

OFFICIAL



# ISA Assurance Reviewer Management Framework

Date: November 2023

[infrastructure.sa.gov.au](https://infrastructure.sa.gov.au)



## About this Framework

Project assurance is a function of Infrastructure SA (ISA) under its governing Act, the *Infrastructure SA Act 2018*.

ISA has an *Assurance Framework* (ISAAF) which outlines the gate reviews, health checks and deep dives on government infrastructure projects in excess of \$50m or considered high risk. The *ISA Gateway Assurance Review Guide* sets out the roles, responsibilities, process and code of conduct for participating in an ISA assurance review.

Project assurance is the process that provides an independent, expert and objective review of the current and potential future performance of high value, high risk government projects on behalf of the investor (South Australian Government).

ISA maintains a database of suitably qualified and experienced individuals who are independent, external service providers operating as sole traders, partnerships or incorporated companies available to be part of a review team, either as a Review Team Member (RTM) or Review Team Leader (RTL) or provide independent advice to ISA from time to time.

Review teams are formed based on their independence to the project and the unique set of skills, knowledge and experience required to undertake each particular review.

This Framework sets out ISA's approach for managing its assurance reviewer database.

## Document Control and Approval

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## 1. Background and Purpose

Infrastructure SA (ISA) has been established under the *Infrastructure SA Act 2018* (Act) to improve infrastructure planning, prioritisation, operation and implementation. The Act creates a requirement for ISA to:

- review and evaluate proposals for major infrastructure projects by public sector agencies
- assess the risks involved in planning, funding, delivering and managing infrastructure, and the management of those risks, and
- monitor the delivery of major infrastructure projects and other infrastructure projects identified in strategies, statements or plans adopted by the Minister (Premier) and any other infrastructure project at the request of the Minister.

To fulfil these roles, ISA has developed the *Infrastructure SA Assurance Framework (ISAAF)* which sets out the requirement to undertake assurance reviews on major infrastructure projects and programs. The *ISAAF* outlines the benefits, approach, application and tools to aid this function.

The *ISAAF* sets out definitions and guidance for:

- Project Confidence Assessments
- assurance review types
- assurance review key focus areas
- assurance review recommendations
- Recommendation Action Plans (RAPs), and
- recommendation themes.

Assurance reviews are undertaken by independent experts at key points in a project/program's lifecycle to deliver a level of confidence and a clear set of recommendations to improve its management and delivery. Assurance reviews do not represent a government decision in relation to funding, planning, approvals or policy. Assurance reviews do not make an enforceable recommendation to halt a project.

To support the *ISAAF*, an *Assurance Review Guide* was developed to provide guidance to project teams, assurance reviewers and broader stakeholders on the following:

- Roles and responsibilities
- Code of Conduct for assurance reviews
- Preparing for an assurance review
- Preparing for a planning meeting
- Stakeholder interviews, and
- Review reports.

Copies of the *ISAAF* and *ISA Assurance Review Guide* can be accessed via the [Infrastructure SA website](#).

### Independent Expert Assurance Reviewer Database

ISA maintains a database of qualified and experienced individuals who are independent service providers who have relevant skills, knowledge and experience across a range of sectors that can be drawn upon to be part of an Assurance Review Team. Reviewers are selected as either as a Review Team Member (RTM) or Review Team Leader (RTL). The process for selection and formation of the review team is described further in **Section 4**.

This Framework outlines the steps for new reviewers to register their interest with ISA and the processes, terms, conditions and expectations for existing and future reviewers if invited to quote to participate in an assurance review by ISA.

## 2. ISA Assurance Reviewer Requirements

ISA engages specialists to provide professional services on behalf of ISA in conducting assurance reviews on major projects and programs. They demonstrate a high level of relevant skills and experience in one or more of the following areas across a range of sectors:

- Options analysis
- Business case development
- Project management
- Business analysis
- Procurement and contract management
- Financial and economic analysis
- Cost planning and management
- Asset management
- Service planning
- Stakeholder management
- Change management.
- Governance and risk
- Delivery
- Operations

ISA assurance reviewers are required to be:

- individuals who have expertise in a particular discipline, sector or demonstrate a diverse set of skills, knowledge and experience
- specifically trained in assurance reviews or have sufficient experience
- independent of the project and/or government department (i.e. no conflict of interest)
- acting as individuals and lawfully able to work in Australia and submit an ATO compliant tax invoice
- available to conduct a whole review in the required timeframe, and
- able to maintain strict confidentiality.

Assurance reviewers are bound by the Code of Conduct set out in the *ISA Assurance Review Guide* and under no circumstances are they to offer additional services to the project team or use knowledge from the review for the benefit of themselves, their organisation or partners, before, during or after the review. Any reviewer who is currently providing (or anticipates providing services in the future) to a project team should exclude themselves from participating in an ISA assurance review for that project.

For each assurance review ISA will search the database to source a shortlist of the most suitable assurance reviewers to form a review team based on the review type, project stage, sector, project type and any specialist skills or knowledge that may be relevant to the project under review. When shortlisting, value-for-money, location of reviewer and performance on previous reviews will also be considered.

See **Assurance Review Team Selection** (section 4) for further details on this process.

ISA reserves the right to engage with other government infrastructure and assurance bodies and South Australian Government agencies, without liability, to share selected reviewers; contact details and CVs, as well as seek guidance on reviewer suitability and performance.

## 3. Maintaining the Assurance Reviewer Database

### New reviewers

Public and private sector reviewers who wish to be added to the ISA reviewer database can do so by submitting a current CV to [ISAAssurance@sa.gov.au](mailto:ISAAssurance@sa.gov.au). The CV should include:

- all relevant qualifications
- career background, including professional experience, seniority and scale of projects worked on
- relevant assurance review experience, including type of project, gates and number of reviews per

jurisdiction, and in what capacity (e.g. RTL/RTM)

If the skills and experience are appropriate for the type of assurance activities undertaken by ISA, further information will be requested, including provision of daily rates (see next section), a self-assessment of sector, functional and project phase experience, details of any specialist skills and assurance reviewer training undertaken.

Reviewers should note that the details provided will be captured and recorded on ISA's reviewer database.

The self-assessment against each criterion ranges from 'No Experience' to 'Expert'. The following is provided as a guide for ratings:

<b>No experience</b>	No direct or reviewer experience in the sector or functional area.
<b>Some experience</b>	Limited experience as a reviewer or a practitioner.
<b>Moderate experience</b>	Demonstrated experience as both a reviewer and practitioner.
<b>High Level</b>	Relevant experience or less seniority within sector (for sector). Appropriate experience and/or qualifications (functional). Less than 20 assurance reviews for other assurance bodies and formal reviewer training (review experience).
<b>Expert</b>	Significant experience at a senior level (for sector) and/or significant experience (functional). Over 20 assurance reviews for other assurance bodies (review experience).

The CV provided should support the self-assessment ratings. ISA reserves the right to validate reviewer claims on CVs and submissions with referees and other stakeholders including other assurance bodies before accepting the self-assessment rating.

A pen portrait (250 words) that provides a brief career history overview, together with a photo, must also be provided. This will be shared with project teams and other stakeholders when engaged to undertake a review.

## Rates

Reviewers are asked to provide daily rates (capped at 8-hour days) and hourly rates. Whilst there is currently no upper ceiling rate for reviewers (as in other jurisdictions), value for money is a consideration when selecting review team members.

ISA will allocate the number of days that should be sufficient for each review. Engagement is capped for the number of days specified on the purchase order. Claims in excess of the value of the purchase order will only be considered under exceptional circumstances.

## Maintaining the database

From time-to-time ISA will ask existing reviewers to update their personal and professional details and rates held in the database. These rates will be used as a guide when shortlisting potential reviewers to be invited to quote.

ISA retains the right to adjust any self-rated level where a reviewer has not performed or provided evidence to support the self-assessment rating.

## Removal from the database

ISA may remove a reviewer from the database at its discretion. A reviewer may also request to be removed from the database at any time.

## 4. Assurance Review Team Selection

Selection of an appropriately skilled and experienced assurance review team is critical to the success and effectiveness of assurance reviews, ensuring the State's investment in capital projects is maximised and the program or project benefits from the assurance reviewers' expertise.

Each review team member is selected to enable a review team to possess the mix of skills, capability and experience to enable it to provide relevant assessment and advice relative to the type of project and phase.

The assurance review team, generally consisting of 3 or 4 assurance reviewers, is selected by ISA. For each review one member is engaged as Review Team Leader (RTL) and two or three are Review Team Members (RTMs). A purchase order will be issued to each selected reviewer for the specific assurance review engagement.

The selection and evaluation process for each procurement is guided by five key SA Government procurement principles:

- achieving value for money
- creating South Australian jobs
- increasing the number of apprentices and trainees
- stimulating innovation and new business
- achieving environmentally sensitive, low-carbon, socially-just outcome

In selecting potential members of a review team, ISA will consider the following factors in the context of the scope and stage of the program/project at hand:

- Skills and experience
- Appropriate level of security clearance
- Value-for-money
- South Australian residency
- Review team diversity
- Knowledge of SA Government processes
- Familiarity with SA Government infrastructure delivery processes
- Ability to quickly establish effective working relationships in a small team environment
- Compliance with the *ISAAF*, *ISA Assurance Review Guide* and other guidance material provided
- Agreement with the Terms and Conditions on a purchase order including a Statement of Expectations, Code of Conduct and a Conflict of Interest and Confidentiality Declaration.

ISA will identify the mix of skills, experience, knowledge and expertise required for each review. Reviewers with those criteria will be identified and shortlisted for the review. The shortlisted reviewers will then be asked to submit a quote confirming their rate and availability to undertake the review. ISA will then assess the

responses received and select a team based on the best mix of skills and expertise and seek procurement approval to engage the team.

Once approved, ISA will notify each member of the review team and individual purchase orders will be issued for the engagement. Please see Section 6 for further details.

## 5. Public Sector Reviewers

ISA values reviewers employed in the public sector.

ISA expects that any public sector employed reviewer will continue to be paid their salary by the current employer but will be released to ISA for the duration of the review.

ISA will pay the direct reimbursable costs for public sector employed reviewers outlined in the **Reimbursable items** section below and arrange and pay any required accommodation. Public sector employed reviewers will need to register as Individuals. ISA will assist to organise the required releases through the reviewer's employer.

## 6. Contract Management

If a reviewer is contracted for a review, they must be registered on the SA State Government Shared Services Vendor Platform. Details will be advised at the first engagement.

Engagement for each review will be via a separate purchase order issued which will include standard terms and conditions for face-to-face or virtual reviews (**example Annexure A**) and a Conflict of Interest and Confidentiality Declaration (**example Annexure B**). Please note these documents may be updated from time to time and assurance reviewers should review the documents provided at the time of engagement.

It is expected that most reviews will take between 5–7 days. The majority of reviews are conducted virtually. For face to face reviews, engagement is generally for a maximum of three Adelaide-based days and up to five non-location days. Engagement is capped to the number of days provided on the purchase order (except under exceptional circumstances).

Reviewers will be expected to provide one final tax invoice at the conclusion of each review and provide tax invoices/tax receipts for any reimbursable items. Invoices should be sent to [ISAFinance@sa.gov.au](mailto:ISAFinance@sa.gov.au) at the conclusion of each review.

### Reimbursable items

Where review interview days are conducted face-to-face, ISA will arrange all accommodation for reviewers who travel to Metropolitan Adelaide from regional South Australia, interstate or internationally.

### Planning meeting

The planning meeting will be fly-in, fly-out or conducted virtually (currently using Microsoft Teams).

### Interview days and report writing

Reviewers will be expected to arrange their own flights, transfers, meals and incidentals which will be reimbursed (within the guidelines below) by ISA. Note: any items purchased using airline reward (or other 'points') schemes **will not** be reimbursed. Reviewers can use points for upgrades, but only the portion purchased can be claimed. All claims must be validated with a copy of the tax invoice or tax receipt for the claim.



The following will also apply to those interstate and regional South Australian RTMs and RTLs:

#### **Airfares:**

- The best available flexible **economy** class fare must be booked at the time required to depart or arrive in order to reasonably meet business commitments. Flights booked using reward/airline points will not be reimbursed.
- Travel insurance, excess baggage (unless for the purposes of delivering the services) and departure taxes will **not** be reimbursed.
- ISA encourages reviewers to pay the standard carbon offsets offered by airlines on their fares and will reimburse these costs.

#### **Incidentals**

- Meals for interstate and regional South Australian RTMs and RTLs whilst in Adelaide (for interview days only) shall be reimbursed at the *per diem* of \$100 per day (incl. GST).
- Alcohol expenses will **not** be reimbursed.
- Inflight catering/meals/entertainment for airlines or airline lounges will not be paid as these costs are deemed to be part of the *per diem* above.
- Airport transfers/taxis will be reimbursed where directly related to performing assurance services and are considered to be reasonable in the opinion of ISA.

## **7. Reviewer Performance**

At the conclusion of each assurance review, a feedback survey of the assurance reviewer's performance will be undertaken.

It is a condition of engagement that payment will not be approved until the review team member has completed their post-review survey.

A rating of 1 (very poor) to 10 (very good) shall be assigned to the assurance reviewer based on the above feedback survey and ISA assurance team feedback. This rating will be used for the ongoing selection for future assurance reviews.

Assurance reviewers must meet performance requirements outlined in the Code of Conduct set out in the *ISA Assurance Guide*. Consistent poor results will result in the reviewer being removed from the database.

## **8. Review Location and Process**

Reviews will generally be undertaken at ISA's Adelaide office, other State Government agency offices within the Adelaide Metropolitan Area, or as a virtual review. ISA currently uses Microsoft Teams but reserves the right to change the online platform in the future.

Refer to the *ISA Assurance Review Guide* for assurance review protocols.

## 9. Conflict of Interest and Confidentiality Declaration

All assurance reviews undertaken by reviewers on behalf of ISA will be required to sign a Conflict of Interest and Confidentiality Declaration (**example Annexure B**) prior to being provided any project information, gaining access to the online data room and commencing the review.

Any reviewer (or their organisation) who is currently (or was previously) engaged to undertake work on behalf of the project must declare this as a possible conflict of interest.

Any documents provided during the review must be returned to ISA or destroyed at the conclusion of the review. Access to information is confidential and must not be shared or divulged to any person before, during or after the review.

It is a requirement that reviewers engaged to perform an assurance review will not accept any benefit from the project team for a minimum period of 12 months from the date of the review. Reviewers who are approached within this time may seek approval from ISA prior to accepting any engagement.

## 10. Glossary

AD.....	ISA Assurance Director
AM .....	ISA Assurance Manager
AO .....	ISA Assurance Officer
Assurance reviewer .....	Expert engaged to conduct Assurance Reviews or advisory service to ISA
RM .....	ISA Review Manager
RTM .....	Review Team Member
RTL .....	Review Team Leader
ISA.....	Infrastructure SA
ISAAF .....	Infrastructure SA Assurance Framework
Guidance material .....	Documentation to guide reviewers, agencies and interviewees
SRO.....	Senior Responsible Officer

## 11. Contact

ISA Assurance	<a href="mailto:ISAassurance@sa.gov.au">ISAassurance@sa.gov.au</a>
Website:	<a href="http://infrastructure.sa.gov.au">infrastructure.sa.gov.au</a>
Address:	Level 15, Wakefield House 30 Wakefield Street, Adelaide SA 5000

*Links to reference documents:*

Document	Location
ISAAF	<a href="http://infrastructure.sa.gov.au">infrastructure.sa.gov.au</a>
ISA Assurance Review Guide	<a href="http://infrastructure.sa.gov.au">infrastructure.sa.gov.au</a>

## 12. ANNEXURE A: Example Standard Purchase Order Terms and Conditions, excluding Agency Specific Terms

### Standard Purchase Order Terms & Conditions



1. **SUPPLY OF GOODS (IF APPLICABLE)**
  - 1.1 If Goods are being supplied under this Purchase Order then the Supplier must:
    - (a) ensure that the delivery notes clearly show the Purchaser's purchase order number;
    - (b) supply unencumbered Goods in the quantity and of the quality set out in the Purchase Order;
    - (c) deliver the Goods to the delivery point on or before the delivery date;
    - (d) comply with the Purchaser's reasonable directions and delivery instructions;
    - (e) provide material safety data sheets if dangerous goods or hazardous substances are being delivered;
    - (f) provide test evidence for the Goods if required; and
    - (g) if indicated in the Purchase Order, install the Goods on or before the installation date.
  - 1.2 If the Supplier cannot comply with any of its obligations under clause 1.1, the Supplier must notify the Purchaser in writing immediately.
  - 1.3 The Purchaser may inspect the Goods to determine whether to accept the Goods.
  - 1.4 Subject to clause 1.5, the Goods are deemed to be accepted unless the Purchaser notifies the Supplier within 7 days that it:
    - (a) does not accept the Goods; and
    - (b) the reason for not accepting the Goods.
  - 1.5 If the Goods are consumable products and the Goods are found to be defective when first used, then the Government Party may reject the Goods under clause 1.6.
  - 1.6 If a Good is defective then, from delivery up until the end of the Warranty Period at the Purchaser's election:
    - (a) the Supplier must replace (or repair if agreed by the Purchaser) the defective Good within 7 days (or such other time as is agreed); or
    - (b) the Supplier must refund the Price paid for the Good.
  - 1.7 The Supplier bears the risk in the Goods until delivery.
  - 1.8 Title in the Goods will pass to the Purchaser upon the Purchaser's acceptance of the Goods.
2. **SUPPLY OF SERVICES (IF APPLICABLE)**
  - 2.1 If Services are being supplied under this Purchase Order then the Supplier must provide the Services in accordance with the Purchase Order.
  - 2.2 If reports, data or other materials are to be delivered in the performance of the Services, the rights and title (including copyright) vests in the Purchaser on their acceptance by the Purchaser.
  - 2.3 The Supplier may only subcontract the Services with the express written approval of the Purchaser.
  - 2.4 If in the Purchaser's reasonable opinion the Supplier has failed to satisfactorily perform the Services the Purchaser may elect to:
    - (a) have the Supplier provide replacement Services within such reasonable time as the Principal may determine; or
    - (b) terminate the Purchase Order under clause 7.
3. **SUPPLIER'S WARRANTIES**
  - 3.1 If Goods are being supplied under this Purchase Order then the Supplier warrants that it has good and unencumbered title to the Goods and that the Goods:
    - (a) conform to with any description applied and any sample provided by the Supplier;
    - (b) are new (unless otherwise specified);
    - (c) are free from defects in materials, manufacture, workmanship and installation;
    - (d) conform to any applicable Australian Standards or other standards nominated in the Purchase Order;
    - (e) are of merchantable quality;
    - (f) are installed correctly (if the Supplier is responsible for installation);
    - (g) are fit for their intended purpose; and
    - (h) are manufactured and supplied without infringing any person's intellectual property rights.
  - 3.2 The Supplier must ensure that the Purchaser receives the full benefit of any manufacturer's warranties in respect of the Goods.
  - 3.3 If Services are being supplied pursuant to this Purchase Order then the Supplier warrants that the Services will:
    - (a) comply with the description of the Services in the Purchase Order;
    - (b) be provided with due care and skill;
    - (c) be provided in a timely and efficient manner;
    - (d) be provided in accordance with the best practices current in the Supplier's industry
    - (e) be supplied without infringing any person's intellectual property rights;
    - (f) be performed by the Supplier and/or the Supplier's Personnel; and
    - (g) be supplied in the most cost effective manner consistent with the required level of quality and performance.
4. **PRICE AND PAYMENT**
  - 4.1 The Price stated on the Purchase Order:
    - (a) is firm and includes containers, packaging and all costs and charges to the point of delivery unless otherwise stated; and
    - (b) is inclusive of GST.
  - 4.2 The Purchaser is not obliged to pay for the goods and/or services unless the Supplier has provided a Tax Invoice in respect of that payment.
  - 4.3 If the Supplier is not registered for GST, then GST must not be charged on supplies made under this Purchase Order.
5. **LIABILITY LIMIT**
  - 5.1 The Supplier's liability to the Purchaser under the Purchase Order is limited to an amount equal to the value of the goods and/or services purchased under this Purchase Order.
6. **CONFIDENTIAL INFORMATION**
  - 6.1 The Supplier must keep the Purchaser's information confidential and only use or disclose the confidential information to the extent necessary for the purpose of this Purchase Order.
  - 6.2 This clause survives termination of the Purchase Order.
7. **TERMINATION**
  - 7.1 The Purchaser may terminate this Purchase Order immediately upon giving notice in writing to the Supplier if:
    - (a) the Supplier is in breach of this Purchase Order and has not rectified such breach within 14 days of the Purchaser giving notice in writing to the Supplier requiring the rectification of such breach; and
    - (b) the Supplier suffers or, in the reasonable opinion of the Purchaser, is in jeopardy of becoming subject to any form of insolvency administration or bankruptcy.
  - 7.2 The Supplier may terminate this Purchase Order immediately upon giving written notice to the Purchaser if the Purchaser is in breach of this Purchase Order and has not rectified such breach within 14 days of the Supplier giving written notice to the Purchaser requiring the rectification of such breach.
  - 7.3 Any termination of this Purchase Order by either Party does not affect any accrued right of either Party.
8. **GENERAL**
  - 8.1 The Supplier must comply with the laws in force in the State of South Australia in performing its obligations under this Purchase Order.
  - 8.2 This Purchase Order is governed by the laws in the State of South Australia and the courts of the State of South Australia have exclusive jurisdiction in connection with this Purchase Order.
  - 8.3 Subject to clause 8.4 these Terms and Conditions constitutes the entire agreement in respect of the matters dealt with in this Purchase Order and supersedes all prior agreements, understanding and negotiations.
  - 8.4 If this Purchase Order is issued under a formal contract (eg standing offer), then the terms of that contract take priority over these terms and conditions.
9. **ACTING ETHICALLY**

The Supplier must conduct itself in a manner that does not invite, directly or indirectly, the Purchaser's officers, employees or agents or any public sector employee (as defined in the Public Sector Act 2009) to behave unethically, to prefer private interests over the Purchaser's interests or to otherwise contravene the Code of Ethics for the South Australian Public Sector.
10. **AGENCY SPECIFIC CONDITIONS**

Any agency specific conditions that are attached to this Purchase Order form part of this Purchase Order.

### 13. ANNEXURE B: Conflict of Interest & Confidentiality Declaration

#### Conflict of Interest & Confidentiality Declaration

This form is for an assurance reviewer (Review Team Member (RTM)) to declare:

- any conflict(s) of interest and
- affirm confidentiality.

An RTM/RTL has a duty to declare any potential conflict of interest that may impact or possibly be seen to impact upon an assurance review recommendation. When an issue arises, the RTM must, as soon as practicable, disclose full and accurate details of the interest or issue to the Infrastructure SA (ISA) Assurance Officer.

Project	[Subject]		
Assurance Review	Choose an item.		
Name of Review Team Member	I, _____, may be or have been appointed by Infrastructure SA to participate in the assurance review for the project.		
Organisation		Position:	
Telephone		Email:	

#### Declaration and undertaking

I declare and undertake that:

1. There is no matter I am aware of concerning my interests, financial or otherwise, past or present, that may call into question my probity or the probity of the review team appointed for the assurance review or give rise to any real or perceived conflict with my responsibilities as a team member of the review team.
2. Regardless of whether or not I am an employee under the [Public Sector Act 2009](#) (SA), I am aware that I must exercise my responsibilities as a member of the assurance review team in accordance with the:
  - [Code of Ethics for the South Australian Public Sector](#), including in relation to the confidentiality requirements set out in that Code;
  - *Division 6 – Duties of Persons Performing Contract Work* of the [Public Sector \(Honesty and Accountability\) Act 1995](#) (SA)
  - Infrastructure SA Gifts and Benefits Policy; and
  - Infrastructure SA Conflict of Interest Policy.

Copies of the above are available upon request.

3. As a member of the assurance review team, I understand and agree to comply with the following conditions:
  - I acknowledge that I will be given access to various information while carrying out duties for the review.
  - I acknowledge that all information, acquired by verbal or written means, provided or acquired in the course of my duties, including any intellectual property, is strictly confidential and I shall not disclose or reveal to any other party or person.
  - I shall not use or copy any confidential information without first obtaining the written consent of the Infrastructure SA Assurance Officer for any purpose other than my assurance review duties.

## OFFICIAL

- I shall store confidential information in accordance with *State Records Act 1997 (SA)* principles, where applicable, taking all necessary precautions to prevent disclosure to any unauthorised persons or parties.
  - I shall notify the Infrastructure SA Assurance Officer immediately if I become aware of any unauthorised acts undertaken by any person, including unauthorised use, disclosure, reproduction, copying or publication of any part of the confidential information.
  - On request by the Infrastructure SA Assurance Officer or at the expiry or termination of my duties in relation to the assurance review, I shall immediately deliver to the Infrastructure SA Assurance Officer all confidential information in my control, including any records or documents which contain confidential information.
4. While engaged as a part of the assurance review team, I will immediately notify the Infrastructure SA Assurance Officer in writing of any situation where I believe a real or perceived conflict of interest has arisen or may arise, whether or not I am a party to a potential conflict.
5. I shall not, during the period of the assurance review, engage in any activity or obtain any interest likely to conflict with or restrict my ability to undertake the review in a fair and independent manner.
6. I have the following interests in corporations, partnerships, businesses or other organisations that may be relevant to the activities of the project being reviewed. This can include former employment, and the interests of an associate, family member or close relative.

Please indicate NIL if none.

Sources of income	
Membership of boards and committees	
Interest and positions in corporations	
Interests and positions in trade unions and professional or business associations	
Personal bias which would in any way affect my decisions in relation to the project	
Other (please detail)	

7. I will formally advise the Infrastructure SA Assurance Officer of any change in circumstances that may affect the accuracy of this declaration and undertaking.

Name	
Signature	Date

Submitting this form

**Review Team Member:** Send the completed form to the Infrastructure SA Assurance Officer via email to [ISAassurance@sa.gov.au](mailto:ISAassurance@sa.gov.au)

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*If Conflict declared - Approval – Assurance Director, Infrastructure SA*

☐ Approved

☐ Not approved and reason

Name	
Signature	Date

A scanned, signed version of this form to be saved in Objective Records System project.

**Privacy:** Information collected will not be given to any other third party except where required by law. All information provided will be held by the chairperson of the board or committee and will be managed in accordance with provisions under the [Information Privacy Principles Instruction](#) (SA) requirements.