Government of South Australia

OVERVIEW OF INFRASTRUCTURE PLANNING AND DELIVERY IN SOUTH AUSTRALIA

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1   INTRODUCTION

This paper provides an overview of the infrastructure planning and delivery system in South Australia.

Section 2 provides briefly describes the five-step process underpinning all infrastructure planning and delivery processes in SA.

Section 3 describes the strategic planning process. It covers the four highest level strategic plans in the state, sectoral planning and transport planning. Transport planning is covered in some detail.

Section 4 considers supporting processes including land supply, population projections, government working with the private sector, the role of design, the integrated assessment process and governance.

2 PLANNING AND DELIVERY FRAMEWORK

2.1 SA Framework

South Australia's integrated land use, transport and infrastructure planning system operates within an overarching five-step Planning and Delivery Framework[1] (see **Figure 1**). The framework guides the development and delivery of all South Australian Government initiatives, including infrastructure initiatives, from concept to delivery.

>   Step 1 - strategic analysis, and identification of problems and needs
>   Step 2 - development and assessment of solution options (outline business case)
>   Step 3 - detailed appraisal of preferred option (full business case)
>   Step 4 - decision on level and method of funding
>   Step 5 - delivery and post-implementation review.

The strategic analysis (Step 1) which underpins transport, land use and infrastructure planning and investment in South Australia is guided by four overarching and inter-related strategic plans:

- *South Australia's Strategic Plan (SASP)*

- *The Integrated Transport and Land Use Plan (ITLUP)*

- the *South Australian Planning Strategy (the Planning Strategy)* – which comprises *The 30-Year Plan for Greater Adelaide* plus regional plans for the rest of the state,* and

- the *Strategic Infrastructure Plan for South Australia (SIPSA).*

These plans guide planning at the sectoral level by a range of public and private infrastructure providers and developers, as well as State and local government land use planning and assessment processes.

Cabinet requires all government agencies to align their planning, investment and service/program delivery with the strategic directions set out in *SASP, the Planning Strategy,* and *SIPSA*[2], including:

- agency planning processes and business plans;
- all high level documents and plans;
- management of government real property; and
- institutional, legislative, budgetary and decision making processes relating to planning and delivery of new infrastructure and services.

Following finalisation of ITLUP, consideration will be given to requiring government agencies to also align their planning and delivery with this long term plan for the state.

The five-step framework requires all state public sector initiatives to undergo a full assessment of options (Step 2), and appraisal and identification of a preferred solution (Step 3), before consideration by Cabinet to determine whether an initiative should proceed and possible funding methods (Step 4). Demonstrated alignment with *SASP, the Planning Strategy* and *SIPSA* is a central criterion for assessment of initiatives.

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[1] The five-step process originates from the Department of Treasury and Finance's *Guidelines for the Evaluation of Public Sector Initiatives*. Use of the 5-step process is mandatory across SA Government.
[2] Premier and Cabinet Circular 024 *Integration of South Australia's Strategic Plan, the South Australian Planning Strategy, the Strategic Infrastructure Plan for South Australia and the Core Directions of the Integrated Design Commission of South Australia into Government Agency Planning Processes* August 2010 and Premier and Cabinet Circular 114 *Government Real Property Management* October 2010
http://www.premcab.sa.gov.au/dpc/publications_circulars.html

Figure 1: South Australia's Five-Step Planning and Delivery Framework

Following the funding decision by Government, effective management of the approvals and construction phase of initiatives is critical to ensuring delivery on time and within budget, for both private and public investments (Step 5).

2.2 Alignment with Infrastructure Australia Framework

South Australia's five-step framework aligns quite well with the Infrastructure Australia (IA) seven stage *Reform and Investment Framework* which is used to assess and prioritise national infrastructure priorities. IA stages 1-4, that address goal definition, problem identification, assessment and analysis, correspond with Step 1 of the SA process. IA stages 5-7, that address option generation and assessment and solution selection, correspond with Steps 2-3 of the SA process.

2.3 Coordination and Integration

Since 2010, the South Australian Government has strengthened and formalised links between *South Australia's Strategic Plan,* strategic land use and transport planning and state and local government infrastructure planning, investment and governance.

 It has done this through:

- Establishment of a single lead agency combining land use planning, development and infrastructure matters, the Department of Planning, Transport and Infrastructure (DPTI)[3].

- Creation of the Government Planning and Coordination Committee (GPCC) chaired by DPTI and reporting to the Major Proposals Review Cabinet Committee (MPRCC), chaired by the Minister for Infrastructure, to provide oversight of the implementation of the Planning Strategy.

- Formation of Renewal SA[4] . Working in partnership with DPTI and private sector development industry, Renewal SA facilitates a fully integrated approach to infill development in Greater Adelaide. It provides a single gateway to the housing and development services the government provides.

- Amending Department of the Premier and Cabinet Circular PC024, *Integration of South Australia's Strategic Plan into Government Agency Planning Processes*[5]*,* to require Government agencies to consider the SASP, Planning Strategy, SIPSA and the principles of Office for Design and Architecture SA (ODASA) in their planning processes.

- Amending the Department of Treasury and Finance's (DTF) *Guidelines for the Evaluation of Public Sector Initiatives*[6] (to be adhered to by all agencies according to Treasurer's Instruction 17), consistent with PC024, to ensure that the development and evaluation of all government initiatives - construction projects, changes in government policy, changes to regulations and legislation, and public sector programs - integrate with the strategic directions contained in the SASP, Planning Strategy and the SIPSA.

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[3] At the time the changes commenced in 2010, there was a lead agency for land use planning and development (the Department of Planning and Local Government, DPLG) complementing and working closely with the lead agency for infrastructure (the Department for Transport, Energy and Infrastructure).
[4] http://www.ura.sa.gov.au/
[5] http://www.premcab.sa.gov.au/pdf/circulars/StrategicPlanIntegration.pdf
[6] http://www.treasury.sa.gov.au/public/download.jsp?id=3080

- Amending Department of the Premier and Cabinet Circular 114, *Government Real Property Management*[7] to require Government agencies to align real property asset management practices with the strategic directions for future land use and infrastructure across the state as set out in the South Australian Planning Strategy and SIPSA.

- Preparing structure plans for new urban growth areas and those areas targeted for infill identified in The 30 Year Plan for Greater Adelaide. Structure plans seek to ensure land development occurs in a manner that can be accommodated by the transport network and consistent with the objectives in the SASP, SIPSA and ITLUP.

  Major new urban growth areas require agreements to be reached between the State Government, local government and developers regarding the nature and delivery of transport infrastructure to support the growth (including funding responsibilities) prior to approval of rezoning.

These earlier initiatives identified a need to:

- Develop an Integrated Transport and Land Use.

  In October 2013, the South Australian Government released a draft Integrated Transport and Land Use Plan. As discussed further in the next section, the Plan seeks to provide clear direction for transport investment and effort to deliver the vision for population growth and economic development across the state set out in the volumes of the Planning Strategy and SASP.

- Undertake an extensive review of the South Australian Planning System.

  In February 2013, the South Australian Government established an independent expert panel to review South Australia's planning legislation. Following extensive consultation with the community and industry, the panel will deliver recommendations for a new planning system to the Government by December 2014. The panel will also consider options to further strengthen the integration of transport and land use planning and delivery across the state.

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[7] http://www.premcab.sa.gov.au/pdf/circulars/pc114_property_management.pdf

3   STRATEGIC PLANNING

The principal across-government strategic plans prepared by the South Australian Government to provide strategic direction in the medium to long-term and guide planning, investment and service or program delivery are:

- South Australia's Strategic Plan (SASP)
- The Integrated Transport and Land Use Plan (ITLUP)
- The South Australian Planning Strategy (the Planning Strategy)
- The Strategic Infrastructure Plan for South Australia (SIPSA)

These are in turn supported by sectoral plans/strategies.

3.1 The Role of Consultation

Extensive consultation is undertaken to produce and regularly update *South Australia's Strategic Plan (SASP)*, the *Planning Strategy* and *SIPSA* as well as in conjunction with development of the Integrated Transport and Land Use Plan in 2013. This consultation involves face-to-face community meetings, stakeholder workshops, on-line blogging and social media as well as briefings and detailed discussions with local government and State Government departments, industry, community groups and professional organisations. The 2011 update of the *SASP* was shaped by the biggest community process ever undertaken in SA, led by the Independent Engagement Board.

Draft plans or discussion papers are released for a period of public consultation which informs their finalisation. Reports on the findings of the consultation are made publicly available.

Consultation across state government departments ensures that the strategic plans are informed by, and inform, other sector specific plans,

3.2 South Australia's Strategic Plan

South Australia's Strategic Plan[8] (SASP) presents South Australia's aspirations for where it wants to be as a state in 2014. Initially released in 2004, and updated in 2007 and 2011, the plan contains 100 specific targets grouped under the following six interrelated pillars:

1. Our Community
2. Our Prosperity
3. Our Environment
4. Our Health
5. Our Education
6. Our Ideas.

The Department of the Premier and Cabinet has overall lead responsibility for the SASP. Lead responsibility for each of the targets has been allocated to a specific Minister and state agency. The Cabinet, supported by a Chief Executive's group, oversees implementation of the SASP by monitoring and reviewing agency annual implementation plans, and six-monthly progress reports against these plans, for each SASP target. In addition all proposals considered by Cabinet are required to include advice on how they contribute to achievement of SASP targets.

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[8] *South Australia's Strategic Plan*: http://saplan.org.au

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The SASP is independently audited every two years to assess progress against each of the targets.

South Australia's Strategic Plan underpins the *South Australian Planning Strategy –* which consists of t*he 30-Year Plan for Greater Adelaide,* and *Regional* Plans - and provides a key reference point for considering long term infrastructure priorities for the state.

To facilitate implementation of the SASP, the South Australian Government has adopted 12 standard regions: seven in Greater Adelaide, and five covering the rest of the state:

Greater Adelaide Region
- Eastern Adelaide
- Northern Adelaide
- Southern Adelaide
- Western Adelaide
- Adelaide Hills
- Barossa
- Fleurieu*

Rest of SA
- Eyre and Western
- Far North
- Kangaroo Island*
- Limestone Coast
- Murray and Mallee
- Yorke and Mid North

* Fleurieu and Kangaroo Island form one region

These are shown in **Figure 2**. The regions are used by government agencies for planning and reporting, and also as a basis for 'regionalising' SASP. Regionalisation of the SASP was undertaken in 2008 with regions outside of Greater Adelaide. The process enabled local government and other key stakeholders to identify specific targets that are a priority for their local region[9].

3.2.1 Government's Strategic Priorities

At the opening of Parliament In February 2012, the SA Government released its new seven 'strategic priorities' for 2012 and beyond. Those strategic priorities are:

- to create a vibrant city of Adelaide
- to maintain our safe communities and healthy neighbourhoods
- to have an affordable place to live for everyone
- to realise the benefits of the mining boom
- every chance for every child
- growing advanced manufacturing
- premium food and wine from our clean environment.

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[9] South Australian Government Regions and regionalisation of SASP:
http://saplan.org.au/content/view/58/101/

Figure 2: South Australian Government Regions

South Australian Government Regions

Legend:
- Adelaide Hills
- Barossa
- Eastern Adelaide
- Eyre and Western
- Far North
- Fleurieu and Kangaroo Island
- Limestone Coast
- Murray and Mallee
- Northern Adelaide
- Southern Adelaide
- Western Adelaide
- Yorke and Mid North
- Local Government boundary

Map prepared by Planning SA, December 2007.

SPAR ID: 2600
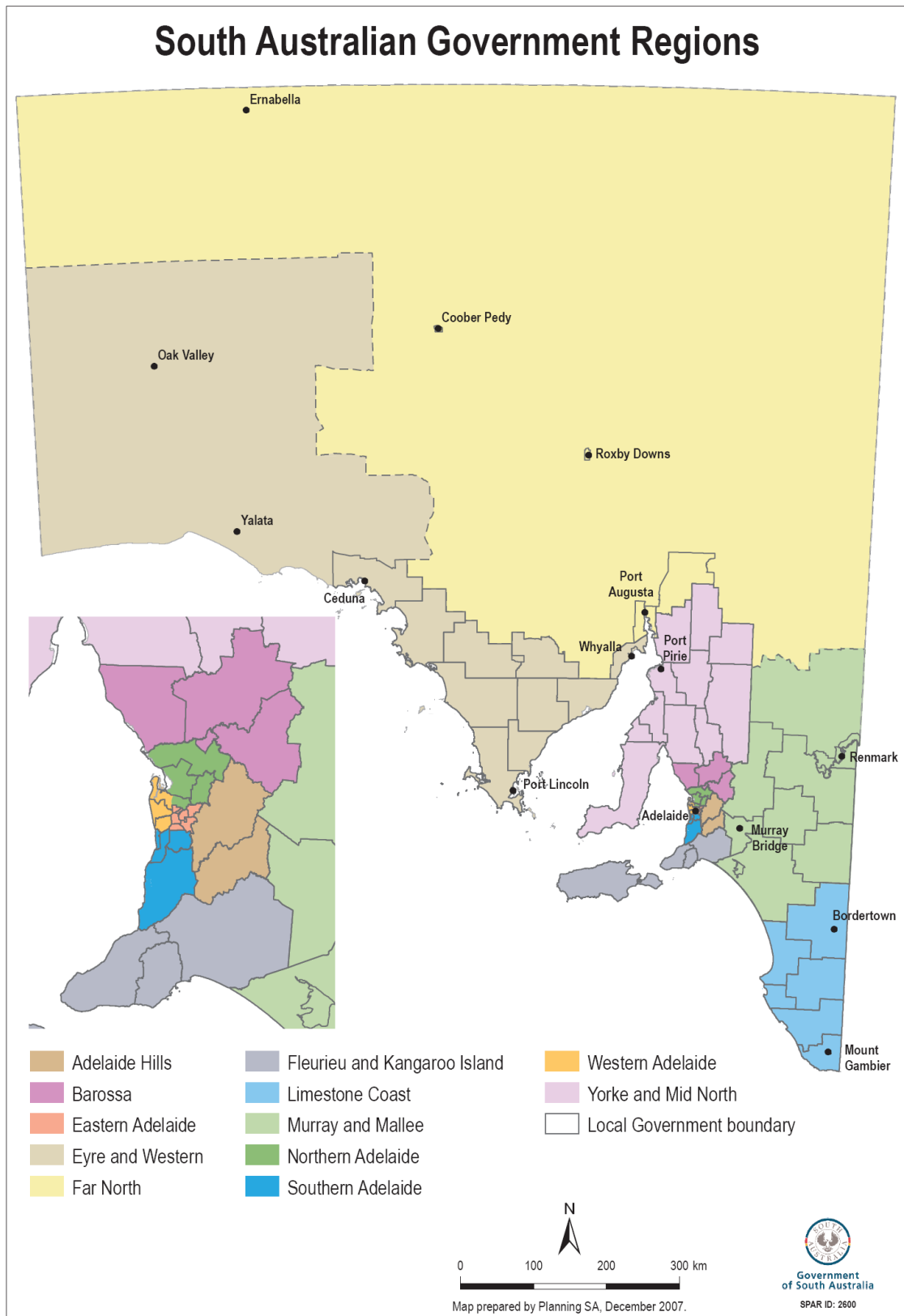
3.3 South Australian Planning Strategy

The *South Australian Planning Strategy*[10] (the *Planning* Strategy) is prepared by the South Australian Government pursuant to section 22 of the *Development Act 1993* to guide land use and physical development, as well as the planning and delivery of infrastructure and services, across the state over the medium to long term.

The *Planning Strategy* is a dynamic spatial expression of *South Australia's Strategic Plan* and one of the key policy and budgetary instruments of the South Australian Government. The strategy identifies where future residential, industrial and commercial development will and will not occur. In doing so it sets out how the South Australian Government proposes to effectively manage population and economic growth and change, preserve the environment and respond to the many challenges confronting the state including climate change and water security.

It also informs the development of infrastructure, by all levels of government and the private sector, required to position the state to effectively respond to population and economic growth and change. It was a key input to development of the ITLUP.

The *Planning Strategy* also provides statutory direction[11] for local government in preparing changes to their local area Development Plans. Development Plans contain the specific land use zoning and development policies against which development applications are assessed.

The three interlocking objectives of the *Planning Strategy* align with the objectives of the SASP and are:

- maintaining and improving liveability
- increasing competitiveness
- driving sustainability, environmental protection and resilience to climate change.

DPTI has lead responsibility for the *Planning Strategy*. The *Planning Strategy* is reviewed every five years.

There are various volumes of the *Planning Strategy*, each covering a separate geographic region. These are discussed further below.

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[10] http://www.sa.gov.au/subject/Housing,%20property%20and%20land/Building%20and%20development/South%20Australia's%20land%20supply%20and%20planning%20system/The%20planning%20strategy%20for%20South%20Australia
[11] *Development Act 1993*

3.3.1 The 30 Year Plan for Greater Adelaide

The 30 Year Plan for Greater Adelaide[12] is the volume of the Planning Strategy covering metropolitan and peri-urban Adelaide. It establishes the new urban form that will shape the characteristics and pattern of housing, employment and industry growth across the metropolitan area for the next 30 years.

The following fourteen principles underpin the new urban form to ensure it responds to identified challenges and opportunities and achieves the above three interlocking objectives:

1.   A compact and carbon-efficient city
2.   Housing diversity and choice
3.   Accessibility
4.   A transit-focused and connected city
5.   World-class design and vibrancy
6.   Social inclusion and fairness
7.   Heritage and character protection and enhancement
8.   Healthy, safe and connected communities
9.   Affordable living
10. Economic growth and competitiveness
11. Climate change resilience
12. Environmental protection, restoration and enhancement
13. Natural resources management
14. Community engagement

Each of these principles is supported and promoted by a range of specific planning policies and targets that provide clear guidance for land use at local and regional levels.

The planning policies and targets are complemented by a series of maps which specifically identify key elements of the desired urban form, including:

- Growth areas, transit-oriented development and activity centres
- Regional distribution of projected population growth, as well as housing and employment land targets
- Economically productive lands (primary production, mining, manufacturing, defence)
- Major economic infrastructure assets (transit corridors, transport routes, gas, electricity, water)
- Major social infrastructure assets (health, education and sporting facilities)
- Environmental assets.

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[12]http://www.sa.gov.au/subject/Housing,+property+and+land/Building+and+development/South+Australia's
+land+supply+and+planning+system/The+planning+strategy+for+South+Australia/The+30+year+plan+for
+Greater+Adelaide

3.3.2 Plans for Other South Australian Regions

The Planning Strategy consists of the following Region Plans[13] covering all of the regional and remote parts of the state:

- *Yorke Peninsula Regional Land Use Framework,* December 2007
- *Greater Mount Gambier Structure Plan,* February 2008
- *Far North Region Plan, July 2010*
- *Port Augusta Structure Plan, January 2011*
- *Murray and Mallee Region Plan, January 2011*
- *Kangaroo Island Region Plan, January 2011*
- *Mid North Region Plan[14], May 2011*
- *Limestone Coast Region Plan, August 2011*
- *Eyre and Western Region Plan, April 2012.*

The *Region Plans* establish an integrated vision for the future growth and development of each region responding to state-wide, regionally-specific and local opportunities and challenges, and supporting achievement of the three interlocking objectives.

Each regional volume includes 15-20 principles which underpin the spatial vision for each region, covering:

- Environmental and Cultural Assets
  - o Recognise and protect the region's environmental assets (water, coastal, estuarine, marine, biodiversity – including matters of national environmental significance)
  - o Ensure efficient use of water and energy
  - o Protect people, property and the environment from exposure to hazards
  - o Effectively manage waste, wastewater and stormwater
  - o Identify and protect places of heritage, character and cultural significance
  - o Create the conditions for the region to become resilient to the impacts of climate change

- Economic Development
  - o Protect and build on the region's strategic infrastructure assets (particularly transport, water, energy, communications infrastructure)
  - o Protect and provide serviced and well-sited industrial land to meet projected demand
  - o Support specific industries based on comparative strengths of the region (e.g. primary production, aquaculture, mining, tourism, defence)
  - o Focus commercial development in key towns and ensure it is well-sited and designed
  - o Foster sustainable alternative energy and water supply industries

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[13] http://www.sa.gov.au/subject/Housing%2C+property+and+land/Building+and+development/South+Australia's+land+supply+and+planning+system/The+planning+strategy+for+South+Australia/Plans+for+regional+South+Australia

[14] Development of the Yorke Peninsula Regional Land Use Framework commenced prior to the establishment of the South Australian Government Regions, hence separate volumes of the Planning Strategy have been prepared to cover the Yorke and Mid North Region. These will be reviewed and amalgamated in 2012.

- Population and Settlements
    - Reinforce the role, functionality and vibrancy of towns and settlements
    - Strategically plan and manage township growth
    - Design towns to provide safe, healthy, accessible and appealing environments
    - Provide residential land for a supply of diverse, affordable and sustainable housing to meet the needs of current and future residents and visitors.

Each of these principles is supported and promoted by a range of specific planning policies and detailed maps that provide clear guidance for land use at local and regional levels. Councils must demonstrate alignment between their Development Plans and the direction provided in these maps and policies.

The regional volumes of the *Planning Strategy* also identify 'priorities for councils. These are the specific issues requiring attention by Councils when they prepare their Strategic Management Plans and Strategic Directions Reports and update their Development Plans over the next 2-5 years[15]. They also provide direction for initiatives by other levels of Government to support achieving the vision.

Finally, the *Region Plans* outline infrastructure and service provision priorities for the region, as set out in the *SIPSA* and confirmed through development of the *Planning Strategy*, taking account of other potential demands on infrastructure and services that are likely to arise from the proposed pattern of future growth and development.

3.3.3 Monitoring and Reporting

An annual monitoring, evaluation and reporting system is implemented by DPTI to assess the progress and results of implementing *The 30-Year Plan for Greater Adelaide* and regional volumes of the Planning Strategy. This system meets the *Development Act 1993* requirement for the Minister to report annually to Parliament on implementation of the various volumes of the *Planning Strategy*.

This system adopts a report card format and is used by GPCC, MPRCC and Cabinet to track the progress of the implementation of the policies and targets. It is also used to monitor major demographic, economic and environmental changes, which may trigger a change in policies and/or targets. The first report card was released for the year 2010-11.[16]

3.3.4 Metropolitan Planning Developments since Release of 30 Year Plan

Since the *30 Year Plan*'s release in 2010, the thrust and principles of the Plan have been enhanced by a number of complementary initiatives. These include (see report G3 of the SA submission to IA for further details):

- establishment of the Housing and Employment Land Supply Program[17] (HELSP), which is designed to ensure that at any given time there needs to

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[15] *Development Act 1993* section 30 requires local government to prepare Strategic Directions Reports which identify any amendments required to align their Development Plan with the Planning Strategy; *Local Government Act* section 122 requires each local government to prepare Strategic Management Plans which include assessment of their strategic and infrastructure planning and investment priorities.
[16]http://www.sa.gov.au/topics/housing-property-and-land/building-and-development/land-supply-and-planning-system/the-planning-strategy-for-south-australia/planning-strategy-annual-report-card
[17]http://www.sa.gov.au/upload/franchise/Housing,%20property%20and%20land/PLG/Housing_and_employment_land_supply_program_report_2010.pdf

be a 25-year supply of land identified for residential, commercial and industrial purposes, including a 15-year supply of zoned land

- growth area structure planning in a number of new urban growth areas and areas targeted for urban infill (e.g. along public transport corridors), including Inner Metro Rim and Playford Growth Area.

- announcement of *Vibrant Adelaide*[18], one of seven priorities for 2012 announced by the SA Government

- establishment of Renewal SA and introduction of the Urban Renewal Act to provide a special precinct development process to kick start urban renewal

- release by the Adelaide City Council of the *Integrated Movement Strategy*[19] for the city centre

- Capital City Development Plan Amendment[20] – the SA Government and the Adelaide City Council have recently agreed to a raft of planning reforms for the city centre designed to make the city centre more vibrant and liveable, including increased allowable building heights

- the abolition of stamp duty for off-the-plan apartments to encourage more people to move into the centre of Adelaide

- legislation to protect the Barossa Valley and McLaren Vale[21]

- release of revised and standardised modules of the Planning Policy Library, which are used in Development Plans and address the interface between the land and the adjacent transport corridor (e.g. protecting freight corridors).

- establishment of the Office for Design and Architecture and introduction of a statutory assessment role for the Government Architect supported by a design review panel for city proposals over $10 million and developments over four storeys in the inner rim areas.

3.4 The Integrated Transport and Land Use Plan

The Integrated Transport and Land Use Plan is designed to guide private sector and federal, state and local government investment into the transport system for the next 30 years. Covering all modes of transport, the Plan identifies goals, objectives and solutions for the development of the transport system that are consistent with South Australia's Strategic Plan and Seven Strategic Priorities, and recognise local government and industry challenges and opportunities.

With the volumes of the Planning Strategy detailing the plan for land development, and the Strategic Infrastructure Plan for South Australia detailing the infrastructure needs for the state, there was a need to develop an integrated transport plan that describes the development of the transport system to connect people between places of residence, employment and recreation, and connect business to markets to support economic growth.

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[18] http://www.dpti.sa.gov.au/vibrantadelaide

[19] http://yoursay.adelaidecitycouncil.com/IntegratedMovementStrategy

[20] http://www.sa.gov.au/subject/Housing,+property+and+land/Building+and+development/Building+and+development+applications/Development+plans+and+their+use/Amendments+to+development+plans+proposed+by+the+minister/Capital+City+amendment

[21] *Character Preservation (Barossa Valley) Act 2012, Character Preservation (McLaren Vale) Act 2012*

The Plan plays a key role in ensuring land use planning, strategic infrastructure delivery and transport investment are fully integrated and provide a hierarchy of plans to deliver a more liveable, prosperous and sustainable city and regional areas for the people of South Australia (refer Figure 1).

The Plan complements the work of the Expert Panel on Planning Reform which is undertaking a once-in-a-generation review of the legislation underpinning the State's planning system.

The Plan identifies a comprehensive suite of solutions to address the current and future transport challenges facing the state, with particular focus on:

- growing the role of public transport in servicing our city and urban and regional centres;

- providing efficient connections to export/import gateways;

- prioritising transport infrastructure and services to encourage mixed use development in central and inner Adelaide;

- supporting vibrant communities by encouraging active travel modes in Greater Adelaide and regional centres;

- fine-tuning, maintaining and making better use of our existing transport assets; and

- developing and maintaining a planning system that ensures integrated transport and land use.

In addressing these challenges the Plan focuses on providing greater travel choice and opportunities to access the jobs, services and experiences that underpin their quality of life and wellbeing. Increasing these opportunities will build stronger communities that share a more active, fulfilling and prosperous lifestyle where people are healthier and safer.

The Plan also provides businesses with the certainty of reliable road and rail routes to operate successfully and deliver goods and services around the city, and to local, interstate and international markets.

The South Australian community will benefit from having a clear understanding of the strategic direction and spatial development plans for the transport system contained within the Plan, allowing more informed decisions regarding where they live and work, and how they will be able to move around Greater Adelaide and regional South Australia into the future.

3.5 Strategic Infrastructure Plan for South Australia

The *Strategic Infrastructure Plan for South Australia*[22] (SIPSA) provides a five-to-ten year framework to guide all levels of government, the private sector and the community in the planning, delivery, management and use of infrastructure across the state. The foundation for the plan is provided by SASP. SIPSA was first released by the State Government in April 2005, covering the period *2005/6-2014/15*, and is currently being updated. DPTI has lead responsibility for *SIPSA*.

SIPSA incorporates four broad strategies.
- To coordinate infrastructure planning and construction across the state.
- To pursue more efficient and competitive infrastructure systems.
- To pursue and promote sustainable development through sound planning and use of infrastructure.
- To meet future demands in a timely and innovative manner.

SIPSA requires an integrated and rigorous whole-of-government and whole-of-state approach to identifying and prioritising infrastructure requirements. The 2005 *SIPSA* set out infrastructure priorities from a whole-of-state perspective and specific initiatives, with associated timeframes, to address infrastructure needs. These initiatives included:
- ways to make better use of existing infrastructure assets,
- options for deferring costly capital expenditure by better managing demand, and
- new investment opportunities.

Initiatives are presented in five year timeframes and ranked in terms of priority. In addition, a sphere of government or the private sector is identified as having lead responsibility for further development of each infrastructure initiative.

The strategic directions and initiatives set out in *SIPSA* are selected based on the positive and sustainable contribution they will make toward the achievement of one or more targets in the *South Australia's Strategic Plan* and the targets and objectives of the *Planning Strategy.*

An update of *SIPSA* commenced in late 2010. A public discussion paper[23] was prepared to provide an overview of progress in infrastructure development since release of the first plan in 2005, and the key challenges and opportunities to be considered in future planning for 15 infrastructure sectors and across each of the state's regions.

It also identified the long term strategic directions or priorities to guide decisions on infrastructure planning and development over the next 10 to 15 years and beyond. The discussion paper provided a basis for discussions between infrastructure users and providers, business, community groups and local councils to contribute to the development of the new plan.

Transport was identified as a major issue during the discussion paper public consultation period with consistent requests from industry, local government and the community for the development of a specific transport plan for the state.

In response to this feedback, the South Australian Government has prepared an Integrated Transport and Land Use Plan. The SIPSA will be revised to reflect the Integrated Transport and Land Use Plan, setting out priorities for other infrastructure sectors.

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[22] http://www.infrastructure.sa.gov.au/strategic_infrastructure_plan
[23] The discussion paper can be downloaded from:
www.infrastructure.sa.gov.au/strategic_infrastructure_plan/discussion_paper

3.6 Sectoral Planning[24]

Processes for strategic planning and priority setting at the sectoral level vary depending on the respective roles of the State and Australian Governments, and also the private sector. While the South Australian Government plays a significant role as a direct provider of road, urban public transport and water infrastructure, its role in other areas of transport, and in energy and telecommunications, is more one of regulatory oversight, policy influence and facilitation of private sector investment.

In the remainder of this section, only transport planning is discussed.

3.7 South Australian Transport Planning System

3.7.1 Background

Over the last five to ten years, transport planning in SA has undergone considerable reforms and improvements. Key features of the system prior to this time were:

- a strong and successful focus on project management, but without a sufficiently strong strategic transport planning system preceding it
- insufficient integration between transport planning and land use planning
- modal silo thinking within the transport planning process
- inconsistent application of mandated SA government processes
- inconsistent and sometimes inadequate quality in project business cases.

Reforms over the subsequent period have led to the current system which has the following key features:

- strengthening of the role of strategic transport planning, within a broader framework of integrated land use and infrastructure planning
- a continued strength in project management, but now better guided by the preceding strategic planning process
- lessening of silo-type approaches within planning processes, and across planning and delivery
- consistent application of mandated SA government and national planning and appraisal frameworks
- improved consistency and quality in business cases.

SA has achieved this through a range of reforms, the key relevant ones being:

- introduction of the *Integrated Transport and Land Use Plan*
- introduction of *SA's Strategic Plan*
- strengthening of the role of *SA's Planning Strategy*
- introduction of a *Strategic Infrastructure Plan for SA*
- introduction of the *SA Transport System Management Framework (TSMF)*

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[24] Sectoral plans currently include *Water for Good – A Plan to Ensure our Water Future to 2050* (2009); the *Economic Statement* (2009); the *State Natural Resource Management* Plan (2006); *South Australia's Waste* Strategy (2005); *Tackling Climate Change – South Australia's Greenhouse Strategy 2007-2020* (2007); *Prosperity Through People – A Population Policy for South Australia* (2004), the *Skills Strategy for South Australia* (2008) and *Housing Plan for South Australia* (2005), *Towards Zero Together – SA's Road Safety Strategy to 2020* (2011). Some of these are currently under review.

- institutional change through the move from separate organisations reflecting individual transport modes, to an integrated Department (Planning, Transport and Infrastructure)

- the introduction of a gateway-style review process during project development which ensures that projects align with strategic objectives throughout the project life cycle.

3.7.2 The SA Transport System Management Framework (TSMF)

As discussed in section 2, the central process in SA is the *SA Government 5-Step Planning and Delivery Framework*, the use of which is mandatory across SA Government. From 2007, the SA 5-step process also needed to be complemented by the Australian Transport Council (ATC)'s *National Guidelines for Transport System Management in Australia (2006)*[25] (see **Appendix A** for a brief overview). This was due to a COAG decision in 2007 that all jurisdictions should use the NGTSM as the basis for transport planning and appraisal of transport initiatives.

Following the 2007 COAG decision, DPTI moved to ensure that its transport planning and project development system was consistent with both these mandated requirements – one state, the other national. To achieve this, DPTI developed an SA *Transport System Management Framework* (SA TSMF) by incorporating the ATC NGTSM into the SA Government 5-step process. Use of the SA TSMF therefore ensured that compliance with both mandated requirements would be achieved.

The resulting SA TSMF still comprises a 5-step process, but with other sub-steps to facilitate the additional NGTSM phases. It begins with high level objective setting, and finishes with performance review. It forms a continuous, integrated process.

Most recently, the SA TSMF has also been modified to accommodate the specific requirements of Infrastructure Australia's *Reform and Investment Framework*, in particular the role of problem identification and assessment.

The SA TSMF is illustrated in **Figure 3**.

The SA TSMF is now the primary framework guiding the overall planning and development of transport in SA Government.

The top-down nature of the Framework facilitates the provision of strategically-based advice to decision-makers. The Framework also includes bottom-up feedback between steps so that top-down and bottom-up approaches are used in a complementary manner.

Key benefits
The benefits of having improved conception and development of transport initiatives via the SA TMSF are considerable. They include:

- a strategic context for specific initiatives, and for project development & management

- improved understanding of how DPTI transport system processes are inter-related

- improved understanding across DPTI of the inter-relationships across the transport sector, and with closely related systems (e.g. land use), and

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[25] Referred to here by the acronym NGTSM. See: http://www.atcouncil.gov.au/documents

- alignment with national and state requirements.
- reduces the risks of failure in project delivery.

The framework is sponsored by DPTI's Executive Director, Strategic Transport and Infrastructure Planning, and endorsed by the DPTI Chief Executive.

The SA TSMF has been promulgated throughout DPTI via several mechanisms:

- the establishment of a website to help guide DPTI staff in use of the SA TSMF
- information sessions across DPTI transport divisions to ensure staff are aware of the framework and the central role it plays.

The SA TSMF has been very helpful in briefing the Chief Executive of DPTI, the Minister for Transport's office, and external stakeholders, on how specific proposals fit within a broader context.

**Figure 3 - The SA Transport System Management Framework
- the SA Govt 5-step Planning and Delivery Process applied to transport
(1)**
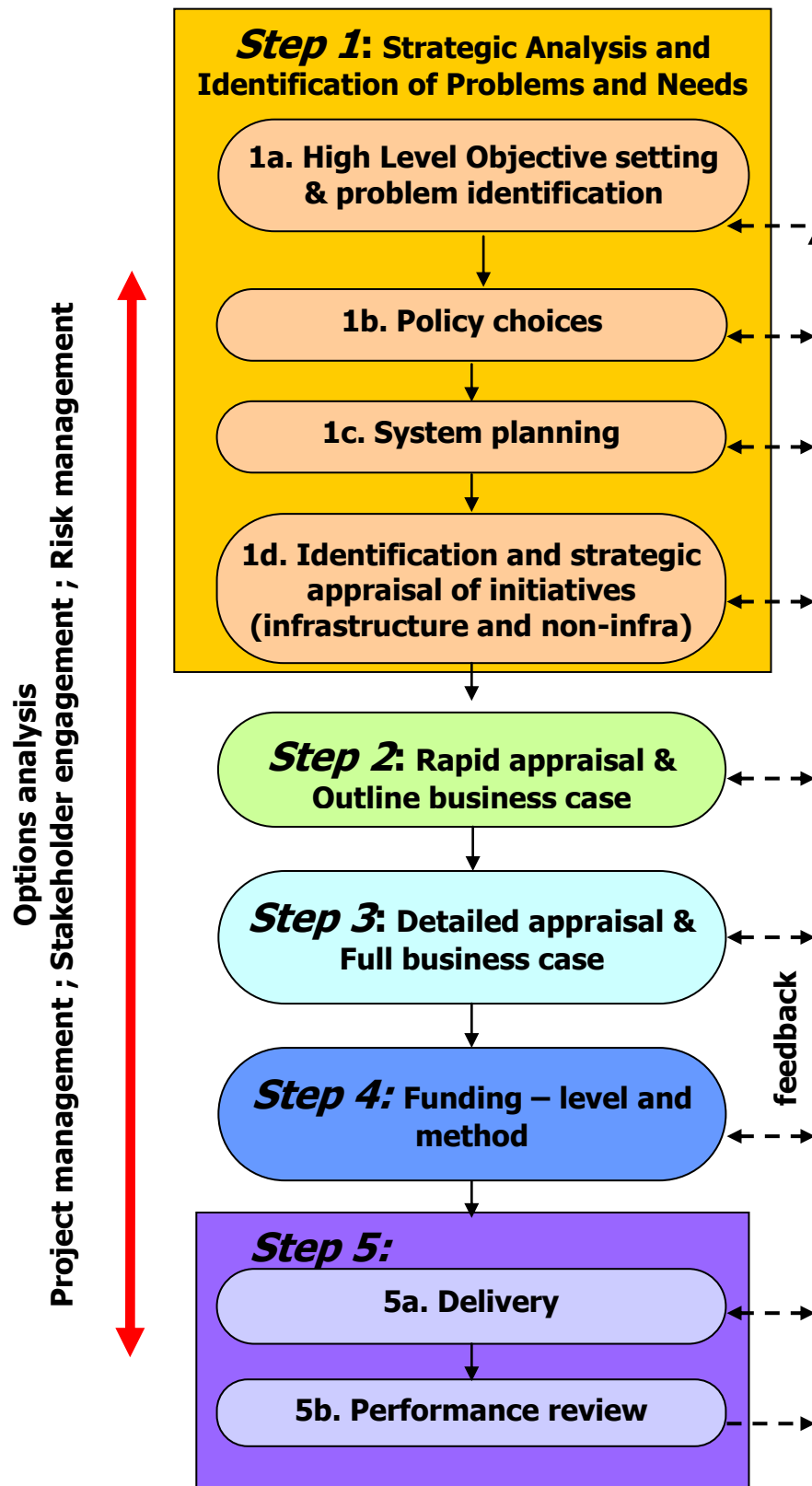
(1) Also incorporating the Australian Transport Council *National Guidelines for Transport System Management in Australia* (2006)

4   SUPPORTING PROCESSES

4.1 Housing and Employment Land Supply Program

The South Australian Government has determined that at any given time there needs to be a 25-year supply of land identified for residential, commercial and industrial purposes, including a 15-year supply of zoned land.

The *Housing and Employment Supply Program (HELSP)* is designed to achieve this, and is therefore a critical element of the successful delivery of the *30-Year Plan for Greater Adelaide*. The program's fundamental role is to ensure there is sufficient land capacity to meet the annual housing and employment targets, and that capacity is spread equitably across the region to avoid market volatility.

The program, administered by DPTI, will:

- Monitor the implementation of *The 30-Year Plan for Greater Adelaide* in terms of achievement of the 25-year rolling supply of land, including 15-year supply of zoned land for residential, commercial and industrial purposes

- Identify the total amount of land needed and set annual rolling targets to reflect changes in the market and changes to the rate of population growth

- Assist infrastructure agencies with planning to ensure that infrastructure and urban development is effectively and efficiently coordinated

- Set an annual dwelling site production target (by sub-region) to provide potential developers with information about land that has been or is to be rezoned for commercial and residential purposes

- Provide a spatial guide to local government which assists in aligning Development Plans with *The 30-Year Plan for Greater Adelaide.*

The State Government produces a report on the program on an annual basis. The first HELSP report was released on 12 October 2010, and is available to download from www.sa.gov.au/subject/housing .

4.2 Population Projections

DPTI produces state and sub-state population projections following each national population census. These projections are used to inform reviews of each of the volumes of the Planning Strategy, the ITLUP and SIPSA, as well as infrastructure and service delivery planning by all state agencies[26].

The latest population projections for South Australia are available to download from https://www.sa.gov.au/topics/housing-property-and-land/building-and-development/land-supply-and-planning-system/planning-data-for-research-and-mapping/population-and-demographics/population-projections.

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[26] https://www.sa.gov.au/topics/housing-property-and-land/building-and-development/land-supply-and-planning-system/planning-data-for-research-and-mapping/population-and-demographics/population-projections#title1

4.3 Working with other Governments and the Private Sector

The private sector plays a significant role in planning and investing in infrastructure in South Australia due to high levels of private ownership of infrastructure. As mentioned earlier, in some parts of the economic infrastructure sector, such as energy and ports, the State Government's role is more one of regulatory oversight, policy influence and facilitation of private sector investment. The government continues to manage the infrastructure to support delivery of a range of social services in health, education, law and order and housing and community services.

While it is not always possible for private sector interests to make their strategic plans public (for reasons of commercial confidentiality) consultation with the private sector during development of the *SIPSA* and the *Planning Strategy* provides a basis for major private sector infrastructure providers and users to provide input on their potential areas of focus for the future, whether it be views on new development projects, emerging infrastructure gaps or deficiencies, or new infrastructure investment plans. This provides a means for the government, through its strategic plans, to provide broad direction and coordination with private sector infrastructure and development planning and investment.

The South Australian Government similarly works in partnership with the Australian and local governments on a range of land use and infrastructure priorities and uses consultation on the development of volumes of the *Planning Strategy* and *SIPSA* as a basis to achieve greater coordination in planning and alignment of priorities.

The South Australian Government also provides a case management service, providing a one-stop-shop arrangement to proponents of major investment projects, including private infrastructure and major land development projects.

An appointed case manager provides a single point of contact for the investor as they interact with government on various aspects of their project. The case manager works to balance the imperative and urgency of the commercial world with the due processes of government. They provide high level department access, support and guidance and ensure that key projects maintain their priority status across government.

The Case Manager:

- is formally appointed to work with each investor/proponent as their account manager
- guides the investor/proponent through multi-government (Commonwealth, state and local) assessments, licensing and approvals through proactive, specific and consistent coordination and support
- is responsible for understanding investor/proponent expectations, communicating them across Government and translating between the two
- ensures that important projects maintain their priority status across government
- facilitates a collaborative approach by all State Government departments in the process.

Case managers have direct access to key staff from appropriate departments, GPCC and the Major Projects Review Cabinet Committee and/or an independent champion (Member of Parliament) and other relevant Ministers.

4.4 Integration with Local Government Land Use, Transport and Infrastructure Planning

Under the *Development Act 1993* (State), all local government Development Plans must be aligned / consistent with the *Planning Strategy*. Development Plans contain the land use zoning and development policies against which individual development applications are assessed.

The statutory process for achieving this consistency is set out in section 30 of the Act, and is known as the 'section 30 review process'. It requires Council to review their Development Plans, and produce a Strategic Directions Report, following any significant alteration to the Planning Strategy, and not less than every five years. This is by means of Development Plan Amendments of Councils. These are approved by the SA Government.

The Act empowers the Minister to specify a timeframe by which affected councils must review and amend their Development Plans when a significant change has occurred to the *Planning Strategy*. *The 30-Year Plan for Greater Adelaide* specifies that councils within the Greater Adelaide Region must align their Development Plans within three years of release of the Plan (i.e. by 2013)[27].

The statutory Development Plan Amendment (DPA) process can be initiated by a relevant council or the State Minister for Urban Development and Planning. The DPA process includes mandatory public consultation and ultimate approval by the Minister. All DPAs, once approved by the Minister, are referred to the State Parliament's Environment, Resources and Development Committee for review.

The Government has established a Planning Policy Library[28] to assist in preparation of DPAs. The South Australian Planning Policy Library sets out Development Plan policies that deal with issues common to most local governments to enable consistent policy content across the state, while providing flexible approaches where there are local significant circumstances. The policies have been derived from a range of sources, including existing Development Plans, individual government agencies and local Councils as well as the Integrated Design Commission (see below).

The policies within the Library are being updated to more directly align with the *SA Planning Strategy*, and are considered to be leading practice. The changes will lead to more direct links between strategic planning priorities and Development Plans, and so provide greater certainty to councils, the community and industry about development assessment. The first stage of this reform process is complete, and involved development of five new policy modules to guide the growth of new neighbourhoods, infill around corridors and public transport stations/nodes/stops, and the expansion of land for employment. The second stage involves a review and updating of the rest of the policies in 2013-14, including a special focus on aligning with the ITLUP. [29]

The Policy Library reduces both time and cost in amending Development Plans for local government. In addition, as the policies have been developed through extensive consultation with government agencies, the Policy Library negates the need for government agencies to comment on the detail of every DPA referred to them.

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[27] *Source: The 30-Year Plan for Greater Adelaide*, p189
[28] http://www.sa.gov.au/upload/franchise/Housing,%20property%20and%20land/PLG/SA_Planning_Policy_Library_version_6.pdf
[29] See 'Planning Policy Reform' section and links at
http://www.sa.gov.au/subject/Housing,%20property%20and%20land/Customer%20entry%20points%20and%20contacts/Industry%20professional%20entry%20point/Local%20Government%20and%20planning%20professionals/South%20Australia's%20planning%20policies

Local government also has a statutory requirement[30] to prepare a Strategic Management Plan (planning for infrastructure and investment) and a Strategic Directions Report (addresses strategic land use issues). Both of these documents must be informed by and complement the relevant volume of the *Planning Strategy* and demonstrate consistency with regional policies and targets.

The Integrated Transport and Land Use Plan proposes to further strengthen local government planning processes through the introduction of legislation requiring local councils to develop transport plans every five years that are integrated with local Development Plans and aligned with the Integrated Transport and Land Use Plan. This proposal is being investigated further by the Expert Panel on Planning Reform.

Local Government Regional Partnership Forums are held regularly by DPTI to drive the partnership between the State Government, key stakeholders (such as Natural Resource Management Boards and Regional Development Australia Boards) and the community in coordinating implementation at a regional level.

4.5 Design

The South Australian Government established the Office for Design and Architecture in 2012 to promote the value of design and assume a whole of government (local and State) approach to advocating for, and advising on, ways to achieve excellence in the designed environment through an intelligent investment approach. This approach includes a focus on design in the early stages of projects with more peer review and stakeholder consultation.

The Office supports the Government Architect's role in promoting the value of excellent and effective design to ensure quality built and sustainable environments in South Australians by:
- providing strategic advice to the South Australian Government on design, planning and development of major projects, policy and processes
- leading and delivering South Australia's Design Review Program
- measuring and communicating the value of design and publishing best practice guides
- establishing policy and practice frameworks for achieving design quality in the built environment
- valuing the successful development of our future heritage.

The Design Review Program offers independent and impartial advice on the design quality of proposed construction projects and supports design excellence in our state. The Program encompasses a voluntary design review process that reviews significant development proposals throughout the state as well as the Capital City Design Review Panel (CCDRP).

The CCDRP supports the South Australian Government Architect, as a statutory referral body, in forming comments to the Development Assessment Commission (DAC) on the design quality of development applications. The CCDRP is an essential part of the pre-lodgement process for development proposals over $10 million, and forms part of the new policy framework for development in the City of Adelaide.

The CCDRP injects expert design considerations right from the start of development proposals and major infrastructure projects. This ensures that developments are consistent with the character and liveability of the surrounding area.

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[30] *Local Government Act 1999* section 122; *Development Act 1993* section 30

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4.6 Integrated Assessment Processes

South Australia offers an integrated and streamlined assessment and approvals process for developments, including major infrastructure developments (at step 4 of the 5 Step Planning and Delivery Framework). [31]

Specific development assessment pathways under the *Development Act 1993* are:
- Standard Assessment - Building Rules Only, Complying / Code, Merit, Non-Complying
- Crown Development / Public Infrastructure (s49)
- Major Development (s46)
- Exempt - includes most road projects.

The 30-Year Plan for Greater Adelaide also envisages the concept of Precinct Development Applications to provide for precinct-wide assessment in State Significant Areas identified in the Plan, including transit-oriented developments, significant growth precincts and activity centres.

Major Infrastructure Projects
Major Infrastructure Projects are either exempt from the provisions of the *Development Act 1993* or are subject to the Crown Development assessment pathway (section 49 of the Act). Local government is consulted under the Crown Development assessment pathway, but the final decision rests with the Minister.

The Crown Development assessment pathway encompasses all referrals listed under Schedule 8 of the Development Regulations[32] with statutory timeframes for completion of key stages of the process and an overall assessment timeframe of three months.

The Crown Development assessment pathway can also apply to development of public infrastructure by private providers in cases where the proposal is sponsored by a Crown agency, commonly the Office of the Chief Executive of DPTI.

Major infrastructure developments can also be assessed under the Major Development pathway (section 46 of the Act). The relevant Minister may declare a development to be a 'Major Development' to be assessed under this pathway if it is of major economic, social or environmental significance to the State and requires the development to be subject to a rigorous and comprehensive environmental impact assessment process.

The Major Development pathway encompasses development assessment, environmental assessment and Schedule 8 referrals. A bilateral agreement is also in place that accredits most proposals assessed under the Major Development assessment pathway for the purposes of the Commonwealth *Environment Protection and Biodiversity Conservation (EPBC) Act*.

Government Case Managers work closely with private sector proponents to facilitate approvals for delivery of infrastructure developments including land use rezoning where required and approvals required under Commonwealth legislation such as the *EPBC Act*.

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[31] The DTF guidelines include a standard method for the appraising and evaluating the financial, economic, social, environmental and budget aspects to support decision making on the funding of proposed initiatives.

[32] State: *Coastal Protection Act; Highways Act; State Heritage Places Act; Historic Shipwrecks Act; Mining Act; Environment Protection Act*; Technical Regulator (Electricity Infrastructure); *Natural Resources Management Act, Bushfire Protection Areas, River Murray Act*. Australian Government: Development within 'Airport Building Heights' area.

4.7 Governance

The South Australian Government recognises the importance of effective governance frameworks to ensure timely and efficient development and implementation of strategic land use and infrastructure plans.

All agencies (as well as other levels of government and the private sector) are involved in the development and implementation of *South Australia's Strategic Plan*, the *South Australian Planning Strategy*, the *Integrated Transport and Land Use Plan,* and the *Strategic Infrastructure Plan for South Australia*.

South Australia has strengthened and formalised links between *South Australia's Strategic Plan* and strategic land use planning and investment through:

- Establishment of a single lead agency for both land use planning and development matters, and infrastructure matters - the DPTI (see footnote 3)
- The Government Planning Coordination Committee (GPCC), chaired by DPTI and involving other lead agencies including Department of Treasury and Finance and the Department for the Premier and Cabinet. The committee reports directly to Cabinet.
- The establishment of Renewal SA and introduction of the Urban Renewal Act.

In addition, the Five Step Planning and Delivery Framework (see **Figure 1**) requires a full business case be developed for all South Australian Government project proposals to demonstrate the contribution of the project to SASP targets and alignment with the Planning Strategy and SIPSA. Project proposals are also scrutinised by the Executive Committee of Cabinet (ExComm), comprising key government Ministers and the chair of the Economic Development Board, to ensure alignment with government strategic priorities set out in the plans.

Appendix B provides a more extensive of description of governance arrangements for the delivery of transport projects in South Australia.

APPENDIX A
BRIEF OVERVIEW OF THE NGTSM

The 1st edition of the NGTSM (*National Guidelines for Transport System Management in Australia*) was published in 2004, and an improved and expanded 2nd edition was released in 2006 (and remains the current edition). In 2007, COAG decided that all jurisdictions should use the NGTSM as the basis for transport planning and appraisal of transport initiatives.

The NGTSM support transport decision-making and serve as a national standard for planning and developing transport systems, providing a consistent framework, processes, methods and tools. They are a key component of processes to develop and/or appraise transport proposals that are seeking government funding. Potential users of the Guidelines include governments, private firms or individuals, industry bodies and consultants.

The Guidelines have been endorsed by all Australian jurisdictions. They were developed collaboratively over several years by representatives from all levels of government in Australia through the Standing Committee on Transport (SCOT), in consultation with SCOT modal groups (Austroads, Australian Passenger Transport Group, SCOT Rail Group). The Guidelines have been endorsed by the Australian Transport Council (ATC) and the Council of Australian Governments (COAG).

The Guidelines use an 8-phase transport system management (TSM) framework. The eight phases of the TSM framework are:

1. Objective setting
2. Policy choices
3. Systems planning (network, corridor, area, route, link)
4. Identification of infrastructure and non-infrastructure initiatives
5. Appraisal and business case
6. Initiative prioritisation and program development
7. Program delivery
8. Performance review

The ATC framework is a decision support system to achieve high-level transport system objectives. The top-down nature of the Framework facilitates the provision of strategically-based advice to decision-makers. The process also includes bottom-up feedback between phases, so that top-down and bottom-up approaches are used in a complementary manner.

The ATC Guidelines are published in 5 volumes as follows:

- Vol 1*: Introduction to the Guidelines and Framework*
  a brief overview of the direction &content of the guidelines & framework

- Vol 2: *Strategic Transport Planning and Development*
  detailed description of the transport system management framework

- Vol 3: *Appraisal of Initiatives*
  a comprehensive guide to appraisal of transport initiatives

- Vol 4: *Urban Transport*
  supplementary material on urban transport, covering urban transport modelling and appraisal of public transport initiatives

- Vol 5: *Background Material*
  detailed supporting material.

GOVERNANCE OF THE DELIVERY OF TRANSPORT PROJECTS IN SOUTH AUSTRALIA

Parliamentary Committees

The Major Projects Review Committee of Cabinet provides review and oversight of major proposals, mining projects and infrastructure developments involving the State Government.

The Public Works Committee is invested with specific statutory powers and responsibilities associated with the examination of major public works projects, providing a control mechanism for the expenditure of public money on public works.

Central Agency Monitoring

A Government framework for monitoring implementation of Cabinet decisions commenced in April 2008. The framework places an emphasis on the early consideration of implementation issues and requires quarterly monitoring and reporting of progress against an implementation plan.

As part of this framework, the Department of the Premier and Cabinet reports quarterly to Cabinet on progress and achievements. This creates an early warning mechanism to ensure that barriers to successful implementation are identified and addressed.

All government agencies are also required to report on capital expenditure against budget to the Department of Treasury and Finance four times per year, providing advice on any significant variances.

Project Delivery Governance

Once a project has received planning, funding and approvals clearances, the project delivery phase is governed in DPTI via a robust project management and monitoring system, including:

- Establishment of roles and accountabilities
- Scope management
- Communication management
- Risk management
- Procurement management
- Process management
- Financial management.

Roles and Accountabilities

DPTI operates under a common project governance structure based around single point sponsor accountability. Flexibility is available to tailor project governance to the best model for the given project, within the boundaries of clear and defined policies and principles for project management, such as:

- Single point accountability
- No Sponsor, No Start – all projects must have a project sponsor

- Separation of project manager and project sponsor roles.

Senior project review – A senior project review group, comprising senior DPTI staff, is established for all major construction projects. This group provides advice at key stages in project delivery. The group provides high level support for project sponsors, input with decision making and assists in the development of the project by providing alternative options and opinions.

Investment budget monitoring – A Departmental Investment Monitoring Committee, comprising senior DPTI officers, monitors expenditure on the capital program. The committee meets monthly to identify and address any financial issues associated with delivery of capital works, including budgeted cash flows, achievement of key milestones, and potential delays or opportunities to accelerate expenditure.

Scope Management

Project scope is tightly controlled and managed through the initiation phase, planning phase, implementation phase and handover phase. Variations to the agreed project scope must be authorised by the Project Sponsor.

Communication Management

A communication strategy is developed for each project to: raise awareness and understanding of the project; provide the project sponsor and senior management with a documented framework that matches communication mechanisms/ tools with stakeholders and target audiences; ensure the timely communication of issues and project updates to key stakeholders; provide a mechanism for seeking and acting on feedback to encourage the involvement of, and assist in 'selling' the project to, the key stakeholders; and identify the actions required for implementation and associated costs.

Risk Management

Risk is explicitly managed during all project phases, and controlled by formal processes and guidelines, and a departmental risk management policy. Project risks are identified through a collaborative approach involving a wide range of stakeholders and project participants. At the start of each phase of the project, risks associated with that phase are identified through a similar process with defined strategies established for their treatment and monitoring.

Procurement Management

Procurement management is structured around three key processes:

- Procurement Planning – Identifying the procurement need and determining the best way to go about it
- Tendering – Obtaining approvals; preparing tender documentation; going to the marketplace; selecting the supplier and formalising the contract
- Contract Management and Review - Ensuring that the contractor delivers what has been specified in the contract.

Detailed procedures and authority delegations for all purchasing activities consistent with State Government policies/requirements are specified on the department's procurement management website.

Process Management

All projects are subject to a project quality assurance system for quality control. This system requires that:

- Project management process milestones are agreed and are regularly monitored and reported
- Regular progress reports are provided to the project sponsor and key stakeholders
- Project reviews are undertaken at defined hold-points
- Project records and key documents are well-kept and maintained in a corporate folder
- Project audits are utilised to provide confidence that system requirements are being met and improvement opportunities are identified and implemented.

Financial Management

Financial controls for projects include:

- Ensuring procurement approvals and expenditure are within approved delegations
- Reviewing and updating project estimates (including appropriate authorisation)
- Monitoring expenditure against the cost items/work breakdown structure
- Maintaining records of amendments/variations to the project scope and the effects on the overall budget
- Monitoring and controlling the use of contingency funds
- Managing and monitoring contract payments
- Identifying and tracking cost risks, determining variances, causes and responsibilities
- Forecasting potential over/under spends as early as possible, and taking appropriate remedial action
- Reporting to the project sponsor and key stakeholders at regular intervals on progress costs (actual versus estimated), including forecast of cost at completion, cost variations, causes and consequences, and risks and issues that may impact on the project budget.

Project Managed Organisation (PMO) Accreditation

DPTI has been assessed by the Australian Institute of Project Management (AIPM) to be a Project Managed Organisation. PMO is an assessment-based organisational accreditation program run by the AIPM.

Details of the Department's project management system are supplied on an attached CD.