



## **Eurobodalla Health Service Project**

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### **Project Governance Arrangements**

**Issue Date: February 2021**

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Version	Date	Issued To	Status
1	10/08/2020	ESC	For Endorsement
2	18/12/2020	SNSW LHD Chief Executive	For Approval
3	4/02/2021	PDC ESC	For Noting For Endorsement

## 1 Introduction

The Project Governance Arrangements described in this document align with the responsibilities outlined in the NSW Health Process of Facility Planning (POFP) for Projects above \$10m and sets out the standard from which all Project Governance Arrangements shall be derived.

The Project Governance Arrangements also provide mechanisms for project planning and procurement activities in accordance with the Health Infrastructure (HI) Project Delivery Framework and the Treasury Gateway Review Guidelines.

The arrangements cover the Stakeholders and participants including NSW Ministry of Health, Local Health Districts, HI Project Director and Capital Consultants including the Project Manager.

Tools and references in this document include:

- Project governance structure and summary details
- Terms of Reference (TOR) template for each group including key POFP Roles and Responsibilities in relation to key project deliverables and strategies
- A typical Governance Arrangements Membership matrix

Objectives of the Project Governance Arrangements include to:

- Establish a transparent authority framework to manage Projects
- Provide a clear structure of decision-making and endorsement of key project documents and strategies
- Provide a clear structure of decision-making and endorsement of Project program, budget and scope
- Provide a coordinated interface between the Project Governance Arrangements and the governance arrangements within the LHD to allow timely decision making regarding clinical and non-clinical inputs to the Project

Each Project will be reviewed and the Project Governance Arrangements developed to reflect the Project scope and specific local requirements prior to establishing the groups and commencing user consultation.

One of the key considerations will be the Local Health District interface and the establishment of project resources and internal decision making mechanisms early so as to inform the Project scope and clinical and non-clinical requirements.

## 2 Process of Facility Planning (POFP)

The Process of Facility Planning for Projects above \$10m provides a view of the stakeholder responsibilities related to the planning and implementation of health infrastructure projects in NSW.

HI undertakes its roles and responsibilities as outlined in the POFP in accordance with its delegated powers from the Secretary of NSW Health and the Health Administration Corporation (HAC).

HI appoints Consultant Project Managers for each Project. The responsibilities of the Project Director Planning - PDPI and Project Director Procurement - PDPr as outlined in the POFP are carried by HI and its Project Director or the Consultant Project Manager. In this document the responsibilities of the PDPI and PDPr have been simply referred to as HI responsibilities.

HI appoints Delivery Contractors (DC) for each Project as outlined in the POFP.

Key Stakeholders with roles and responsibilities within the POFP are:

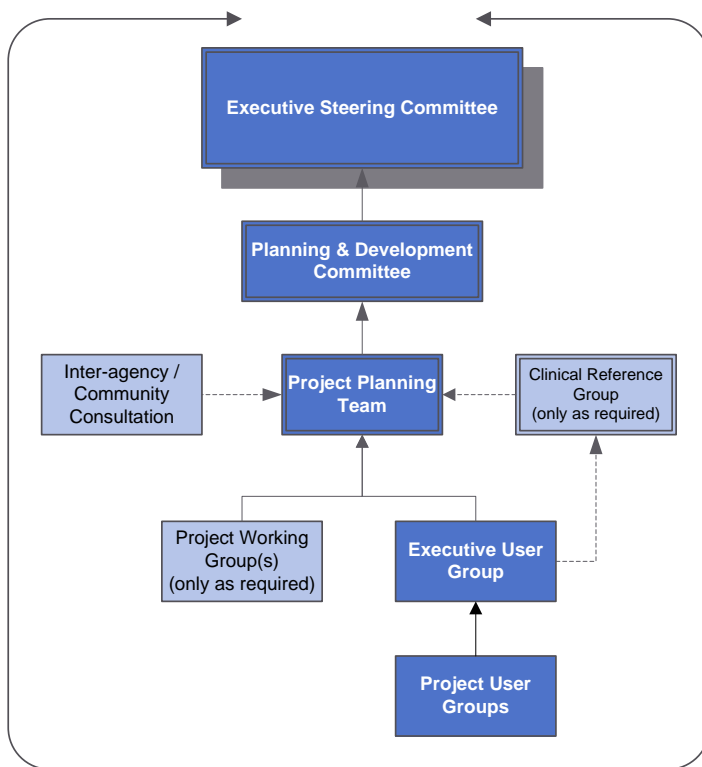
- NSW Treasury

- NSW Health including:
  - Ministry of Health
  - Local Health Districts
  - Health Infrastructure
  - HealthShare

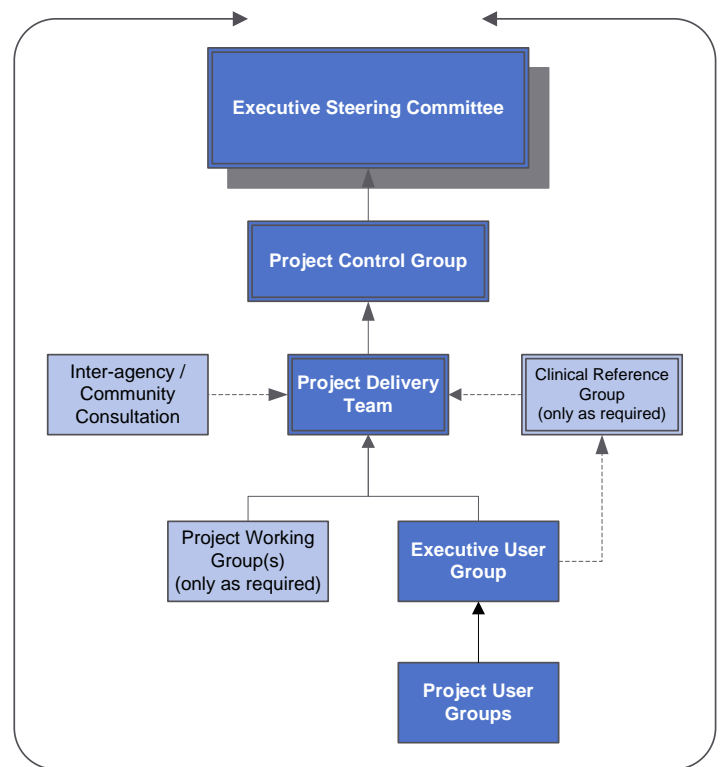
### 3 Project Governance Structure

The following groups will generally be convened for all Projects.

- Executive Steering Committee (ESC)
- Planning & Development Committee (PDC) (Planning)
- Project Control Group (PCG) (Delivery)
- Project Planning Team (PPT)
- Project Delivery Team (PDT) (Delivery)
- Project Working Group(s) (PWGs)
- Executive User Group (EUG)/Clinical Reference Group (CRG)
- Project User Group(s) (PUGs)



Typical Project Governance Structure – Planning



Typical Project Governance Structure – Implementation

### 4 Governance Arrangements

To implement the Project Governance Arrangements for a new project the following Terms of Reference summary pages are provided and can be amended and distributed to each group at the start of a Project once local project specific requirements are considered.

#### 4.1 Definition of Terms – Terms of Reference Templates

Within the standard templates for key Project Governance groups the following terms indicate the responsibility level for the groups and Project Stakeholders in relation to key deliverables or key activities as utilised in the POFP.

<b>Informed</b>	Informed about the activity or output
<b>Support</b>	Contribute to / advise on activity or output
<b>Manage</b>	Contractual management responsibility
<b>Endorse</b>	Formal endorsement of activity or output
<b>Responsible</b>	Accountable for the activity or output

The Terms of Reference templates identify key project deliverables and differentiate activities into three components:

1. The responsibility of the project governance groups in relation to completed key project deliverables
2. The role of the group monitoring the development and implementation of the key project deliverable
3. The organisation with the ultimate responsibility for the sign off of the deliverable in accordance with the POFP

See table and examples below.

Example 1	ESC	ESC Monitoring	POFP
Change Management Plan	ESC supports PDC endorsement of the Plan	ESC is informed of status/ key issues associated with development and implementation of the Plan	LHD is accountable for this deliverable and the ongoing implementation.

Example 2	PDC	PDC Monitoring	POFP
Preliminary Business Case, incorporating the requirements of a Service Procurement Plan & Concept Design	PDC endorses Preliminary Business Case for ESC to consider.	PDC supports the development of the Preliminary Business Case.	HI is accountable for this deliverable and the ongoing implementation.

## 5 Terms of Reference Executive Steering Committee (ESC)

The ESC provides strategic direction and leadership on all Project activities, monitoring achievement of project deliverables (including adherence to Project scope) and endorsing project deliverables prior to submission to HI, MoH or Treasury in the case of Gateway review documentation.

The ESC is the ultimate decision making authority within the Project Governance structure.

The ESC comprises of delegated executives from those Stakeholders responsible for delivering the Project within the agreed scope. Where issues or variations have been escalated, the ESC will form a recommendation with regard to project scope, budget, or compliance with the Australasian Health Facility Guidelines (AusHFGs) or completion of POFP deliverables for consideration by the Secretary of NSW Health, HI Chief Executive or the AusHFG Steering Committee.

The ESC is also responsible for providing strategic advice to the Project related to Whole of Government issues and policies.

The ESC shall also provide overall Project direction, strategic advice and leadership; consider political, social or relevant regional commentary around sentiment towards the Project and advice regarding strategic long-term considerations and evaluation of broader redevelopment issues.

Key Project Deliverables and Strategies			
Project Planning – Stage 1 (Parts 0-2)	ESC	ESC Monitoring	POFP
Preliminary Business Case incorporating a Service Procurement Plan and Concept Design	Endorse for LHD and MoH Sign Off	Support	HI
Risk Management Plan	Support	Informed	HI
Financial Impact Statement	Support	Informed	LHD
Economic Appraisal	Support	Informed	HI
Communications and Consultation Strategy	Support	Informed	LHD
Change Management Strategy	Support	Informed	LHD
Options Development	Support	Informed	HI
Workforce Development Strategy	Support	Informed	LHD
Functional Brief including: Models of Care Functional Relationships Operational Policies Workforce Requirements Schedules of Accommodation	Informed of PDC Endorsement	Informed	LHD/HI
Project Planning – Stage 2 (Part 3)	ESC	ESC Monitoring	POFP
Confirmation of Preferred Option	Endorse for HI Sign Off	Support	HI
Final Business Case incorporating a Project Definition Plan and Schematic Design	Endorse for LHD and MoH Sign Off	Support	HI
Variations to AusHFG	Endorse for AusHFG Steering Committee Signoff	Support	HI
Procurement Strategy	Support	Informed	HI

Key Project Deliverables and Strategies			
Financial Impact Statement	Support	Informed	LHD
Economic Appraisal	Support	Informed	HI
Communications and Consultation Plan	Support	Informed	LHD
Change Management Plan	Support	Informed	LHD
Workforce Development Strategy	Support	Informed	LHD
Systems and Equipment including FFE, MME and ICT Strategy	Informed of PDC Endorsement		LHD/HI
Operational Commissioning and Facilities Management Strategy	Support	Informed	LHD
<b>Project Implementation – Stage 3 (Parts 4-9)</b>	<b>ESC</b>	<b>ESC Monitoring</b>	<b>POFP</b>
Procurement Strategy Report and Method	Informed of Sign off by HI	Informed	HI
Developed Design Documentation including Room Data Sheets	Informed of PCG Sign Off	Informed	HI
Tender Documentation	Informed of Sign off by HI	Informed	HI
Request for Tender	Informed	Informed	HI
Variations to Project Scope	Endorse for sign off by MoH	Support	HI
Variations to AusHFG	Endorse for AusHFG Steering Committee Signoff	Support	HI
Tender Evaluation and engagement of preferred tenderer and Award Contract	Informed		HI
Post Tender Review Report to NSW Treasury	Informed		HI
Finalise Design if D&C or DD&C	Informed of PCG Sign Off	Informed	DC
Communications and Consultation Plan	Support	Informed	LHD
Change Management Plan	Support	Informed	LHD
Workforce Development Plan	Support	Informed	LHD
Systems and Equipment including FFE, MME and ICT Strategy	Informed of PCG Endorsement		LHD/HI
Operational Commissioning and Facilities Management Plan	Support	Informed	LHD
Construction Management Plan	Informed	Support	DC
Building Commissioning and Project Completion Plan	Informed of Sign off by HI	Support	DC
Certify Construction Complete	Informed	Support	HI
Handover Facility	Informed	Support	HI
Finalise Operational Commissioning – Move Logistics and Decant Plan	Informed of PCG Endorsement	Support	LHD

<b>Other Project Activities</b>			
<b>All Stages 1, 2 &amp; 3 and Parts 0-9</b>	<b>ESC</b>	<b>ESC Monitoring</b>	<b>POFP</b>
Programme	Endorse	Support	HI
Cost/Budget	Endorse	Support	HI
Gateway Reviews	Informed	Support	HI
Resource Procurement	Informed	Support	HI
Contract Management of Construction	Informed	Support	HI

<b>Standard Membership</b>	<b>Name</b>	<b>Organisation</b>	<b>ESC</b>
HI Chief Executive	Rebecca Wark	Health Infrastructure	<b>Chair (Member)</b>
SNSW LHD Chief Executive	Margaret Bennett	Southern NSW LHD	Member
NSW Ministry of Health representative	Vanessa Clements	Ministry of Health	Member
HI Executive Director (Regional & Rural)	Amanda Bock	Health Infrastructure	Invited
HI Director (Regional & Rural)	TBC	Health Infrastructure	Invited
HI Project Director	Matthew Malone	Health Infrastructure	Invited
HI Associate Project Director	Orestes Lomis	Health Infrastructure	Invited
HI Consultant Project Manager	Peter Fleming	Root Partnerships	Invited
SNSW LHD A/Director Clinical Operations	Julie Mooney	Southern NSW LHD	Invited
SNSWLHD Director Information and Infrastructure	Andrew Elliott	Southern NSW LHD	Invited
SNSWLHD General Manager Assets	Peter Lawrence	Southern NSW LHD	Invited
Acting General Manager – SNSW LHD	Owen Thomas	Southern NSW LHD	Invited
Principal Planning and Policy Officer	Michelle Frawley	Ministry of Health	Invited
NSW Treasury representative	Sean O'Shannassy	NSW Treasury	Observer
NSW Treasury representative	Jason Lau	NSW Treasury	Observer

### **Quorum**

HI CE (Chair) and LHD CE.

### **Frequency**

Minimum quarterly but typically monthly and should be determined on project need.

### **Support**

HI Project Manager Secretariat will record and circulate minutes

### **Other Notes**

- Project ESC meeting shall be co-ordinated for projects greater than \$50m in value.
- LHD wide ESC meeting shall be co-ordinated for multiple projects less than \$50m in value.





- NSW Treasury to be Members of the ESC for all PPP Projects and Observers on Projects that they consider to be High Risk; confirmation of High Risk should be sought from Treasury on all projects.

## 6 Terms of Reference Planning & Development Committee (PDC)

During Stage 1 and 2 of the POFP and Parts 0-3 of the Health Infrastructure Project Framework, the PDC is responsible for monitoring and advising on all aspects of the Project, monitoring the achievement of project deliverables for which Stakeholders are responsible as outlined in the POFP (including adherence to Project scope and parameters, making decisions consistent with their level of delegation, providing direction and advice to other governance structures), and endorsing project deliverables prior to submission to the ESC.

The PDC oversees the planning of a Project until Contractor appointment. The key deliverables monitored by the PDC include the Service Procurement Plan (SPP), Preliminary Business Case (PBC), Project Definition Plan (PDP) and the Business Case (BC). The PDC also monitors other key activities such as the development of key strategies such as operational and workforce strategies and change and communication strategies. The PDC monitors overall program and project requirements within budget, time and scope.

Key Project Deliverables and Strategies			
Project Planning – Stage 1 (Parts 0-2)	PDC	PDC Monitoring	POFP
Preliminary Business Case incorporating a Service Procurement Plan and Concept Design	Endorse for ESC to consider	Support	HI
Risk Management Plan	Endorse	Support	HI
Financial Impact Statement	Endorse	Support	LHD
Economic Appraisal	Endorse	Support	HI
Communications and Consultation Strategy	Endorse	Support	LHD
Change Management Strategy	Endorse	Support	LHD
Options Development	Endorse	Support	HI
Workforce Development Strategy	Support	Informed	LHD
Functional Brief including: Models of Care Functional Relationships Operational Policies Workforce Requirements Schedules of Accommodation	Endorse	Support	LHD/HI
Project Planning – Stage 2 (Part 3)	PDC	PDC Monitoring	POFP
Confirmation of Preferred Option	Endorse for ESC to consider	Support	HI
Final Business Case incorporating a Project Definition Plan and Schematic Design	Endorse for ESC to consider	Support	HI
Risk Management Plan	Endorse	Support	HI
Variations to AusHFG	Endorse for ESC to consider	Support	HI
Procurement Strategy	Informed	Informed	HI
Financial Impact Statement	Endorse	Support	LHD
Economic Appraisal	Endorse	Support	HI

### Key Project Deliverables and Strategies

Communications and Consultation Plan	Endorse	Support	LHD
Change Management Plan	Endorse	Support	LHD
Workforce Development Plan	Support	Informed	LHD
Systems and Equipment including FFE, MME and ICT Strategy	Endorse	Informed	LHD
Operational Commissioning and Facilities Management Strategy	Endorse	Support	LHD

### Other Project Activities

All Stages 1, 2 & 3 and Parts 0-3	PDC	PDC Monitoring	POFP
Programme	Endorse for ESC to consider	Support	HI
Cost/Budget	Endorse for ESC to consider	Support	HI
Gateway Reviews	Informed	Support	HI
Resource Procurement	Informed	Informed	HI

Standard Membership	Name	Organisation	PDC
HI Director (Regional & Rural)	TBA	Health Infrastructure	Member
HI Project Director	Matthew Malone	Health Infrastructure	Chair (Member)
HI Associate Project Director	Orestes Lomis	Health Infrastructure	Member
HI Consultant Project Manager	Peter Fleming	Root Partnerships	Invited
HI Consultant Project Manager	Jillian Rheinberger	Root Partnerships	Invited
HI Consultant Project Manager	Ash McGowan	Root Partnerships	Invited
Architect (Consultant)	Paul Emmett	Conrad Gargett	Invited
Architect (Consultant)	Ian Moon	Conrad Gargett	Invited
Cost Manager	Barry Woollam	Genus Advisory	Invited
Cost Manager	Matthew Mead	Genus Advisory	Invited
SNSWLHD Chief Executive	Margaret Bennett	Southern NSW LHD	Invited
Acting General Manager – SNSW LHD	Owen Thomas	Southern NSW LHD	Member
SNSWLHD Executive / representative	Julie Mooney	Southern NSW LHD	Member
General Manager, Assets (LHD)	Peter Lawrence	Southern NSW LHD	Member
Redevelopment Manager (LHD)	TBA	Southern NSW LHD	Member
Clinical leader / representatives (LHD)	Leanne Ovington	Southern NSW LHD	Member
Clinical leader / Medical Services (LHD)	Belinda Doherty	Southern NSW LHD	Member
Clinical leader / Allied Health (LHD)	Kathryn Harris	Southern NSW LHD	Member
Clinical leader/ Primary&Community Health	Lou Fox	Southern NSW LHD	Member
Communications representative (LHD)	Emily Holborow	Health Infrastructure	Invited



Change Manager	TBA	Southern NSW LHD	Invited
NSW Ministry of Health representative(s)	Michelle Frawley	Ministry of Health	Member
Consumer representative(s)	Brad Rosstier	N/A	Invited

**Quorum**

Chair and 50% of members.

**Frequency**

Monthly or as determined based on project need.

**Support**

HI Consultant Project Manager Secretariat will record and circulate minutes.

## 7 Terms of Reference Project Control Group (PCG)

On completion of the Stage 2 of the POFP and Part 3 of the Health Infrastructure Project Delivery Framework the PDC is replaced by the Project Control Group (PCG). The PCG takes on the responsibility of managing the key deliverables and key activities for the Project scope as defined by the PDP/BC through Stage 3 of the POFP and Parts 4-9 of the Health Infrastructure Project Delivery Framework.

During implementation the PCG is responsible for overseeing construction and commissioning, providing direction and advice to other governance structures, monitoring and reporting to the ESC on project progress and making decisions consistent with their level of delegation.

The key deliverables monitored by the PCG include procurement methodology, design development documentation, tender documentation and variations. The PCG also monitors the implementation of other key strategies and activities such as change and communication strategies and operation and commissioning planning.

Key Project Deliverables and Strategies			
Project Implementation – Stage 3 (Parts 4-9)	PCG	PCG Monitoring	POFP
Procurement Strategy Report and Method	Informed	Support	HI
Developed Design Documentation including Room Data Sheets – consistent with intent of Schematic Design	Informed of PUG and EUG Sign Off	Support	HI
Tender Documentation	Informed of HI Sign Off	Informed	HI
Request for Tender	Informed	Informed	HI
Variations to approved Project Scope	Endorse for ESC to consider	Support	HI
Variations to AusHFG	Endorse for ESC to consider	Support	
Tender Evaluation and engagement of preferred tenderer and Award Contract	Informed		HI
Post Tender Review Report to NSW Treasury	Informed		HI
Finalise Design if D&C or DD&C	Endorse	Support	DC
Communications and Consultation Strategy	Endorse	Support	LHD
Change Management Strategy	Endorse	Support	LHD
Workforce Development Strategy	Support	Informed	LHD
Systems and Equipment including FFE, MME and ICT Strategy	Endorse	Support	LHD
Operational Commissioning and Facilities Management Strategy	Endorse	Support	LHD
Construction Management Plan	Informed	Support	LHD
Building Commissioning and Project Completion Plan	Endorse for HI Sign Off	Support	DC
Certify Construction Complete	Informed	Support	DC

### Key Project Deliverables and Strategies

Handover Facility	Informed	Support	HI
Finalise Operational Commissioning – Move Logistics and Decant Plan	Endorse	Support	HI

### Other Project Activities

Stage 3 and Parts 4-9	PCG	PCG Monitoring	POFP
Programme	Endorse for ESC to consider	Support	HI
Cost/Budget	Endorse for ESC to consider	Support	HI
Gateway Reviews	Informed	Support	HI
Resource Procurement	Informed	Support	HI

Standard Membership	Name	Organisation	PCG
HI Director Delivery	Insert	Insert	Member
HI Project Director	Insert	Insert	Chair (Member)
HI Consultant Project Manager	Insert	Insert	Invited
Architect (Consultant)	Insert	Insert	Invited
Cost Manager	Insert	Insert	Invited
LHD Chief Executive	Insert	Insert	Invited
General Manager - LHD / Facility	Insert	Insert	Member
LHD Executive / representative	Insert	Insert	Member
EUG and/or CRG Chairs	Insert	Insert	Member
Communications representative (LHD)	Insert	Insert	Invited
Change Management representative	Insert	Insert	Invited
NSW Ministry of Health representative(s)	Insert	Insert	Member
Consumer representative(s) if required	Insert	Insert	Invited

### Quorum

Chair and 50% of members.

### Frequency

Monthly or as determined based on project need.

### Support

HI Consultant Project Manager Secretariat will record and circulate minutes.

## 8 Terms of Reference Project Planning Team (PPT)

The PPT is responsible for early planning for operational planning and implementation to facilitate the achievement of Project objectives as defined the SPP/PBC and subsequently the PDP/BC. The role of the PPT includes the interface with Project Working Groups (PWGs), Project User Groups (PUGs), and monitoring and/or implementing key operational and clinical strategies which support the POFP including risk management, change management (including operational policies and models of care), communications, operation and commissioning (including non-clinical support services, systems and equipment)

The PPT is responsible for the consideration and coordination of the consultation processes and engagement with users. The PPT reviews key activities and provides advice to the PWGs, EUG, PUGs and PDC/PCG on clinical and non-clinical issues in order to facilitate, co-ordinate, guide and advise the project as required.

Key Project Deliverables and Strategies			
Project Planning – Stage 1 (Parts 0-2)	PPT	PPT Monitoring	POFP
Preliminary Business Case incorporating a Service Procurement Plan and Concept Design	Endorse relevant parts for PDC to consider	Support	HI
Compliance with policy and planning framework	Endorse relevant parts for PDC to consider	Support	LHD
Risk Management Plan	Endorse for relevant parts for PDC to consider	Support	HI
Financial Impact Statement	Endorse relevant parts for PDC to consider	Support	LHD
Economic Appraisal	Support with relevant information	Informed	HI
Communications and Consultation Strategy	Endorse for PDC to consider	Support	LHD
Change Management Strategy	Endorse for PDC to consider	Support	LHD
Options Development	Support with relevant information	Informed	HI
Workforce Development Strategy	Endorse	Support	LHD
Functional Brief including: Models of Care Functional Relationships Operational Policies Workforce Requirements Schedules of Accommodation	Endorse for PDC to consider	Support	LHD/HI
Project Planning – Stage 2 (Part 3)	PPT	PPT Monitoring	POFP
Confirmation of Preferred Option	Informed of PDC and ESC endorsement		
Final Business Case incorporating a Project Definition Plan and Schematic Design	Endorse relevant parts for PDC to consider	Support	HI
Compliance with policy and planning framework	Endorse	Support	LHD

Key Project Deliverables and Strategies			
Risk Management Plan	Endorse relevant parts for PDC to consider	Support	HI
Variations to AusHFG	Support with identification of Variations	Informed	HI
Procurement Strategy	Informed		HI
Financial Impact Statement	Endorse relevant parts for PDC to consider	Support	LHD
Economic Appraisal	Support with relevant information	Informed	HI
Communications and Consultation Plan	Endorse for PDC to consider	Support	LHD
Change Management Plan	Endorse for PDC to consider	Support	LHD
Workforce Development Strategy	Endorse	Support	LHD
Systems and Equipment including FFE, MME, ICT Strategy	Endorse the Clinical Requirements of ICT, FFE and MME	Support	LHD
Operational Commissioning and Facilities Management Strategy	Support with relevant information	Informed	LHD

Standard Membership	Name	Organisation	PPT
HI Project Director	Matt Malone	Health Infrastructure	Invited
HI Associate Project Director	Orestes Lomis	Health Infrastructure	Invited
HI Consultant Project Manager	Peter Fleming	Root Partnerships	Member
HI Consultant Project Manager	Jillian Rheinberger	Root Partnerships	Invited
HI Consultant Project Manager	Ash McGowan	Root Partnerships	Invited
HI Consultant Facility Planner	Sophie Nelson	Root Partnerships	Invited
HI Consultant Facility Planner	Alison Tidbury	Root Partnerships	Invited
Architect (Consultant)	Ian Moon	Conrad Gargett	Invited
Architect (Consultant)	Paul Emmett	Conrad Gargett	Invited
Architect (Consultant)	Nic Allen	Conrad Gargett	Invited
Architect (Consultant)	Tony Jemmott	Conrad Gargett	Invited
Cost Manager	Barry Woollam	Genus Advisory	Invited
Cost Manager	Matthew Mead	Genus Advisory	Invited
Acting General Manager – SNSW LHD	Owen Thomas	Southern NSW LHD	Chair (Member)
Redevelopment Manager (LHD)	TBA	Southern NSW LHD	Member
SNSWLHD Executive / representative	Julie Mooney	Southern NSW LHD	Member
SNSWLHD Service Planning representative	Emma Clynch	Southern NSW LHD	Member
Clinical leader / Nursing (LHD)	Leanne Ovington	Southern NSW LHD	Member





Clinical leader / Medical Services (LHD)	Belinda Doherty	Southern NSW LHD	Member
Clinical leader / Allied Health (LHD)	Kathryn Harris	Southern NSW LHD	Member
Clinical leader / Primary & Community Health	Lou Fox	Southern NSW LHD	Member
Corporate Service Manager (LHD)	TBA	Southern NSW LHD	Member
Non-clinical / Health Share	Shannon Chamberlain	Southern NSW LHD	Invited
General Manager, Assets (LHD)	Peter Lawrence	Southern NSW LHD	Member
Communications representative (LHD)	Emily Holborow	Health Infrastructure	Invited
Consumer Representative(s)	Dr Michael Holland	N/A	Invited
Change Manager	TBA	Southern NSW LHD	Invited

### **Quorum**

Chair and 50% of members.

### **Frequency**

Monthly or as determined based on project need.

### **Support**

HI Consultant Project Manager Secretariat will record and circulate minutes.

## 9 Terms of Reference Project Delivery Team (PDT)

The PDT is responsible for operational planning and implementation to facilitate the achievement of project objectives as defined the SPP/PBC and subsequently the PDP/BC during the delivery of the project. The role of the PDT includes the interface with Project Working Groups (PWGs), Project User Groups (PUGs), and monitoring and/or implementing key strategies which support the POFP including risk management, change management (including operational policies and models of care), communications, operation and commissioning (including non-clinical support services, systems and equipment).

The PDT is responsible for the consideration and coordination of the consultation processes and engagement with Users. The PDT reviews key activities and provides advice to the PWGs, PUGs and PDC/PCG on clinical and non-clinical issues in order to facilitate, co-ordinate, guide and advise the project as required.

Key Project Deliverables and Strategies			
Project Implementation – Stage 3 (Parts 4-9)	PDT	PDT Monitoring	POFP
Procurement Strategy Report and Method	Informed		HI
Developed Design Documentation including Room Data Sheets – consistent with intent of Schematic Design	Endorse relevant parts for PDC to consider	Support	HI
Tender Documentation	Informed		HI
Request for Tender	Informed		HI
Variations to approved Project Scope	Informed		HI
Variations to AusHFG	Support with identification of Variations		HI
Tender Evaluation and engagement of preferred tenderer and Award Contract	Informed		HI
Post Tender Review Report to NSW Treasury	Informed		HI
Finalise Design if D&C or DD&C	Endorse relevant parts for PCG to consider	Support	HI
Communications and Consultation Strategy	Endorse relevant parts for PCG to consider	Support	DC
Change Management Plan	Support with relevant information		HI
Workforce Development Plan	Support with relevant information		LHD
Systems and Equipment including FFE, MME and ICT Strategy	Support with relevant information		LHD
Operational Commissioning and Facilities Management Strategy	Support with relevant information		LHD
Construction Management Plan	Support with relevant information		DC

Key Project Deliverables and Strategies			
Project Implementation – Stage 3 (Parts 4-9)	PDT	PDT Monitoring	POFP
Building Commissioning and Project Completion Plan	Support with relevant information		DC
Certify Construction Complete	Informed		HI
Handover Facility	Informed		HI
Finalise Operational Commissioning – Move Logistics and Decant Plan	Informed		LHD

Standard Membership	Name	Organisation	ESC
HI Project Director	Insert	Insert	Invited
HI Consultant Project Manager	Insert	Insert	Invited
Architect (Consultant)	Insert	Insert	Invited
General Manager – Health Service / Facility	Insert	Insert	Chair (Member)
LHD Executive / representative	Insert	Insert	Member
Clinical leaders / representatives	Insert	Insert	Member
Non-clinical personnel / operational managers	Insert	Insert	Member
Communications representative (LHD)	Insert	Insert	Invited
Change Management representative (LHD)	Insert	Insert	Invited

## Support

HI Consultant Project Manager Secretariat will record and circulate minutes.

## 10 Terms of Reference Project Working Group(s) (PWGs)

PWGs report to the PPT and PDT depending on the stage of the Project and have responsibility for developing monitoring key project activities including communications and consultation, change management, overarching operational policy development, capital and recurrent cost estimates and economic appraisals. They are convened as required to coordinate, monitor and implement planning strategies to achieve project objectives and timeframes. In particular the groups are responsible for planning requirements with whole-of-organisation impacts. The type and number of PWGs will be developed in accordance to the needs of the Project and to address issues that are complex and require resolution or require co-ordination across clinical or functional areas within the facility or LHD.

Typical Working Groups may include:

- FFE Control Group
- Communications and Consultation
- Change Management
- ICT Strategy
- Commissioning and Operational Planning
- Systems and Equipment – Major Medical
- Move Logistics and Decant

Standard Membership	Name	Organisation	PWG
HI Consultant Project Manager (Consultant)	Insert	Insert	Invited
General Manager – Health Service / Facility	Insert	Insert	Invited
LHD Executive / representative *	Insert	Insert	Chair (Member)
Clinical leaders / representatives	Insert	Insert	Member
Change Management representative (LHD)	Insert	Insert	Invited
Non-clinical personnel / operational managers	Insert	Insert	Member
Consumer representative(s) if required	Insert	Insert	Invited

### Quorum

Chair and 50% of members.

### Frequency

As determined based on User Consultation programme.

### Support

LHD representatives will provide secretariat support and will record and circulate minutes.

\* Where LHD Executive is not in attendance the role of Chair will be delegated to relevant clinical or non-clinical representative

## 11 Terms of Reference Clinical Reference Group (CRG)

A CRG is chaired by the General Manager of the Facility and convened as required to provide expert clinical advice on clinical and health service delivery matters to the PDC/PCG or PPT. This group is responsible for the resolution of clinical issues escalated from the PUGs.

## 12 Terms of Reference Executive User Group (EUG)

The EUG is responsible for overseeing the PUG process. This includes resolving issues escalated from PUGs and ensuring consistency across each PUG and alignment with design briefs with Clinical Services Plan (CSP), local, area and state-wide, LHD and Facility operational policies and other project parameters. The EUG is also responsible for endorsing design briefs and design documents prior to submission to the PPT or PDT for endorsement.

Key Project Deliverables and Strategies			
Project Planning – Stage 1 (Parts 0-2)	EUG/CRG	EUG/CRG Monitoring	POFP
Preliminary Business Case incorporating a Service Procurement Plan and Concept Design	Endorse relevant information	Support PUGs with resolution of issues	HI
Change Management Strategy	Support with relevant information		LHD
Options Development	Support with relevant information		HI
Workforce Development Strategy	Support with relevant information		LHD
Functional Brief including: Models of Care Functional Relationships Operational Policies Workforce Requirements Schedules of Accommodation	Support with relevant information	Informed regarding work of PUGs	HI
Project Planning – Stage 2 (Part 3)	EUG/CRG	EUG/CRG Monitoring	POFP
Confirmation of Preferred Option	Informed		
Final Business Case incorporating a Project Definition Plan and Schematic Design	Endorse relevant information	Support PUGs with resolution of issues	HI
Compliance with policy and planning framework	Support with relevant information	Informed regarding work of PUGs	LHD
Variations to AusHFG	Support with identification of Variations	Informed regarding work of PUGs	HI
Change Management Plan	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD
Workforce Development Plan	Support with relevant information	Informed regarding work of PUGs	LHD
Systems and Equipment including FFE, MME and ICT Strategy	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD

<b>Key Project Deliverables and Strategies</b>			
Operational Commissioning and Facilities Management Strategy	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD
<b>Project Implementation – Stage 3 (Parts 4-9)</b>	<b>EUG/CRG</b>	<b>EUG/CRG Monitoring</b>	<b>POFP</b>
Developed Design Documentation including Room Data Sheets – consistent with intent of Schematic Design	Endorse relevant parts for PDT to consider	Support with relevant information	HI
Tender Documentation	Informed		HI
Request for Tender	Informed		HI
Variations to approved Project Scope	Informed		HI
Tender Evaluation and engagement of preferred tenderer and Award Contract	Informed		HI
Post Tender Review Report to NSW Treasury	Informed		HI
Finalise Design if D&C or DD&C	Endorse relevant parts for PDT to consider	Support	DC
Change Management Strategy	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD
Workforce Development Strategy	Support with relevant information	Informed regarding work of PUGs	LHD
Systems and Equipment including FFE, MME and ICT Technology Strategy	Support with relevant information	Informed regarding work of PUGs	LHD
Operational Commissioning and Facilities Management Strategy	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD
Construction Management Plan	Support with relevant information	Informed	DC
Building Commissioning and Project Completion Plan	Support with relevant information	Informed	DC
Finalise Operational Commissioning – Move Logistics and Decant Plan	Support with relevant information	Informed regarding work of PUGs and PWGs	LHD

<b>Standard Membership</b>	<b>Name</b>	<b>Organisation</b>	<b>EUG/ CRG</b>
HI Project Director	Matt Malone	Health Infrastructure	Invited
HI Project Director	Orestes Lomis	Health Infrastructure	Invited
HI Consultant Project Manager	Peter Fleming	Root Partnerships	Invited
HI Consultant Project Manager	Jillian Rheinberger	Root Partnerships	Invited
HI Consultant Project Manager	Ash McGowan	Root Partnerships	Invited
HI Consultant Health Planner	Alison Tidbury	Root Partnerships	Invited
HI Consultant Health Planner	Sophie Nelson	Root Partnerships	Invited
Architect (Consultant)	Ian Moon	Conrad Gargett	Invited
Architect (Consultant)	Paul Emmett	Conrad Gargett	Invited

Acting General Manager – SNSW LHD	Owen Thomas	Southern NSW LHD	Chair (Member)
LHD Executive / representative	Julie Mooney	Southern NSW LHD	Member
LHD Service Planning representative	Emma Clynych / Nina Holand	Southern NSW LHD	Member
Clinical leader / Nursing (LHD)	Ruth Snowball	Southern NSW LHD	Member
Clinical leader / Allied Health (LHD)	Kathryn Harris	Southern NSW LHD	Member
Clinical leader / Medical Services (LHD)	Belinda Doherty	Southern NSW LHD	Member
Clinical Leader / Community Health (LHD)	Edwina Fynmore	Southern NSW LHD	Member
Clinical Leader / Nursing, Batemans Bay (LHD)	Lisa Wilson	Southern NSW LHD	Member
Clinical Leader / Physiotherapy (LHD)	Gretchen Buck	Southern NSW LHD	Member
Clinical Leader / Occupational Therapy (LHD)	Lisa Reade	Southern NSW LHD	Member
Non-clinical personnel / General Manager, Assets	Peter Lawrence	Southern NSW LHD	Member
Change Management representative (LHD)	TBC	Southern NSW LHD	Invited
NSW Ministry of Health representative as required	Insert	Insert	Invited

### **Quorum**

Chair and 50% of members

### **Frequency**

As determined based on project need

### **Support**

HI Consultant Project Manager Secretariat will record and circulate minutes.

## 13 Terms of Reference Project User Group(s) (PUGs)

PUGs report to the EUG as required and refer clinical matters for resolution to the CRG. PUGs are responsible for developing the functional briefs for health planning units (HPUs). A key requirement is to ensure these briefs are aligned with the endorsed CSP, local, area and statewide operational policies and other Project parameters.

The PUGs generate and provide clinical and operational planning input, provide feedback on health service delivery matters and non-clinical factors as they impact the design and operational implementation. The PUGs consider and moderate the interests of the broader workforce and work collaboratively to ensure that the facility user requirements both in the short and long term are accurately reflected in the project brief and design documentation.

Key Project Deliverables and Strategies			
Project Planning – Stages 1 & 2 (Parts 2 & 3)	PUG	PUG Monitoring	POFP
Confirmation of Preferred Option	Informed		
Final Business Case incorporating a Project Definition Plan and Schematic Design	Endorse relevant information for HPU consideration by EUG/CRG	Support with relevant information	HI
Compliance with policy and planning framework	Support with relevant information	Informed by policies	LHD
Variations to AusHFG	Support with identification of Variations		HI
Change Management Strategy	Support with relevant information		LHD
Workforce Development Strategy	Support with relevant information		LHD
Systems and Equipment including FFE, MME and ICT Strategy	Support with relevant information		LHD
Operational Commissioning and Facilities Management Strategy	Support with relevant information		LHD
Functional Brief including: Models of Care Functional Relationships Operational Policies Workforce Requirements Schedules of Accommodation	Support with relevant information		LHD/ HI
Project Implementation – Stage 3 (Parts 4-9)	PUG	PUG Monitoring	POFP
Developed Design Documentation including Room Data Sheets – consistent with intent of Schematic Design	Endorse relevant parts for EUG/CRG to consider	Support with relevant information	PDP <sub>r</sub>
Tender Documentation	Informed		PDP <sub>r</sub>
Request for Tender	Informed		HI
Variations to approved Project Scope	Informed		HI
Tender Evaluation and engagement of preferred tenderer and Award Contract	Informed		HI
Finalise Design if D&C or DD&C	Endorse relevant parts for EUG/CRG to consider	Support	DC



Key Project Deliverables and Strategies			
Change Management Strategy	Support with relevant information		LHD
Workforce Development Strategy	Support with relevant information		LHD
Systems and Equipment including FFE, MME & ICT Strategy	Support with relevant information		LHD
Operational Commissioning and Facilities Management Strategy	Support with relevant information		LHD
Construction Management Plan	Support with relevant information		DC
Building Commissioning and Project Completion Plan	Support with relevant information		DC
Finalise Operational Commissioning – Move Logistics and Decant Plan	Support with relevant information		LHD

Standard Membership	Name	Organisation	PUG
Architect (Consultant)	Ian Moon	Conrad Gargett	Invited
Architect (Consultant)	Paul Emmett	Conrad Gargett	Invited
HI Consultant Project Manager	Peter Fleming	Root Partnerships	Invited
HI Consultant Project Manager	Ash McGowan	Root Partnerships	Invited
HI Consultant Health Planner	Alison Tidbury	Root Partnerships	Invited
HI Consultant Health Planner	Sophie Nelson	Root Partnerships	Invited
LHD Executive / representative	Julie Mooney	Southern NSW LHD	Member
Clinical leader / Nursing (LHD)	Ruth Snowball	Southern NSW LHD	Member (Chair)
Clinical leader / Allied Health (LHD)	Kathryn Harris	Southern NSW LHD	Member (Chair)
Clinical leader / Medical Services (LHD)	Belinda Doherty	Southern NSW LHD	Member (Chair)
Clinical Leader / Community Health (LHD)	Edwina Fynmore	Southern NSW LHD	Member (Chair)
Clinical Leader / Nursing, Batemans Bay (LHD)	Lisa Wilson	Southern NSW LHD	Member (Chair)
Clinical Leader / Physiotherapy (LHD)	Gretchen Buck	Southern NSW LHD	Member (Chair)
Clinical Leader / Occupational Therapy (LHD)	Lisa Reade	Southern NSW LHD	Member (Chair)
Non-clinical personnel / General Manager, Assets	Peter Lawrence	Southern NSW LHD	Member
Consumer representative(s) if required	Insert	Insert	Invited

### Quorum

Chair and 50% of members

### Frequency

As determined based User Consultation programme

### Support

HI Consultant Project Manager will record and circulate minutes (functional brief)

Architect secretariat will record and circulate minutes (design)

## List of Attachments

1. Project Governance Arrangements Typical Memberships

## Attachment 1: Project Governance Arrangements Typical Memberships

Standard Membership	Name	Organisation	ESC	PDC	PCG	PPT	PDT	PWGs	CRG	EUG	PUGs
HI Chief Executive	Rebecca Wark	HI	Chair								
HI Executive Director	Gillian Gerraghty	HI	<i>Invited</i>								
HI Director	Amanda Bock	HI	<i>Invited</i>	Member	Member						
HI Project Director	Matt Malone	HI	<i>Invited</i>	Chair	Chair	<i>Invited</i>	<i>Invited</i>		<i>Invited</i>	<i>Invited</i>	
HI Project Director	Orestes Lomis	HI	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>		<i>Invited</i>	<i>Invited</i>	
HI Consultant Project Manager	TBA	TBA	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	
Architect (Consultant)	TBA	TBA		<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>		<i>Invited</i>	<i>Invited</i>	Member
Cost Manager	TBA	TBA		<i>Invited</i>	<i>Invited</i>						
SNSW LHD Chief Executive	Margaret Bennett	SNSW LHD	Member	<i>Invited</i>	<i>Invited</i>						
General Manager – Eurobodalla HS	Lisa Kennedy	SNSW LHD	<i>Invited</i>	Member	Member	Chair	Chair	<i>Invited</i>	Chair	Chair	
SNSW LHD Dir Information Infrastructure	Andrew Elliott	SNSW LHD	<i>Invited</i>	Member	Member	Member	Member	Member	Member	Member	Member
A/LHD Director Clinical Operations	Julie Mooney	SNSW LHD	<i>Invited</i>								
LHD Service Planning Representative (Stages 1 and 2)	TBA	SNSW LHD		Member		Member					
Clinical leaders / representatives	TBA	SNSW LHD		Member	Member	Member	Member	Chair	Member	Member	Chair
Non-clinical personnel / operational managers	Peter Lawrence	SNSW LHD				Member	Member	Member	<i>Invited</i>	<i>Invited</i>	Member
Communications representative (LHD)	TBA	TBA		<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>				<i>Invited</i>
Change Management representative (LHD)	TBA	SNSW LHD		<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>	
NSW Ministry of Health representative(s)	Vince McTaggart	MoH	Member	Member	Member				<i>Invited</i>		

Standard Membership	Name	Organisation	ESC	PDC	PCG	PPT	PDT	PWGs	CRG	EUG	PUGs
NSW Ministry of Health representative(s)	Michelle Frawley	MoH	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>				<i>Invited</i>		
NSW Treasury representative(s)	Sean O'Shannassy	NSW Treasury	Observer								
NSW Treasury representative(s)	Jason Lau	NSW Treasury	Observer								
Consumer representatives	Brad Rossiter	Insert	<i>Invited</i>	<i>Invited</i>	<i>Invited</i>			<i>Invited</i>			<i>Invited</i>