ii) (COA)
 - I'm unsure if s22(1)(a)(ii) (DPC CE) should also be on the list or if s22(1)(a)(ii) delegated responsibility to s22(1)(a)(ii) ? **Yes, s22(1)(a)(ii) the delegate but s22(1)(a)(ii) is on leave so it will in reality be me and s22(1)(a)(ii).**

Site Visits with Fiona

- I have the Lot 14 visit scheduled for 2-4pm on Wednesday 5 July with s22(1)(a)(ii) ? Can you please confirm this is still the case? **Will confirm**
- In terms of what Fiona might be more interested in focussing on - Fiona will be most interested in projects that have the highest AG funding (General site tour of Tarrkarr s22(1)(a)(ii) noting we will only be able to show you where they intend to be placed – none are built as yet (Tarrkarri has a slab). While we are at Lot 14 s22(1)(a)(ii) I think Lot Fourteen are keen to provide more detailed briefings on the projects to you (as you suggest above). s22(1)(a)(ii)

- s22(1)(a)(ii)

s22(1)(a)(ii)

Happy to chat and answer additional questions as we go along.

Regards

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.

I recognise and respect their continuing connection to the land, waters and communities.

I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts



Adelaide City Deal Implementation Board Meeting #9 Agenda

DATE	Time:	Venue Address and Teleconference details	
5 July 2023	9.00am 11.00am	Microsoft Teams details included in meeting request	
Members	Position		
Fiona Yule (Chair)	Assistant Secretary	Partnership and Projects Division	DITRIDCA
s22(1)(a)(ii)	Chief Executive Officer		CoA
	Executive Director	Intergovernmental and Diplomatic Relations	DPC
Attendees			
s22(1)(a)(ii)			DPC
	Manager, SA DPC	Strategy and Research Intergovernmental Relations	DPC
	Executive Assistant	Director Growth	CoA
	Director	City and Regional Partnerships Branch	DITRIDCA
	Assistant Director	City and Regional Partnerships Branch	DITRIDCA
Apologies			
s22(1)(a)(ii)	Executive Director	Intergovernmental and Diplomatic Relations	DPC

Agenda

AGENDA ITEM	Lead	Attachment	Action	TIME
1. Welcome and Updates	DITRIDCA	Y	<ul style="list-style-type: none"> • Welcome and introductions • Endorse minutes from 31 March 2021 • Discuss any outstanding actions 	10 min
2. Commitment Updates	DPC	N	<ul style="list-style-type: none"> • Tarrkarri Centre 	30 min
4. Funding Profile	DITRIDCA	Y	<ul style="list-style-type: none"> • Discuss updates to Project Agreement / FFA Schedule 	20 min
5. Reporting and Monitoring	DITRIDCA	Y	<ul style="list-style-type: none"> • Three-year review and Annual Report • Indigenous employment targets • Quarterly reports • Monthly Meetings with DPC • GovTeams platform 	30 min

From: s22(1)(a)(ii)
Sent: Tuesday, 13 June 2023 2:41 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii)
Subject: Signed Adelaide FFA [SEC OFFICIAL]
Attachments: MS23-003280 - Joint signed FFA ACD 13-6-23.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Categories: Orange Category

OFFICIAL

Hi s22(1),

Our Minister has signed the Adelaide FFA today (attached).

We will see what our Minister's Office wishes to do in regards to providing back more formally to the SA Premier.

I can also confirm that we have already processed the four milestone payments today for internal approvals hopefully we will meet the deadline with Treasury.

Thanks again,

s22(1)
)(i)
 s22(1)(a)(ii)
 Director
 City and Regional Partnerships Branch • Partnerships and Projects Division
 s22(1)(a)(ii) @infrastructure.gov.au
 P 02 6274 s22(1) • M s22(1)(a)(ii)
 GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
 CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

FEDERATION FUNDING AGREEMENT – INFRASTRUCTURE

Table 1: Formalities and operation of schedule																																												
Parties	Commonwealth South Australia																																											
Duration	This Schedule is expected to expire on 30 June 2027 or on completion of the projects, including final performance reporting and processing of final payments against milestones.																																											
Purpose	This Schedule will support the delivery of projects across Greater Adelaide which are designed to support the growth of Adelaide's innovation, tourism and cultural economy.																																											
Estimated financial contributions	<p>The Commonwealth will provide an estimated total financial contribution to South Australia of \$159.0 million in respect of this Schedule.</p> <table> <tr> <th>Table 1 (\$ million)</th><th>2019-20</th><th>2020-21</th><th>2021-22</th><th>2022-23</th><th>2023-24</th><th>2024-25</th><th>2025-26</th><th>Total</th></tr> <tr> <td>Estimated total budget</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>683.6</td></tr> <tr> <td>Less estimated National Partnership Payments</td><td>3.20</td><td>9.57</td><td>13.01</td><td>22.72</td><td>39.00</td><td>58.50</td><td>13.00</td><td>159.00</td></tr> <tr> <td>Balance of non-Commonwealth contributions</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>TBC</td><td>524.60</td></tr> </table> <p>s22(1)(a)(ii)</p> <p>Note: Additional non-Commonwealth contributions Includes:</p> <ul style="list-style-type: none"> \$512.0m: South Australian Government \$12.6m: City of Adelaide 								Table 1 (\$ million)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total	Estimated total budget	TBC	TBC	TBC	TBC	TBC	TBC	TBC	683.6	Less estimated National Partnership Payments	3.20	9.57	13.01	22.72	39.00	58.50	13.00	159.00	Balance of non-Commonwealth contributions	TBC	TBC	TBC	TBC	TBC	TBC	TBC	524.60
Table 1 (\$ million)	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total																																				
Estimated total budget	TBC	TBC	TBC	TBC	TBC	TBC	TBC	683.6																																				
Less estimated National Partnership Payments	3.20	9.57	13.01	22.72	39.00	58.50	13.00	159.00																																				
Balance of non-Commonwealth contributions	TBC	TBC	TBC	TBC	TBC	TBC	TBC	524.60																																				

Released under the Freedom of Information Act 1992 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

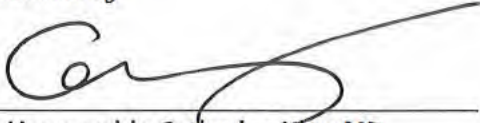
Additional terms	<p>South Australia will:</p> <ul style="list-style-type: none"> — provide quarterly status updates on projects during the operation of the Schedule; — be responsible for making relevant payments to relevant external parties as they meet performance milestones as set out in Table 2 of this Schedule; — be responsible for working to meet Indigenous economic participation objectives in Adelaide City Deal projects including a minimum of 1.4 per cent Aboriginal employment, and a minimum of 3 per cent of contract value for Indigenous businesses in the supply chain. Priority will be given to local Indigenous business, organisations and potential employees; — monitor and provide performance reports against the Indigenous targets on a project-by-project basis under its Industry Participation Policy and Procedural Guidelines; and — advise the Commonwealth of any underspend that will occur on a Project, prior to the final Commonwealth contribution for that Project. <p>Where a reported underspend, as outlined in these Additional terms, is either \$500,000 or 10 per cent of the Commonwealth investment (whichever is higher), the remaining funds will be re-invested. Re investment will be in either existing Adelaide City Deal projects outlined in Table 2 of this FFA Schedule or projects consistent with the Adelaide City Deal's Purpose specified in Table 1 of this Schedule.</p> <p>In relation to reallocation of surplus funds, both parties will agree to how funds will be re-invested.</p> <p>Where a decision is made not to continue with a project, both parties will agree to how the remaining funds for that project will be re-allocated.</p> <p>Business cases and project proposals will need to provide as a minimum the details of:</p> <ol style="list-style-type: none"> a. project management arrangements, including an implementation schedule for the delivery of the project and costs associated with each element of the schedule; b. risk management for both project delivery and for any potential operational risks; c. governance arrangements including management of any approvals or regulatory requirements; d. stakeholder engagement; e. where relevant, workplace Relationship Management Plan compliant with WHS and Building Code requirements; and f. any other information the State considers relevant to enable the Commonwealth to consider the business case or project proposal.
------------------	---

OFFICIAL: Sensitive

Output	Milestone Number	Performance milestones	Milestone Target Date	Payment (up to)
Tarrkarri Centre for First Nations Cultures Up to \$85.00 million Construction of Tarrkarri – Centre for First Nations Cultures at Lot Fourteen to showcase the art and cultural assets of First Nations people to an international and national audience.	1.	A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	COMPLETED June 2021	\$4.00m PAID
	2.	Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	COMPLETED July 2022	\$3.00m PAID
	3.	Installation of new hoarding inclusive of the Australian Government logo.	COMPLETED December 2021	\$2.00m PAID
	4.	City of Adelaide Building Rules Approval granted for Early Works.	COMPLETED June 2022	\$3.50m PAID
	5.	Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	COMPLETED June 2022	\$2.00m PAID
	6.	Appoint Director, Tarrkarri – Centre for First Nations Cultures.	December 2023	\$2.00m
	7.	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023	\$7.00m
	8.	Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	October 2023	\$20.00m
	9.	Completion of the superstructure - frame walls in place.	January 2025	\$30.00m
	10.	Completion of walls and flooring fit-out.	March 2025	\$6.50m
	11.	Practical completion of building.	April 2025	\$5.00m

The Parties have confirmed their commitment to this schedule as follows:

Signed for and on behalf of the Commonwealth
of Australia by

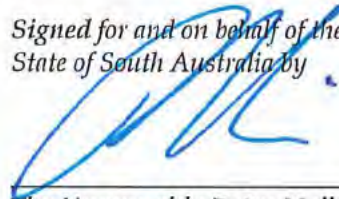


The Honourable Catherine King MP
Minister for Infrastructure, Transport, Regional
Development and Local Government

Australian Government

13/6
[Day] [Month] 2023

Signed for and on behalf of the
State of South Australia by



The Honourable Peter Malinauskas MP
Premier of South Australia

8/6
[Day] [Month] 2023

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii)@sa.gov.au>
Sent: Tuesday, 13 June 2023 8:16 PM
To: s22(1)(a)(ii)
Subject: RE: Visit to Adelaide - Agenda [SEC=OFFICIAL]

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Filled

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

Answers I have for the time being in green!

From: s22(1)(a)(ii)
Sent: Tuesday, 13 June 2023 6:18 PM
To: s22(1)(a)(ii) (DPC)
Subject: RE: Visit to Adelaide - Agenda [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

RE Visit to Adelaide.

Firstly, thanks for your continued assistance with pulling our visit to Adelaide together s22(1)(a)(ii). This is greatly appreciated!

I've provided a brief update (further down this email) in Red (sorry for the colour) – I haven't incl as it was getting tooooooo messy so I have summarised below!.

To summarise:

- She would appreciate high-level project updates at the Impl Board meeting these would be on the Key items such as status of Tarrkarri review, very high level progress/status of projects, - I will use the quarterly updates which I have out with program managers for updating at the moment. Not sure how much of an update s22(1)(a)(ii) will be in a position to provide a full update on the Tarrkarri Review other than what Lot Fourteen provide to us at a high level in the quarterly update. s22(1)(a)(ii) is best placed to lead that discussion (which s22(1)(a)(ii) will do at the later more detailed meetings).
- At the site visit to Lot 14 - Fi is really looking forward to meeting s22(1)(a)(ii) and I'm sure s22(1)(a)(ii) will tell Fi about all things Lot 14, the importance of projects etc s22(1)(a)(ii). Sounds like a plan!
- At the 1 hour Project Status meetings – This is an opportunity for Project Managers to be succinct but provide more detail about status of projects i.e. what's included in the project, start dates, number of students, square footage, what's incl in a fit-out, any issues, opportunities for media releases etc - Note that s22(1)(a)(ii) will be leading these discussions as s22(1)(a)(ii) is on leave.

Can you please confirm

- That the Circle is locked in for our site visit on Wednesday (I'm sure you have previously – just can't locate atm) – s22(1)(a)(ii) has 2-4pm blocked out in s22(1)(a) diary so we can meet with s22(1)(a) at an appropriate time during the site visit.
- Confirm time (and address) for Project status updates on Wednesday. Assume you mean the more detailed ones in the afternoon? These are likely to be held at Lot Fourteen in the Vintage Boardroom, ground floor Margaret Graham Building (on Frome Road). We can provide you with a map. The room is on hold for s22(1)(a) between 2.00-4.30pm so we can play the exact start time by ear given s22(1) will be leading the discussions and doing the site visit.
- Confirm that Project Managers are aware of the need to attend a meeting on the Wednesday and advise if I need to send them a meeting invite. As per the above, I understand s22(1)(a) is leading these discussions in the absence of s22(1)(a)(ii) (I will confirm if there are any other attendees).

s22(1)(a)(ii)

Thanks again

Cheers

s22(1)(a)(ii)

s22(1)(a)(ii)

A/g Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
Sent: Friday, 2 June 2023 12:40 PM
To: s22(1)(a)(ii) (DPC) <[s22\(1\)\(a\)\(ii\)@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)>
Subject: RE: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

Thanks for your assistance with pulling things together for our visit. I've provided some comments in Blue below.
Happy to chat.

s2

s22(1)(a)(ii)
Assistant Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) <[s22\(1\)\(a\)\(ii\)@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)>
P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Friday, 2 June 2023 11:42 AM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: RE: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

Lot Fourteen has provided the following regarding Wednesday.

s22(1)(a)(ii)

- They envisage the site tour would take 45 min max (maybe only 30 mins), and for this to be followed by a detailed discussion about the projects for at least another hour. Will s22(1)(a)(ii) attend the discussions? s22(1)(a)(ii) has let me know that Fi is happy to have updates from Project Managers at the site visits as opposed to around a Boardroom. Would appreciate your thoughts – noting just slabs etc not sure if this would work for the Project Managers? The Vintage Boardroom on the Ground Floor of the Margaret Graham building has been booked for 2.30-4.30pm that day to be safe. Great thanks – let's keep it locked in until we decide approach for project updates That would mean (from your below) potentially extending into the 4-5 block (with no allocation against it) for 30 mins – ie 2-4.30pm site visit (est 35-45 mins) If we end up doing project updates in the boardroom – this timing will still work as long as we finish by 4.30pm. s22(1)(a)(ii)

Can you please confirm venue for this meeting s22(1)(a) would appreciate high-level project updates at the Impl Board meeting i.e. status of Tarrkarri review, high level progress/status of projects. – Lot 14 site visit with s22(1)(a)(ii) I'm sure Di will tell Fi about all things Lot 14, the importance of projects etc s22(1)(a)(ii) Project status updates (est 1 hour), but giving some additional room for slippage - This is an opportunity for Project Managers to be succinct but provide more detail about status of projects i.e. what's included in the project, start dates, number of students, square footage, what's incl in a fit-out, any issues, opportunities for media releases etc Can you please confirm time and address for this meeting..

Will this all work, particularly noting with Fiona's departure time?

s22(1)(a)(ii)

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Wednesday, 31 May 2023 4:34 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL

You're a legend! Thanks!

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.

I recognise and respect their continuing connection to the land, waters and communities.

I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Sent: Wednesday, 31 May 2023 4:56 PM

To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Subject: Re: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL: Sensitive

Thanks s22(1)(a)(ii)

I'll check with the City of Adelaide about agenda items and check back in with Lot Fourteen about timing of everything.

s22(1)(a)(ii)

Get [Outlook for iOS](#)

From: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Sent: Wednesday, May 31, 2023 4:21:20 PM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Subject: RE: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

s22(1)(a)(ii)

I've provided some updates for you (in Orange) below.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Happy to have a chat if that helps/works better.

s2

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Sent: Friday, 19 May 2023 9:58 AM

To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Subject: RE: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

Importance: High

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

Some further updates for you s22(1)(a)(ii)

Wanted to confirm in particular about what you were anticipating on project updates at the Board Meeting itself. In the past, attendance has been only Board Member and other staff (ie me, you etc) and we have not invited any project leads. Agree no Project Managers at the Board meeting I understood that's what would form part of the Lot Fourteen visit (as per the last time you were here), Agree and any other updates you would separately like from the City of Adelaide s22(1)(a)(ii) can meet with CoA separately I'll reach out to s22(1)(a)(ii) (assuming s22(1)(a)(ii) is still the contact) to arrange a time to meet. I haven't invited any of them to the Board Meeting per se (Agree Only Board members), but Lot Fourteen stand ready to provide those more detailed briefs along with s22(1)(a)(ii) site visit. Great See below

Happy to discuss when the dust settles after Estimates.

s22(1)(a)(ii)

From: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Sent: Monday, 15 May 2023 4:36 PM

To: s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Subject: Visit to Adelaide and Implementation Board Agenda [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

s22(1)(a)(ii)

Now that the FFA is with our Minister s22(1)(a)(ii) I can finally turn my attention to arrangements for our visit to Adelaide.

Thank you for your assistance with arrangements to-date. I'm working my way through your emails now but thought I'd send you a quick update to hopefully answer some of your questions and also seek your assistance with a couple of things.

Travel

- I can now confirm that Fiona, s22(1)(a)(ii) will arrive in Adelaide on Tuesday evening 4 July. **No meetings to be planned.**
- Fiona will leave Adelaide on Wednesday evening – 5 July 2023.
- s22(1)(a)(ii) will leave Friday afternoon of 7 July 2023.

Implementation Board Meeting

- Wednesday 5 July 2023 (at this stage 9.00am – 11.00am)
- Implementation Board Agenda is attached. Can you please review and confirm the meeting time, venue and that you have kindly blocked out SA attendees diaries. [Have booked the North Meeting Room on Level 14 of the State Administration Centre. I'm double checking with s22\(1\)\(a\)\(ii\) EA, but it appears this is all confirmed. Great – Thank you!](#)
- Key project updates will be required at the Implementation Board meeting but happy for these to be at a high level. s22(1)(a)(ii) and her team can provide a more detailed overview with the site visits if that works for s22(1)(a)(ii) and the team. [Still intend to use the quarterly reports which I will send out for updating ahead of the meeting.](#)
Noted - Thanks
- Meeting invite - Please let me know if you would like me to send it or if you are happy to (incl to all Project Managers that will provide status updates). [I have a placeholder in diaries for the Board meeting but nothing further. Noted thanks – I'll send a diary invite this week. Just need to check if COA have anything for the Agenda? . As I understood it, the Board meeting will not have Project Managers invited Correct – we will be giving those updates using the quarterly reports. I hadn't confirmed with attendees other than s22\(1\)\(a\)\(ii\) from DPC and s22\(1\)\(a\)\(ii\) from the City of Adelaide. That's how we have done these in the past. Is that what you intended? Yes](#)
- Can you please confirm Implementation Board members. I have:
 - Fiona Yule (DITRDCA)
 - s22(1)(a)(ii) (DPC)
 - s22(1)(a)(ii) (COA)
 - I'm unsure if s22(1)(a)(ii) (DPC CE) should also be on the list or if s22(1)(a)(ii) delegated responsibility to s22(1)(a)(ii) ? Yes, s22(1)(a)(ii) the delegate but s22(1)(a)(ii) is on leave so it will in reality be me and s22(1)(a)(ii). **Noted**

Site Visits with Fiona

- I have the Lot 14 visit scheduled for 2-4pm on Wednesday 5 July with s22(1)(a)(ii) ? Can you please confirm this is still the case? s22(1)(a)(ii) [availability is confirmed. Thankyou!](#)
- In terms of what Fiona might be more interested in focussing on - Fiona will be most interested in projects that have the highest AG funding (General site tour of Tarrkarr s22(1)(a)(ii))

Wednesday 5th July is looking like this atm

9-11 Implementation Board

s22(1)(a)(ii)

12-1 Fiona meeting with Colleague at Dept of Innovation offices

s22(1)(a)(ii)

2-4 Site visits with s22(1)(a)(ii)

4-5

5.30-6.00 Take Fi to the Airport

s22(1)(a)(ii)

Happy to chat and answer additional questions as we go along.

Regards

s2

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



I would like to acknowledge the traditional custodians of this land on which we meet, work and live.

I recognise and respect their continuing connection to the land, waters and communities.

I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Thursday, 15 June 2023 3:08 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: RE: Governance Structure for Tarrkarri [SEC=OFFICIAL]

Categories: Filled

OFFICIAL: Sensitive

Thanks Marie, much appreciated.

s22(1)(a)(ii)

Principal Project Manager Tarrkarri

Lot Fourteen Project

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000

C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



LOT_
FOUR
TEEN

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii)
Sent: Thursday, 15 June 2023 2:36 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: RE: Governance Structure for Tarrkarri [SEC=OFFICIAL]

s22(1)(a)(ii)

OFFICIAL

Hi s22(1)(a)

Thanks for coming back to me. I should have mentioned that I verbally advised the team that the Tarrkarri project is currently under review.

Thank you for confirming SA's position.

I will ensure this message is passed to the relevant City Deal team.

s22(1)(a)(ii) look forward to seeing you in July.

Regards

s2
2(

s22(1)(a)(ii)

A/g Director

Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Sent: Thursday, 15 June 2023 2:55 PM

To: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) (DPC)

s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>

Cc: s22(1)(a)(ii) @infrastructure.gov.au>

Subject: RE: Governance Structure for Tarrkarri [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

s22(1)(a)(ii)

Thank you for reaching out to us requesting our permission with regards to your email below.

The delivery of Tarrkarri has been paused and currently being reviewed by the SA Government. As such, we are not agreeable with the Project Governance structure that is in the Project Management Plan dated February 2022 being shared.

Apologies for any inconvenience.

Kind Regards

s22(1)(a)(ii)

s22(1)(a)(ii)

Principal Project Manager – Tarrkarri

Lot Fourteen Project

Department of the Premier and Cabinet

M s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000



LOT_
FOUR
TEEN

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Wednesday, 14 June 2023 5:05 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au> s22(1)(a)(ii) (DPC)
s22(1)(a)(ii) @sa.gov.au> s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>
Subject: Governance Structure for Tarrkarri [SEC=OFFICIAL]

s22(1)(a)(ii)

OFFICIAL

Hi everyone

I hope you are all well.

I'm writing to advise that I have been approached by a member of my branch who has asked if I am able to share the governance structure for Tarrkarri. In addition, whether I have any issues with them sharing with their Deal partners. The SEQ City Deal commitment is a First Nations Cultural Centre Detailed Business Case and the Deal partners are currently discussing how the governance structure for the commitment might work hence seeking examples.

Many thanks.

Kind regards

s2
2(

s22(1)(a)(ii)

A/g Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii)
Sent: Tuesday, 27 June 2023 2:51 PM
To: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii); YULE, Fiona; s22(1)(a)(ii); s22(1)(a)(ii) (DPC)
Subject: Adelaide City Deal: Visit to Lot Fourteen - Wednesday 5 July 2023
 [SEC OFFICIAL:Sensitive]
Attachments: FINAL - 5 July 2023 - Lot Fourteen Meeting Agenda.docx

OFFICIAL:Sensitive

Good afternoon everyone

Please find attached the final Agenda for our Tour of Lot Fourteen and meeting next Wednesday, 5 July 2023.

Fiona, s22(1)(a)(ii) are looking forward to our visit and seeing you all in person.

Please don't hesitate to reach out if you have any questions.

Kind regards

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch
 Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1) • M s22(1)(a)(ii)

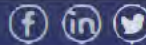
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL:Sensitive

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts

PARTNERSHIPS AND PROJECTS DIVISION AND LOT FOURTEEN MEETING

Adelaide City Deal – Lot Fourteen Agenda

DATE		LOCATION	
5 July 2023		Bice Showcase Gallery, Lot Fourteen North Terrace Adelaide	
MEETING TITLE		START TIME	END TIME
Tour of Lot Fourteen and Project Discussions		2:00pm	4:30pm
MEETING CREATED BY		FACILITATOR	
s22(1)(a)(ii)		s22(1)(a)(ii)	
CALL-IN NUMBER	CALL-IN CODE	WEB LINK	
s22(1)(a)(ii)	s22(1)(a)(ii)	Microsoft Teams meeting s22(1)(a)(ii)	
ATTENDEES			
Name		Organisation/position	
South Australia			
s22(1)(a)(ii)		State Project Lead, Lot Fourteen, DPC	
s22(1)(a)(ii)		Assistant Director, Lot Fourteen, DPC	
s22(1)(a)(ii)		Senior Policy Officer, Lot Fourteen, DPC	
s22(1)(a)(ii)		Manager, Strategy and Research, DPC	
Commonwealth			
Fiona Yule		Assistant Secretary, City & Regional Partnerships Branch, DITRDCA	
s22(1)(a)(ii)		Director, Perth & Adelaide City Deals, DITRDCA	
s22(1)(a)(ii)		Assistant Director, Adelaide City Deal, DITRDCA	

OFFICIAL: Sensitive

OFFICIAL: Sensitive

Agenda

AGENDA ITEM	DETAILS	START TIME
****Agenda items are high level and are intended to initiate discussion of the broad topics.		
s22(1)(a)(ii)		
Session Two		
Project status overview and updates	Bice Showcase Gallery	3:00pm -
<ul style="list-style-type: none"> Acknowledgement of Country Welcome and introductions Updates on status of projects and milestones 	Diane Dixon	4:30pm
s22(1)(a)(ii)		
<ul style="list-style-type: none"> Tarrkarri 		
s22(1)(a)(ii)		
<ul style="list-style-type: none"> Discussion on updates to Federation Funding Agreement and Movement of funds Other Matters Lot Fourteen may like to raise Questions Close 	DITRDCA	

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL: Sensitive

From: s22(1)(a) (DPC)
To: s22(1)(a)(ii) ; s22(1)(a)(ii)
Subject: Adelaide City Deal - Quarterly Reports - June 2023
Date: Friday, 30 June 2023 3:31:27 PM
Attachments: s22(1)(a)(ii)

s22(1)(a)(ii)
[ACD - Quarterly PSR - 03 - Larrkarri - June 2023.docx](#)
s22(1)(a)(ii)

OFFICIAL: Sensitive

Hi s22(1)(a)(ii) and s22(1)(a)(ii)

Ahead of our in-person meeting next week, please find attached a copy of the quarterly reports which we intend to use as the basis of the commitment updates sections of the Board Meeting.

Regards

s22(1)(a)(ii)

Manager, Strategy and Research

Intergovernmental Relations

Department of the Premier and Cabinet

T +61 (8) 8429 s22(1)(a)(ii) | **M** s22(1)(a)(ii)

e s22(1)(a)(ii) [@sa.gov.au](#) | **W** [dpc.sa.gov.au](#)

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000

GPO Box 2343, ADELAIDE SA 5001

DX 56205



Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

Tarrkarri Centre for First Nations Cultures

Quarterly Project Status Report

Reporting period	June 2023
Project status	Under review
Budget status	Under review

Funding Total	\$200.0m
Contributions by Partner	AG \$85.0m SG \$115.0m

Key	Budget Schedule	Issue / Risk Rating
	On track / On budget	Low
	Challenged	Medium
	Attention required	High

QUARTERLY LOOKBACK

ACTIONS COMPLETED

As indicated in the March 2023 quarterly report, in October 2022, the Premier of South Australia announced the appointment of an independent Review Panel (comprising the Hon Bob Carr, Ms Carolyn Hewson AO, and the Hon Ken Wyatt AM) to undertake a review of Tarrkarri to ensure that it is delivered to a standard of international significance to attract national and international visitors and drive economic growth. The decision to establish the independent review following the receipt of advice that the \$200 million capital budget would fall significantly short of delivering on the vision for a landmark global, cultural tourism project.

The South Australian government has supported the independent panel in their review. The review formally commenced on 2 December 2022 and was concluded in April 2023 (recommendations report presented to state Cabinet on 24 April 2023). The review panel consulted with close to 50 subject matters experts to inform their findings and recommendations.

The South Australian government is continuing to work through the Review Panel's findings and recommendations, and explore the financial impacts and funding options.

KEY MILESTONES ACHIEVED

N/A

MILESTONES ON TIME OR DELAYED (REASONS)

As indicated in the March 2023 quarterly report, early remedial and foundational works have been completed on site. Further construction has been paused whilst consideration is given to the findings and recommendations of the independent Review Panel.

The South Australian government anticipates that future Milestones for the Tarrkarri project will need to be revised in consultation with the Australian Government.

Revised target dates for Milestones falling in 2023/24 under the draft FFA have attempted to allow for delays resulting from the independent review.

NEXT QUARTER'S PREVIEW

PLANNED ACTIONS

TBC – dependent on outcomes of the review

KEY MILESTONES SCHEDULED

No scheduled Milestones for Q3 2023.

EMERGING ISSUES AND RISKS				
Item	Description	Mitigation / actions taken / required	Decisions required	Issue rating
1.	Project under review.	Project under review.	Outcomes of the review to inform the next stages of the project, including milestones.	Neutral

PROJECT PROFILE	
Project name	Tarrkarri Centre
Accountable delivery agency	SA DPC
Responsible Project Executive	\$22.11(a)
Project start date	2019/20
Project end date	TBC – dependent on outcomes of the review

PROJECT OVERVIEW
<p>The Australian Government has committed up to \$85 million and the South Australian has committed up to \$115 million to deliver a First Nations arts and culture facility honouring more than 60,000 years of continuous First Nations cultures across the country. Tarrkarri is intended to create an extraordinary, immersive experience combining traditional storytelling with modern technology to deliver a major cultural visitor attraction. It is intended to draw on the nation's collections, including the significant Aboriginal art and cultural collections held by South Australian institutions, and genuinely partner with the Aboriginal community from concept, development and ongoing operation.</p> <p>A review of the project has recently occurred with the objective to ensure that the scope, program and budget is benchmarked to a world-class standard of international significance, able to attract global visitors. At present, the review findings are with the Premier for consideration.</p>

BUDGET			
Total project budget	\$200.00m (AG \$85.00m, SG \$115.00m)		
Funding profile (Post Feb 2023 MoF request)	Annual budget	Year to date spend	Year to date actual
2020-21	\$4.00m		\$4.00m
2021-22	\$7.50m		\$7.50m
2022-23	\$10.00m	\$3.00m	
2023-24	\$22.00m		
2024-25	\$41.50m		

PROGRESS AGAINST MILESTONES (FFA 2023)			
Milestone description	Due date & amount	On time or delayed (If delayed, please provide details in the Milestone on-time/delayed table above).	Actions
A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	-	-	Completed June 2021 \$4.00m paid
Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	-	-	Completed July 2022 \$3.00m paid
Installation of new hoarding inclusive of the Australian Government logo.	-	-	Completed Dec 2021 \$2.00m paid

City of Adelaide Building Rules Approval granted for Early Works.	-	-	Completed June 2022 \$3.50m paid
Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.	-	-	Completed June 2022 \$2.00m paid
Appoint Director, Tarrkarri – Centre for First Nations Cultures.	Dec 2023 \$2.00m		
Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023 \$7.00m		
Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Oct 2023 \$20.00m		
Completion of the superstructure - frame walls in place.	Jan 2025 \$30.00m		
Completion of walls and flooring fit-out.	March 2025 \$6.50m		
Practical completion of building.	April 2025 \$5.00m		

COMMUNICATIONS OPPORTUNITIES

Communications calendar

State and Federal Government to engage in July 2023 to discuss the anticipated announcement and determine an optimal course of action, in line with the objectives and protocols of their respective governments.

Publicity communicated items

Not applicable.

Opportunities for communication next month

Not applicable.

UPDATE ON PROGRESS AGAINST CITY DEAL WIDE COMMITMENTS

Item	Description
Indigenous employment targets	N/A
Jobs supported - Direct	N/A
Jobs supported – Indirect	N/A
Total jobs supported	N/A

GENERAL NOTES

Item	Description

From: s22(1)(a)(ii)
Sent: Friday, 30 June 2023 2:35 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: RE: ACD - Tarrkarri Milestone - Peg-Out - May 2023 [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(i),

Thank you for your email.

Let's discuss this one next week in person.

From initial review, further evidence is required for this milestone and just flagging that the opportunity to pay this milestone this FY has passed. I.e. We will need to do a Movement of Funds process across government.

Cheers,

s22(1)(i)
 s22(1)(a)(ii)

Director

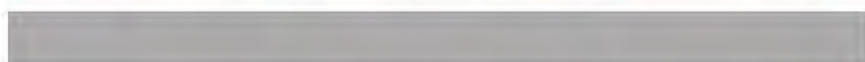
City and Regional Partnerships Branch • Partnerships and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P 02 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC)
Sent: Friday, 30 June 2023 2:11 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC)
Subject: ACD - Tarrkarri Milestone - Peg-Out - May 2023

OFFICIAL: Sensitive

Good afternoon

Please find attached copy of the survey, as well as the As-Built drawing confirming evidence of the milestone:

"Peg out complete (completed by a qualified surveyor or the concrete slab contractor). Due May 2023, Value \$7.00m"

Apologies for the delay on submission of this evidence s22(1)(a)(ii)

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
Lot Fourteen
Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | [W lotfourteen.com.au](http://www.lotfourteen.com.au)

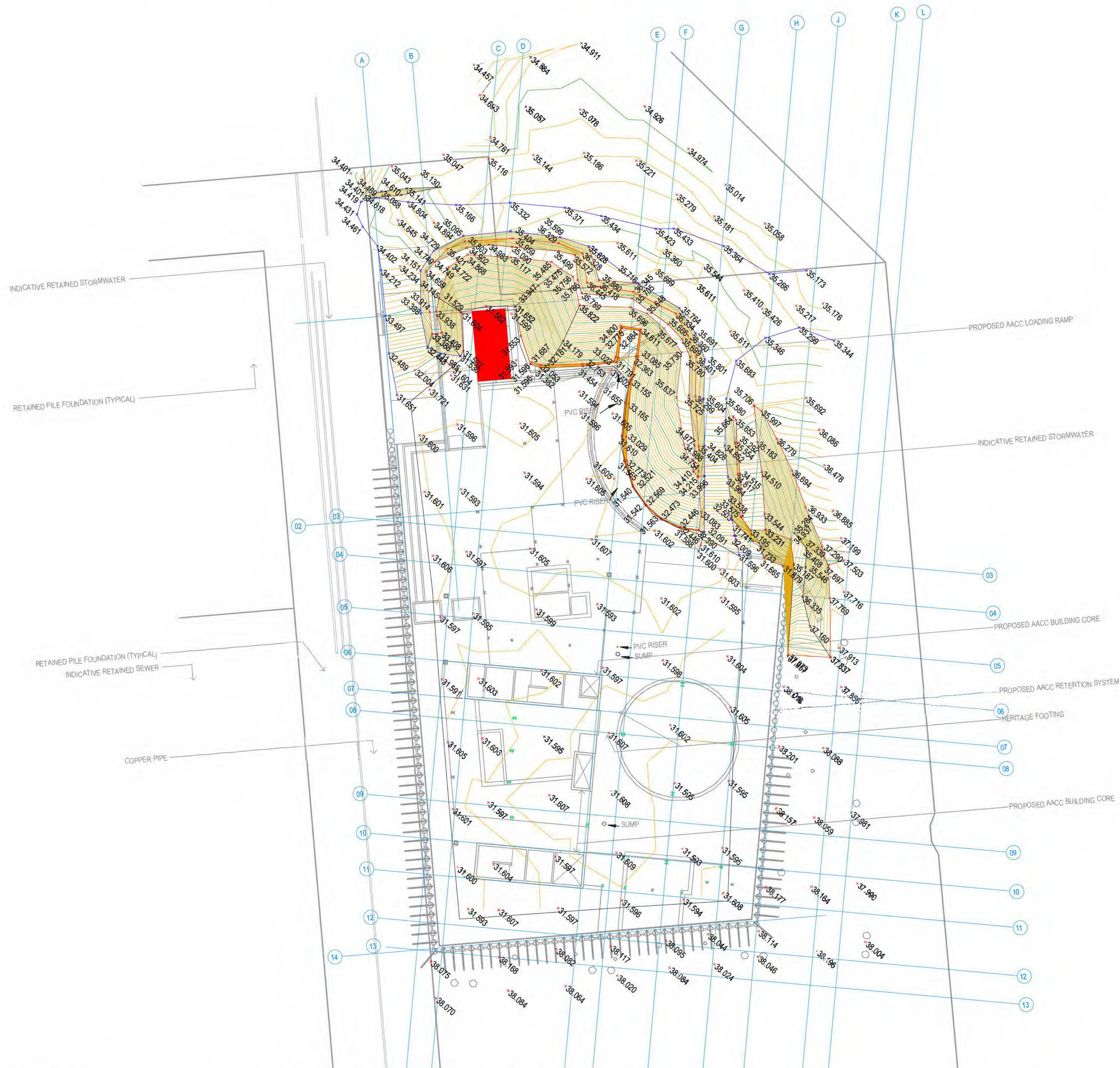
Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
C/o Eleanor Harrald Building, Frome Road, Adelaide SA, 5000

Ngai tampinthe ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts



Notes:
THIS IS NOT A BOUNDARY SURVEY.
BOUNDARIES ARE FOR REFERENCE ONLY.

LEGEND

- × SURVEYED POINT
- GRID
- BOUNDARY

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	
SCALE:	GROUND (CSF = -)
CONTOUR INTERVAL:	-
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:

SCALE:

Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

T (08) 8130 1666
F (08) 8362 0099
W www.alexander.com.au
E adelaide@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +

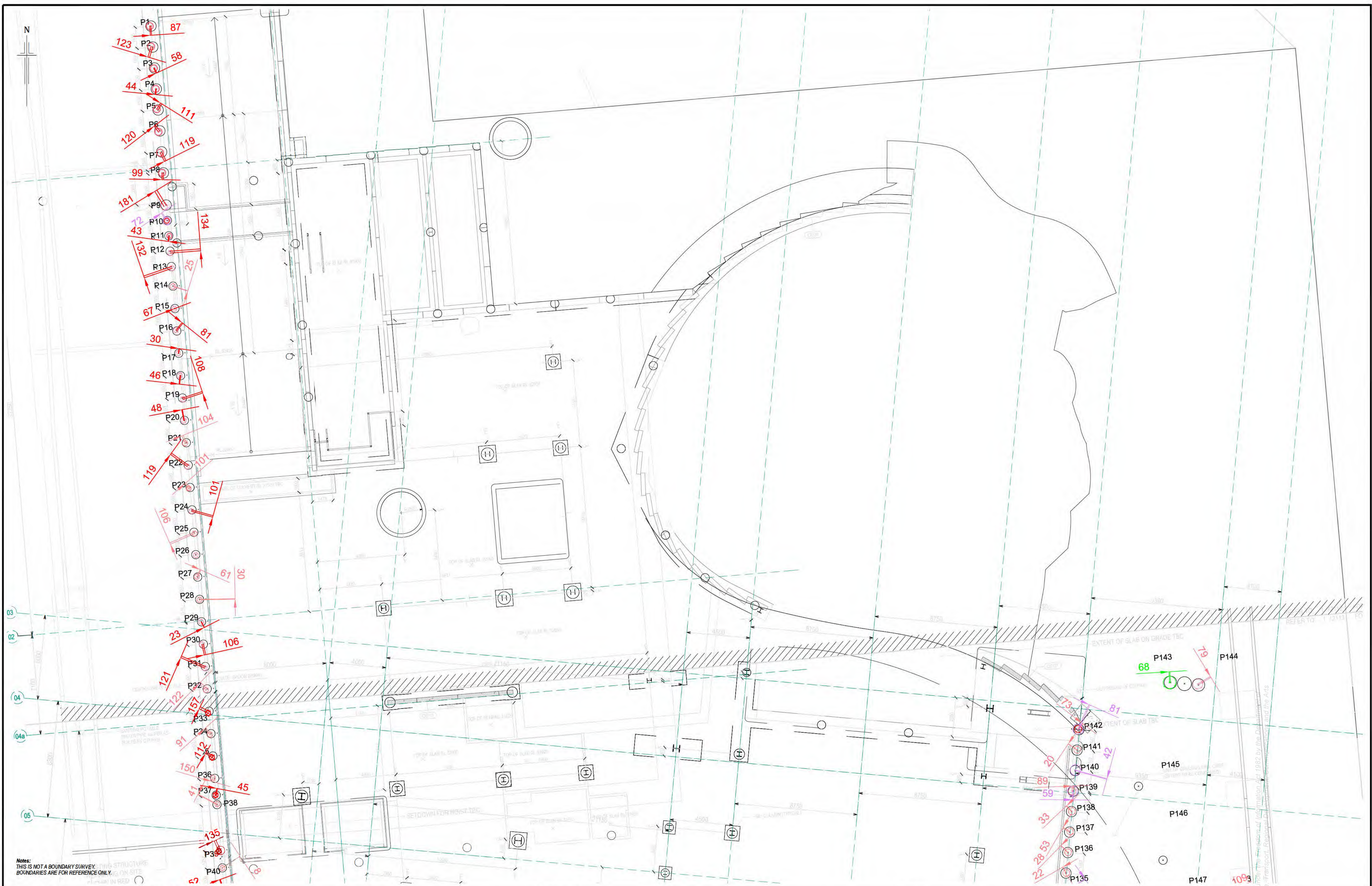


AS-BUILT PLAN OF
EARTHWORKS
LOT 14 - AACC
LOT FOURTEEN, NORTH TERRACE

DRAWING No. 21A4020 AACC As-BuiltEarthworks
SHEET 1 OF 1

REVISION
B

Released under the Freedom of Information Act 1982 by the Department of Culture, Transport, Regional Development, Communications and the Arts



Notes:
THIS IS NOT A BOUNDARY SURVEY
BOUNDARIES ARE FOR REFERENCE ONLY. AS ON SITE

REV	DATE	DESCRIPTION	DRAWN	FIELD
B	13/05/22	Data added 220513NL (Clouded)	LFRM	NIL
C	13/05/22	Data Added 220513NL a (Clouded)	LFRM	NIL
D	16/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
E	18/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
F	25/05/22	Data Added 220520NL a 220523NL a	LFRM	NIL
G	27/05/22	Data Added 220526NL b 220526NL b	LFRM	NIL
H	31/05/22	Data Added NL 220527 a	LFRM	NIL
J	07/06/22	Data Added NL 220602 a	LFRM	NIL
K	08/06/22	Data added NL220607C NL220608B	LFRM	NIL
M	17/06/22	Data added NL220616	LFRM	NIL
N	21/06/22	Data added NL220620	LFRM	NIL
O	01/07/22	Data added NL 220630 + 220701	LFRM	NIL
P	15/11/22	PLAN AMENDED	LFRM	NIL

LEGEND			
	As-Built PILE CAGE (previous survey)		As-Built PILE CAGE (latest survey)
	As-Built PILE HOLE (previous survey)		As-Built PILE HOLE (latest survey)
	As-Built PILE (previous survey)		As-Built PILE (latest survey)
	As-Built PILE CASING TEST		
	10 DIMENSION SHOWING DIRECTION AND DISTANCE PILE CENTER HAS TO MOVE TO BE ON DESIGN (mm)		

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	-
SCALE:	GROUND (CSF = -)
CONTOUR INTERVAL: -	
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:
AACC-WBA-AR-DR-2112-DWG_8
AACC-WBA-AR-DR-2113-DWG_9

SCALE:
0 1.25 2.5 5 7.5 10 12.5 m
1:125
ORIGINAL SHEET SIZE A1

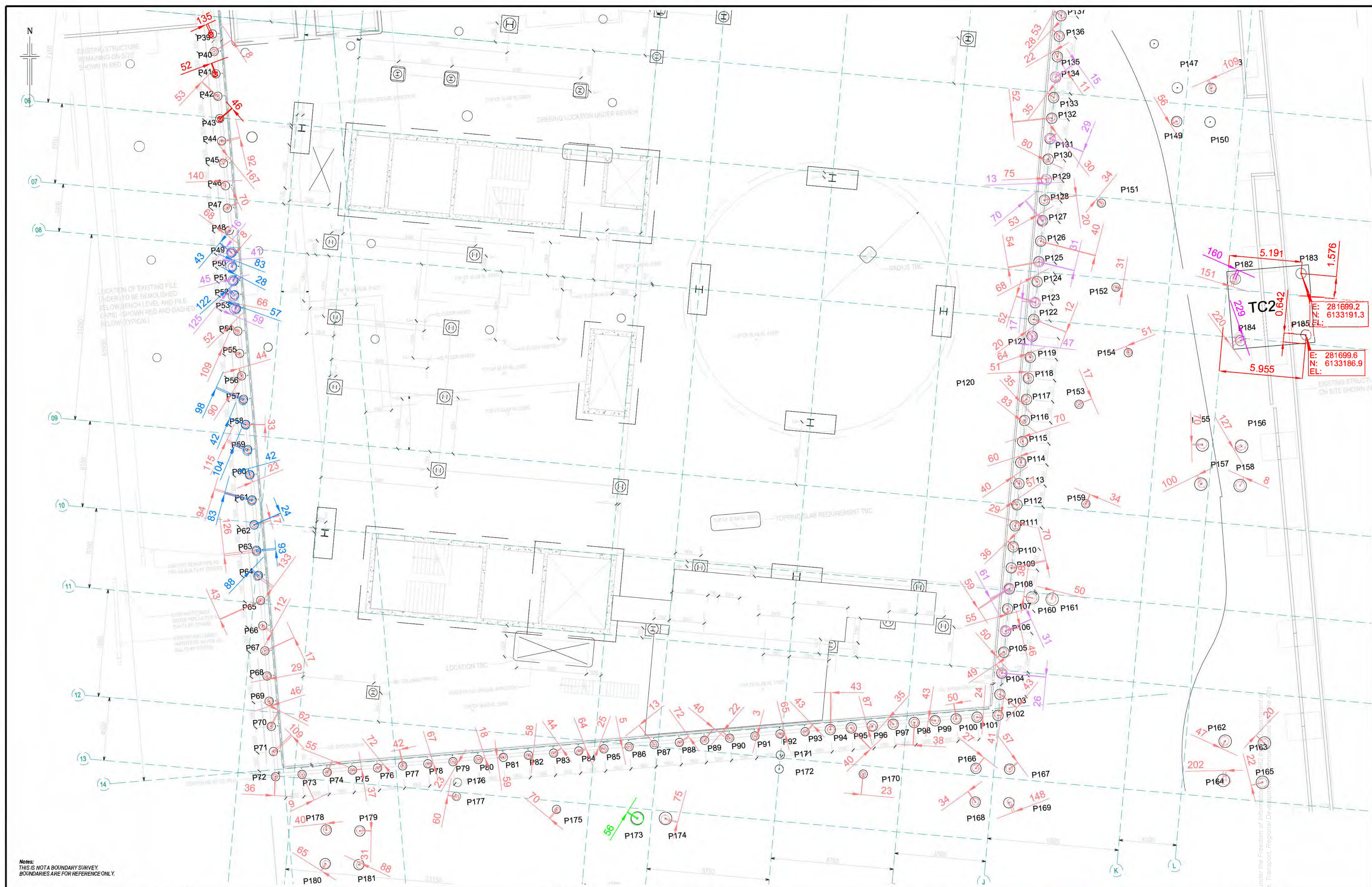
Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

T (08) 8130 1566
F (08) 8362 0099
W www.alexander.com.au
E adelaide@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +

**AS-BUILT PLAN
PILES
LOT 14
LOT FOURTEEN, NORTH TERRACE
SURVEY: 10/05/2022**

DRAWING No. 21A4020 AACC As-Built-Piles SHEET 1 OF 2 REVISION P



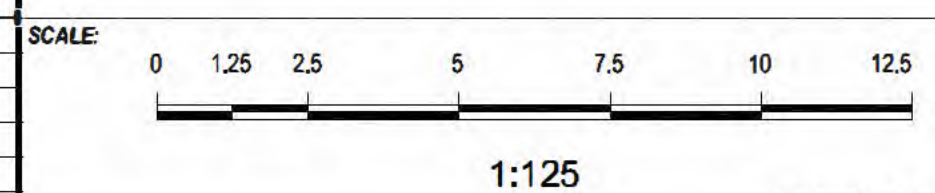
Notes:
THIS IS NOT A BOUNDARY SURVEY.
BOUNDARIES ARE FOR REFERENCE ONLY.

REV	DATE	DESCRIPTION	DRAWN	FIELD
B	13/05/22	Data added 220513NL (Clouded)	LFRM	NIL
C	13/05/22	Data Added 220513NL a (Clouded)	LFRM	NIL
D	16/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
E	18/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
F	25/05/22	Data Added 220520NL a 220523NL a	LFRM	NIL
G	27/05/22	Data Added 220525NL b 220526NL b	LFRM	NIL
H	31/05/22	Data Added NL 220527 a	LFRM	NIL
J	07/06/2022	Data Added NL 220602 a	LFRM	NIL
K	08/06/2022	Data added NL 220607C NL 220608B	LFRM	NIL
M	17/06/2022	Data added NL 220616	LFRM	NIL
N	21/06/2022	Data added NL 220620	LFRM	NIL
O	01/07/2022	Data added NL 220630 + 220701	JH	NIL
P	15/11/2022	PLAN AMENDED	LFRM	NIL

LEGEND			
	As-Built PILE CAGE (previous survey)		As-Built PILE CAGE (latest survey)
	As-Built PILE HOLE (previous survey)		As-Built PILE HOLE (latest survey)
	As-Built PILE (previous survey)		As-Built PILE (latest survey)
	As-Built PILE CASING TEST		
	10 DIMENSION SHOWING DIRECTION AND DISTANCE PILE CENTER HAS TO MOVE TO BE ON DESIGN (mm)		

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	-
SCALE:	GROUND (CSF = -)
CONTOUR INTERVAL:	-
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:
AACC-WBA-AR-DR-2112-DWG_8
AACC-WBA-AR-DR-2113-DWG_9



Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

T (08) 8130 1666
F (08) 8362 0099
W www.alexander.com.au
E alex@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +

**Alexander
Symonds**
Surveying
Consultants

**AS-BUILT PLAN
PILES
LOT 14
LOT FOURTEEN, NORTH TERRACE
SURVEY:10/05/2022**

DRAWING No.	SHEET 2 OF 2	REVISION
21A4020 AACC As-Built-Piles		P

From: s22(1)(a)(ii)
Sent: Thursday, 6 July 2023 6:51 PM
To: s22(1)(a)(ii) (DPC); s22(1)(a)(ii); YULE, Fiona
Subject: RE: Advertiser article on Tarrkarri post SA Budget [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(i),

On behalf of the team, thank you again for your time and hospitality yesterday.

Thank you also for sending through the referenced article.

The wild weather today has not dampened our site visits!

Chat soon,

s22(1)(i)(ii)
 s22(1)(a)(ii)

Director

City and Regional Partnerships Branch • Partnerships and Projects Division

s22(1)(a)(ii) @infrastructure.gov.au

P 02 6274 s22(1)(i) • M s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
 CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au

I would like to acknowledge the traditional custodians of this land on which we meet, work and live. I recognise and respect their continuing connection to the land, waters and communities. I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.

OFFICIAL

From: s22(1)(a)(ii) (DPC)
Sent: Thursday, 6 July 2023 2:49 PM
To: s22(1)(a)(ii); s22(1)(a)(ii); YULE, Fiona
Subject: Advertiser article on Tarrkarri post SA Budget

OFFICIAL

Hi all

Lovely to meet you in person yesterday.

Hope the weather hasn't played too much havoc s22(1)(i) and s22(1)(i).

Here the article I talked about in the Board Meeting yesterday discussions later in the day have probably overtaken this now.

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

<https://www.adelaidenow.com.au/entertainment/arts/no-extra-funding-for-tarrkarri-aboriginal-cultural-centre-in-state-budget/news-story/5803fd205e12d788e976e4397540fbe5>

Regards

s22(1)
(a)(iii)

Get [Outlook for iOS](#)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Tuesday, 11 July 2023 1:11 PM
To: s22(1)(a)(ii) @infrastructure.gov.au>
Cc: s22(1)(a)(ii) @infrastructure.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Subject: RE: Media Enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)(a)(ii),

It was so lovely to meet you all in person, we are glad you enjoyed your visit to Lot Fourteen. There is certainly a lot happening here at Lot Fourteen, and more to come, which is always exciting!

Just to let you know, we have reviewed your proposed response and are just running some revised wording past our Premier's Office before sending through to you. Does your Minister have a deadline we should be aware of?

Also, out of interest, do you happen to know who from ABC Adelaide the queries came from?

Thanks,
s22(1)(a)(ii)

From: s22(1)(a)(ii) @infrastructure.gov.au>
Sent: Monday, 10 July 2023 3:53 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>; s22(1)(a)(ii) @infrastructure.gov.au>
Subject: Media Enquiry - Tarrkarri [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii) and s22(1)(a)(ii)

Thank you both for your time and hospitality last week it was greatly appreciated. We enjoyed the opportunity to come to Adelaide, see how the sites are coming along and see everyone in person. (I'll write more on this in a separate email later. 😊)

For now though, I'm writing to let you know that we have received the below enquiries from Minister Burke's office, who had separately received the questions today from ABC Adelaide regarding Tarrkarri and funding

We have provided a draft response (to our Assistant Secretary, Fiona Yule) for consideration (in blue below) and we can share the final response once settled.

Questions were:

1. Has the federal government received a request or had discussions with the South Australian Government to increase funding for the Tarrkarri Aboriginal Art and Cultures Centre?
2. If so, how much additional Commonwealth funding has the South Australian Government requested?
3. How willing is the federal government to increase funding for the Tarrkarri project?

Please reach out if you have any questions.

Kind regards

s2

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)

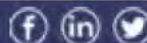
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Wednesday, 12 July 2023 1:58 PM
To: s22(1)(a)(ii)
Subject: RE: Adelaide City Deal Movement of Funds and Milestone Completion Certificate [SEC=OFFICIAL]

OFFICIAL

Physical address is:

Intergovernmental Relations
Department of the Premier and Cabinet
200 Victoria Square ADELAIDE SA 5000
GPO Box 2343, ADELAIDE SA 5001
DX 56205

I'm in the office every day s22(1)(a)(ii)

Hope that makes sense!

From: s22(1)(a)(ii)
Sent: Wednesday, 12 July 2023 1:25 PM
To: s22(1)(a)(ii) (DPC)
Subject: RE: Adelaide City Deal Movement of Funds and Milestone Completion Certificate [SEC=OFFICIAL]

OFFICIAL

Cool. I hope you have a lovely break. What's your office address and what days are you in the office

s22(1)(a)(ii)
Assistant Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) @infrastructure.gov.au
P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

s22(1)(a)(ii)

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 12 July 2023 1:16 PM
To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>
Subject: RE: Adelaide City Deal Movement of Funds and Milestone Completion Certificate [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

RE: MoF thanks for checking. I'll need something from all project teams. Happy for it to come from s22(1)(a)(i), s22(1)(a)(ii), s22(1)(a)(iii) etc
FYI I'm in the process of finalising tailored emails to each team now.

Regards

s2

s22(1)(a)(ii)
Assistant Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
P +61 2 6274 s22(1)(a)(ii) M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au   

*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>
Sent: Wednesday, 12 July 2023 12:50 PM

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

To: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Subject: RE: Adelaide City Deal - Movement of Funds and Milestone Completion Certificate [SEC=OFFICIAL]

OFFICIAL

Thanks s22(1)(a)(ii)

In terms of the MoF, I assume you'll need the same from other projects s22(1)(a)(ii). Can you advise what kind of sign off you'll need from those? Is it as simple as an email from s22(1)(a)(ii) (City of Adelaide), s22(1)(a)(ii) (DPC) and s22(1)(a)(ii) (DEW), or do you require something at a higher level than that?

s22(1)(a)(ii)

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Sent: Wednesday, 12 July 2023 12:14 PM

To: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) s22(1)(a)(ii) <[REDACTED]@sa.gov.au>

Cc: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

Subject: Adelaide City Deal - Movement of Funds and Milestone Completion Certificate [SEC=OFFICIAL]

OFFICIAL

Hi everyone

Thank you again for your time and hospitality last week. It was good to see you all in person. Fiona, s22(1)(a)(ii) greatly appreciated the opportunity to see s22(1)(a)(ii) the site tour of projects at Lot Fourteen.

As mentioned at our catch-up, there are a number of milestone payments for the 2022/23 Financial Year that will need to be moved into the 2023/24 Financial Year. The next opportunity to seek a Movement of Funds (MoF) will be the 2023 Mid-Year Economic and Fiscal Outlook (MYEFO) in late 2023.

I've attached a paper that outlines all milestones for s22(1)(a)(ii) Tarrkarri s22(1)(a)(ii) and have highlighted milestones that I believe will require a MoF in red. Can you please review the paper and confirm in writing to me, no later than 15 August 2023, the proposed milestone payments to be moved into the 2023/24 F/Y.

Should the MoF be agreed, Milestone payments will be made following MYEFO.

While on the subject of milestone payments, I have attached a Milestone Completion Certification document. You may recall us mentioning that, for all future requests for milestone payments, we will require a Certificate to be completed, signed and packaged up with milestone evidence. This will ensure we have consistency across City Deals.

Please don't hesitate to reach out if you have any questions or need to discuss further.

Kind regards and thanks.

s22(1)(a)(ii)

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal - Potential MoF for October 2023 MYEFO

Projects: s22(1)(a)(ii), Tarrkarri s22(1)(a)(ii)

Project	Milestone No.	Performance Milestone	Current published Due date (June 2023)	Potential MoF Requests 2023	Commonwealth Contribution \$m
s22(1)(a)(ii)					

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Tarrkarri Centre for First Nations Cultures Up to \$85 million	1	A business Case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of previous agreement) to be submitted to and accepted by the Australian Government. <i>Completed. Paid.</i>	June 2021		\$4.00m
	2	Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications. <i>Completed. Paid.</i>	July 2022		\$3.00m
	3	Installation of new hoarding inclusive of the Australian Government logo. <i>Completed. Paid.</i>	Dec 2021		\$2.00m
	4	City of Adelaide Building Rules Approval granted for Early Works. <i>Completed. Paid.</i>	June 2022		\$3.50m
	5	Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction. <i>Completed. Paid</i>	June 2022		\$2.00m
	6	Appoint Director, Tarrkarri – Centre for First Nations Cultures.	December 2023		\$2.00m
	7	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023	\$7.00m	\$7.00m
	8	Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	October 2023		\$20.00m
	9	Completion of the superstructure - frame walls in place.	January 2025		\$30.00m
	10	Completion of walls and flooring fit-out.	March 2025		\$6.50m
	11	Practical completion of building.	April 2025		\$5.00m

Project	Milestone No.	Performance Milestone	Current published Due date (June 2023)	Potential MoF Requests 2023	Commonwealth Contribution \$m
s22(1)(a)(ii)					

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Monday, 7 August 2023 5:37 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC); s22(1)(a)(ii) (DPC);
Subject: RE: ACD - Tarrkarri Milestone - Peg-Out - May 2023 [SEC=OFFICIAL]
Attachments: Milestone Completion Certification - Tarrkarri Milestone 7.pdf; Attachment 1 - TBM survey peg 2.jpg; Attachment 1 - TBM survey peg 1.jpg; Attachment 1 - Tarrkarri early works pic 3.jpg; Attachment 1 - Tarrkarri early works pic 2.jpg; Attachment 1 - Tarrkarri early works pic 1.jpg; Attachment 3 - Tarrkarri - As-Built-Piles-RevP.pdf; Attachment 2 - Tarrkarri - As-Built-Earthworks-Rev B.pdf

Importance: High

Follow Up Flag: Follow up
Flag Status: Flagged

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

Please find attached Milestone Completion Certificate. As the Managing Contractor for the Tarrkarri project was terminated late last year following the decision to undertake the independent project review, we are unfortunately not able to request their sign off directly. In lieu of direct sign-off by the former Managing Contractor, the certificate has been signed off by s22(1)(a)(ii), who is the Project Director, Design and Construction Tarrkarri (copied in).

Attached are photos of the completed early works construction phase (earthworks and basement including perimeter piling and concrete walls). For clarity, completion of the early works construction would not have been able to occur without peg-out having been achieved, as this is an essential step in the construction process. Also included is the previously submitted 'As-Built' drawings from the qualified surveyor of the site.

I trust the requirements for this milestone are now met.

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy
 Lot Fourteen
 Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) @sa.gov.au | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Ngai tampinhi ngadlu Kaurna Miyurna yartangka. Munaintya puru purruna ngadlu itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kaurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii)
Sent: Wednesday, 2 August 2023 12:20 PM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii) (DPC) ; s22(1)(a)(ii) (DPC)
Subject: RE: ACD Tarrkarri Milestone Peg Out May 2023 [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)
() (i)

I hope you are well.

As mentioned when we met in July, evidence to support the Milestone payment below is insufficient. We required photos of the completed peg out. As I understand it, these are not available, therefore can you please complete the attached Milestone Completion Certificate and arrange for the contractor to sign it.

Once this is done I will arrange for the Milestone to be approved internally.

Unfortunately, as the funds were originally set aside for payment in the 2022 23 f/y, we are unable to seek payment for the Milestone from the Dept of Treasury until the Movement of Funds request is supported at MYEFO in Oct 2023.

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

Kind regards

s2

s22(1)(a)(ii)
Assistant Director
Adelaide City Deal | City & Regional Partnerships Branch
Partnership and Projects Division
s22(1)(a)(ii) @infrastructure.gov.au
P +61 2 6274 s22(1) M s22(1)(a)(ii)
s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601
Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

Project Milestone Completion Certification

Project: Tarrkarri – Centre for First Nations Cultures

(Ref: Milestone 7)

The Department of the Premier and Cabinet, Lot Fourteen on behalf of the South Australian Government provides evidence of the delivery of the milestone outlined in the Federation Funding Agreement for the Adelaide City Deal submitted for acceptance by the Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Table 1: Project Milestone Details:

Milestone No.	Agreed Milestone Deliverable	Payment (up to)	Agreed variation / comments
7	Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	\$7.00 million	N/A

Table 2: Milestone Delivery Evidence:

Attachment Number	Attachment Name
1	Photos of completed Early Works Construction Phase (Earthworks and Basement including Perimeter Piling and Concrete Walls).
2	As-Constructed drawing of Earthworks completed by a qualified surveyor.
3	As-Constructed drawing of Perimeter Piling completed by a qualified surveyor

Approval:

I acknowledge the completion of the milestone outlined in the Federation Funding Agreement for the Adelaide City Deal and submit the attached evidence for acceptance by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.

Signed for on behalf of Department of the Premier and Cabinet, Lot Fourteen

s22(1)(a)(ii)

s22(1)(a)(ii)

PROJECT DIRECTOR DESIGN & CONSTRUCTION

LOT FOURTEEN, DEPARTMENT OF THE PREMIER AND CABINET

Date 07 / 08 / 2023



State's interest in the State of Indiana, and the
Division of the Department of Natural Resources.



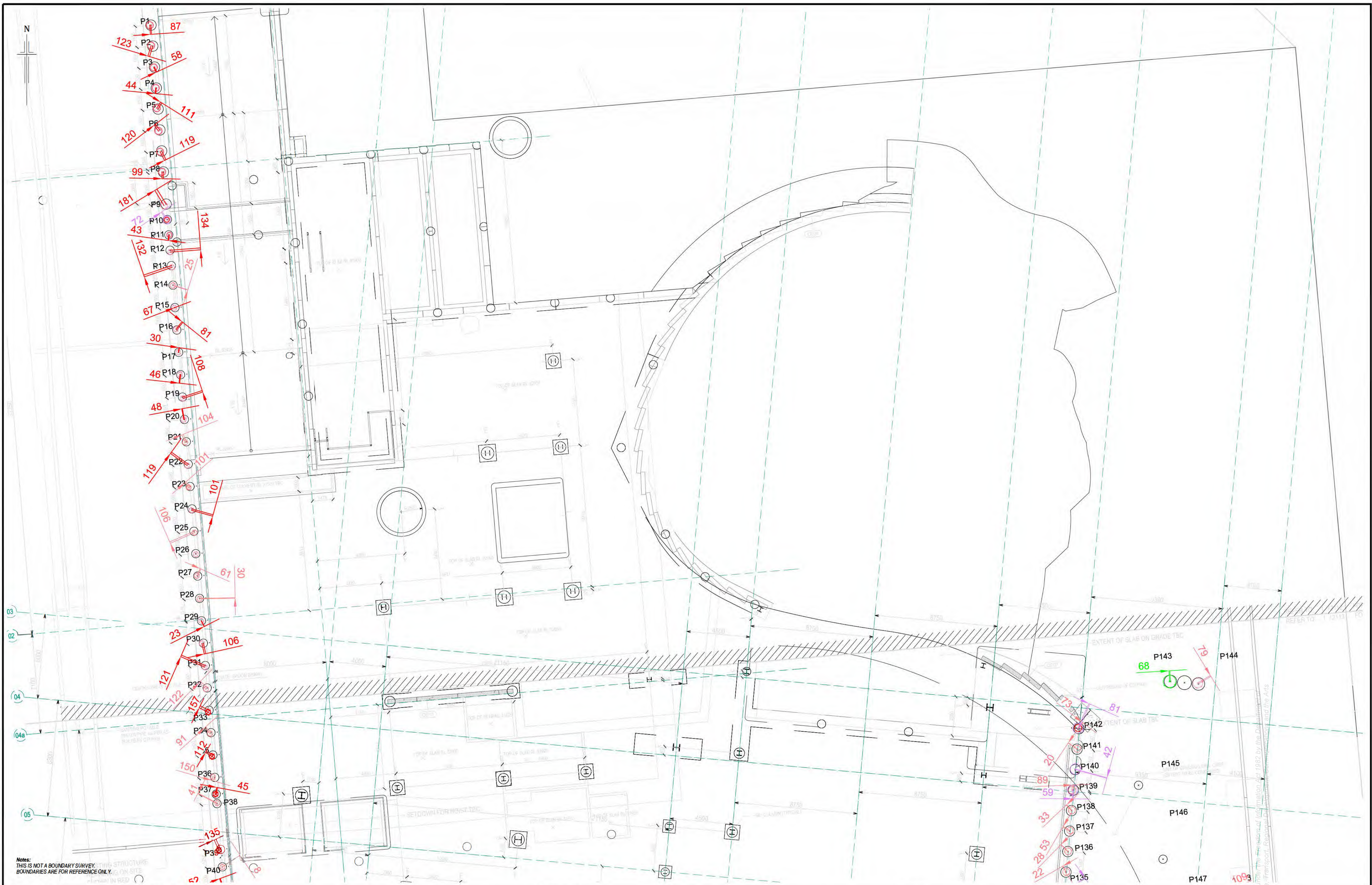




by the Department of
ons and the Arts



Released under the Freedom of Information Act
Infrastructure Development



Notes:
THIS IS NOT A BOUNDARY SURVEY.
BOUNDARIES ARE FOR REFERENCE ONLY.

REV	DATE	DESCRIPTION	DRAWN	FIELD
B	13/05/22	Data added 220513NL (Clouded)	LFRM	NIL
C	13/05/22	Data Added 220513NL a (Clouded)	LFRM	NIL
D	18/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
E	18/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
F	25/05/22	Data Added 220520NL a 220523NL a	LFRM	NIL
G	27/05/22	Data Added 220525NL b 220526NL b	LFRM	NIL
H	31/05/22	Data Added NL 220527 a	LFRM	NIL
J	07/06/22	Data Added NL 220602 a	LFRM	NIL
K	08/06/22	Data added NL220607C NL220608B	LFRM	NIL
M	17/06/22	Data added NL220616	LFRM	NIL
N	21/06/22	Data added NL220620	LFRM	NIL
O	01/07/22	Data added NL 220630 + 220701	LFRM	NIL
P	15/11/22	PLAN AMENDED	LFRM	NIL

LEGEND			
	As-Built PILE CAGE (previous survey)		As-Built PILE CAGE (latest survey)
	As-Built PILE HOLE (previous survey)		As-Built PILE HOLE (latest survey)
	As-Built PILE (previous survey)		As-Built PILE (latest survey)
	As-Built PILE CASING TEST		
	10 DIMENSION SHOWING DIRECTION AND DISTANCE PILE CENTER HAS TO MOVE TO BE ON DESIGN (mm)		

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	-
SCALE:	GROUND (CSF = -)
CONTOUR INTERVAL: -	
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:
AACC-WBA-AR-DR-2112-DWG_8
AACC-WBA-AR-DR-2113-DWG_9

SCALE:
0 1.25 2.5 5 7.5 10 12.5 m
1:125
ORIGINAL SHEET SIZE A1

Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

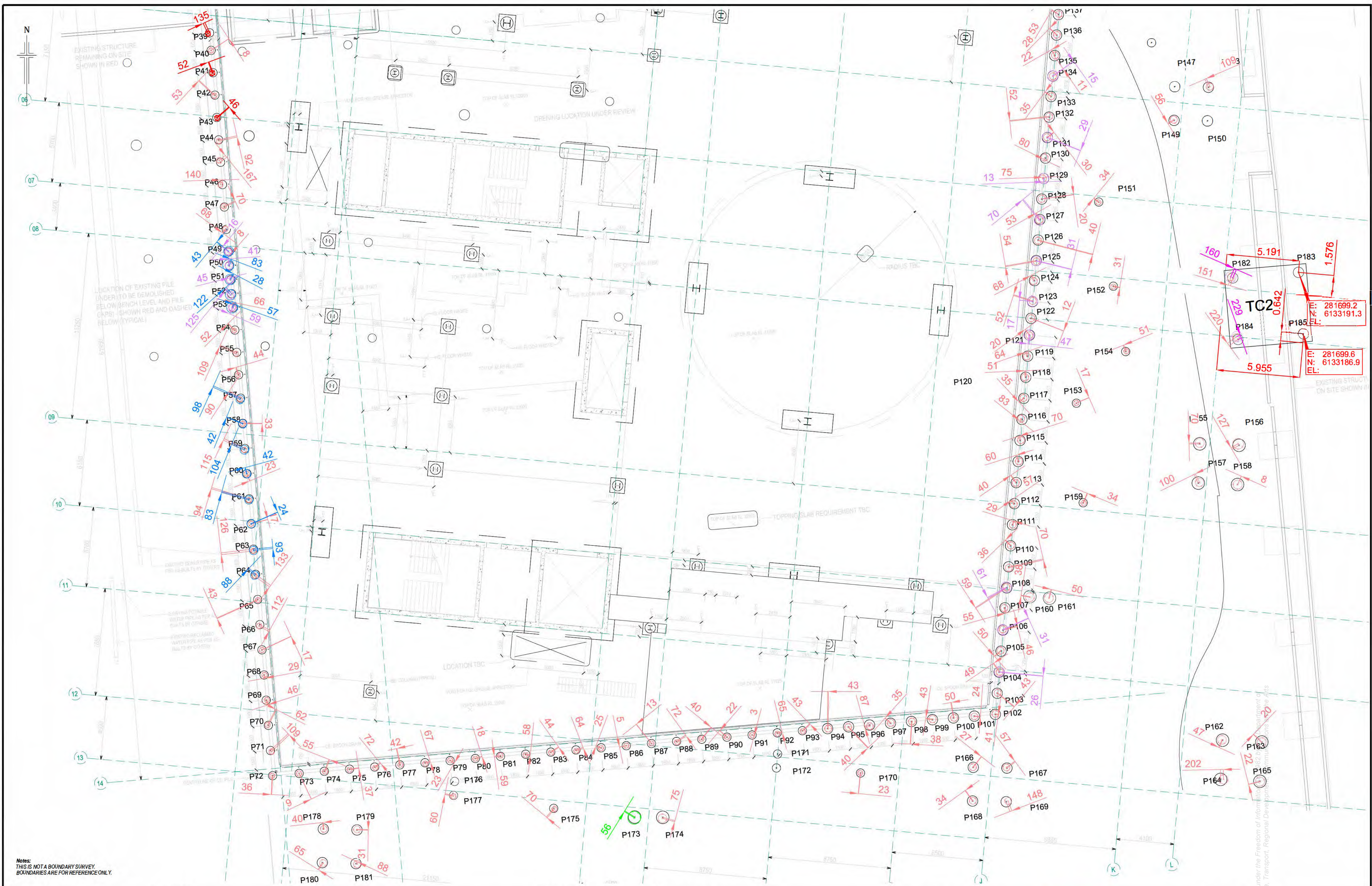
T (08) 8130 1566
F (08) 8362 0099
W www.alexander.com.au
E adelaide@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +

Alexander Symonds
Surveying Consultants









**AS-BUILT PLAN
PILES
LOT 14
LOT FOURTEEN, NORTH TERRACE
SURVEY: 10/05/2022**

DRAWING No. 21A4020 AACC As-Built-Piles SHEET 1 OF 2 REVISION P



Notes:
THIS IS NOT A BOUNDARY SURVEY.
BOUNDARIES ARE FOR REFERENCE ONLY.

REV	DATE	DESCRIPTION	DRAWN	FIELD
B	13/05/22	Data added 220513NL (Clouded)	LFRM	NIL
C	13/05/22	Data Added 220513NL a (Clouded)	LFRM	NIL
D	16/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
E	18/05/22	Data Added 220516NL a (Clouded)	LFRM	NIL
F	25/05/22	Data Added 220520NL a 220523NL a	LFRM	NIL
G	27/05/22	Data Added 220525NL b 220526NL b	LFRM	NIL
H	31/05/22	Data Added NL 220527 a	LFRM	NIL
J	07/06/22	Data Added NL 220602 a	LFRM	NIL
K	08/06/22	Data added NL 220607C NL 220608B	LFRM	NIL
M	17/06/22	Data added NL 220616	LFRM	NIL
N	21/06/22	Data added NL 220620	LFRM	NIL
O	01/07/22	Data added NL 220630 + 220701	JH	NIL
P	15/11/22	PLAN AMENDED	LFRM	NIL

LEGEND			
	As-Built PILE CAGE (previous survey)		As-Built PILE CAGE (latest survey)
	As-Built PILE HOLE (previous survey)		As-Built PILE HOLE (latest survey)
	As-Built PILE (previous survey)		As-Built PILE (latest survey)
	As-Built PILE CASING TEST		
 10 DIMENSION SHOWING DIRECTION AND DISTANCE PILE CENTER HAS TO MOVE TO BE ON DESIGN (mm)			

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	-
SCALE: GROUND (CSF = -)	
CONTOUR INTERVAL: -	
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:
AACC-WBA-AR-DR-2112-DWG_8
AACC-WBA-AR-DR-2113-DWG_9

SCALE:
0 1.25 2.5 5 7.5 10 12.5 m
1:125
ORIGINAL SHEET SIZE A1

Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

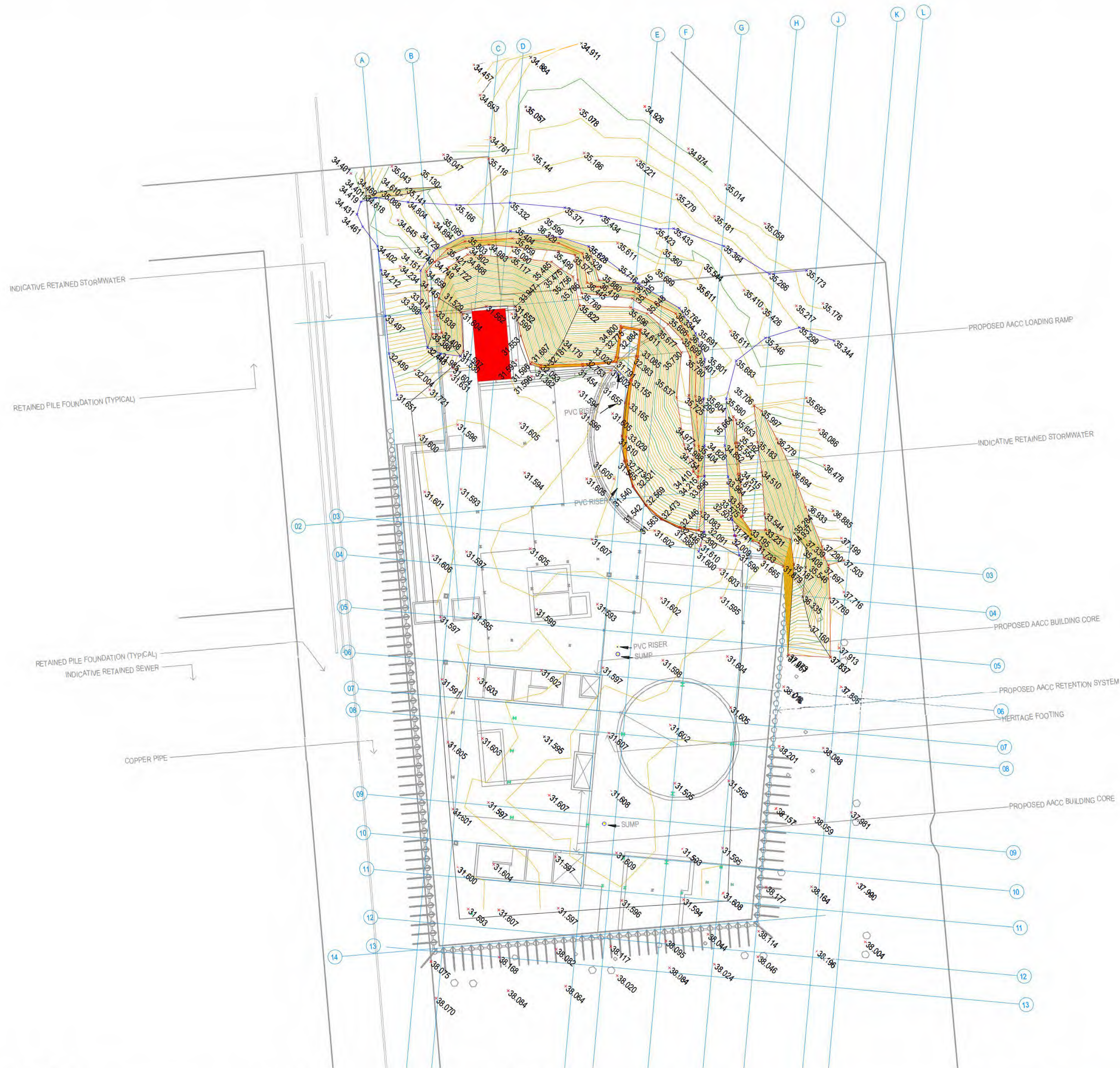
T (08) 8130 1666
F (08) 8362 0099
W www.alexander.com.au
E alex@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +

Alexander Symonds
Surveying Consultants

**AS-BUILT PLAN
PILES
LOT 14
LOT FOURTEEN, NORTH TERRACE
SURVEY:10/05/2022**

DRAWING No. 21A4020 AACC As-Built-Piles SHEET 2 OF 2 REVISION P



Notes:
THIS IS NOT A BOUNDARY SURVEY.
BOUNDARIES ARE FOR REFERENCE ONLY.

LEGEND

- SURVEYED POINT
- GRID
- BOUNDARY

COORDINATE SYSTEM	
VERTICAL:	PROJECT
HORIZONTAL:	PROJECT
TO:	
SCALE:	GROUND (CSF = -)
CONTOUR INTERVAL:	-
SURVEY:	-
DRAWN:	-
CHECKED:	-

DRAWINGS USED:

SCALE:

Alexander & Symonds Pty Ltd
11 King William Street Kent Town,
South Australia 5067
PO Box 1000 Kent Town, SA 5071
ABN 93007 753 988

T (08) 8130 1666
F (08) 8362 0099
W www.alexander.com.au
E adelaide@alexander.com.au

+ Property + Land Development +
+ Construction + Mining +
+ Spatial Information Management +



AS-BUILT PLAN OF EARTHWORKS LOT 14 - AACC LOT FOURTEEN, NORTH TERRACE

DRAWING No. 21A4020 AACC As-Built Earthworks SHEET 1 OF 1

REVISION
B

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Tuesday, 8 August 2023 11:23 AM
To: s22(1)(a)(ii)
Subject: RE: Adelaide City Deal Milestone payments - Details of next Treasury Payment Run [SEC=OFFICIAL]

Categories: Filled

OFFICIAL

Hi s22(1)(a)(ii)

Thank you for progressing.

Many thanks

s22(1)(a)(ii)

From: s22(1)(a)(ii)
Sent: Tuesday, 8 August 2023 9:28 AM
To: s22(1)(a)(ii) (DPC)
Cc: s22(1)(a)(ii) (DPC) ; s22(1)(a)(ii) (DPC) ; s22(1)(a)(ii) (DPC) ; s22(1)(a)(ii)
Subject: RE: Adelaide City Deal Milestone payments - Details of next Treasury Payment Run [SEC=OFFICIAL]

OFFICIAL

Hi s22(1)(a)(ii)

s22(1)(a)(ii)

For the Tarrkarri Milestone 7 payment of \$7.0m, I will organise a brief for approval internally. Should the Government support our request for a Movement of Funds, payment will occur following MYEFO in October 2023.

I'll keep you updated regarding progress.

Kind regards and thanks

s22(1)(a)(ii)

s22(1)(a)(ii)

Assistant Director
 Adelaide City Deal | City & Regional Partnerships Branch
 Partnership and Projects Division

s22(1)(a)(ii) @infrastructure.gov.au

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

GPO Box 594 Canberra, ACT 2601

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Department of Infrastructure, Transport, Regional Development, Communications and the Arts
CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
 I recognise and respect their continuing connection to the land, waters and communities.
 I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au)

Sent: Monday, 7 August 2023 4:49 PM

To: s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Cc: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au); s22(1)(a)(ii) (DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au); s22(1)(a)(ii)

(DPC) s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au); s22(1)(a)(ii) [@infrastructure.gov.au](mailto:s22(1)(a)(ii)@infrastructure.gov.au)

Subject: RE: Adelaide City Deal Milestone payments Details of next Treasury Payment Run [SEC=OFFICIAL]

OFFICIAL: Sensitive

Hi s22(1)

s22(1)(a)(ii)

For your awareness, I am also sending through the Tarrkarri milestone 7 evidence/certificate shortly.

Many thanks

s22(1)(a)(ii)

Senior Policy Officer, Policy & Strategy

Lot Fourteen

Department of the Premier and Cabinet

M s22(1)(a)(ii)

E s22(1)(a)(ii) [@sa.gov.au](mailto:s22(1)(a)(ii)@sa.gov.au) | W lotfourteen.com.au

Lot Fourteen, Corner of North Terrace and Frome Road, Adelaide SA, 5000
 C/o Eleanor Harrauld Building, Frome Road, Adelaide SA, 5000

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Ngai tampinthe ngadlu Kurna Miyurna yartangka. Munaintya puru purruna ngadlu-itya. Munaintyanangu yalaka tarrkarriana tuntarri.

We acknowledge we are on Kurna Miyurna land. The Dreaming is still living. From the past, in the present, into the future, forever.

Information contained in this email message may be confidential and may also be the subject of legal professional privilege or public interest immunity. If you are not the intended recipient, any use, disclosure or copying of this document is unauthorised.

From: s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Sent: Wednesday, 2 August 2023 1:45 PM
To: s22(1)(a)(ii) (DPC) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) <[REDACTED]@sa.gov.au>;
 s22(1)(a) <[REDACTED]@aedasa.com.au>; s22(1)(a)(ii) <[REDACTED]@dpc.sa.gov.au>; s22(1)(a)(ii) (DEW)
 s22(1)(a)(ii) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) (DPC) <[REDACTED]@sa.gov.au>
Cc: s22(1)(a)(ii) (DPC) <[REDACTED]@sa.gov.au>; s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>
Subject: Adelaide City Deal Milestone payments - Details of next Treasury Payment Run [SEC=OFFICIAL]

OFFICIAL

Hi everyone

You may recall that when s22(1)(a)(ii), Fiona and I met with you last month, to ensure you are aware of milestone payment deadlines, I committed to providing you with a heads up regarding Treasury payment runs. The next Treasury Payment Run will be on 7 September 2023.

In order to meet our internal deadline and ensure any 2023-24 F/Y milestone payments can be made to you in the next payment run, can you please send requests for completed milestone payments (together with supporting evidence and the Milestone Completion Certificate (attached) to me no later than **COB Tuesday 08 August 2023**.

If you have evidence of completion for Milestones that were scheduled for completion in F/Y 2022-23 that have not been paid, this evidence should be sent to me as it becomes available. Please note that these Milestones are unable to be paid until the Government supports a request for Movement of funds (MoF). Should the government agree the MoF, payments will occur following MYEFO in October 2023.

Please don't hesitate to reach out if you have any questions.

Kind regards

s22(1)(a)(ii)

Assistant Director

Adelaide City Deal | City & Regional Partnerships Branch

Partnership and Projects Division

s22(1)(a)(ii) <[REDACTED]@infrastructure.gov.au>

P +61 2 6274 s22(1)(a)(ii) • M s22(1)(a)(ii)

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

GPO Box 594 Canberra, ACT 2601

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

CONNECTING AUSTRALIANS • ENRICHING COMMUNITIES • EMPOWERING REGIONS

infrastructure.gov.au



*I would like to acknowledge the traditional custodians of this land on which we meet, work and live.
I recognise and respect their continuing connection to the land, waters and communities.
I pay my respects to Elders past and present and to all Aboriginal and Torres Strait Islanders.*

OFFICIAL

OFFICIAL

s22(1)(a)(ii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Wednesday, 13 September 2023 3:40 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii)
Subject: Quarterly Reports - tranche one
Attachments: s22(1)(a)(ii) ; s22(1)(a)(ii)
 ; s22(1)(a)(ii)
 ; s22(1)(a)(ii)
 ; s22(1)(a)(ii) ; ACD -
 Quarterly PSR - 03 - Tarrkarri - Sep 2023.docx

OFFICIAL: Sensitive

Hi s22(1)(a)(ii)

Please see attached the reports on:

s22(1)(a)(ii)

- Lot Fourteen projects

As flagged in my conversation with you, no updates have been made to content of the quarterly reports for the Lot Fourteen projects. s22(1)(a)(ii)

entre. Discussions on the outcome of the independent review into Tarrkarri are ongoing.

We will be in a position to update these reports over coming weeks.

The City of Adelaide are expected to provide me with updated reports in the next day or so.

Regards

s22(1)(a)(ii)

Manager, Strategy and Research
 Intergovernmental Relations
 Department of the Premier and Cabinet

T +61 (8) 8429 s22(1)(a)(ii) | **M** s22(1)(a)(ii)
E s22(1)(a)(ii) @sa.gov.au | **W** dpc.sa.gov.au

200 Victoria Square (Tarntanyangga), ADELAIDE SA 5000
 GPO Box 2343, ADELAIDE SA 5001
 DX 56205



Government of South Australia
 Department of the Premier
 and Cabinet

Released under the Freedom of Information Act 1982 by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal

Tarrkarri Centre for First Nations Cultures

Quarterly Project Status Report

Reporting period	September 2023
Project status	Under review
Budget status	Under review

Funding Total	\$200.0m
Contributions by Partner	AG \$85.0m SG \$115.0m

Key	Budget Schedule	Issue / Risk Rating
	On track / On budget	Low
	Challenged	Medium
	Attention required	High

QUARTERLY LOOKBACK

ACTIONS COMPLETED

As indicated in the March 2023 quarterly report, in October 2022, the Premier of South Australia announced the appointment of an independent Review Panel (comprising the Hon Bob Carr, Ms Carolyn Hewson AO, and the Hon Ken Wyatt AM) to undertake a review of Tarrkarri to ensure that it is delivered to a standard of international significance to attract national and international visitors and drive economic growth. The decision to establish the independent review following the receipt of advice that the \$200 million capital budget would fall significantly short of delivering on the vision for a landmark global, cultural tourism project.

The South Australian government has supported the independent panel in their review. The review formally commenced on 2 December 2022 and was concluded in April 2023 ^{s47B(a)}. The review panel consulted with close to 50 subject matters experts to inform their findings and recommendations.

The South Australian government is continuing to work through the Review Panel's findings and recommendations, and explore the financial impacts and funding options.

KEY MILESTONES ACHIEVED

N/A

MILESTONES ON TIME OR DELAYED (REASONS)

As indicated in the March 2023 quarterly report, early remedial and foundational works have been completed on site. Further construction has been paused whilst consideration is given to the findings and recommendations of the independent Review Panel.

The South Australian government anticipates that future Milestones for the Tarrkarri project will need to be revised in consultation with the Australian Government.

Revised target dates for Milestones falling in 2023/24 under the draft FFA have attempted to allow for delays resulting from the independent review.

NEXT QUARTER'S PREVIEW

PLANNED ACTIONS

TBC – dependent on outcomes of the review

KEY MILESTONES SCHEDULED

No scheduled Milestones for Q3 2023.

EMERGING ISSUES AND RISKS				
Item	Description	Mitigation / actions taken / required	Decisions required	Issue rating
1.	Project under review.	Project under review.	Outcomes of the review to inform the next stages of the project, including milestones.	Neutral

PROJECT PROFILE	
Project name	Tarrkarri Centre
Accountable delivery agency	SA DPC
Responsible Project Executive	s22(1)(a)
Project start date	2019/20
Project end date	TBC – dependent on outcomes of the review

PROJECT OVERVIEW
<p>The Australian Government has committed up to \$85 million and the South Australian has committed up to \$115 million to deliver a First Nations arts and culture facility honouring more than 60,000 years of continuous First Nations cultures across the country. Tarrkarri is intended to create an extraordinary, immersive experience combining traditional storytelling with modern technology to deliver a major cultural visitor attraction. It is intended to draw on the nation's collections, including the significant Aboriginal art and cultural collections held by South Australian institutions, and genuinely partner with the Aboriginal community from concept, development and ongoing operation.</p> <p>A review of the project has recently occurred with the objective to ensure that the scope, program and budget is benchmarked to a world-class standard of international significance, able to attract global visitors. At present, the review findings are with the Premier for consideration.</p>

BUDGET			
Total project budget	\$200.00m (AG \$85.00m, SG \$115.00m)		
Funding profile (Post Feb 2023 MoF request)	Annual budget	Year to date spend	Year to date actual
2020-21	\$4.00m		\$4.00m
2021-22	\$7.50m		\$7.50m
2022-23	\$10.00m	\$3.00m	
2023-24	\$22.00m		
2024-25	\$41.50m		

PROGRESS AGAINST MILESTONES (FFA 2023)			
Milestone description	Due date & amount	On time or delayed (If delayed, please provide details in the Milestone on-time/delayed table above).	Actions
A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	-	-	Completed June 2021 \$4.00m paid
Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	-	-	Completed July 2022 \$3.00m paid
Installation of new hoarding inclusive of the Australian Government logo.	-	-	Completed Dec 2021 \$2.00m paid

City of Adelaide Building Rules Approval granted for Early Works.			Completed June 2022 \$3.50m paid
Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.			Completed June 2022 \$2.00m paid
Appoint Director, Tarrkarri Centre for First Nations Cultures.	Dec 2023 \$2.00m		
Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023 \$7.00m		
Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Oct 2023 \$20.00m		
Completion of the superstructure - frame walls in place.	Jan 2025 \$30.00m		
Completion of walls and flooring fit-out.	March 2025 \$6.50m		
Practical completion of building.	April 2025 \$5.00m		

COMMUNICATIONS OPPORTUNITIES

Communications calendar

State and Federal Government to engage in July 2023 to discuss the anticipated announcement and determine an optimal course of action, in line with the objectives and protocols of their respective governments.

Publicity communicated items

Not applicable.

Opportunities for communication next month

Not applicable.

UPDATE ON PROGRESS AGAINST CITY DEAL WIDE COMMITMENTS

Item	Description
Indigenous employment targets	N/A
Jobs supported - Direct	N/A
Jobs supported – Indirect	N/A
Total jobs supported	N/A

GENERAL NOTES

Item	Description

From: s22(1)(a)(ii) (DPC) s22(1)(a)(ii) @sa.gov.au>
Sent: Friday, 15 September 2023 5:42 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii)
Subject: Fwd: City Deal Quarterly Reports - September
Attachments: s22(1)(a)(ii); s22(1)(a)(ii)
; ACD - Quarterly PSR - 03 -
Tarrkarri - Sep 2023 (B1585564).docx

OFFICIAL: Sensitive

Hi s22(1)
(a)(iii)

Lot Fourteen have made some small adjustments to their quarterly reports (see attached).

s22(1)
(a)(iii)

Released under the Freedom of Information Act 1982 by the Department of
Infrastructure, Transport, Regional Development, Communications and the Arts

Adelaide City Deal Tarrkarri Centre for First Nations Cultures Quarterly Project Status Report

Reporting period	September 2023
Project status	Under review
Budget status	Under review

Funding Total	\$200.0m
Contributions by Partner	AG \$85.0m SG \$115.0m

Key	Budget Schedule	Issue / Risk Rating
	On track / On budget	Low
	Challenged	Medium
	Attention required	High

QUARTERLY LOOKBACK

ACTIONS COMPLETED

As indicated in the March 2023 quarterly report, in October 2022, the Premier of South Australia announced the appointment of an independent Review Panel (comprising the Hon Bob Carr, Ms Carolyn Hewson AO, and the Hon Ken Wyatt AM) to undertake a review of Tarrkarri to ensure that it is delivered to a standard of international significance to attract national and international visitors and drive economic growth. The decision to establish the independent review following the receipt of advice that the \$200 million capital budget would fall significantly short of delivering on the vision for a landmark global, cultural tourism project.

The South Australian government has supported the independent panel in their review. The review formally commenced on 2 December 2022 and was concluded in April 2023 ^{s47B(a)}. The review panel consulted with close to 50 subject matters experts to inform their findings and recommendations.

The South Australian government is continuing to work through the Review Panel's findings and recommendations, and explore the financial impacts and funding options.

The full report was provided in hardcopy to the Prime Minister and the Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government on 7 July 2023.

KEY MILESTONES ACHIEVED

N/A

MILESTONES ON TIME OR DELAYED (REASONS)

As indicated in the March 2023 quarterly report, early remedial and foundational works have been completed on site. Further construction has been paused whilst consideration is given to the findings and recommendations of the independent Review Panel.

The South Australian government anticipates that future Milestones for the Tarrkarri project will need to be revised in consultation with the Australian Government.

Revised target dates for Milestones falling in 2023/24 under the draft FFA have attempted to allow for delays resulting from the independent review.

NEXT QUARTER'S PREVIEW

PLANNED ACTIONS

TBC dependent on outcomes of the review

KEY MILESTONES SCHEDULED

No scheduled Milestones for Q3 2023.

EMERGING ISSUES AND RISKS

Item	Description	Mitigation / actions taken / required	Decisions required	Issue rating
1.	Project under review.	Project under review.	Outcomes of the review to inform the next stages of the project, including milestones.	Neutral

PROJECT PROFILE

Project name	Tarrkarri Centre
Accountable delivery agency	SA DPC
Responsible Project Executive	s22(1)(a) (ii)
Project start date	2019/20
Project end date	TBC dependent on outcomes of the review

PROJECT OVERVIEW

The Australian Government has committed up to \$85 million and the South Australian has committed up to \$115 million to deliver a First Nations arts and culture facility honouring more than 60,000 years of continuous First Nations cultures across the country. Tarrkarri is intended to create an extraordinary, immersive experience combining traditional storytelling with modern technology to deliver a major cultural visitor attraction. It is intended to draw on the nation's collections, including the significant Aboriginal art and cultural collections held by South Australian institutions, and genuinely partner with the Aboriginal community from concept, development and ongoing operation.

A review of the project has recently occurred with the objective to ensure that the scope, program and budget is benchmarked to a world class standard of international significance, able to attract global visitors. At present, the review findings are with the Premier for consideration.

BUDGET

Total project budget	\$200.00m (AG \$85.00m, SG \$115.00m)		
Funding profile (Post Feb 2023 MoF request)	Annual budget	Year to date spend	Year to date actual
2020-21	\$4.00m		\$4.00m
2021-22	\$7.50m		\$7.50m
2022-23	\$10.00m	\$3.00m	
2023-24	\$22.00m		
2024-25	\$41.50m		

PROGRESS AGAINST MILESTONES (FFA 2023)

Milestone description	Due date & amount	On time or delayed (If delayed, please provide details in the Milestone on-time/delayed table above).	Actions
A business case that meets the requirements outlined in the additional terms of this Schedule (Clause 17 of the previous version of this agreement) to be submitted to and accepted by the Australian Government.	-	-	Completed June 2021 \$4.00m paid
Project Plan for the delivery of the Centre, accepted by the Australian Government. This will include the proposed operational model, concept designs and communication network specifications.	-	-	Completed July 2022 \$3.00m paid

Installation of new hoarding inclusive of the Australian Government logo.			Completed Dec 2021 \$2.00m paid
City of Adelaide Building Rules Approval granted for Early Works.			Completed June 2022 \$3.50m paid
Provision of a copy of the signed signature page of the managing contractor agreement. Completion of detailed designs. Commencement of site preparation works not included as part of the Lot Fourteen development commitment. Installation of signage acknowledging Australian Government funding, to be in place for the duration of the construction.			Completed June 2022 \$2.00m paid
Appoint Director, Tarrkarri Centre for First Nations Cultures.	Dec 2023 \$2.00m		
Peg out complete (completed by a qualified surveyor or the concrete slab contractor).	May 2023 \$7.00m		
Completion of in-ground structures (including footings, foundations and plant equipment). Provision of Performance report outlining progress against key deliverables identified in the Project Plan accepted by the Australian Government.	Oct 2023 \$20.00m		
Completion of the superstructure - frame walls in place.	Jan 2025 \$30.00m		
Completion of walls and flooring fit-out.	March 2025 \$6.50m		
Practical completion of building.	April 2025 \$5.00m		

COMMUNICATIONS OPPORTUNITIES

Communications calendar

TB

Publicity communicated items

Not applicable.

Opportunities for communication next month

Not applicable.

UPDATE ON PROGRESS AGAINST CITY DEAL WIDE COMMITMENTS

Item	Description
Indigenous employment targets	N/A
Jobs supported - Direct	N/A
Jobs supported – Indirect	N/A
Total jobs supported	N/A

GENERAL NOTES

Item	Description