

NSW Health Process of Facility Planning (POFP)

Guidelines for Projects Valued \$10 million and Above Full Version

This guideline is also available in summary version

Foreword

The NSW Process of Facility Planning (POFP) provides a robust framework for planning and procuring capital infrastructure across the NSW public health system. It comprises four sequential and inter-connected stages:

Stage 1 Service Procurement Plan (SPP)
Stage 2 Project Definition Plan (PDP)
Stage 3 Project Implementation (PI)
Stage 4 Post Occupancy Evaluation (POE)

The POFP is integrated with the NSW Government's mandatory whole of government approach to the efficient allocation and use of health resources, which includes:

- The NSW Government Total Asset Management (TAM) policy which provides NSW Government agencies with a systematic approach for planning and managing assets to meet service delivery priorities and strategies. TAM strategies are an integral component of the NSW Treasury budget process and input to the State Infrastructure Planning.
- Robust processes for the planning, implementation and evaluation of capital projects.
- Independent reviews at key stages in the procurement process to assess whether the processes used to develop and implement a project are sound, and to achieve systematic improvement in the procurement process.
- Project monitoring and reporting requirements between NSW Government agencies and NSW Treasury at key points in the procurement cycle.

The POFP has been updated in consultation with NSW Government agencies and all Area Health Services / Health Services. The aims of this update have been to maintain a POFP which:

- Is user friendly and a valuable resource to stakeholders engaged in the POFP.
- Is aligned with the NSW Government's Procurement Policy.
- Clearly articulates the revised governance arrangements for managing capital projects. This includes
 the establishment of Health Infrastructure to manage projects \$10 million and above while the NSW
 Department of Health continues to manage projects less than \$10 million.

POFP guidelines have been developed for projects valued \$10 million and above, and projects valued less than \$10 million (in full and summary versions). The Strategic Procurement and Business Development Branch, NSW Department of Health, is responsible for maintaining the POFP.

The NSW Department of Health is committed to quality improvement. I would encourage users to contact the Strategic Procurement and Business Development Branch with any comments on the guidelines to assist us in ensuring that they continue to be a valuable resource.

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Abbreviations

AASP	Area Accet Strategia Plan
AHFBS	Area Asset Strategic Plan
	Australasian Health Facility Briefing System
AHFG	Australasian Health Facility Guidelines
AHIS	Aboriginal Health Impact Statement
AHS	Area Health Service
AHSP	Area Healthcare Services Plan
ASNSW	Ambulance Service New South Wales
BCA	Building Code of Australia
CA	Central Agencies
CE	Chief Executive
CISP	Capital Investment Strategic Plan
CSP	Clinical Service Plan
CST	Consultant
DC	Design and construct
DDC	Design development and construct
DG	Director General
DOH	Department of Health
DTC	Design tender and construct
EA	Economic Appraisal
ESC	Executive Steering Committee
ESD	Ecologically Sustainable Development
EUG	Executive User Group
HI	Health Infrastructure
IC&T	Information and Communications Technology
HSS	HealthSupport
FBC	Final Business Case
FIS	Financial Impact Statement
NSW	New South Wales
PBC	Preliminary Business Case
PCG	Project Control Group
PDC	Planning and Development Committee
PDP	Project Definition Plan
PDPI	Project Director Planning
PDPr	Project Director Procurement
PI	Project Implementation
POE	Post Occupancy Evaluation
POFP	Process of Facility Planning
PPA	Project Profile Assessment
PPT	Project Planning Team
PUG	Project User Group
PWG	Project Working Group
SOA	Schedule of Accommodation
SPHO	
SPRO	Statutory Authorities and Public Health Organisations Service Procurement Plan
TAM	Total Asset Management Tachnical Series 11 Engineering Services and Sustainable Development Cuidelines
TS-11	Technical Series 11 Engineering Services and Sustainable Development Guidelines
PI	Project Implementation
VMS	Value Management Study

POFP Overview

Introduction

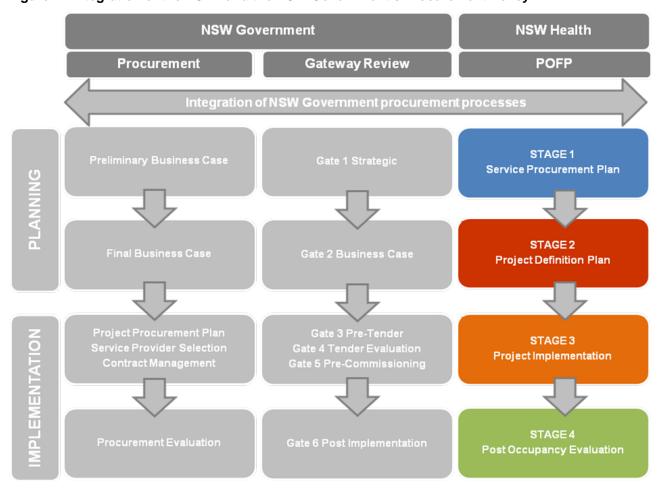
The NSW Process of Facility Planning (POFP) provides a robust framework for planning and procuring capital infrastructure across the NSW public health system. It comprises the following four sequential and inter-connected stages. Each stage produces a discrete deliverable however planning may be refined across more than one stage to achieve the best possible outcome.

- Stage 1 Service Procurement Plan (SPP)
- Stage 2 Project Definition Plan (PDP)
- Stage 3 Project Implementation (PI)
- Stage 4 Post Occupancy Evaluation (POE)

The POFP is integrated with the NSW Government's whole of government approach to the efficient allocation and use of health resources, which includes:

- The NSW Government's Total Asset Management (TAM) policy which provides a systematic approach for NSW Government agencies to plan and manage their (existing and planned) assets to meet service delivery priorities and strategies. This is an integral part of the NSW Treasury budget process and a key input to the State Infrastructure Strategy.
- NSW Treasury Procurement Policy which sets the mandatory framework to be followed by NSW Government agencies in the procurement of capital infrastructure, goods and services, and Information and Communications Technology (IC&T). Key components of this policy include robust processes for the planning, implementation and evaluation of capital projects, independent project reviews at key stages in the planning and implementation process NSW Treasury Gateway Reviews), and project monitoring and reporting requirements between NSW Government agencies and NSW Treasury.

Figure 1: Integration of the POFP and the NSW Government's Procurement Policy



Key Stakeholders in the POFP

NSW Treasury

NSW Treasury is responsible for managing the state's financial resources. This includes allocating resources across NSW Government agencies to deliver better public services, and to ensure that resources are used efficiently and provide value for money.

The key deliverables of the POFP generally need to align with NSW Treasury's budget process, for example submission of the PDP in November of the year prior to budget.

NSW Department of Planning

The NSW Department of Planning (DOP) is responsible for three key planning activities, land release, urban renewal, and major projects assessment.

NSW Health

NSW Health is the NSW Government agency responsible for the provision of public health care facilities in NSW. It includes the following:

- NSW Department of Health (DOH), who is responsible for setting the planning and policy framework for health service provision in NSW, managing system-wide funding and health service resourcing, and setting priorities for health infrastructure projects. The DOH is also responsible for the planning and implementation of capital projects valued at less than \$10 million.
- Health Infrastructure (HI), who is the delivery arm of the DOH responsible for the planning and implementation of capital projects valued at \$10 million and above. HI may engage a consultant as Project Director Planning (PDPI) and/or Project Director Procurement (PDPr) to support this process.
- Health Support Services (HSS), who is responsible for providing corporate services and information technology services to AHS's and Statutory Authorities and Public Health Organisations across NSW. HSS includes HealthSupport and HealthTechnology.
- Area Health Services (AHS), who have a statutory responsibility for delivering the majority of health services for which NSW Health is responsible under the Health Services Act.
- Ambulance Service of NSW (ASNSW), who is responsible for providing responsive, high quality clinical
 care in emergency situations, including pre-hospital care, rescue, retrieval and patient transport services.
- Statutory Authorities and Public Health Organisations (SPHO), who have a statutory responsibility
 for providing statewide or specialised health services under the Health Services Act, and include Justice
 Health, The Children's Hospital at Westmead, Cancer Institute NSW, NSW Centre for Oral Health, and
 Clinical Excellence Commission.

Delivery Contractor

The delivery contractor is responsible for construction and commissioning during project implementation. The delivery contractor reports to HI and/or the PDPr.

End Users

The engagement of local staff and community (the end users of the health service / facility) in the POFP is critical. Although administered by the AHS, a health service / facility will often have its own identify shaped by the expectations of these end users, and other factors such as the health service / facilities tradition and location (e.g. rural, metropolitan).

Planning Activities Underpinning the POFP

The POFP is underpinned by several strategic, service, and asset planning strategies. It is important that these strategies are endorsed prior to commencing the POFP to provide direction and defined project parameters for the POFP. These strategies are summarised below.

NSW State Plan

The NSW State Plan focuses on five areas of activity of the NSW Government including (1) rights, respect and responsibility (2) delivering better services (3) fairness and opportunity (4) growing prosperity across NSW and (5) environment for living. It identifies goals that the NSW Government will work towards, and priorities for action to achieve these goals.

NSW State Health Plan

The NSW State Health Plan identifies the challenges facing the NSW public health system, health priorities in NSW, and actions and targets to be achieved within the nominated timeframe. It is aligned with the seven overarching strategic directions for the NSW health system.

NSW Capital Investment Strategic Plan (CISP)

This is a strategic plan prepared by the DOH that prioritises the NSW public health system's capital investment needs over a determined timeframe. The Area Healthcare Services Plan (AHSP) and Area Asset Strategic Plan (AASP) are key inputs to the development of the CISP. Typically, project capital funding should be set out in the CISP prior to commencing the POFP.

Area Healthcare Services Plan (AHSP)

This is an overarching document prepared by each AHS that identifies the key strategic directions for the AHS for a defined period, and provides a clear foundation for planning and operational decision-making within the AHS. The proposed service procurement should be identified as a priority in this Plan.

Area Asset Strategic Plan (AASP)

This is an overarching document prepared by each AHS that links future service needs to asset requirements and identifies strategies to 'close the gap' between the current asset base and what is required to support service needs for that AHS. The facility implications of the proposed service procurement should be identified as a priority in this Plan.

Clinical Services Plan (CSP)

This is an AHS plan which specifies the clinical services (e.g. emergency care), clinical standard (e.g. service role delineation) and quantity of health services (e.g. number of beds) required for a defined geographic area or service network of an AHS for a specified time period.

The CSP provides the transition from statewide or AHS initiatives and strategic directions to comprehensive location specific planning. Following completion of the CSP the DOH may nominate the project as a priority and issue HI with an instruction to proceed with the POFP.

The CSP remains a focal point throughout the POFP as the facility solution must meet the clinical service need. The CSP may need to be validated at both the SPP and PDP stages. Subject to capital funding availability, there may also be a requirement to stage the delivery of the facility solution, thereby requiring prioritisation and refinement of service needs within the CSP.

Governance Structures in the POFP

The establishment of effective governance structures is critical to achieving good outcomes across each stage of the POFP. The governance structure and composition for each project may vary based on size and complexity. Principles which should underpin the governance structure include:

- Clear articulation of roles and responsibilities, and accountability for decision making and endorsing project deliverables.
- Clear processes for communication and reporting.
- Establishing clear parameters for undertaking specific project activities.
- Appropriate membership reflective of project need. Continuity of membership across governance structures is often a key requirement to facilitate information transfer.

A general project governance structure is illustrated below.

Figure 2: General project governance structure



The general roles and responsibilities of each governance structure are outlined below (this is not an exhaustive list). The requirements for each project will be based on project need. The Project Director Planning and / or Project Director Procurement are responsible for establishing and managing the project's governance structure.

Executive Steering Committee (ESC)

The ESC is responsible for providing strategic direction and leadership on all project activities, monitoring the achievement of project deliverables (including adherence to project scope), and endorsing project deliverables prior to submission to HI and DOH.

Planning and Development Committee (PDC) or Project Control Group (PCG)

The PDCs responsibility differs significantly across planning (Stages 1 and 2) and implementation (Stage 3). To reflect this, HI may choose to change the committee's title to PCG at the commencement of project implementation (which typically corresponds with a realignment of membership).

During planning the PDC is responsible for monitoring and advising on all aspects of the project, monitoring the achievement of project deliverables (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.

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

Project Planning Team (PPT)

The PPT is responsible for operational planning and implementation to facilitate the achievement of project objectives. The role of the PPT may include interface with Project Working Groups (PWGs), Project User Groups (PUGs), and monitoring and/or implementing key strategies which support the POFP e.g. risk management.

Project Working Group/s (PWGs)

PWGs may be established for a time limited period and have responsibility for developing and monitoring key project activities e.g. communication and consultation, change management, overarching operational policy development, capital and recurrent cost estimates, economic appraisal.

Executive User Group (EUG) / Overarching User Group (OUG)

The EUG (also known as the Overarching User Group) is responsible for overseeing the PUG process. This includes resolving issues escalated from PUGs and ensuring consistency across each PUG and alignment of design briefs with the CSP, local, area and statewide operational policies, and other project parameters. The EUG is also responsible for endorsing design briefs prior to submission to the PDC for endorsement.

Project User Groups (PUGs)

PUGs are responsible for developing design briefs for health planning units (HPUs). A key requirement is to ensure that design briefs are aligned with the endorsed CSP, local, area and statewide operational policies, and other project parameters.

Key Strategies Supporting the POFP

The POFP requires the development of several project and organisation strategies. These are critical to the project's success, and typically require ongoing monitoring and implementation. A generic approach to these strategies is provided below as a guide only, and should be adapted to meet specific project needs.

Communication and Consultation Strategy

The communication and consultation strategy is a key requirement across all POFP stages to ensure stakeholders are informed about the project. This strategy should generally define:

- Aims and objectives.
- Stakeholders, their role, anticipated level of input, and ability to influence project outcomes.
- Key issues that need to be understood and addressed by the strategy.
- Communications that have occurred to date (which may impact project knowledge/perceptions).
- The types of communication and consultation activities to be implemented for each stakeholder.
- Key messages to be communicated to each stakeholder.
- When communication and consultation activities will occur (integrated with key program milestones).
- The governance structure responsible for developing, endorsing, and implementing the strategy.

Change Management Strategy

The change management strategy is a key requirement across all POFP stages to ensure that the changes arising from a project are clearly documented, understood (and considered manageable), and processes are implemented to facilitate change. This strategy should generally define:

- Aims and objectives.
- How the strategy is linked to the CSP, and integrated with other project strategies.
- A model for identifying, categorising, and ranking the complexity of change required.
- The changes required, stakeholders impacted by change, who is responsible for implementing each change, timeframes for implementation, and strategies to manage change.
- The governance structure responsible for developing, endorsing, and implementing the strategy.

Risk Management Strategy

The implementation of a robust risk management strategy and risk management process is a key requirement across all POFP stages. Key principles underpinning risk management should include:

- A consultative approach to the identification and management of risk.
- Apportionment of responsibility for managing risk to key stakeholders.
- Clear timeframes for implementing risk mitigation strategies.
- Establishing effective governance structures for identifying, monitoring and managing risk.

Workforce Development Strategy

The workforce development strategy is a key requirement to clearly link the project with the strategies required to deliver the proposed workforce in line with the program. This strategy should generally define:

- The impact of the project on the staff profile.
- How the strategy is linked to the CSP, and integrated with other project strategies.
- Key workforce issues that need to be addressed to successfully implement the project.
- Workforce recruitment, retention, retraining and reduction strategies applicable to the project, and timeframes for when each should occur.
- The governance structure responsible for developing, endorsing, and implementing the strategy.

Engineering and Building Services Infrastructure Strategy

Engineering and building services infrastructure is a key enabler to health service delivery and an important component across all POFP stages. This strategy should generally define the:

- Process undertaken to develop the strategy.
- Configuration and capacity of existing services infrastructure.
- Requirements of the Building Code of Australia (BCA), Australian Standards, Technical Series 11
 Engineering Services and Sustainable Development Guidelines (TS-11), and other AHS or DOH
 requirements.
- Key drivers of the services infrastructure strategy e.g. designing the system to accommodate staged facility development, providing good access for ongoing serviceability, investing in ESD strategies.
- Proposed systems, capacity requirements, spatial requirements, and configuration.

Project Completion Plan

The project completion plan is a comprehensive plan that documents activities, resources and timeframes relating to building completion, construction and operational commissioning, and the handover process prior to service commencement. It should also clearly articulate the process to be followed for notification and rectification of building defects over the liability period, and any requirements of the delivery contractor for the post occupancy evaluation.

Issues to be considered when developing the project completion plan (this is not an exhaustive list) include:

- The core components of the project completion plan should be endorsed by key stakeholders early in the planning process to ensure that it meets their needs.
- It should be developed with review and input from a multidisciplinary team (e.g. including health planners, asset management, engineering and maintenance, heads of Departments).
- It needs to be continually updated when changes occur so that it continues to meet the needs of stakeholders.
- The requirements set out in the communication and consultation strategy, change management strategy, and workforce development strategy and how these are integrated into the project completion plan.

Key requirements and or inputs to the project completion plan (this is not an exhaustive list) include:

- Performance testing (including witnessing and certification) of the building and its system to ensure it is ready for occupation.
- Collation and handover of building and system documentation (e.g. as built drawings, operational manuals).
- Asset management plan (e.g. with schedules timeframes for testing and maintenance).
- Demonstrations of building and system functions.
- Workplace orientation and training of staff.

Key Activities Supporting the POFP

The POFP requires the undertaking of several key activities to support the planning and implementation process. These are critical to the project's success and typically require a strategic approach that reflects the overall project timeframes and parameters.

In establishing the program for each POFP stage, it is important that sufficient time is provided to complete these activities based on project specific factors (e.g. complexity, extent of stakeholder involvement in the project, gateway review requirements, approvals processes). A generic approach to these activities is provided below as a guide only, and should be adapted to meet specific project needs.

Operational Policy Development

Operational policies play a critical role in the implementation of desired service models, achievement of service objectives, anticipated benefits, recurrent cost targets, and facility design. In recognition of this, the POFP requires a detailed assessment of existing operational policies and the proposed continuation or formulation of new operational policies to meet the endorsed service needs and objectives. The AHFGs provide an overview of the operational policies that should be considered during the POFP.

Operational policy development should occur through a structured and consultative process which broadly comprises the following two phases. It is critical in both phases that operational policies are reviewed and (where required) updated in response to changing planning parameters.

Phase 1 involves the development of operational policies which provide a framework for the operational planning and management of the proposed service procurement. These should:

- Be clearly linked to the models of care and new ways of working in the CSP.
- Be documented early in the planning process (as part of Stage 1 SPP) as it facilitates the development and assessment of options and how these meet the service needs and objectives.
- Reflect the role of the proposed service procurement within the clinical network, AHS, or state, and the
 requirements of statewide operational policies or practices (e.g. those undertaken or proposed by HSS).

Phase 2 comprises the development of detailed operational policies for Health Planning Units (HPUs) as part of the Project User Group design brief process (in Stage 2 Project Definition Plan and which may be refined during design development in Stage 3 Project Implementation). It is important that the overarching operational policies are reaffirmed, and if required updated and endorsed, prior to undertaking this process to provide parameters for the PUG, and to ensure a consistency of operational policies across HPUs. Combined, the overarching and detailed HPU operational policies are a key input to concept design planning.

When developing overarching and detailed HPU operational policies it is also important that the changes required are effectively captured and understood, translated to the change management strategy, and strategies and timeframes defined to facilitate the change.

Options Analysis

The POFP requires a robust assessment of options to meet the endorsed service need. This may comprise capital and non-capital solutions, and must include assessment of the option set out in the AASP, and an option which comprises minimal capital expenditure to keep a facility operational even if this does not meet the endorsed service needs. The options assessment should occur in two phases (both of which are generally completed in Stage 1 SPP).

Phase 1 (also referred to as the long list options analysis) comprises the identification and assessment of the full range of options to meet the endorsed service need and short-listing options for further analysis. The purpose of this is to ensure that a robust analysis of all viable options has been undertaken to determine which options are taken forward. This is an important step required by the NSW Government to ensure the efficient allocation and use of health resources. It is important that the process, methodology, assessment and decision making, and outcomes (which options have been discarded or retained as viable options and the reasons for this) is transparent and clearly documented.

Phase 2 comprises a pre-Value Management Study (VMS) which considers the level of rigour applied to options development and readiness to proceed to the VMS e.g. confirming that viable options have been developed in sufficient detail to enable a robust qualitative and quantitative assessment at VMS. This is followed by the VMS which comprises a robust assessment of viable options to determine, in consultation with key stakeholders, the preferred option.

Financial Impact Statement

The Financial Impact Statement (FIS) describes the current and projected recurrent costs of the proposed facility solution. The NSW Department of Health has developed a template which guides stakeholders in developing the FIS, and takes account of a range of factors such as the service benefits of the proposed facility solution, current and projected service activity, operational policies, workforce profile, opportunities for service efficiencies, and the overall recurrent costs of the proposed facility solution.

Important issues to be considered in developing the FIS include:

- It should be undertaken by a multidisciplinary team (e.g. with financial, health planning, operational planning expertise) early in the project.
- It needs to be "refreshed" to reflect iterative changes in the planning process so it accurately reflects the scope and recurrent costs of the facility solution.
- It should include increasing definition of recurrent costs and the basis of those costs as detailed information becomes available throughout the POFP.

Economic Appraisal

NSW Treasury requires an Economic Appraisal (EA) to be conducted on all projects valued at \$10 million and above. Both NSW Treasury and the NSW Department of Health have developed guidelines to support stakeholders in developing the EA. These guidelines identify the range of quantitative and qualitative factors to be evaluated in assessing the economic benefits of options to meet the service need.

Important issues to be considered in developing the EA include:

- It should be undertaken by a multidisciplinary team (e.g. with economic, health planning, project planning expertise) early in the project.
- It is underpinned by outputs generated in the SPP and PDP and needs to be "refreshed" to reflect iterative changes in the planning process so it accurately reflects the scope and economic benefits of the facility solution.

Gateway Review

The POFP is integrated with NSW Treasury's reporting and monitoring requirements, a key component of which is the gateway review system. This comprises the application of high level, structured reviews at critical points (or gates) in the planning and implementation process by a small team of independent persons. Issues which should be considered in planning for and undertaking a gateway review include:

- Consulting with NSW Treasury early in the process to provide a project overview, confirm the timing of the review, and seek general agreement on the logistics and persons to be interviewed.
- Considering the requirements of the pertinent gateway review workbook early in the process to ensure that the dual requirements of the DOH and NSW Treasury are met.
- Appropriate forward planning and sequencing of activities to be undertaken for the review. This includes both the timely completion of POFP activities to meet the review requirements, and the appropriate scheduling of specific gateway review activities e.g. providing sufficient time between submission of gateway documentation and the planning day for review of documentation, providing sufficient time between the planning day and review day to enable further information to be provided or changes to the proposed interview schedule to be accommodated (if required).
- Completing the Project Profile Assessment (PPA) tool which provides a rating or index for the project, and guides NSW Treasury in establishing the review team and the skills required by that team.
- Considering how to present the gateway review documentation in order that it can be easily navigated and clearly articulates how the gateway review success factors and indicators have been met.
- Ensuring that any specific requirements for the review day are met e.g. teleconferencing facilities.

Aboriginal Health Impact Statement

A mandatory requirement of the POFP is completion of an Aboriginal Health Impact Statement (AHIS). The purpose of the AHIS is to ensure that the needs and interests of Aboriginal people are embedded into the development, implementation and evaluation of all NSW Health initiatives.

The AHIS comprises two elements; a declaration as to whether or not the specific initiative will impact on the health of Aboriginal people, and a checklist detailing how the needs and interests of Aboriginal people have been elicited and incorporated where appropriate.

POFP

POFP guidelines have been developed for projects valued \$10 million and above, and projects valued less than \$10 million (in full and summary versions). These can be obtained from the DOH website at www.health.nsw.gov.au. Users are encouraged to access the website to obtain the current guidelines.

The Strategic Procurement and Business Development Branch, NSW Department of Health, is responsible for maintaining the POFP. Input or questions on the POFP may be directed as follows:

Website www.health.nsw.gov.au/assets

Email POFP@health.nsw.gov.au

Post Strategic Procurement and Business Development

NSW Department of Health

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POFP Pre-Commencement Checklist

The following POFP pre-commencement checklist describes the planning activities which should be available prior to commencing the POFP. This is critical to ensuring that the project parameters are clearly articulated and endorsed by key stakeholders prior to POFP commencement.

CHECKLIST OF PLANNING ACTIVITIES TO BE AVAILABLE PRIOR TO COMMENCING THE POFP				
Objectives	 All planning documentation pertaining to the project is available to HI Detailed clinical service planning demonstrates the service need Clearly defined project scope to address in the POFP Clearly defined facility planning parameters to be adhered to in the POFP 			
Overview	The following documentation should be complete and endorsed prior to commencing the POFP: Area Healthcare Service Plan Clinical Services Plan or Statement of Service Need Area Asset Strategic Plan Site Master Plan			

Stage 1 Service Procurement Plan (SPP)

1.1 SPP Overview

STAGE 1: SERVICE PROCUREMENT PLAN PROJECTS VALUED \$10M AND ABOVE

Objectives

- Undertake a robust analysis of options to meet the endorsed service need
- Identify the preferred option to meet the endorsed service needs (in some cases there
 may be more than one preferred option taken forward into PDP)
- Identify preliminary capital and recurrent costs of the preferred option
- Gain endorsement of the SPP by the AHS, HI, and DOH

Overview

The SPP is completed for projects valued \$10 million and above following an instruction to proceed from the DG DOH to the CE HI. The instruction to proceed will set out the endorsed CSP (or service need) and project parameters, and the DG DOH would be required to endorse any subsequent changes from it.

The purpose of the SPP is to assess a broad range of options to meet the endorsed service needs. This may include capital and non-capital solutions e.g. a new or refurbished facility, procuring new equipment, or reconfiguring how services are delivered. The SPP must assess the option in the AASP and an option which comprises minimal capital expenditure to keep a facility operational even if this does not meet the endorsed service needs.

Key processes in developing the SPP are:

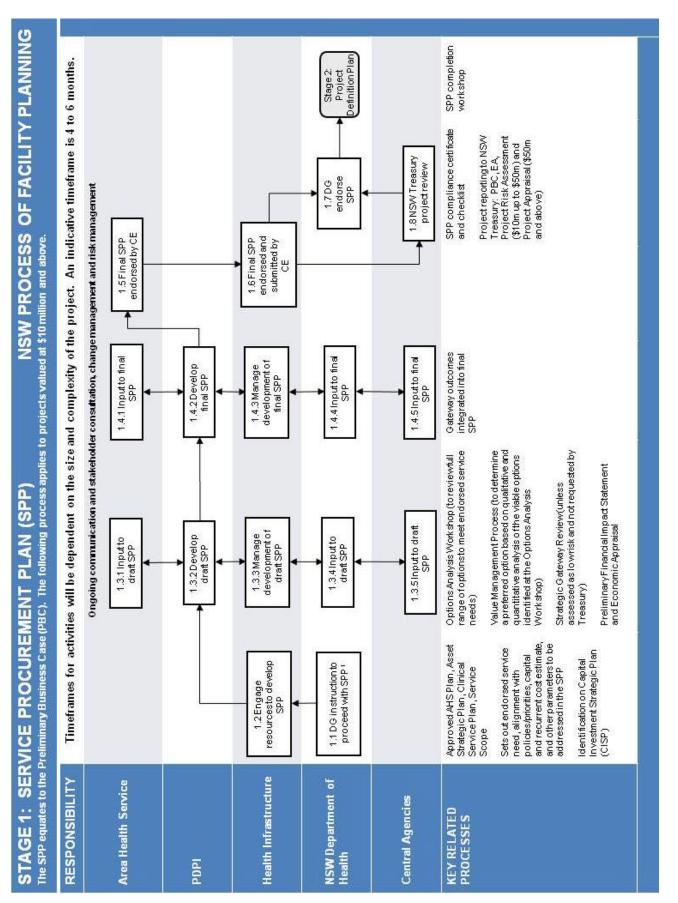
- Developing project and organisation strategies to support the SPP e.g. communication and consultation, change management, risk management.
- Completing an options analysis workshop which identifies the full range of options to meet the endorsed services needs and which viable options are retained for further analysis.
- Completing a Value Management Study (VMS) to determine a preferred option based on a qualitative and quantitative analysis of viable options identified through the options analysis workshop.
- Conducting a Strategic Gateway Review (unless the project is assessed as low risk and not requested by NSW Treasury) which assesses the project against seven key criteria to determine whether sound planning processes have been implemented. The timing of this is important to enable the review outcomes to be incorporated into the final SPP and ongoing planning.

The SPP concludes by recommending a preferred option that is considered to be the most efficient and effective way to meet the endorsed service needs.

HI submits the SPP to the DG DOH for endorsement, and at the same time provides a project report to NSW Treasury. In considering SPP endorsement, the DG DOH will take into account any input from NSW Treasury.

Once endorsed the project may proceed to Stage 2 PDP. This represents endorsement of the preferred option, not project funding which is sought following PDP endorsement.

1.2 SPP Process Map



STAGE 1: SEI	RVICE PROCUREMENT PLAN PR	ROJECTS VALUED \$10 MI	LLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
1.1 DG instruction to proceed with SPP	 The DG DOH will provide an instruction to proceed with the SPP to HI which sets out: The endorsed service needs. Alignment with NSW Government and AHS policies, plans and priorities (e.g. State Plans, DOH strategic planning, AHSP, AASP). An indicative capital cost estimate based on the option in the AASP. A summary of the physical configuration of the preferred option in the AASP (e.g. new build). An indicative recurrent cost estimate. Any other project specific parameters (e.g. fast tracking the POFP to meet specific project timeframes). The DG DOH would be required to endorse any subsequent change to the instruction to proceed. HI, in discussion with the AHS and DOH, will determine the most efficient and relevant method to plan and procure the facility in response to the service need within the POFP parameters. 	 Endorsed service need: AHSP CSP Specific service needs AASP Service need identified on CISP 	DG DOH instruction to proceed DG notification to AHS of intent to proceed with SPP SPP aligned with strategic planning
1.2 Engage resources to develop SPP	HI is responsible for engaging resources to develop the SPP. Key processes required for this include developing a project brief, establishing a tender evaluation committee, developing a tender evaluation plan, evaluating tenders, and appointing the preferred tenderer.	DG DOH instruction to proceed NSW Government Code of Practice for Procurement Tender evaluation committee Tender evaluation and assessment	CE HI notify DG DOH and AHS of tender outcome CE HI notify tenderers of outcome
1.3.1 Input to draft SPP	The AHS is a key stakeholder requiring input to the development of all draft SPP components. The AHS is also responsible for developing the FIS and managing its endorsement by DOH, and for leading key processes supporting the SPP e.g. overarching operational policy development, communication and consultation, change management.	SPP template Project governance structure FIS template Operational policy development guideline AHS review draft SPP	AHS input to draft SPP Draft FIS endorsed SPP compliant with requirements AHS lead key processes supporting the SPP
1.3.2 Develop draft SPP	The PDPI is responsible for developing the draft SPP in consultation with key stakeholders, and in accordance with the SPP template and compliance certificate. The PDPI reports on project issues to the project governance structure, and is accountable to HI. Key processes in developing the draft SPP are: Developing a service delivery plan which clearly articulates the objectives, endorsed service need, parameters, governance structure, methodology and program	SPP template Project governance structure Endorsed service need DG DOH instruction to proceed	SPP compliant with requirements Endorsed service delivery plan Clear stakeholder

STAGE 1: SER	RVICE PROCUREMENT PLAN PF	ROJECTS VALUED \$10 M	ILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
	supporting the SPP. Completing an options analysis	SPP template	understanding of deliverables
	workshop which identifies the full range of options to meet the endorsed services needs and identified viable options for further analysis. This must include the option in the AASP and an option which comprises minimal capital expenditure to keep a facility operational even if this does not meet the endorsed service needs. Completing a VMS to determine a	Endorsed service need SPP template Options analysis guideline	Options analysis report identifying viable options
	preferred option based on a qualitative and quantitative analysis of the viable options identified through the options analysis workshop (in some cases more than one preferred option may be taken forward into Stage 2 PDP). This comprises a pre-VMS, circulation of background information prior to VMS, and the assessment of viable options at the VMS (additional options may also be identified).	SPP template Options analysis guideline Options analysis report identifying viable options Pre-VMS	Endorsement of preferred option VMS report
	Conducting a Strategic Gateway Review which assesses the project against seven key criteria to determine whether sound planning processes have been implemented. The timing of this is important and should enable the draft SPP to be reviewed by key stakeholders and updated prior to submission for the review, and the review outcomes to be incorporated into the final SPP and ongoing planning.	Strategic Gate Review Workbook Gateway Review guideline Consultation with NSW Treasury regarding timing and logistics Project Profile Assessment (PPA) Gateway documentation Planning day Review day	Strategic Gate Review Report
1.3.3 Manage development of draft SPP	HI is responsible for managing the PDPI and the development of the draft SPP. HI is a key stakeholder requiring input to the development of all draft SPP components, and is also responsible for leading some SPP processes (with the PDPI).	SPP template Project governance structure HI review draft SPP PDPI project reports	SPP compliant with requirements Effective project monitoring
1.3.4 Input to draft SPP	DOH is a key stakeholder requiring input to the development of all draft SPP components. DOH is responsible for endorsing continued compliance with the endorsed service need, and endorsing the draft FIS.	SPP template Project governance structure DOH consolidated review of draft SPP Draft FIS	SPP compliant with requirements Draft FIS endorsed
1.3.5 Input to draft SPP	Central agencies are key stakeholders which may require input to the draft SPP.	SPP template Project governance structure Central agencies review draft SPP	SPP compliant with requirements
1.4.1 Input to	The AHS is a key stakeholder requiring	SPP template	AHS input to final

STAGE 1: SEI	RVICE PROCUREMENT PLAN PR	ROJECTS VALUED \$10 M	ILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
final SPP	input to the final SPP. The AHS is also responsible for developing the FIS and managing its endorsement by DOH, and for leading key processes supporting the SPP.	Project governance structure FIS template AHS review final SPP	SPP Final FIS SPP compliant with requirements AHS lead key strategies supporting the SPP
1.4.2 Develop final SPP	The PDPI is responsible for developing the final SPP in consultation with key stakeholders. The final SPP will address issues raised at Strategic Gateway Review and include the SPP compliance certificate certified by the PDPI. The PDPI is responsible for gaining endorsement of the final SPP by the project governance structures prior to initiating formal endorsement through the AHS CE.	SPP template Draft SPP Project governance structure Strategic gateway review report Project governance review SPP SPP compliance certificate	SPP compliant with requirements SPP endorsed by project governance structure SPP compliance certificate endorsed by PDPI
1.4.3 Manage development of final SPP	HI is responsible for managing the PDPI and the development of the final SPP. HI is a key stakeholder requiring input to the final SPP.	SPP template Project governance structure HI review final SPP PDPI project reports	SPP compliant with requirements Effective project monitoring
1.4.4 Input to final SPP	DOH is a key stakeholder requiring input to the final SPP. DOH is responsible for endorsing continued compliance with the endorsed service need, and the final FIS.	SPP template Project governance structure DOH consolidated review of final SPP Final FIS	SPP compliant with requirements Final FIS endorsed
1.4.5 Input to final SPP	Central agencies are key stakeholders which may require input to the final SPP.	SPP template Project governance structure Central agencies review final SPP	SPP compliant with requirements
1.5 Final SPP endorsed by CE	The AHS CE is required to endorse the final SPP and certify the SPP compliance certificate. These are then submitted from the AHS CE to the CE HI for endorsement.	Final SPP SPP compliance certificate endorsed by PDPI AHS review final SPP	Final SPP and compliance certificate endorsed by AHS CE and submitted to HI
1.6 Final SPP endorsed and submitted by CE	The CE HI is required to endorse the final SPP and certify the SPP compliance certificate. These are then submitted to the DG DOH for endorsement. At the same time, HI provides a project report to NSW Treasury which includes the SPP, PPA (for projects valued between \$10m and less than \$50m) and project appraisal (for projects \$50m and above).	Final SPP and SPP compliance certificate endorsed by AHS CE HI review of final SPP against SPP template and DG instruction to proceed NSW Treasury appraisal and monitoring requirements	Final SPP and compliance certificate endorsed by HI CE and submitted to DG DOH Project report to NSW Treasury
1.7 DG endorse SPP	In considering endorsement of the final SPP, the DG DOH will obtain input from relevant DOH branches and take into account any input from NSW Treasury. This represents endorsement of the preferred option, not project funding	Final SPP and compliance certificate endorsed by HI CE NSW DOH branch consolidated review of	Final SPP endorsed by DG DOH DG DOH approval to proceed to Stage 2

STAGE 1: SERVICE PROCUREMENT PLAN PROJECTS VALUED \$10 MILLION AND ABOVE				
Reference	Description	Process Inputs	Process Outputs	
	which is sought following PDP endorsement.	final SPP against SPP template and DG instruction to proceed NSW Treasury input		
1.8 NSW Treasury project review	NSW Treasury conducts a project review and may provide input to the DG DOH.	HI project report Review of project report	NSW Treasury input to DG DOH NSW Treasury endorsement	

1.3 SPP Roles and Responsibilities

The roles and responsibilities of key stakeholders in the SPP is summarised below. This is followed by a detailed matrix linking roles and responsibilities to the SPP process map and specific activity requirements in the SPP template. This is a general guide, and may be re-defined to meet specific project needs.

Service Procurement Plan	
Area Health Service	 Input to development of the SPP Develop and implement the communication and consultation, change management, and workforce development strategy Develop operational policies Participate in Strategic Gateway Review Participate in project governance structure Develop the FIS using a multidisciplinary team Review and endorse the SPP Submit the SPP to HI (with completed compliance certificate)
PDPI	 Develop the SPP Establish and participate in project governance structure Develop and implement the risk management strategy Lead the Strategic Gateway Review Submit the SPP to the AHS CE (with compliance certificate) Manage other SPP service providers and consultants
Health Infrastructure	 Manage development of the SPP Support the Strategic Gateway Review Participate in project governance structure Review and endorse the SPP Submit the SPP to the DG DOH (with compliance certificate) Project reporting to NSW Treasury
NSW Department of Health	 Input to development of the SPP Participate in project governance structure Participate in the Strategic Gateway Review Review and endorse the FIS Review and endorse the SPP
Central Agencies	 Participate in project governance structure Input to development of the SPP Support the Strategic Gateway Review Project review and input to DG DOH Review and endorse the SPP

Note: The PDPI has overarching responsibility for project planning and will therefore have a level of involvement in all SPP activities.

Key					
R-Responsible	M-Manage	E-Endorse	S-Support	I-Informed	- No
Accountable for the	Contractual	Formal	Contribute to /	Informed about the	involvement
activity or output	management	endorsement of	advise on activity or	activity or output	
	responsibility	activity or output	output		

SPP Process Map Reference and Key Activities	AHS	PDPI	HI	DOH	CA
1.1 DG instruction to proceed with SPP		-		R	
1.2 Engage resources to develop SPP	S	-	R	- 1	-
Establish tender evaluation committee and develop tender evaluation plan	S	-	R	- 1	-
Evaluate tenders and engage preferred tenderer	S	-	R	- 1	-
1.3.1-1.3.5 Develop draft SPP	S	R	М	S	S
Develop service delivery plan	- 1	R	Е	- 1	- 1
Policy and Statutory Requirements Supporting the SPP					
Compliance with policy and planning framework	R	S	- 1	Е	-
Aboriginal Health Impact Statement	R	-	-	- 1	-
Pre-Design environment performance report	S	R	- 1	-	-
Conservation management plan	S	R	- 1	1	-
Options Development					
Options development	S	R	M	S	-
Options analysis workshop (long list to viable options)	S	R	M	S	S
Pre-Value Management Study	S	R	M	S	S
Value Management Study (viable options to preferred option/s)	S	R	M	S	S
Key Strategies Supporting the SPP					
Communication and consultation strategy	R	S	S	S	- 1
Change management strategy	R	S	S	S	- 1
Overarching operational policy development	R	S	- 1	S	-
Workforce development strategy	R	S	S	S	- 1
Access, traffic and car parking strategy	S	R	-	- 1	-
Risk management plan (planning and implementation)	S	R	E	S	- 1
Program, Cost Planning, and Financial Analysis					
Project program	S	R	S	- 1	-
Cost estimates and cost plan report (with cashflow, funding source)	- 1	R	S	- 1	-
Financial Impact Statement	R	S	- 1	Е	- 1
Economic Appraisal	S	S	R	- 1	- 1
Strategic Gateway Review					
Project profile assessment tool	- 1	R	Е	- 1	- 1
Review coordination and management	S	R	S	S	S
Prepare and submit gateway review documents	S	R	S	S	- 1
Gateway review planning day	S	R	S	- 1	S
Gateway review day	S	R	S	S	S
Gateway review report	-	-	- 1	-	R
1.4.1-1.4.5 Develop final SPP	S	R	M	S	S
Final SPP and SPP compliance certificate to AHS	- 1	R	- 1	- 1	- 1
1.5 Final SPP endorsed by CE	R	1	1	1	1
Final SPP and SPP compliance certificate to HI CE	R	I	I	I	I
1.6 Final SPP endorsed and submitted by CE	S	S	R	1	- 1
Project report to NSW Treasury	-	-	R	I	I
1.7 DG endorse SPP	-	-	S	Е	- 1
Final SPP and SPP compliance certificate certified	-	-	S	R	I
DG notify HI/AHS of SPP approval (\$10m-\$50m and not high risk)	- 1	-	I	R	I
1.8 NSW Treasury project review	-	-	S	- 1	R

Note: HI may directly engage service providers to undertake SPP activities e.g. development of the Economic Appraisal.

1.4 References and Resource Materials

SPP References and Resource Materials	Website
Australasian Health Facility Briefing System	www.healthdesign.com.au/nsw.hfg/hfbs.htm
Australasian Health Facility Guidelines	www.healthfacilityguidelines.com.au/
NSW DOH, Engineering Services and Sustainable Development Guidelines, Technical Series 11, December 2007 (version 2.0)	www.healthfacilityguidelines.com.au/hfg_content/guidelines/hfg_ts11_complete(2)_1-168.pdf
NSW DOH, Gateway Review Guideline	www.health.nsw.gov.au/resources/assets
NSW DOH, Interim Guidelines for the Economic Appraisal of Capital Projects, June 2008	www.health.nsw.gov.au/policies/gl/2008/pdf/GL2008 _013.pdf
NSW DOH, Facility Guidelines, Post Occupancy Evaluation Guideline, Final Issue – February 2007	www.fbe.unsw.edu.au/CHAA/downloads/NSWHFG_POE_Guidelines_FINAL_Feb2007.pdf
NSW DOH, Financial Impact Statement Template	http://www.health.nsw.gov.au/resources/assets/fis_t emplate.pdf
NSW DOH, Options Analysis Guideline	www.health.nsw.gov.au/resources/assets
NSW DOH, Schedules of Accommodation	www.health.nsw.gov.au/resources/assets
NSW DOH, SPP Template	www.health.nsw.gov.au/resources/assets
NSW DOH, SPP Compliance Certificate	www.health.nsw.gov.au/resources/assets
NSW DOH, Standard Facility Cost Planning Guidelines	www.healthfacilityguidelines.com.au/hfg_content/guidelines/hfg_cost_planning_guidelines_definition_7_13.pdf
NSW Department of Planning, Guidelines on Conservation Management Plans	www.heritage.nsw.gov.au/docs/hm_conservationma n2002.pdf
NSW Government, Code of Practice for Procurement	www.treasury.nsw.gov.au/procurement/cpfp_ig
NSW Government, NSW Government Procurement Guidelines, Draft Capital Project Estimating (for Construction), December 2006	www.managingprocurement.commerce.nsw.gov.au/ nsw_government_guidelines/capital_project_estimat ing.pdf
NSW Government, Procurement Policy	www.treasury.nsw.gov.au/data/assets/pdf_file/000 4/3955/tpp04-1.pdf
	www.nswprocurement.com.au/home.aspx
NSW Government, Total Asset Management Policy	www.treasury.nsw.gov.au/tam/tam-intro
NSW Treasury, Economic Appraisal Principles and Procedures Simplified	www.treasury.nsw.gov.au/data/assets/pdf_file/001 8/7416/tpp07-6.pdf
NSW Treasury, Gateway Review System	www.treasury.nsw.gov.au/gateway/gateway_introduction
NSW Treasury, Guidelines for Capital Business Cases, Office of Financial Management, Policy and Guidelines Paper	www.treasury.nsw.gov.au/data/assets/pdf_file/002 0/12953/tpp08-5.pdf
NSW Treasury, NSW Government Guidelines for Economic Appraisals	www.treasury.nsw.gov.au/data/assets/pdf_file/001 6/7414/tpp07-5.pdf
NSW Treasury, Project Profile Assessment	www.treasury.nsw.gov.au/gateway/project_profile_a ssessment_tool
NSW Treasury, Strategic Gate Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review _workbooks

Stage 2 Project Definition Plan (PDP)

2.1 PDP Overview

STAGE 2: PROJECT DEFINITION PLAN PROJECTS VALUED \$10M AND ABOVE

Objectives

- Confirm the scope of the preferred option in the endorsed SPP
- Resolve outstanding issues in the endorsed SPP
- Confirm in detail the scope, capital and recurrent costs of the preferred option
- Gain endorsement of the PDP by the AHS, HI, and DOH
- Gain endorsement of the PDP by the BCC

Overview

The PDP is completed following endorsement of the SPP (where the preferred option requires a capital solution and is valued at \$10 million and above) and an instruction to proceed from the DG DOH to the CE HI.

The instruction to proceed will set out the scope of the preferred option in the endorsed SPP and other parameters to be addressed in the PDP, and the DG DOH would be required to endorse any subsequent material changes from it.

The PDP should provide detailed documentation of the preferred option in the endorsed SPP which may include, but is not limited to:

- The service model, functional relationships, operational policies, and workforce requirements of health planning units;
- Strategies supporting communication and consultation, change management, risk management, workforce, and information management and technology;
- Schedules of accommodation, room data sheets and furniture fitting and equipment lists of health planning units;
- Concept plans articulating drivers, design considerations and policies;
- Robust estimates of capital costs, cashflow, and funding sources;
- Robust estimates of recurrent costs, efficiency gains, and funding sources;
- The recommended procurement methodology and program.

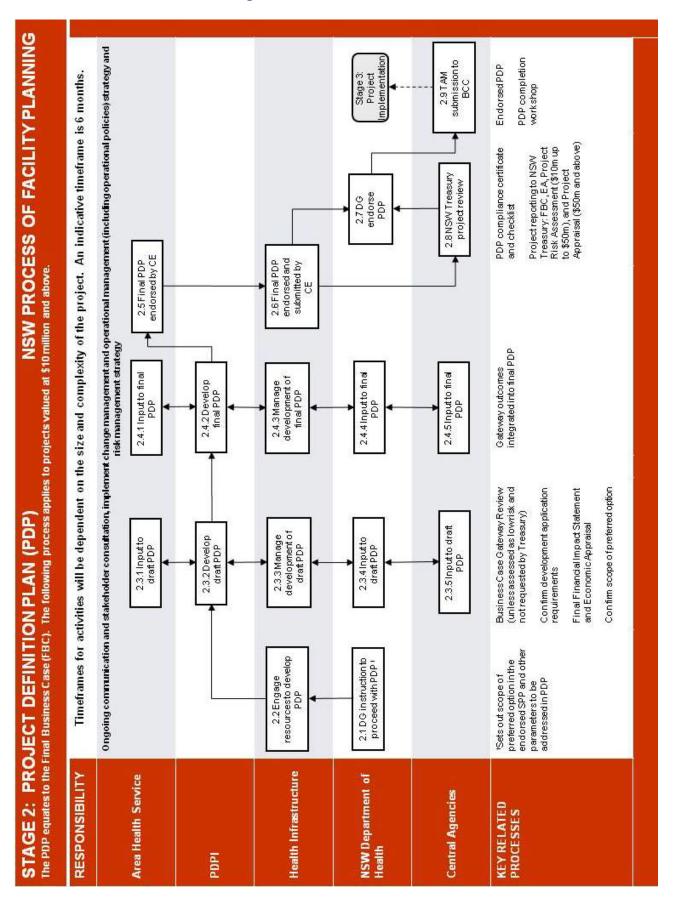
This documentation is critical to ensure that the PDP confirms the scope, capital cost (including cashflow) and recurrent cost of the preferred option.

A Business Case Gateway Review is conducted (unless the project is assessed as low risk and not requested by NSW Treasury) which assesses the project against seven key criteria to determine whether sound planning processes have been implemented. The timing of this is important to enable the review outcomes to be incorporated into the final PDP and ongoing planning.

HI submits the PDP to the DG DOH for endorsement, and at the same time provides a project report to NSW Treasury. In considering PDP endorsement, the DG DOH will take into account any input from NSW Treasury.

Following endorsement of the PDP by the DG DOH it may be submitted as part of the DOH Total Asset Management (TAM) strategy to the BCC for endorsement of project scope, budget and cashflow. Once endorsed, the project may proceed to Stage 3 PI.

2.2 PDP Process Map



STAGE 2: PRO	JECT DEFINITION PLAN F	ROJECTS VALUED \$10 M	ILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
2.1 DG instruction to proceed with PDP	 The DG DOH will provide an instruction to proceed with the PDP to HI which sets out: The scope of the preferred option in the endorsed SPP (in some cases there may be more than one preferred option taken forward, and preferred option would need to be confirmed in the PDP); Any other project specific parameters (e.g. fast tracking the POFP to meet specific project timeframes, parallel development of a Part 3A application). The DG DOH would be required to endorse any subsequent material change to the endorsed SPP or other parameters set out in the instruction to proceed. HI, in discussion with the AHS and DOH, will determine the most efficient and relevant method to plan and procure the response to the service need within the parameters of the POFP. 	Endorsed SPP Service need identified on CISP	DG instruction to proceed to HI DG notification to AHS of intent to proceed with PDP PDP aligned with strategic planning
2.2 Engage resources to develop PDP	HI is responsible for engaging resources to develop the PDP. Key processes required for this include developing a project brief, establishing a tender evaluation committee, developing a tender evaluation plan, evaluating tenders, and appointing the preferred tender.	DG DOH instruction to proceed NSW Government Code of Practice for Procurement Tender evaluation committee Tender evaluation and assessment	CE HI notify DOH and AHS of tender outcome CE HI notify tenderers of outcome
2.3.1 Input to draft PDP	The AHS is a key stakeholder requiring input to the development of all draft PDP components. The AHS is also responsible for developing the FIS and managing its endorsement by DOH, and for leading key processes supporting the SPP e.g. operational policy development, communication and consultation, change management.	PDP template Project governance structure SPP strategies supporting POFP FIS template Operational policy development guideline AHS review draft PDP	AHS input to draft PDP Draft FIS PDP compliant with requirements AHS lead key processes supporting the PDP
2.3.2 Develop draft PDP	The PDPI is responsible for developing the draft PDP in consultation with key stakeholders, and in accordance with the PDP template and compliance certificate. The PDPI reports on project issues to the project governance structure, and is accountable to HI. Key processes in developing the draft PDP are: Developing a service delivery plan which clearly articulates the objectives, endorsed service need,	PDP template Project governance structure Endorsed SPP DOH DG instruction to	PDP compliant with requirements Endorsed service delivery plan

STAGE 2: PROJECT DEFINITION PLAN		PROJECTS VALUED \$10 MILLION AND ABOVE		
Reference	Description	Process Inputs	Process Outputs	
	parameters, governance structure, methodology and program supporting the PDP. Confirming the scope of the preferred option in the endorsed SPP and DG DOH instruction to	proceed PDP template	Clear stakeholder understanding of project deliverables	
	proceed. Developing in further detail strategies to support overarching operational policy development, communication and consultation, change management, risk management, workforce development, and information and communications technology.	SPP strategies supporting POFP Operational policy development guideline	Key strategies supporting the PDP refined Overarching operational policies refined and endorsed	
	 Developing design documentation for HPUs e.g. service model, functional relationships, operational policies, schedules of accommodation, workforce requirements, room data sheets, furniture fitting and equipment etc. Estimating with greater accuracy the capital cost, capital cashflow, and recurrent cost of the preferred option and funding sources. 	Endorsed overarching operational policies Confirm parameters for design briefing and stakeholder engagement	Design brief parameters confirmed Endorsed design briefs (consistent with parameters)	
	 Establishing and confirming the concept planning parameters, the principles underpinning the concept design, and developing concept plans for health planning units aligned with these. 	Endorsed design brief/s, overarching operational policies, concept parameters and principles	Endorsed concept plans (consistent with parameters)	
	■ Conducting a Business Case Gateway Review (where required by NSW Treasury) which assesses the project against seven key criteria to determine whether sound planning processes have been implemented. The timing of this is important and should enable the draft PDP to be reviewed by key stakeholders and updated prior to submission for the review, and the review outcomes to be incorporated into the final PDP and ongoing planning. The PDPI may also be required to	Business Case Gate Review Workbook Gateway Review Guideline Consultation with NSW Treasury regarding timing and logistics PPA Gateway documentation Planning day Review day	Business Case Gate Review Report	
	address other parameters set out in the DOH DG instruction to proceed.			
2.3.3 Manage development of draft PDP	HI is responsible for managing the PDPI and the development of the draft PDP. HI is a key stakeholder requiring input to the development of all draft PDP components, and is also responsible for leading some PDP activities (with the PDPI).	Project governance structure HI review draft PDP PDPI project reports	PDP compliant with requirements Effective project monitoring	
2.3.4 Input to	DOH is a key stakeholder requiring input to the development of all draft PDP	PDP template	SPP compliant with	

STAGE 2: PRO	DJECT DEFINITION PLAN P	PROJECTS VALUED \$10 MILLION AND ABOVE			
Reference	Description	Process Inputs	Process Outputs		
draft PDP	components. DOH is responsible for endorsing continued compliance with the endorsed SPP and service need, and endorsing the draft FIS.	Project governance structure DOH consolidated review of draft PDP Draft FIS	requirements Draft FIS endorsed		
2.3.5 Input to draft PDP	Central agencies are key stakeholders which may require input to the draft PDP.	PDP template Project governance participant Central agencies review draft PDP	PDP compliant with requirements		
2.4.1 Input to final PDP	The AHS is a key stakeholder requiring input to the final PDP. The AHS is also responsible for developing the FIS and managing its endorsement by DOH, and for leading key processes supporting the PDP.	PDP template Project governance structure FIS template AHS review final PDP	AHS input to final PDP Final FIS PDP compliant with requirements AHS lead key processes supporting the PDP		
2.4.2 Develop final PDP	The PDPI is responsible for developing the final PDP in consultation with key stakeholders. The final PDP will address issues raised at Business Case Gateway Review and include a PDP compliance certificate certified by the PDPI. The PDPI is responsible for gaining endorsement of the final PDP by the project governance structures prior to initiating formal endorsement through the AHS CE.	PDP template Draft PDP Project governance structure Business case gate review report Project governance structure review of PDP PDP compliance certificate	PDP compliant with requirements PDP endorsed by project governance PDP compliance certificate endorsed by PDPI		
2.4.3 Manage development of final PDP	HI is responsible for managing the PDPI and the development of the final PDP. HI is a key stakeholder requiring input to the final PDP.	PDP template Project governance participant HI review final PDP PDPI project reports	PDP compliant with requirements Effective project monitoring		
2.4.4 Input to final PDP	DOH is a key stakeholder requiring input to the final PDP. DOH is responsible for endorsing continued compliance with the endorsed SPP and service need, and endorsing the final FIS.	PDP template Project governance structure DOH consolidated review of final PDP Final FIS	PDP compliant with requirements Final FIS endorsed		
2.4.5 Input to final PDP	Central agencies are key stakeholders which may require input to the final PDP.	PDP template Project governance participant Central agencies review final PDP	PDP compliant with requirements		
2.5 Final PDP endorsed by CE	The AHS CE is required to endorse the final PDP and certify the PDP compliance certificate. These are then submitted to the CE HI for endorsement.	Final PDP PDP compliance certificate endorsed by PDPI	Final PDP and compliance certificate endorsed by AHS CE and submitted to HI		

STAGE 2: PROJECT DEFINITION PLAN PROJECTS VALUED \$10 MILLION AND A			
Reference	Description	Process Inputs	Process Outputs
		AHS review final PDP	
2.6 Final PDP endorsed and submitted by CE	The HI CE is required to endorse the final PDP and certify the PDP compliance certificate. The final PDP is then submitted to the DG DOH for endorsement. At the same time, HI provides a project report to NSW Treasury which includes the PDP, PPA (for projects valued between \$10m and less than \$50m) and project appraisal (for projects \$50m and above).	Final PDP and PDP compliance certificate endorsed by AHS CE HI review of final PDP against PDP template and DG instruction to proceed NSW Treasury appraisal and monitoring requirements	Final PDP and compliance certificate endorsed by HI CE and submitted to DG DOH Project report to NSW Treasury
2.7 DG endorse PDP	In considering endorsement of the final PDP, the DG DOH will obtain input from relevant DOH branches and take into account any input from NSW Treasury.	Final PDP and PDP compliance certificate endorsed by HI CE DOH consolidated review of final PDP against PDP template and instruction to proceed NSW Treasury input	Final PDP endorsed by DG DOH DOH TAM submission to BCC
2.8 NSW Treasury project review	NSW Treasury conducts a project review and may provide input to the DG DOH.	HI project report Review of project report	NSW Treasury input to DG NSW Treasury endorsement
2.9 TAM submission to BCC	Following endorsement of the PDP by the DG DOH it may be submitted as part of the DOH integrated TAM strategy (the CISP) to the BCC for endorsement. BCC endorsement includes project scope, budget and cashflow as detailed in the PDP. Once endorsed by BCC, the project may proceed to Stage 3 PI.	Final PDP endorsed by DG DOH and NSW Treasury DOH TAM submission to BCC	BCC endorse PDP PDP completion workshop

2.3 PDP Roles and Responsibilities

The roles and responsibilities of key stakeholders in the PDP is summarised below. This is followed by a detailed matrix linking roles and responsibilities to the PDP process map and specific activity requirements in the PDP template. This is a general guide, and may be re-defined to meet specific project needs.

Project Definition Plan	
Area Health Service	 Input to development of the PDP Participate in project governance structure Develop and implement the communication and consultation, change management, and workforce development strategies Develop operational policies Participate in Business Case Gate Review Develop the Financial Impact Statement using a multidisciplinary team Review and endorse the PDP Submit the PDP to HI (with completed compliance certificate)
PDPI	 Develop the PDP Establish and participate in project governance structure Develop and implement the risk management strategy Lead the Business Case Gateway Review Submit the PDP to the AHS CE (with compliance certificate) Manage other PDP service providers and consultants
Health Infrastructure	 Manage development of the PDP Support the Business Case Gateway Review Participate in project governance structure Review and endorse the PDP Submit the PDP to DG DOH (with compliance certificate) Project reporting to NSW Treasury
NSW Department of Health	 Input to development of the PDP Participate in project governance structure Participate in the Business Case Gate Review Review and endorse the FIS Review and endorse the PDP Develop TAM submission to BCC
Central Agencies	 Participate in project governance structure Input to development of the PDP Support the Business Case Gateway Review Project review and input to DOH Review and endorse the PDP Endorse TAM submission

Note: The PDPI has overarching responsibility for project delivery and will therefore have a level of involvement in all PDP activities.

Key					
R-Responsible	M-Manage	E-Endorse	S-Support	I-Informed	- No
Accountable for the	Contractual	Formal	Contribute to /	Informed about the	involvement
activity or output	management responsibility	endorsement of activity or output	advise on activity or output	activity or output	

PDP Process Map Reference and Key Activities	AHS	PDPI	HI	DOH	CA
2.1 DG instruction to proceed with PDP		-		R	
2.2 Engage resources to develop PDP	S	-	R		-
Establish tender evaluation committee and develop tender evaluation plan	S	-	R		-
Evaluate tenders and engage preferred tenderer	S	-	R	i	-
2.3.1-2.3.5 Develop draft PDP	S	R	М	S	S
Develop project service delivery plan		R	Е		
Policy and Statutory Requirements Supporting the PDP					
Confirmation of the preferred option in the SPP			Е	S	-
Compliance with policy and planning framework	R	S		Ē	-
Aboriginal Health Impact Statement	R	-	-	ı	-
Pre-Design environment performance report	S	R		-	-
Conservation management plan	S	R			-
Key Strategies Supporting the PDP					
Overarching operational policy development	R	S		S	-
Communication and consultation strategy	R	S	S	S	
Change management strategy	R	S	S	S	i
Workforce development strategy	R	S	S	S	i
Information and communications technology strategy	R	S		Ī	-
Access, traffic and car parking strategy	S	R	i	i	_
Facilities management strategy	R	- 1	<u> </u>	i	_
Risk management plan (planning and implementation)	S	R	Ē	S	
Briefing of Health Planning Units for the Preferred Option		11			•
Models of care	R	S	_		_
Functional relationships	S	R	_	l I	_
Operational policies	R	S	_	l I	_
Workforce requirements	R	S	-	-	-
Schedules of accommodation	S	R	1	1	-
Room data sheets	S	R	-	-	
Furniture fittings and equipment requirements	S	R	<u> </u>	I	
Variation Process	<u> </u>	IX			
Submit variation forms for major changes from AHFG's or SOA's	S	R	_	S	_
Endorsement of variations	<u> </u>	-	E	E	_
Design Planning					
Design planning considerations and concept plans	S	R	S	S	_
Program, Cost Planning, and Financial Analysis		- '\	0		
Procurement strategy recommendation	S	R	Е	_	_
Project program	S	R	S		_
Cost estimates and cost plan report (showing cashflow, funding source)	Ī	R	S	i	_
Financial Impact Statement	Ŕ	S		Ė	
Economic Appraisal	S	S	R	1	i
Business Case Gateway Review		J	- 1		
Project profile assessment tool	1	R	Е	ı	
Review coordination and management	S	R	S	S	S
Prepare and submit gateway review documents	S	R	S	S	Ī
Gateway review planning day	S	R	S	Ĭ	S
Gateway review day	S	R	S	S	S
Gateway review day Gateway review report	<u> </u>	-		-	R
2.4.1-2.4.5 Develop final PDP	S	R	M	S	S
Final PDP and PDP compliance certificate to AHS	<u> </u>	R	I	I	Ī
2.5 Final PDP endorsed by CE	R				
Final PDP and PDP compliance certificate to HI CE	R		1	i	i
2.6 Final PDP endorsed and submitted by CE	S	S	R	İ	
Project report to NSW Treasury	<u> </u>	-	R		
2.7 DG endorse PDP			S	R	
Final PDP and PDP compliance certificate certified	<u> </u>	-	S	R	
DG notify HI/AHS of SPP approval (\$10m-\$50m and not high risk)	1		J	R	
2.8 NSW Treasury project review	-		S	I I	R
2.9 TAM submission to BCC	<u>-</u>	-	S	R	I.
2.3 I AIVI SUUITIISSIUTTU DOO		-	3	- 17	

2.4 PDP References and Resource Materials

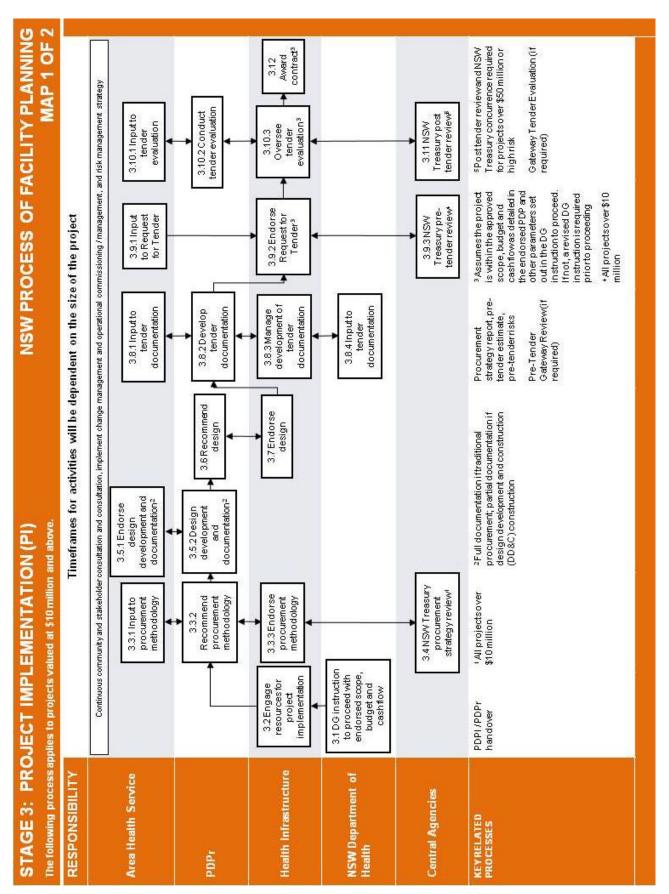
PDP References and Resource Materials	Website
Australasian Health Facility Briefing System	www.healthdesign.com.au/nsw.hfg/hfbs.htm
Australasian Health Facility Guidelines	www.healthfacilityguidelines.com.au/
NSW Department of Planning, Guidelines on Conservation Management Plans	www.heritage.nsw.gov.au/docs/hm_conservationma n2002.pdf
NSW DOH, Engineering Services and Sustainable Development Guidelines, Technical Series 11, December 2007 (version 2.0)	www.healthfacilityguidelines.com.au/hfg_content/guidelines/hfg_ts11_complete(2)_1-168.pdf
NSW DOH, Gateway Review Template	www.health.nsw.gov.au/resources/assets
NSW DOH, Interim Guidelines for the Economic Appraisal of Capital Projects, June 2008	www.health.nsw.gov.au/policies/gl/2008/pdf/GL2008 _013.pdf
NSW DOH, Facility Guidelines, Post Occupancy Evaluation Guideline, Final Issue – February 2007	www.fbe.unsw.edu.au/CHAA/downloads/NSWHFG_POE_Guidelines_FINAL_Feb2007.pdf
NSW DOH, Financial Impact Statement Template	www.health.nsw.gov.au/resources/assets
NSW DOH, Options Analysis Guideline	www.health.nsw.gov.au/resources/assets
NSW DOH, Schedules of Accommodation	www.health.nsw.gov.au/resources/assets
NSW DOH, PDP Template	www.health.nsw.gov.au/resources/assets
NSW DOH, PDP Compliance Certificate	www.health.nsw.gov.au/resources/assets
NSW DOH, Standard Facility Cost Planning Guidelines	www.healthfacilityguidelines.com.au/hfg_content/guidelines/hfg_cost_planning_guidelines_definition_7_13.pdf
NSW Government, Code of Practice for Procurement	www.treasury.nsw.gov.au/procurement/cpfp_ig
NSW Government, NSW Government Procurement Guidelines, Draft Capital Project Estimating (for Construction), December 2006	www.managingprocurement.commerce.nsw.gov.au/ nsw_government_guidelines/capital_project_estimat ing.pdf
NSW Government, Procurement Policy	www.nswprocurement.com.au/home.aspx
NSW Government, Total Asset Management Policy	www.treasury.nsw.gov.au/tam/tam-intro
NSW Treasury, Economic Appraisal Principles and Procedures Simplified	www.treasury.nsw.gov.au/data/assets/pdf_file/00 18/7416/tpp07-6.pdf
NSW Treasury, Gateway Review System	www.treasury.nsw.gov.au/gateway/gateway_introduction
NSW Treasury, Guidelines for Capital Business Cases, Office of Financial Management, Policy and Guidelines Paper	www.treasury.nsw.gov.au/data/assets/pdf_file/00 20/12953/tpp08-5.pdf
NSW Treasury, NSW Government Guidelines for Economic Appraisals	www.treasury.nsw.gov.au/data/assets/pdf_file/00 16/7414/tpp07-5.pdf
NSW Treasury, Project Profile Assessment	www.treasury.nsw.gov.au/gateway/project_profile_a ssessment_tool
NSW Treasury, Business Case Gate Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review _workbooks

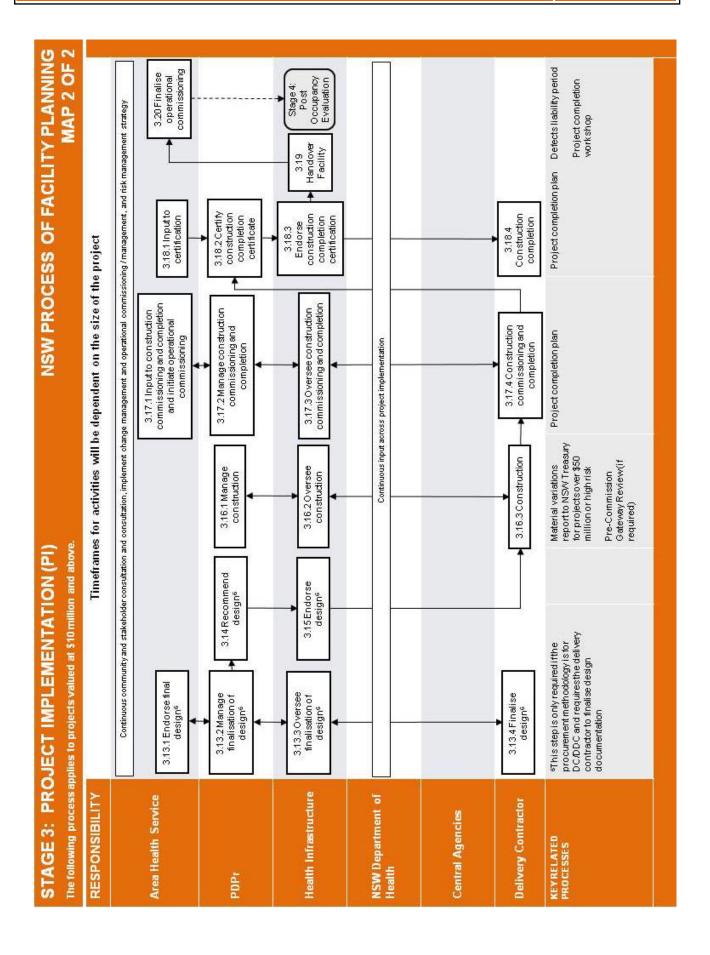
Stage 3 Project Implementation (PI)

3.1 PI Overview

STAGE 3: PRO	DJECT IMPLEMENTATION
PROJECTS VA	LUED \$10M AND ABOVE
Objectives	 Confirm procurement methodology Finalise design and detailed documentation Conduct tender process and award tender contract Construct and commission the facility on program and within endorsed budget Handover the facility for final operational commissioning and operation
Overview	PI is undertaken following an instruction to proceed from the DG DOH to the CE HI which sets out the endorsed project scope, budget, and cashflow as detailed in the PDP and other parameters to be addressed. The DG DOH would be required to endorse any subsequent material change to the PDP or other parameters set out in the instruction to proceed. This process covers design, tender and construct (DTC), design and construct (D&C) and design development and construct (DD&C) procurement methodologies. Where an alternate procurement methodology is used the process will vary. Project implementation may include, but is not limited to:
	 Confirmation of the procurement methodology. Development and endorsement of design and documentation (the level of design prior to award of the tender contract will depend on the procurement methodology e.g. full design if traditional, partial design if DD&C).
	 Conducting a tender process and awarding the tender contract. Finalisation and endorsement of design following award of the tender contract (where a D&C / DD&C procurement methodology is recommended.
	 Submission of development applications through relevant authorities. Construction, construction commissioning, and initial operational commissioning (the level of input required for operational commissioning at this stage will depend on project scope).
	 Construction completion and certification. Handover of the facility to the AHS to finalise operational commissioning and commence operations. In relation to the above activities, it is important to note that: They may only continue if the project remains within the endorsed scope, budget
	 and cashflow set out in the DG DOH instruction to proceed. If not, HI must submit a request to the DG DOH for a revised instruction prior to proceeding. The complexities associated with construction, construction commissioning, handover and operational commissioning will vary based on project scope. Strategies should be implemented to support these processes e.g. project completion plan, communication and consultation, change management. Gateway Reviews may be held at key points including pre-tender, post tender (prior to contract award) and prior to operational commissioning. These reviews assess the project against seven key criteria to determine whether sound planning processes have been implemented. Forward planning and timely completion of these reviews is important to maintain project continuity.

3.2 PI Process Maps





STAGE 3: PROJ	ECT IMPLEMENTATION PF	ROJECTS VALUED \$10 N	MILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
3.1 DG instruction to proceed with endorsed PDP	The DG DOH will provide an instruction to proceed with project implementation to HI which sets out the project scope, budget and cashflow as detailed in the PDP and endorsed at BCC, and other parameters that need to be addressed. The DG DOH would be required to endorse any subsequent material change to the endorsed PDP or other parameters set out in the instruction to proceed.	BCC endorsement Endorsed scope, budget and cashflow consistent with CISP	DG DOH instruction to proceed to HI DG DOH notification to AHS of intent to proceed with PDP implementation PI alignment with CISP
3.2 Engage resources for project implementation	HI is responsible for engaging resources to manage project implementation. Key processes required for this include developing a project brief, establishing a tender evaluation committee, developing a tender evaluation plan, evaluating tenders, and appointing the preferred tender.	DG DOH instruction to proceed NSW Government Code of Practice for Procurement Tender evaluation committee Tender evaluation and assessment	CE HI notify DOH and AHS of tender outcome CE HI notify tenders of outcome
3.3.1 Input to procurement methodology	The AHS is a key stakeholder requiring input to the recommended procurement methodology.	Final PDP PDPr procurement options analysis	Procurement impacts and requirements of AHS understood
3.3.2 Recommend procurement methodology	Following consultation with the AHS and HI and analysis of procurement options, the PDPr recommends the procurement methodology considered to be the most efficient and effective means of delivering the project within identified constraints e.g. risks, cost, benefits, timeframes.	Final PDP PDPI/PDPr handover DG DOH instruction to proceed Endorsed PDP PDPr procurement options analysis	PDPr recommend procurement methodology to HI
3.3.3 Endorse procurement methodology	HI is responsible for endorsing the procurement methodology. In considering endorsement, HI will provide a project report to NSW Treasury for the procurement strategy review (required for projects valued \$10m and above) and take into account their input.	PDPr procurement methodology recommendation	Procurement strategy report to NSW Treasury Endorse procurement methodology
3.4 NSW Treasury procurement strategy review	NSW Treasury may conduct a procurement strategy review and may provide input to HI.	DG DOH instruction to proceed Endorsed PDP Review procurement strategy report	NSW Treasury written concurrence to HI on procurement strategy report Procurement methodology endorsed
3.5.1 Endorse design development and documentation	The AHS is a key stakeholder requiring input to design development and documentation (which should occur through the project governance structure), and is also responsible for endorsing the design documentation.	Design development participant Final design documentation	AHS endorse design documentation
3.5.2 Design development and documentation	The PDPr is required to manage design development and documentation in consultation with the AHS and other key stakeholders. This may comprise: Full design and documentation for	Endorsed procurement strategy DG DOH instruction to proceed Endorsed PDP Parameters	Design documentation completed and endorsed by AHS and project governance structure

STAGE 3: PROJECT IMPLEMENTATION		PROJECTS VALUED \$10 MILLION AND ABOVE		
Reference	Description	Process Inputs	Process Outputs	
	 a DTC procurement methodology; Partial design and documentation for a DD&C procurement methodology; Preliminary design and documentation only for a D&C procurement methodology. The PDPr has a key role during this phase to: Manage stakeholder expectations. Implement a process that provides an efficient and effective interface with the end users of the facility. 	established for design development and stakeholder engagement Schematic design checklist	Design documentation consistent with DG instruction to proceed and other project parameters Completed schematic design checklist	
3.6 Recommend design	The PDPr submits the recommended design documentation to HI for endorsement.	Design documentation endorsed by AHS and project governance structure	PDPr brief to HI with design recommendation	
3.7 Endorse design	HI is responsible for endorsing the design documentation. In doing so, and in consultation with DOH, it will consider its alignment with the endorsed service needs and how it achieves the service and facility objectives in the endorsed PDP.	PDPr brief to HI with design recommendation	Design documentation endorsed	
3.8.1 Input to tender documentation	The AHS is a key stakeholder requiring input to the development of tender documentation.	Project governance structure	Tender documentation incorporates AHS specific requirements	
3.8.2 Develop tender documentation	The PDPr is responsible for developing tender documentation in consultation with key stakeholders. In doing so it is important that: All relevant project and building information is effectively translated to increase consistency and reduce variability in tender responses. NSW Government tendering protocols are adhered to. The specific requirements of the AHS which may impact on the tender response are documented e.g. policies in relation to site access, parking and general use. A pre-tender Gateway Review may also be required depending on the scope of the project e.g. value, level of risk. Following finalisation of the tender documentation, the PDPr submits it to HI for endorsement.	Endorsed design documentation and procurement methodology Pre-tender review of cost estimates and risks Pre-tender gateway review (if required) Pre-tender gateway review workbook	Pre-tender review consistent with endorsed scope, budget and cashflow Tender documentation finalised PDPr brief to HI recommending endorsement of tender documentation	
3.8.3 Manage development of tender documentation	HI is responsible for managing the PDPr and the development of tender documentation. HI is also a key stakeholder requiring input to the development of tender documentation.	NSW Government Code of Practice for Procurement Project governance structure PDPr project reports	Tender documentation compliant with NSW Government requirements Effective project monitoring	
3.8.4 Input to	DOH is a key stakeholder requiring	Project governance	Tender	

STAGE 3: PROJECT IMPLEMENTATION		PROJECTS VALUED \$10 MILLION AND ABOVE		
Reference	Description	Process Inputs	Process Outputs	
tender documentation	input to the development of tender documentation.	structure	documentation incorporates DOH specific requirements	
3.9.1 Input to Request for Tender	The AHS is a key stakeholder requiring input to the request for tender.	Project governance structure	Request for tender incorporates AHS specific requirements	
3.9.2 Endorse Request for Tender	HI is responsible for endorsing the request for tender following consultation with the AHS and DOH. HI will also provide a project report to NSW Treasury for the pre-tender review (required for projects valued \$10m and above) and take into account their input. HI may endorse the request for tender if it is within the project scope, budget, and cashflow detailed in the endorsed PDP and DG DOH instruction to proceed (see 3.1). If not, HI must submit a request to the DG DOH for a revised instruction prior to proceeding.	PDPr brief to HI recommending endorsement of tender documentation Pre-tender review consistent with endorsed scope, budget and cashflow HI pre-tender review to NSW Treasury NSW Treasury input to HI Tender evaluation committee Tender evaluation plan	HI pre-tender review to NSW Treasury Request for tender endorsed	
3.9.3 NSW Treasury pre- tender review	NSW Treasury conducts a pre-tender review and may provide input to HI.	HI pre-tender review NSW Treasury pre- tender assessment	NSW Treasury input to HI	
3.10.1 Input to tender evaluation	The AHS is a key stakeholder requiring input to the tender evaluation.	Tender evaluation committee	Endorse preferred tender	
3.10.2 Conduct tender evaluation	The PDPr is responsible for conducting the tender evaluation and managing the required inputs from HI and the AHS.	Request for tender endorsed Tender evaluation committee Tender evaluation plan endorsed	Recommend preferred tender	
3.10.3 Oversee tender evaluation	HI is responsible for overseeing the tender evaluation. The tender evaluation will only proceed if it is within the project scope, budget, and cashflow detailed in the endorsed PDP and DG DOH instruction to proceed (see 3.1). If not, HI must submit a request to the DG DOH for a revised instruction prior to proceeding. HI will also provide a project report to NSW Treasury for the post tender review (required for projects valued \$50m and above or assessed as high risk using the PPA) and take into account their input.	Request for tender endorsed Tender evaluation and assessment	Endorse preferred tender HI post tender review to NSW Treasury	
3.11 NSW Treasury post tender review	NSW Treasury conducts a post tender review on all projects valued \$50m and above or assessed as high risk using the PPA. For these projects, their written concurrence is required before HI may award the tender contract. A Gateway Tender Evaluation Review may also be required depending on the project scope e.g. value, risk.	HI post tender review DG DOH instruction to proceed Tender evaluation gateway review (if required) Tender evaluation gateway review workbook	NSW Treasury post tender written concurrence of tender outcome to HI Tender evaluation gateway review report	

STAGE 3: PROJ	ECT IMPLEMENTATION P	PROJECTS VALUED \$10 MILLION AND ABOVE			
Reference	Description	Process Inputs	Process Outputs		
3.12 Award contract	HI is responsible for awarding the tender contract. This can only occur if: It is within the project scope, budget, and cashflow detailed in the endorsed PDP and DG DOH instruction to proceed (see 3.1). If not, HI must submit a request to the DG DOH for a revised instruction prior to proceeding. Written concurrence has been obtained from NSW Treasury for projects valued \$50m and above or assessed as high risk.	Preferred tender within scope of DG DOH instruction to proceed NSW Treasury post tender written concurrence of tender outcome Tender evaluation gateway review report (if required)	Contract awarded		
3.13.1 Endorse final design	The AHS is a key stakeholder requiring input to the development of final design and documentation (which should occur through the project governance structure), and is also responsible for endorsing the final design. This step is only required if the procurement methodology is for D&C / DD&C.	Participate in finalisation of design Design finalised	AHS endorse final design		
3.13.2 Manage finalisation of design	The PDPr is required to manage the finalisation of design in consultation with the AHS and other key stakeholders. This step is only required if the procurement methodology is for D&C / DD&C. A process that provides an efficient and effective interface with the end users of the facility is critical.	Endorsed design documentation (see 3.7) DG DOH instruction to proceed Parameters established for finalisation of design and stakeholder engagement	Final design consistent with DG DOH instruction to proceed and other project parameters		
3.13.3 Oversee finalisation of design	HI is responsible for overseeing, and is a key stakeholder requiring input to, finalisation of the design. This step is only required if the procurement methodology is for D&C / DD&C.	Endorsed design documentation (see 3.7) DG DOH instruction to proceed	Final design consistent with DG DOH instruction to proceed and other project parameters		
3.13.4 Finalise design	The delivery contractor is responsible for developing / finalising the design in consultation with the PDPr, HI, AHS and other key stakeholders. This step is only required if the procurement methodology is for D&C / DD&C.	Endorsed design documentation (see 3.7) DG DOH instruction to proceed	Final design consistent with DG DOH instruction to proceed and other project parameters Final design endorsed by AHS and project governance structure		
3.14 Recommend design	The PDPr submits the recommended final design to HI for endorsement. This step is only required if the procurement methodology is for D&C / DD&C.	Final design endorsed by AHS and project governance structure	PDPr brief to HI with design recommendation		
3.15 Endorse design	HI is responsible for endorsing the final design prior to construction. In doing so, and in consultation with DOH, it will consider its alignment with the endorsed service needs and how it achieves the service and facility objectives in the endorsed PDP. This	PDPr brief to HI with design recommendation	Design endorsed		

STAGE 3: PROJ	ECT IMPLEMENTATION PI	ROJECTS VALUED \$10 MILLION AND ABOVE		
Reference	Description	Process Inputs	Process Outputs	
	step is only required if the procurement methodology is for D&C / DD&C.			
3.16.1 Manage construction	The PDPr is responsible for managing construction. It is important that the PDPr adheres to any requirements set out by the local council or NSW DOP in the development application.	Final design Local council or DOP construction parameters	Construction within defined scope and parameters Project reports to HI Material variation reports to HI	
3.16.2 Oversee construction	HI is responsible for overseeing construction.	Final design DG DOH instruction to proceed Local council or DOP construction parameters PDPr project reports PDPr material variation reports	Project reporting to DG DOH against instruction to proceed Project reporting to NSW Treasury Material variation reports to NSW Treasury	
3.16.3 Construction	The delivery contractor is responsible for construction and reports to the PDPr. It is important that robust management, monitoring and reporting processes are implemented between the PDPr, delivery contractor and project governance structures to deliver the project on program and within budget. A key requirement of NSW Treasury to achieve the above is the submission of material variation reports (from the PDPr through HI) for projects valued \$50m and above or assessed as high risk using the PPA. These must be submitted as the variation occur e.g. changes to scope, cost, and timeframes. A Pre-Commissioning Gateway Review may also be required depending on the scope of the project e.g. value, level of risk.	Final design Local council or DOP construction parameters Structured PDPr monitoring, management and reporting processes Material variation reports to PDPr Pre-Commissioning gateway review (if required) Pre-Commissioning gateway review workbook	Construction within defined scope and parameters Regular project reporting and construction management plans to PDPr Material variation reports to NSW Treasury Pre-Commissioning Gateway Review Report	
3.17.1 Input to construction commissioning and completion and initiate operational commissioning	The AHS is a key stakeholder requiring input to construction commissioning and completion and the initiation of operational commissioning.	Development of a project completion plan	AHS requirements for operational commissioning and completion (handover) are met within project completion plan	
3.17.2 Manage construction commissioning and completion	The PDPr is responsible for construction commissioning and completion and ensuring that processes are implemented which provide an efficient and effective interface with the end users of the facility.	Facilitate development of a project completion plan	Project completion plan endorsed by PDPr, AHS, HI, and delivery contractor	
3.17.3 Oversee construction commissioning and completion	HI is responsible for overseeing construction commissioning and completion.	Participate in development of project completion plan PDPr project reports	HI requirements of operational commissioning and completion (handover) plan are met within project completion plan	

STAGE 3: PROJ	ECT IMPLEMENTATION PE	ROJECTS VALUED \$10 I	MILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
3.17.4 Construction commissioning and completion	The delivery contractor is responsible for construction commissioning and completion. A key step in this process is the early engagement of the AHS, end users of the facility and other key stakeholders to undertake initial operational commissioning. This will mitigate the risk of a divergence between construction commissioning and completion and the service and facility objectives in the endorsed PDP (which may not be overcome at a later stage).	Project completion plan	Delivery contractor requirements and obligations within the project completion plan are agreed and clearly understood by stakeholders
3.18.1 Input to certification	The AHS is a key stakeholder requiring input to certification of the construction process and that the construction deliverables in the tender contract have been met.	Construction tender contract Project completion plan	Input to PDPr on achievement of construction deliverables
3.18.2 Certify construction completion certificate	The PDPr is responsible for certifying that the construction deliverables in the tender contract have been met. The PDPr must submit construction completion certificate/s to HI for endorsement.	Construction tender contract Project completion plan	Certify construction completion certificates and submit to HI
3.18.3 Endorse construction completion certification	HI is responsible for endorsing that the construction deliverables in the tender contract have been met. Once certified, HI must provide construction completion certificate/s to the delivery contractor.	Construction tender contract Project completion plan PDPr certified construction completion certificates	Endorse construction completion certificates and issue to delivery contractor
3.18.4 Construction completion	Construction is completed following receipt by the delivery contractor of the construction completion certificate/s from HI.	Construction completion certificates issues by HI to delivery contractor	Construction completion
3.19 Handover facility	HI is responsible for managing the handover of the facility to the AHS for occupation. A 12 month defects liability period follows handover.	Project completion plan Endorsed construction completion certificates	Facility handover completed in line with project completion plan
3.20 Finalise operational commissioning	The AHS is responsible for finalising operational commissioning which was initiated during construction commissioning and completion. Once completed the facility is operational and may proceed into Stage 4 POE.	Project completion plan	Facility commissioning complete Project completion workshop

3.3 PI Roles and Responsibilities

The roles and responsibilities of key stakeholders in PI is summarised below. This is followed by a detailed matrix linking roles and responsibilities to the PI process map and specific activity requirements in PI. This is a general guide, and may be re-defined to meet specific project needs.

Project Implementation	
Area Health Service	 Participate in project governance structure Implement communication and consultation, change management, and workforce development strategy Participate in Gateway Reviews Input to procurement methodology, tender process, tender evaluation Endorse design documentation Input to construction, commissioning and completion Input to certification of construction completion certificate Operational commissioning and completion
PDPr	 Establish and participate in project governance structure Develop tender documentation and conduct tender evaluation Recommend procurement methodology to HI Manage design development and recommend design to HI Lead Gateway Reviews Manage construction, construction commissioning, and completion Certify construction completion certificate
Health Infrastructure	 Participate in project governance structure Endorse procurement methodology Endorse design documentation Manage development of tender documentation Endorse request for tender and oversee tender evaluation Award contract Submit variations to DG DOH instruction to proceed (if required) Oversee construction, construction commissioning, and completion Endorse construction completion certificate Handover the facility to AHS Support Gateway Reviews
NSW Department of Health	 Issue DG instruction to proceed Participate in project governance structure Approve variations to DG DOH instruction to proceed Input to tender documentation Continuous input to construction, construction commissioning and completion Participate in Gateway Reviews
Central Agencies	 Participate in project governance structure NSW Treasury procurement strategy review, pre-tender review, post tender review Support Gateway Reviews
Delivery Contractor	 Finalise design (if DC or DDC) Construction, construction commissioning and completion

Note: The PDPr has overarching responsibility for project delivery and will therefore have a level of involvement in all project implementation activities.

Key					
R-Responsible Accountable for the activity or output	M-Manage Contractual management responsibility	E-Endorse Formal endorsement of activity or output	S-Support Contribute to / advise on activity or output	I-Informed Informed about the activity or output	- No involvement

3.1 DG instruction to proceed 3.2 Engage resources for project implementation Setablish tender evaluation committee and evaluation plan Setaluate tenders and engage preferred tenderer Develop service delivery plan 3.3.1-3.3.3 Recommend and endorse procurement methodology Setablish tenders are setablished.		-				
3.2 Engage resources for project implementation Establish tender evaluation committee and evaluation plan Evaluate tenders and engage preferred tenderer Develop service delivery plan 3.3.1-3.3.3 Recommend and endorse procurement methodology				R	1	-
Establish tender evaluation committee and evaluation plan Evaluate tenders and engage preferred tenderer Develop service delivery plan 3.3.1-3.3.3 Recommend and endorse procurement methodology S		-	Ŕ	I	-	_
Evaluate tenders and engage preferred tenderer Develop service delivery plan 3.3.1-3.3.3 Recommend and endorse procurement methodology S	5	-	R	I	-	-
Develop service delivery plan 3.3.1-3.3.3 Recommend and endorse procurement methodology S		-	R	i	-	-
3.3.1-3.3.3 Recommend and endorse procurement methodology		R	Е			-
	;	R	Е	-	-	-
Procurement strategy report to NSW Treasury -		-	R	-		-
3.4 NSW Treasury procurement strategy review -		-	S	-	R	-
3.5.1-3.5.2 Design development and documentation		R	М	-	-	-
3.6 Recommend design -		R	-	-	-	-
3.7 Endorse design -		S	E	-	-	-
3.8.1-3.8.4 Tender documentation	3	R	М	S	-	-
3.9.1-3.9.3 Endorse request for tender (if within scope of DG	3	-	Е	-	-	-
instruction to proceed)						
Submit variation request to DG instruction to proceed (if req) -		-	R		-	-
Endorse variation request to DG instruction to proceed -		-	1	Е	1	-
Pre-Tender estimate report to NSW Treasury -		-	R	-	1	-
NSW Treasury pre-tender review -		-	S	-	R	-
Pre-Tender gateway review (if required)		R	S	S	S	-
3.10.1-3.10.3 Tender evaluation		R	M	-	-	-
Establish tender evaluation committee and evaluation plan		R	М	- 1	-	-
Evaluate tenders and engage preferred tender (if within scope of	3	S	R	- 1	-	-
DG instruction to proceed)						
Submit variation request to DG instruction to proceed (if req) -		-	R	- 1	-	-
Endorse variation request to DG instruction to proceed (if req)		-		Е	<u> </u>	-
Post-tender review report to NSW Treasury -		-	R	-		-
Tender evaluation gateway review (if required)		R	S	S	S	-
3.11 NSW Treasury post tender review		-	S	-	R	-
NSW Treasury written concurrence (for projects over \$50m or		-	I	-	R	-
high risk)						
3.12 Award contract (if within scope of DG DOH instruction to	'	-	R	-	1	-
proceed) Submit variation request to instruction to proceed (if required)		_	R	- 1	_	-
Submit variation request to instruction to proceed (if required) - Endorse variation request to instruction to proceed (if required) -	-	-	N I	E	-i-	-
3.13.1-3.13.4 Finalise design (only required for D&C or DD&C)		M			<u> </u>	R
3.14 Recommend design -	_	R	-	_		- 1
3.15 Endorse design -		-	Е	_		-
3.16.1-3.16.3 Construction		M		-		R
Submit material variation reports to HI		R	-	-	-	S
Submit material variation reports to NSW Treasury (if project is		-	R	_	1	-
over \$50m or high risk)			- '`		•	
Endorse material variations (HI and/or NSW Treasury if project -			Е	-	Е	
is over \$50m or high risk)		•	_		_	•
Pre-commission gateway review (if required)	3	R	S	S	S	-
3.17.1-3.17.4 Construction completion and commissioning		M		-	-	R
3.18.1-3.18.4 Construction completion		М		-	-	R
Certify construction completion -		R	Ē	-	-	S
3.19 Handover facility -		S	R	-	-	S
3.20 Finalise operational commissioning	2	-	-	-	-	-
Key Strategies Supporting Project Implementation						
Communication and consultation strategy		S	S	S	-	I
Change management strategy R		S	-	-	-	-
Workforce development strategy		-	-	-	-	-
Risk management plan S		R	Е	S	-	S
Project quality plan -		M	Е	-	-	R
Traffic management plan S		M	Е	-	-	R
Construction management plan	3	М	Е	_	-	R
	6	М	E	-	-	R

3.4 PI References and Resource Materials

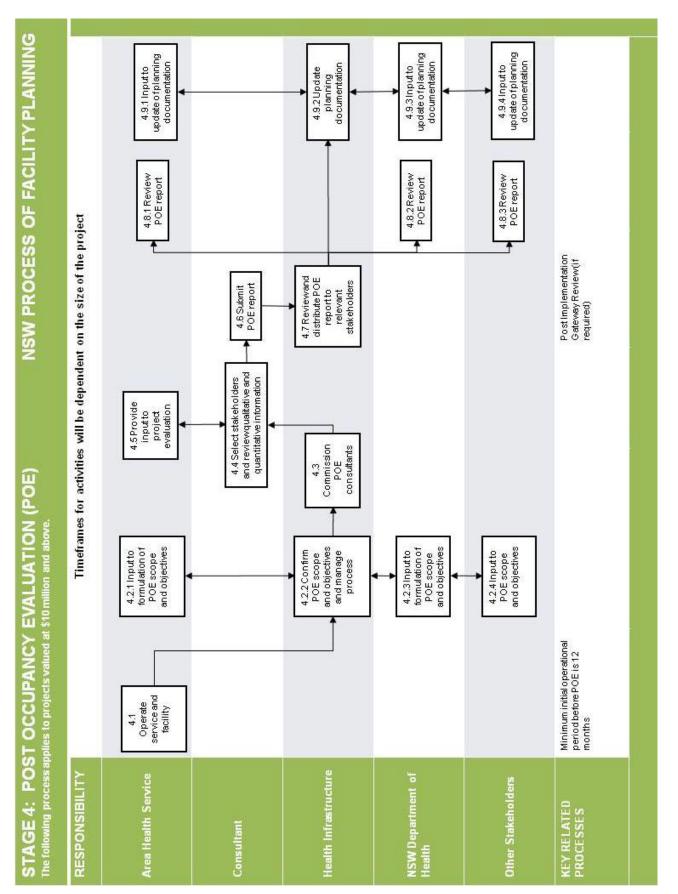
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Australasian Health Facility Guidelines	www.healthfacilityguidelines.com.au/
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NSW DOH, Gateway Review Guideline	www.health.nsw.gov.au/resources/assets
NSW DOH, Interim Guidelines for the Economic Appraisal of Capital Projects, June 2008	www.health.nsw.gov.au/policies/gl/2008/pdf/GL2008 _013.pdf
NSW DOH, Facility Guidelines, Post Occupancy Evaluation Guideline, Final Issue – February 2007	www.fbe.unsw.edu.au/CHAA/downloads/NSWHFG_POE_Guidelines_FINAL_Feb2007.pdf
NSW DOH, Financial Impact Statement Template	www.health.nsw.gov.au/resources/assets
NSW DOH, Schedules of Accommodation	www.health.nsw.gov.au/resources/assets
NSW DOH, Scheme Design Compliance Checklist	www.health.nsw.gov.au/resources/assets
NSW DOH, Standard Facility Cost Planning Guidelines	www.healthfacilityguidelines.com.au/hfg_content/guidelines/hfg_cost_planning_guidelines_definition_7_13.pdf
NSW Department of Planning, Guidelines on Conservation Management Plans	www.heritage.nsw.gov.au/docs/hm_conservationma n2002.pdf
NSW Government, Code of Practice for Procurement	www.treasury.nsw.gov.au/procurement/cpfp_ig
NSW Government, NSW Government Procurement Guidelines, Draft Capital Project Estimating (for Construction), December 2006	www.managingprocurement.commerce.nsw.gov.au/nsw _government_guidelines/capital_project_estimating.pdf
NSW Government, Procurement Policy	www.treasury.nsw.gov.au/data/assets/pdf_file/00 04/3955/tpp04-1.pdf
	www.nswprocurement.com.au/home.aspx
NSW Government, Total Asset Management Policy	www.treasury.nsw.gov.au/tam/tam-intro
NSW Treasury, Economic Appraisal Principles and Procedures Simplified	www.treasury.nsw.gov.au/data/assets/pdf_file/00 18/7416/tpp07-6.pdf
NSW Treasury, Gateway Review System	www.treasury.nsw.gov.au/gateway/gateway_introduction
NSW Treasury, Guidelines for Capital Business Cases, Office of Financial Management, Policy and Guidelines Paper	www.treasury.nsw.gov.au/data/assets/pdf_file/00 20/12953/tpp08-5.pdf
NSW Treasury, NSW Government Guidelines for Economic Appraisals	www.treasury.nsw.gov.au/data/assets/pdf_file/00 16/7414/tpp07-5.pdf
NSW Treasury, Project Profile Assessment	www.treasury.nsw.gov.au/gateway/project_profile_a ssessment_tool
NSW Treasury, Pre-Tender Gate Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review _workbooks
NSW Treasury, Tender Evaluation Gate Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review _workbooks
NSW Treasury, Pre-Commissioning Gate Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review _workbooks

Stage 4 Post Occupancy Evaluation (POE)

4.1 POE Overview

Stage 4: Post Occupancy Evaluation				
Objectives	 Evaluate whether the facility solution is achieving the desired service and facility objectives e.g. meeting the CSP, service benefits, design drivers 			
	 Test the outcomes using a structured process against existing planning documentation e.g. AHFGs, POFP documentation 			
	 Incorporate the outcomes into the peer review process for updating existing project documentation 			
Overview	Post occupancy evaluations (POE) are conducted on selected, not all, projects. It is a robust and structured process which broadly assesses:			
	 Whether the facility solution is meeting the endorsed service need. 			
	 The functionality of the facility and how this compares with the key design requirements and building standards and guidelines. 			
	The process to procure the facility.			
	The benefits of this process includes, but are not limited to:			
	 Identifying issues with the facility solution that need to be refined to maximise the desired objectives. 			
	 Identifying issues that should be considered in the POFP to minimise project risks and maximise service benefits e.g. service efficiency. 			
	 Developing and maintaining a sound evidence base for forward planning of capital projects. 			
	 Enhancing existing documentation supporting the POFP e.g. AHFGs. 			
	 Enhancing the robustness of the procurement of health facilities across NSW. 			
	The timeframe and scope of each POE will be dependent on the projects size, complexity, and desired outcomes.			
	A minimum data set applies to each POE which provides consistency in the way core information is collected and analysed. This also enables comparisons to be made across projects and industry benchmarks to be established or refined.			
	POEs are required by NSW Health policy, linked to the requirements of the NSW Government TAM policy. Where a project is identified as requiring a POE, a budget is set by DOH. Ideally, this budget allowance would be set at the start of a project and incorporated within the overall project funding requirements.			

4.2 POE Process Map



STAGE 4: POST	OCCUPANCY EVALUATION PR	ROJECTS VALUED \$10	MILLION AND ABOVE
Reference	Description	Process Inputs	Process Outputs
4.1 Operate service and facility	The services are operated from the facility for a minimum of 12 months. Following this period, a POE may be completed.	Facility operation	Service and facility Information available for use in POE
4.2.1 Input to formulation of POE scope and objectives	The AHS has a key role in formulating the scope and objectives of the POE in consultation with DOH and HI.	Endorsed PDP DG DOH instruction to proceed Service and facility information	AHS brief to HI with input on POE scope and objectives
4.2.2 Confirm POE scope and objectives and manage process	HI is responsible for determining the scope and objectives of the POE in consultation with key stakeholders. The scope and timeframe for the POE will be dependent on the projects size, complexity, and desired outcomes. The POE will include a minimum data set that is applied to all projects to enable comparisons to be made across projects and industry benchmarks established or refined. This is also consistent with the process set out in the NSW Government TAM policy.	Endorsed PDP DG DOH instruction to proceed AHS and DOH brief with recommended POE scope and objectives DOH POE Guidelines	POE scope and objectives confirmed
4.2.3 Input to formulation of POE scope and objectives	DOH has a key role in formulating the scope and objectives of the POE in consultation with HI. An important component for DOH will be whether the endorsed service need which initiated the POFP (with SPP) is being met and whether this is being achieved within recurrent budget.	Endorsed service need DG DOH instruction to proceed Endorsed PDP Local service and facility information	DOH brief to HI with input on POE scope and objectives
4.2.4 Input to POE scope and objectives	Other stakeholders may require input to the scope and objectives of the post occupancy evaluation.	DG DOH instruction to proceed Endorsed PDP	Brief to HI with input on POE scope and objectives
4.3 Commission POE consultants	HI is responsible for commissioning the POE consultants in line with NSW government protocols. Key processes required for this include developing a POE, establishing a tender evaluation committee, developing a tender evaluation plan, evaluating tenders, and appointing the preferred tender.	NSW Government Code of Practice for Procurement POE scope and objectives confirmed Tender evaluation committee Tender evaluation and assessment	CE HI notify DOH and AHS of tender outcome CE HI notify tenders of outcome
4.4 Select stakeholders and review qualitative and quantitative information	The consultant engaged to conduct the POE will identify relevant stakeholders who can contribute to the evaluation and will assess pertinent information against the scope and objectives.	POE scope and objectives Develop POE methodology aligned to scope and objectives	POE methodology finalised POE request for information submitted to AHS
4.5 Provide input to project evaluation	The AHS is a key stakeholder who is required to provide input to the POE. This includes the provision of quantitative data (e.g. service activity data, financial data, workforce data) and qualitative data (e.g. staff interviews).	Final POE methodology POE request for information Information collection	AHS submit information requested by POE consultant
4.6 Submit POE report	Following the assessment of pertinent information against the project scope and objectives, the consultant is required to	POE scope and objectives POE methodology	POE compliant with parameters POE report submitted

Stage 4 POE

STAGE 4: POST OCCUPANCY EVALUATION PROJECTS VALUED \$10 MILLION AND ABOVE					
Reference	Description	Process Inputs	Process Outputs		
	submit the POE to HI for review.	AHS information DOH POE Guidelines	to HI		
4.7 Review and distribute POE report to relevant stakeholders	HI is responsible for reviewing the POE against the agreed scope and objectives and confirming this has been achieved. Following this, the POE report is circulated to key stakeholders for information. A post implementation gateway review may be conducted during this period (if required).	POE report Post-implementation gateway review (if required) Post-implementation gateway review workbook	HI brief and POE report submitted to key stakeholders Post-implementation gateway review report		
4.8.1 Review POE report	The AHS is a key stakeholder required to review the POE report.	HI brief and POE report AHS review	POE reviewed and input submitted to HI		
4.8.2 Review POE report	DOH is a key stakeholder required to review the POE report.	HI brief and POE report DOH consolidated review of POE report	POE reviewed and input submitted to HI		
4.8.3 Review POE report	Other key stakeholders are required to review the POE report.	HI brief and POE	POE reviewed and input submitted to HI		
4.9.1 Input to update of planning documentation	The AHS is a key stakeholder required to provide input to the updating of planning documentation based on the POE report.	Confirm POFP information to be updated and AHS responsibilities	POFP information updated		
4.9.2 Update planning documentation	HI is responsible for managing stakeholder input into the updating of planning documentation based on the POE report. This includes consolidating the outcomes of the POE with the outcomes of other projects, and where required updating planning documentation. This may include, but is not limited to the AHFGs, POFP, DOH Funding Guidelines etc.	POE and input from relevant stakeholders Confirm POFP information to be updated and stakeholder responsibilities	CE HI notify DOH, AHS, and stakeholders of responsibilities for updating POFP POFP updated CE HI notify DOH, AHS, and stakeholders upon POFP update		
4.9.3 Input to update of planning documentation	DOH is a key stakeholder required to provide input to the updating of planning documentation based on the POE report.	Confirm POFP information to be updated and DOH responsibilities	POFP information updated		
4.9.4 Input to update of planning documentation	Other key stakeholders are required to provide input to the updating of planning documentation based on the POE report.	Confirm POFP information to be updated and stakeholder responsibilities	POFP information updated		

4.3 POE Roles and Responsibilities

The roles and responsibilities of key stakeholders in the POE is summarised below. This is followed by a detailed matrix linking roles and responsibilities to the POE process map and specific activity requirements in POE. This is a general guide, and may be re-defined to meet specific project needs.

Post Occupancy Evaluation	
Area Health Service	 Operate the service and facility (minimum 12 months) Input to the formulation of POE scope and objectives Participate in formal project evaluation Review POE report Address issues raised by POE as applicable Contribute learning's to update of POFP documentation
Consultant	 Develop POE tool that reflects confirmed scope and objectives Select stakeholders to participate in POE surveys / workshops Review qualitative and quantitative data Prepare and submit summary report
Health Infrastructure	 Confirm POE scope and objectives Appoint and manage POE consultancy Review POE report and distribute to stakeholders Update POFP documentation as applicable
NSW Department of Health	 Input to the formulation of POE scope and objectives Review POE report Input to update of POFP documentation
Central Agencies	 Input to POE scope and objectives Review POE report Input to update of planning documentation

Note: The consultant has overarching responsibility for project delivery and will therefore have a level of involvement in all POE activities.

Key					
R-Responsible	M-Manage	E-Endorse	S-Support	I-Informed	- No
Accountable for the activity or output	Contractual management responsibility	Formal endorsement of activity or output	Contribute to / advise on activity or output	Informed about the activity or output	involvement

POE Process Map Reference and Key Activities	AHS	CST	HI	DOH	CA
4.1 Operate service and facility (minimum 12 months)		-	-	- 1	-
4.2 Establish POE scope & objectives	R	-	М	S	S
4.2.2 Confirm POE Scope & objectives	S		R	S	S
4.3 Commission POE consultants	S		R	I	S
4.4 Select stakeholders	S	R	- 1	-	-
4.5 Provide qualitative & quantitative information	R	I	- 1	I	-
Review qualitative & quantitative information	S	R	М	S	S
4.6 Submit POE Report	-	R	-	-	-
4.7 Review POE report and confirm scope and objectives are achieved.	-	- 1	E	-	-
Distribute POE report to key stakeholders for information	-	-	R	-	-
Post Implementation Gateway Review	-	-	R	-	-
4.8 Review outcomes of POE Report		-	S	I	- 1
4.9 Update process of facility planning documentation		-	R	S	S

4.4 POE References and Resource Materials

POE References and Resource Materials	WEBSITE
Australasian Health Facility Briefing System	www.healthdesign.com.au/nsw.hfg/hfbs.htm
Australasian Health Facility Guidelines	www.healthfacilityguidelines.com.au/
NSW DOH, Facility Guidelines, Post Occupancy Evaluation Guideline, Final Issue – February 2007	www.fbe.unsw.edu.au/CHAA/downloads/NSWHFG_ POE_Guidelines_FINAL_Feb2007.pdf
NSW Department of Planning Guidelines on Conservation Management Plans	www.heritage.nsw.gov.au/docs/hm_conservationman 2002.pdf
NSW Government Code of Practice for Procurement	www.treasury.nsw.gov.au/procurement/cpfp_ig
NSW Government Procurement Policy	www.treasury.nsw.gov.au/data/assets/pdf_file/000 4/3955/tpp04-1.pdf
	www.nswprocurement.com.au/home.aspx
NSW Government Total Asset Management Policy	www.treasury.nsw.gov.au/tam/tam-intro
NSW Treasury Gateway Review System	www.treasury.nsw.gov.au/gateway/gateway_introduction
NSW Treasury, Post Implementation Review Workbook	www.treasury.nsw.gov.au/gateway/gateway_review_ workbooks
NSW Treasury Project Profile Assessment	www.treasury.nsw.gov.au/gateway/project_profile_as sessment_tool

Glossary

Concept plan A broad conceptual plan used to illustrate the general size,

location and functional relationships between health planning units for the proposed facility solution. This is typically done in

the planning phase (Stages 1 and 2).

Design brief Provides (at a service or department level) a description of how a

service or department will operate. It typically defines the model of care, patient profile, functional relationship requirements, specific operational policies, specific design requirements, staff

profile, and schedule of accommodation

Functional relationship A term typically used to describe the relative importance of

physical proximity or access between two services or

departments

Furniture fittings and equipment list A list which describes the full range of fixed and loose furniture

fittings and equipment required within a health planning unit

Health planning unit

A service or department or group of services or departments for

the purpose of developing design briefs as part of the POFP

Model of care The framework for how health care services will be delivered.

Project completion An inclusive term encompassing building completion and

operational commissioning. These activities occur concurrently to

achieve service commencement.

Room data sheet Provides a detailed description of each different type of room

including its purpose, size, hours of operation, occupancy, and

furniture fittings and equipment to be installed within it.

Schedule of accommodation Provides a description of the square metre size of a health

planning unit.

Schematic design An architectural plan which provides detail about the individual

layout of rooms within a health planning unit. This is typically

done in the implementation phase (Stage 3 PI).

Value management study

A structured analysis of options to determine which best meets

the endorsed clinical service need, and what opportunities exist to

maximise the benefit that is derived from the option.