

- b) The tenders will then be initially ranked on the basis of the total technical score for weighted criteria. This initial ranking will be noted in the evaluation report.
- c) Where any tender receives an unacceptably low score (generally of 3 or below but may vary according to the nature and relative importance of the Assessment Criterion), for any individual criterion, this may be taken into account as a risk when considering overall value for money in **Stage 4** of the evaluation, including whether the Evaluation Team considers the tender represents an unacceptable risk to the Territory.

4.4 Stage 3 – Non- Weighted Evaluation Criteria

- a) The Evaluation Team must assess all conforming Tenders (and any non-conforming Tenders submitted to further evaluation) against the Non-Weighted Assessment Criteria.
- b) The evaluation team should outline in the evaluation report its analysis and basis for decisions made.

4.5 Stage 4 – Overall Assessment of Value for Money

- a) Following assessment of Tenders against the Assessment Criteria, to determine the overall final ranking of Tenderers the evaluation team may conduct a final qualitative assessment of overall value for money taking into account, for example:
 - (i) risk (which may include, without limitation, financial risk and risk arising as a result of the Tender being assessed as an unacceptably high risk against any Assessment Criteria);
 - (ii) the results of the evaluation against the Assessment Criteria;
 - (iii) whole of life (WOL) costs; and

any other matter set out in, or relevant to, the *Government Procurement Act 2001* (ACT).
- b) A comparison of each Tenderer's submitted prices/rates against the calculated median price of the Tenders and the Pre-tender estimate may also be undertaken to identify submitted prices that have a significant variance from current market prices, which might signal a risk to the Territory.
- c) The tenders may be assessed by comparison with the lowest priced tender to test if the difference in price of the highest scored tender represents value for money for the specific project.
- d) To the extent not already taken into account during the assessment of the Assessment Criteria, the evaluation team may also consider such matters as (without limitation):
 - (i) risks associated with:
 - (A) the identification of shortfalls in a Tenderer's response in terms of the offered workforce's capability, capacity (which may be evidenced by the allocation of an unacceptably low score against a relevant criterion);
 - (B) the results of the analysis undertaken on the submitted prices and any associated assumptions;

- (C) referee reports;
 - (D) financial viability assessment information;
 - (E) offered innovations; or
 - (F) any additional risks and other issues of concern associated with each tender not otherwise dealt with in the evaluation against the Assessment Criteria;
 - (ii) any reports or advice from any specialist advisors;
 - (i) other relevant information that may assist the evaluation process, including the outcome of any tender presentations (if pursued);
 - (ii) any identified significant differences in relative economic benefits, options, departures, and identified risks; and/or
 - (iii) whole-of-life costs for the project - including submitted prices/rates and their relationship to the approved budget, the meta-data of historical volumes/ estimated volumes and any related or consequential costs (eg. contract management such as resourcing, equipment, software/hardware, etc.) the implementation of these Works may have for the Territory.
- e) The evaluation team will reach a consensus on the ranking of each tender at the conclusion of this stage.
 - f) The preferred tenderer will be the tenderer offering best value for money having regard to all relevant factors and may not necessarily be the tenderer with the highest score. These relevant factors **must** be disclosed in the RFT and must include “the level of risk to which the proposed solution exposes the interests of the ACT”.
 - g) If the preferred tenderer is not the tenderer with the highest score, full justification for selection of another tender will be provided.
 - h) The risk assessment in the approved Procurement Plan for this project may be utilised to test if reduction in identified risks justifies the selection or otherwise of the tenderer with the highest score.
 - i) Once a preferred tenderer has been identified Delegate approval must be sought prior to any post tender negotiations which will take place prior to entering into a Contract.
 - j) Negotiations will take place solely with the preferred tenderer until such time as either: (i) a contract is formed; (ii) the preferred tenderer withdraws their offer; (iii) the capacity to negotiate is exhausted; or (iv) the Territory decides to accept no offers and may elect to recall tenders.
 - k) On formation of a contract or in the event that no offers are accepted, the unsuccessful tenderers will be notified in writing and offered the opportunity to attend a debriefing session.

4.7 Evaluation Criteria

The table below shows the criteria and weighting that will be used to assess responses.

THRESHOLD CRITERIA		COMPLIES YES/NO
TC1	Ethical Suppliers Declaration - Tender Tenderers are to complete and submit an Ethical Suppliers Declaration – Tender.	
WEIGHTED ASSESSMENT CRITERIA		WEIGHTING
WC1	Appreciation and understanding of the project requirements and tasks including: <ol style="list-style-type: none"> Respondents understanding of the key goals and objectives and how they can be best achieved within the parameters of the RFT; Key project tasks and methodology for achieving them; Key project risks and proposed methodology to manage these risks; Demonstrated understanding of the importance of work health and safety, particularly during the construction phase, and how this will be achieved; and Demonstrated understanding of the delivery methodology proposed for the construction phase of the project. 	20%
WC2	Relevant experience, skills and past performance of the Head consultant, and proposed sub-consultants, on similar projects completed in the last five years. <ol style="list-style-type: none"> Project scope, value, date and duration; Relevance of the nominated projects to the proposed project; Innovations and enhancements to a nominated project(s) that provided an improved project outcome; Timely completion and performance against project programme; Contact details of referees (provide at least two referees); Awards and commendations; Role of personnel, nominated in Assessable Criterion WC3, on these projects. <p><i>Note: The Tender Evaluation Team may also use records of performance, claims, and compliance with Codes provided by other ACT Government Directorates or Consultants engaged by the ACT Government to determine the Tenderers past performance on similar types of projects.</i></p>	20%

WC3	<p>Technical, Managerial Skills and Resources to complete the project</p> <p>Provide and describe the following:</p> <ul style="list-style-type: none"> a. Demonstrated experience providing Program and/or Project Direction services on major health infrastructure projects; b. Demonstrated understanding of health planning processes and principles; c. Demonstrated experience in providing support for the procurement of specialist consultants and construction contractors in relation to a major health project; d. Confirmation of availability of the Program Director, with a commitment of at least 80 per cent of full-time equivalent over the period of engagement; 	30%
WC4	<p>Financial</p> <p>Provide the following:</p> <ul style="list-style-type: none"> a. The completed Tender Pricing Schedule; b. The fee proposal is to be a fixed lump sum itemised to include the Head consultant and nominated sub consultants for each phase of the project; c. The fee proposal is to include all costs, disbursements, travel and attendance at meetings. Fixed time, provisional sums and allowances are not permitted; d. The fee proposal is to be inclusive of GST; and e. Hourly rates for all nominated team members including sub consultants. 	20%
WC5	<p>Local Industry Participation</p> <p>The Territory will assess the extent to which the Tenderer has demonstrated that it will ensure capable local businesses are given full, fair and reasonable opportunity to participate in the provision of the Services during the term of the proposed contract.</p> <p>Respondents must complete and submit an Economic Contribution Test (ECT) by completing the form available at https://www.procurement.act.gov.au/canberra-region-lipp</p>	10%

4. Evaluation Report & Letters of Decline/Debriefings

4.1 Evaluation Report

The evaluation team will prepare the following information for inclusion with the evaluation report.

- a) background to the process;
- b) the evaluation process, including comments (strengths and weaknesses) and scores against each criteria;
- c) the weighted score of each tender;
- d) value for money;
- e) proposed methods for management of tender specific risks;
- f) identification of any issues which should be resolved by negotiation; and
- g) recommendations to the Director General or approving delegate.

4.2 Letters of Decline / Debriefings

Letters of decline will be sent to all unsuccessful Tenderers. Letters of decline and debriefings will comply with the requirements outlined in Procurement Circular 2007/05 *Debriefing Unsuccessful Tenderers*.

ATTACHMENT A - Risk Rating Table for use in Tender Evaluation

Descriptor	Sample Commentary	Rating
Superior	Highly convincing and credible. Response demonstrates superior capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. Comprehensively documented with all claims fully substantiated. Low risk.	10
Outstanding	Highly convincing and credible. Response demonstrates outstanding capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. Documentation provides complete details. All claims adequately demonstrated and substantiated. Low risk.	9
Excellent	Response complies, is convincing and credible. Response demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. Some minor lack of substantiation but the Tenderer's overall claim is supported. Low risk.	8
Very Good	Response complies, is convincing and credible. Response demonstrates very good capability, capacity and experience, relevant to, or understanding of, the requirements of the Evaluation Criterion. Minor uncertainties and shortcomings in the Tenderer's claims or documentation. Low risk.	7
Good	Response complies and is credible but not completely convincing. Response demonstrates adequate capability, capacity and experience, relevant to, or understanding of, the requirements of the Evaluation Criterion. Tenderer's claims have some gaps. Low risk.	6
Adequate	Response has minor omissions. Credible but barely convincing. Response demonstrates only a marginal capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. Medium risk.	5
Reservations	Barely convincing. Response has shortcomings and deficiencies in demonstrating the Tenderer's capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. Medium risk.	4
Poor	Unconvincing. Response has significant flaws in demonstrating the Tenderer's capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. High risk.	3
Very Poor	Unconvincing. Response is significantly flawed and fundamental details are lacking. Minimal information has been provided to demonstrate the Tenderer's capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. High risk.	2
Inadequate	Response is totally unconvincing and requirements have not been met. Response has inadequate information to demonstrate the Tenderer's capability, capacity and experience relevant to, or understanding of, the requirements of the Evaluation Criterion. High risk.	1
Not Acceptable	Tenderer was not evaluated as it did not provide any requested information and/or contravened nominated restrictions. Extreme risk.	0

Attwood, Courtney (Health)

From: Basic, Babita
Sent: Wednesday, 16 January 2019 5:37 PM
To: Culver, Jakob (Health); Burch, Brad (Health)
Cc: Catanzariti, John
Subject: FW: SPIRE POC Clinical Engagement Membership List.12.12.2018 [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: SPIRE POC Clinical Engagement Membership List.12.12.2018.docx

Jakob

As per my email from Monday, can you confirm your nominations for the SPIRE user group and confirm that you endorse Colm's nominations.

As you can understand, I would like to get these into people diaries ASAP.

Babita

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 1 Building 3, The Canberra Hospital, Yamba Drive, Garran, ACT 2605 | PO Box 158, Canberra City ACT 2601 | www.act.gov.au

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From: Basic, Babita

Sent: Monday, 14 January 2019 1:08 PM

To: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>

Cc: Catanzariti, John <John.Catanzariti@act.gov.au>

Subject: SPIRE POC Clinical Engagement Membership List.12.12.2018 [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hello Jakob

Attached is Colms nominations for the SPIRE user group for clinical users.

Can you please review and confirm that you are happy with the proposed membership.

Can you also confirm your nominations so I can lock in diary dates and confirm availability?

Babita

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

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**Canberra Health
Services**

SPIRE Clinical Engagement List		
Division	Area	Officer
Critical Care	ED	Greg Hollis
	ICU	Bronwyn Avar
	Retrieval	Kelvin Grove
Surgery and Oral Health	Surgery	Frank Piscioneri
	Anaesthesia	Thomas Brussel
Medical Imaging	Medical Imaging	Charles Ngu
Pathology	Pathology	Jane Dahlstrom
Clinical Support Services	Clinical Support Services (Division)	Lisa Gilmore
	Pharmacy	Sheridan Briggs

Medicine	Medicine (Division)	Girish Talaulikar
CACHS	Cancer services	Paul Craft
CACHS	Outpatients	Cathie O'Neill
Operations	Patient Flow	Lyn O'Connell
Allied Health	CAHO	Kerry Boyd
Medical Services	DMS	Paul Dugdale
Nursing	DoN	Hamish Jeffrey
	Maxillofacial Surgeon	Dylan Hyam
	Director of Orthopaedic Surgery	Professor Paul Smith

Lowes, Shannon (Health)

From: Lindemann, Monica (Health)
Sent: Thursday, 17 January 2019 1:45 PM
To: Culver, Jakob (Health); JasonSmith, Rhona (Health); Evans, Kate (Health)
Cc: Burch, Brad (Health); Bartholomew, Carolyn (Health)
Subject: RE: Decanting of Buildings 5 and 24 - Focus Areas [SEC=UNCLASSIFIED]

Categories: Needs follow-up

Thanks Jakob

Good summary. In addition, I propose the establishment of a SPRIE Comms and Engagement Working Group to kick off once the STH decant plan is accepted (early Feb)

In addition to core members, there may be transient representatives during the various phases of the project. I'll prepare a list of suggested members for Brad and KD's consideration.

m

From: Culver, Jakob (Health)
Sent: Thursday, 17 January 2019 12:31 PM
To: JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>
Cc: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Bartholomew, Carolyn (Health) <Carolyn.Bartholomew@act.gov.au>
Subject: Decanting of Buildings 5 and 24 - Focus Areas [SEC=UNCLASSIFIED]
Importance: High

Hi all

Just to summarise out of our meeting this morning on decanting of buildings 5 and 24 for SPIRE.

Welcome further feedback and advice, but focus areas in the short-term are:

- 1) Establishing Decanting Working Group and TORs, critical to this will be representatives from each of the services/areas (even just positions) to be decanted and also a representative from IM&M of CHS who will likely be our conduit (suggest Dave Gilbert). I think what we have so far in the operational commissioning group is a good start, however need to refine and get to Brad for review (we can then provide to CHS at an executive level for review and endorsement). I think it is a good idea to include reps at the manager/senior manager level who will be more available to engage. However need also to understand key directors.
- 2) Establish a pack of the HPU briefs and SoA where applicable (e.g. the CARU, Sexual Health, SDU and ANU) and critically a list of people and positions and their requirements (offices, work stations, other requirements) for buildings 5 and 24. As part of this, if we need to undertake further survey of these areas we need to determine this and then through Dave Gilbert /CHS representative we can do this (e.g. do we need to go have a look at CAHU and Sexual Health?). Will also be handy to have STH attend any further surveys.
- 3) Pull together any outstanding plans for provision over to STH, including any information that we may have on floor plate areas. John Kilday, Robyn Jensen and John Catanzariti will have access to any further plans that we may need.

Once we have this together we can then provide to STH who will then be able to pull together the decanting strategy/plan. At the same time I will also ask John Catanzariti to seek from STH what further information/data they need to formulate the Strategy/Plan.

Please let me know if you think I am missing anything or you have anything further to add. Welcome your input/advice from all.

Thanks
Jakob

Jakob J Culver

Commercial Advisor | Strategic Infrastructure, Corporate Services | ACT Health Directorate

P: +61 2 5124 9707 | M: [REDACTED] | E: Jakob.J.Culver@act.gov.au | A: 2-6 Bowes Street PHILLIP ACT 2606

Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Friday, 18 January 2019 11:45 AM
To: Burch, Brad (Health)
Subject: FW: SPIRE: Project Planning Meeting Attendee nominations [SEC=UNCLASSIFIED]
Importance: High

FYI

From: Basic, Babita
Sent: Friday, 18 January 2019 9:44 AM
To: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Catanzariti, John <John.Catanzariti@act.gov.au>
Subject: RE: SPIRE: Project Planning Meeting Attendee nominations [SEC=UNCLASSIFIED]
Importance: High

Jakob

Further to my email, can you please send me the list of names that will need to be invited to the SPIRE project planning meeting. I will need to lock people in fairly soon as the meeting is scheduled for Friday, 25th.

Thanks

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

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Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

From: Basic, Babita
Sent: Thursday, 17 January 2019 2:36 PM
To: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Catanzariti, John <John.Catanzariti@act.gov.au>
Subject: FW: SPIRE: Project Planning Meeting [SEC=UNCLASSIFIED]

Jakob

The meeting is proposed to discuss:

Program
 Consultation structure
 EY / Bus Case Co-ordination
 Brief Review for ACT Health / TCH, (Questions for Bernadette & Colm)
 Prelim block & stack idea

Decant strategy

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

From: Basic, Babita

Sent: Thursday, 17 January 2019 12:57 PM

To: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>

Cc: Catanzariti, John <John.Catanzariti@act.gov.au>

Subject: SPIRE: Project Planning Meeting Attendee nominations [SEC=UNCLASSIFIED]

Hello Jakob

I seek your nominations for attendance at the SPIRE project planning meeting.

I have spoken to Bernadette and Colm's EA and the time and date that suits both is Friday, 25th 11.00-1.00pm.

I am awaiting confirmation from STH that this date suits but in the interim can you please provide me with the attendee list.

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

Pond, Aleks (Health)

From: Culver, Jakob (Health)
Sent: Friday, 18 January 2019 1:37 PM
To: Burch, Brad (Health); Bartholomew, Carolyn (Health)
Subject: Proof of Concept Nominations - SPIRE [SEC=UNCLASSIFIED]
Attachments: 190118 proof of Concept Nominations - SPIRE.xlsx; SPIRE POC Clinical Engagement Membership List.12.12.2018.docx

Brad / Carolyn

Attached is a quick list of PoC design user group nominations for SPIRE PoC. The list for CHS has been provided by Colm (in a separate word doc – also attached) in mid-December and early January.

I have added in nominations from the Directorate's end as well. Can you let me know if there is anyone further from your perspectives?

Once we have ACTHD list sorted between the three of us, I will send up to Karen for her endorsement of the list across both CHS and ACTHD.

Need to get back to IFCW as soon as possible (latest first thing Monday). Program from STH for PoC is imminent.

Thanks
Jakob

Proof of Concept Design Group Nomination / Stakeholders
Surgical Procedures, Interventional Radiology and Emergency Centre Project

Organisation	Division	Service Area	Name
Canberra Health Services (provided by Colm Mooney to IFCW - 17/12/18 and 02/01/19)	Critical Care	Emergency Department	Greg Hollis
		Intensive Care Unit	Bronwyn Avar
		Retrieval Service (Air Ambulance)	Kelvin Grove
	Surgery and Oral Health	Surgery	Frank Piscioneri
		Anaesthesia	Thomas Brussel
		Maxillofacial Surgery	Dylan Hyam
		Orthopaedic Surgery	Professor Paul Smith
	Medical Imaging	Medical Imaging	Charles Ngu
	Pathology	Pathology	Jane Dahlstrom
	Clinical Support Services	Clinical Support Services (Division)	Lisa Gilmore
		Pharmacy	Sheridan Briggs
	Medicine	Medicine (Division)	Girish Talaulikar
	Cancer and Community Health Services	Cancer Services	Paul Craft
		Outpatients	Cathie O'Neill
	Operations	Patient Flow	Lyn O'Connell
	Allied Health	Chief Allied Health Officer	Kerry Boyd
ACT Health Directorate	Medical Services	Director of Medical Services	Paul Dugdale
	Nursing	Director of Nursing	Hamish Jeffrey
	Strategic Infrastructure	All areas of SPIRE	Brad Burch
	Strategic Infrastructure	All areas of SPIRE	Jakob Culver
	Strategic Infrastructure	All areas of SPIRE	Monica Lindemann
	Health Planning	All areas of SPIRE	Carolyn Bartholomew
	Facilities Planning	All areas of SPIRE	Kate Evans
	Facilities Planning	All areas of SPIRE	Sally-Anne Kinghorn



**Canberra Health
Services**

SPIRE Clinical Engagement List		
Division	Area	Officer
Critical Care	ED	Greg Hollis
	ICU	Bronwyn Avard
	Retrieval	Kelvin Grove
Surgery and Oral Health	Surgery	Frank Piscioneri
	Anaesthesia	Thomas Brussel
Medical Imaging	Medical Imaging	Charles Ngu
Pathology	Pathology	Jane Dahlstrom
Clinical Support Services	Clinical Support Services (Division)	Lisa Gilmore
	Pharmacy	Sheridan Briggs

Medicine	Medicine (Division)	Girish Talaulikar
CACHS	Cancer services	Paul Craft
CACHS	Outpatients	Cathie O'Neill
Operations	Patient Flow	Lyn O'Connell
Allied Health	CAHO	Kerry Boyd
Medical Services	DMS	Paul Dugdale
Nursing	DoN	Hamish Jeffrey
	Maxillofacial Surgeon	Dylan Hyam
	Director of Orthopaedic Surgery	Professor Paul Smith

Pond, Aleks (Health)

From: Burch, Brad (Health)
Sent: Friday, 18 January 2019 2:47 PM
To: Doran, Karen (Health)
Cc: Culver, Jakob (Health)
Subject: SPIRE Program Director

UNCLASSIFIED Sensitive

Hi Karen

As discussed, I have drafted below an email for you to send through to Bernadette in relation to the Program Director role for SPIRE:

Bernadette

As part of the resourcing for the SPIRE project, I am planning to advertise for a consultant Program Director to coordinate and manage the various project elements required to deliver SPIRE as well as project manage the delivery of a Canberra Hospital Master Plan (through to 30 June 2020). The successful consultant will work with our respective organisations to develop a master program, delivery team structure, advisor procurement plan and manage deliverables across five streams:

- *Health Service Planning;*
- *Commercial (budget, costing and financing);*
- *Digital Technology;*
- *Communications and Stakeholder Engagement; and*
- *Facility Planning, Design and Construction (including commissioning strategy).*

We are seeking a consultant with major infrastructure experience, a knowledge of health infrastructure and service planning and a strong program/project management background.

I am hoping to have the engagement completed by early March at the latest, and therefore need to advertise shortly. The Tender Evaluation Team will be Chaired by Caroline Bartholomew, and include Brad Burch, and Sophie Gray from VTEDD – I would also like to include a representative from CHS to assist with the evaluation and ensure that our selection is acceptable to both CHS and ACT Health. Would you be able to provide a nominee to assist? It would likely mean up to one day of evaluations, and perhaps one afternoon of interviews around mid-February 2019.

Please let me know if you would like to discuss in more detail.

Best regards
Karen

Thanks and regards
 BB

Brad Burch | Executive Branch Manager, Strategic Infrastructure
Strategic Infrastructure and Procurement
Corporate Services

☎ (02) 6207 2385 or [REDACTED] | ✉ brad.burch@act.gov.au



ACT
 Government

ACT Health

Pond, Aleks (Health)

From: Busic, Babita
Sent: Friday, 18 January 2019 3:50 PM
To: Catanzariti, John; Gray, Sophie; Esau, Lloyd; Burch, Brad (Health); Culver, Jakob (Health); Lindemann, Monica (Health); Mooney, Colm (Health); Jensen, Robyn (Health); [REDACTED] Folger-Pleuger, Anne (Health)
Subject: SPIRE Decanting Strategy Meeting - Worksheet [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: 190114 Decanting Draft Planning Worksheet - SPIRE Project v1.0.xlsx

All

Further to this email, please find attached the DRAFT Decanting planning worksheet.

Babita

Kind Regards

Babita Busic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | **ACT Government**

Level 1 Building 3, The Canberra Hospital, Yamba Drive, Garran, ACT 2605 | PO Box 158, Canberra City ACT 2601 |

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From: Busic, Babita

Sent: Monday, 14 January 2019 1:00 PM

To: Catanzariti, John <John.Catanzariti@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; Jensen, Robyn (Health) <Robyn.Jensen@act.gov.au>; [REDACTED] Folger-Pleuger, Anne (Health) <Anne.Folger-Pleuger@act.gov.au>

Subject: SPIRE Decanting Strategy Meeting #1 - Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Good Afternoon All

Please find attached the minutes from the SPIRE Proof of Concept Decanting Strategy Meeting of 10 January 2019.

Kind Regards

Babita Busic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

Pond, Aleks (Health)

From: Basic, Babita
Sent: Friday, 18 January 2019 4:04 PM
To: Doran, Karen (Health); Burch, Brad (Health); Culver, Jakob (Health); McDonald, Bernadette (Health); Bone, Chris (Health); Mooney, Colm (Health); Gray, Sophie; Catanzariti, John; Esau, Lloyd
Subject: SPIRE Program for review [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: SPIRE Program - v1.0.pdf

All

Attached is the DRAFT combined SPIRE program for Proof of Concept design and business case preparation.

Can you please review and email me any comments by **Wednesday 23 January 2019**. This will be discussed in Friday's meeting.

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

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Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.

Pond, Aleks (Health)

From: Culver, Jakob (Health)
Sent: Monday, 21 January 2019 9:51 AM
To: Lindemann, Monica (Health)
Cc: Burch, Brad (Health)
Subject: SPIRE Gov Str Brief [DLM=For-Official-Use-Only]
Attachments: Director-General Minute - Surgical Proce~nterventional Radiology and Eme....pdf

Monica – FYI

SPIRE Gov Str brief has been signed off.

Brad – there is a DG Comment in the attached to discuss with KD BHSP reference. Not sure if you know about this. Have flagged with DDG Corporate office for KD. Probably in relation to the BHSP Strategic Advisory Committee.

Ta
ke

Jakob J Culver

Commercial Advisor | Strategic Infrastructure, Corporate Services | ACT Health Directorate
P: +61 2 5124 9707 | M: [REDACTED] | E: Jakob.J.Culver@act.gov.au | A: 2-6 Bowes Street PHILLIP ACT 2606

URGENT**CORRESPONDENCE COVER SHEET**

Correspondent: Culver, Jakob

Record Number: **COR19/1079**

DGC 19/32

Date Due: _____

Topic: Director-General Minute - Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre – Updated Governance Model

Action Required:	No	Reply Directly	No	Draft Response
	No	Brief to D-G	No	Brief to Minister
	No	Action by Group	No	Info Only
	No	Action as Necessary	No	For Discussion
	No	Advice	No	Comments to D-G
	No	Coordinate Response	No	Full Speech
	No	Media	No	Ministerial Response

Assignee: Hayne, Casey since 14/01/2019 at 9:28 AM

Comments for Cover Sheet:

14.1.19 → DDG CS

15.1.19 → DG

17.1/19 - EBM ODC

21/1/19. - Corporate Services.



CORRESPONDENCE CLEARANCE

Subject: Director-General Minute - Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre – Updated Governance Model

Number: COR19/1079

Date Due: _____

Director-General - ACT Health: _____ Date: 21/1/19

Deputy Director-General - Corporate Services: _____ Date: 15/1/19

Deputy Director-General - Health Systems, Policy and Research: _____ Date: _____

Chief Health Officer: _____ Date: _____

Co-ordinator-General - Mental Health and Wellbeing: _____ Date: _____

Professional Leads: _____ Date: _____

Contextually Correct ☐

Grammatically Correct ☐

Spell Checked ☐

Position: _____

Area name: _____

Signature: _____

Date: _____

Director - Area name: _____ Date: _____

Senior Manager -Area name: _____ Date: _____

Manager -Area name: _____ Date: _____

Communications - ACT Health Directorate: _____ Date: _____

Ministerial and Government Services - ACT Health Directorate: _____ Date: _____

Other: _____ Date: _____


ACT
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ACT Health
DIRECTOR-GENERAL MINUTE

TRIM Reference No. _____

SUBJECT:	Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre – Updated Governance Model
From:	Karen Doran, Deputy Director-General, Corporate Services
Critical Date:	17 January 2019
Reason:	Implementation of updated project governance for the SPIRE Centre project is required as soon as possible.

Recommendations

That you:

Note the information provided in this brief and its attachments, in particular in relation to the current status of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre project and the proposed governance approach moving forward.	NOTED PLEASE DISCUSS
Agree to the proposed governance model for the SPIRE Centre project contained at Attachment A, for the business case development period or until the final governance model for the project has been agreed. Following your agreement, the governance model will be implemented immediately.	AGREED NOT AGREED PLEASE DISCUSS
Agree to provide a copy of this Brief to Bernadette McDonald, to ensure a concurrent update is provided to the Chief Executive Officer (CEO) of Canberra Health Services (Cc to Chris Bone).	AGREED NOT AGREED PLEASE DISCUSS
Note final governance and resourcing models for the project longer-term is currently being developed and in line with Cabinet's decision (18/657) will require agreement between the Minister for Health and Wellbeing and the Treasurer.	NOTED PLEASE DISCUSS

Thank you Karen.
 Can we discuss note
 of BHSR plan.

Michael De'Ath
 Director-General
 ACT Health

21 January 2019



Purpose

To provide you with a high-level project update on the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre project, and seek your approval of implementation of the proposed governance model for the project moving forward.

Background

The SPIRE Centre project is an election commitment and ACT Government priority being delivered under the Building Health Services Program (BHSP). The project is a Tier One project, as per the ACT Government's the Capital Framework, and is owned by the ACT Health Directorate (ACTHD) under the leadership of the Corporate Services division. Canberra Health Services (CHS) is the client and end-user, and during the business case development period of the project will have project management functions delivered by Infrastructure Finance and Capital Works (IFCW) of the Commercial Services and Infrastructure division of ACT Treasury.

In December 2018 a Principal Design Consultant (Silver Thomas Hanley) and business case advisors (Ernst & Young) were engaged to enable the completion of Proof of Concept for the project and development of the project's final detailed business case.

Proof of Concept for the SPIRE Centre project has commenced in early January 2019 with a kick-off meeting occurring on 10 January 2019. The kick-off meeting was attended by representatives from Silver Thomas Hanley and Ernst & Young, as well as key executives and stakeholders from the ACTHD, CHS and IFCW. As the project enters the Proof of Concept phase (a critical design phase), there is a critical need to ensure a robust, transparent decision-making governance structure at appropriate levels within the organisation.

Issues

Immediately following the kick-off meeting, Silver Thomas Hanley and Ernst & Young will be developing a detailed program for the ACTHD, CHS and IFCW's review, to deliver the detailed business case for submission in April 2019. In addition, the development and endorsement of a decanting strategy for occupants of buildings 5 and 24 (to be demolished for SPIRE) will be an immediate focus of the project and the design consultants – Silver Thomas Hanley, to ensure that the project is well position to commence demolition of these buildings in the back-half 2019 (in alignment with Cabinet's decision in December 2018).


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DIRECTOR-GENERAL MINUTE

Inter alia, it was agreed by Cabinet that the SPIRE Centre project would be overseen by a governance group chaired by the ACTHD with cross-government representation of which it is envisaged IFCW will be a key stakeholder.

Regarding the business case development period for the project, i.e. the immediate future for the project, the ACTHD has developed a proposed governance model that will provide clarity of the structure within which the ACTHD will work with IFCW and CHS to progress Proof of Concept, deliver the project's business case and progress planning and early work to achieve early project milestones (e.g. demolition of buildings 5 and 24).

The proposed governance model for the business case development period is contained at Attachment A for your consideration and approval. The governance model includes the reinstatement of the BHSP Strategy Steering Committee as the BHSP Strategic Advisory Group with cross-Directorate representation. Draft Terms of Reference for the key governance groups (i.e. BHSP Strategic Advisory Group, SPIRE Executive Steering Committee, and SPIRE Project Control Group) will be tabled at first meetings for endorsement and approvals.

With your approval of the proposed governance model, the governance structure and approach will be implemented immediately, with first meetings of the key governance groups expected to commence from the end of January 2019/early February 2019.

Benefits/Sensitivities

A copy of the proposed governance model for the business case development period was provided for feedback and comment to Bernadette McDonald (Chief Executive Officer, CHS) on Wednesday 9 January 2019 (Cc to Chris Bone, Deputy Director-General, Clinical Services, CHS; and Colm Mooney, Executive Director, Infrastructure Management and Maintenance, CHS).

Media

Have relevant communications material to support this brief been attached (communications plan, draft media release, talking points etc)?

☐ Yes ☐ No ☒ N/A

Has the Communications Branch been consulted?

☐ Yes ☐ No ☒ N/A


ACT Health
DIRECTOR-GENERAL MINUTE

Signed off by:	Brad Burch	Phone:	X49405
Title:	<i>Executive Branch Manager, Strategic Infrastructure</i>		
Branch/Division	Corporate Services		
Date:	11 January 2019		

Action Officer:	Jakob Culver	Phone:	X49707
Unit:	Strategic Infrastructure		

PROJECT GOVERNANCE MODEL – BUSINESS CASE DEVELOPMENT PERIOD

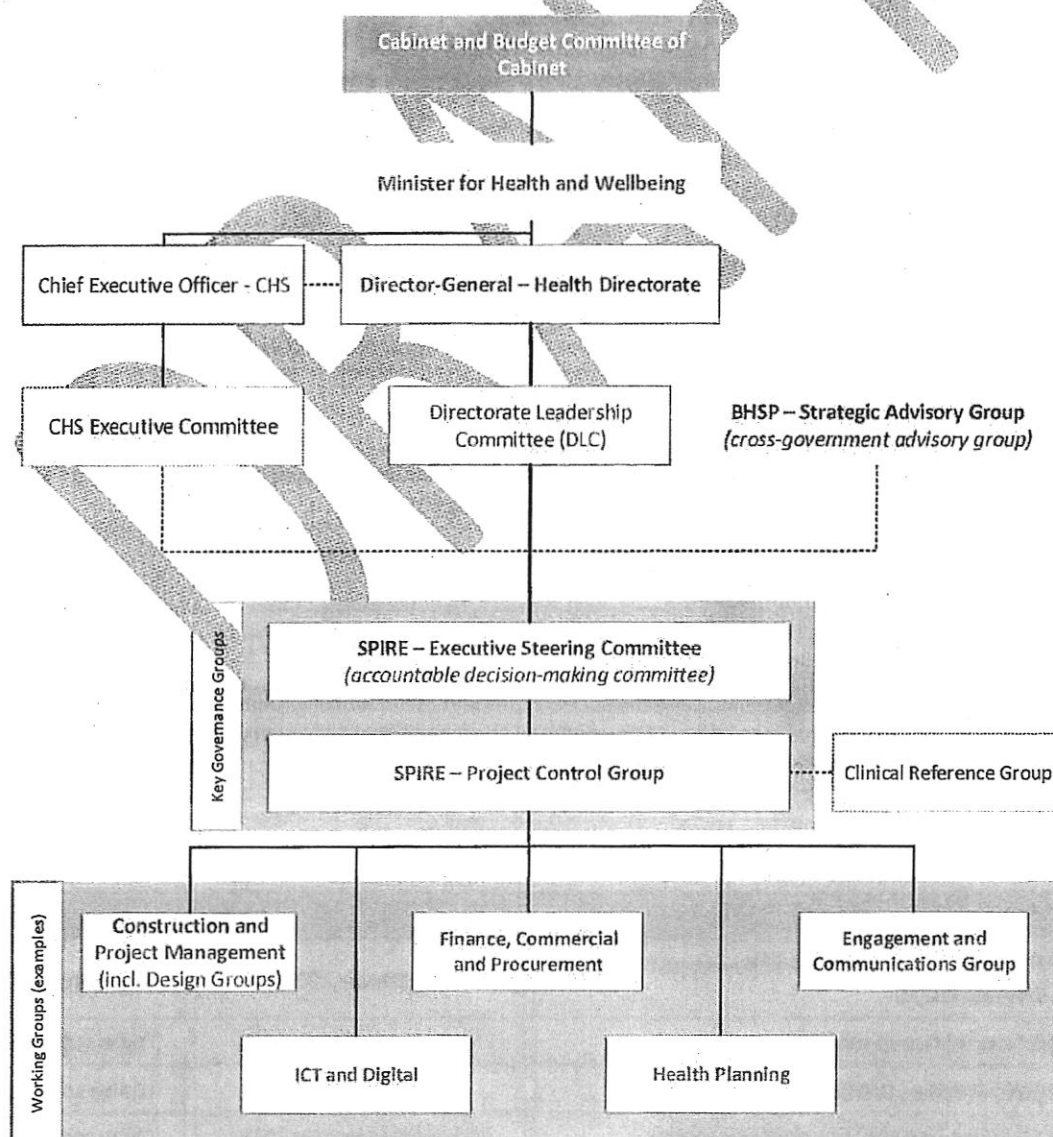
Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Tier 1 projects are defined in The Capital Framework as projects which are either over \$50 million in value or are over \$10 million in value and categorised as High Risk. With the Transition of ACT Health to two organisations, Tier 1 projects remain with the ACT Health Directorate, with Canberra Health Services (CHS) and Calvary Public Hospital Bruce (CPHB) as key clients.

This paper outlines the proposed project governance model for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Project, for the business case development phase of the project (through to the end of the 2018-19 financial year). Project governance for beyond the business case development phase (2019-20 forward) will be outlined in the detailed business case for the project and agreed by the Minister for Health and Wellbeing and the Treasurer through the 2019-20 Budget context processes.

The project governance model comprises of an Executive Steering Committee (accountable decision-making body) and Project Control Group (decision-setting and monitoring body) reporting to the Director-General of the ACT Health Directorate through the Directorate Leadership Committee (DLC). In addition, the governance model comprises a high-level cross-government advisory committee – Building Health Services Program (BHSP) Strategic Advisory Group – which will be chaired by the Director-General of the ACT Health Directorate.

Proposed Governance Structure



Draft-for-Discussion

Roles and Responsibilities – Key Individuals within the Governance Structure

Role	Position	Organisation
Senior Owner	Director-General (Chair: SPIRE – Executive Steering Committee)	ACTHD
Deputy Senior Owner	Deputy Director-General, Corporate Services (Deputy Chair: SPIRE – Executive Steering Committee)	ACTHD
Project Executive	Executive Director, Strategic Infrastructure and Procurement (Chair: SPIRE – Project Control Group)	ACTHD
Deputy Project Executive	Executive Branch Manager, Strategic Infrastructure	ACTHD
Project Management Role	Position to be filled (IFCW during the business case development period and staging and decanting)	ACTHD
Lead Project Managers	Position to be filled	ACTHD
Senior User	Chief Executive Officer	CHS
Deputy Senior User	Deputy Director-General, Clinical Services	CHS
User Representatives	Executive Director, Critical Care Executive Director, Surgery and Oral Health Executive Director, Medical Services Executive Director, Nursing and Midwifery Executive Director, Infrastructure Management and Maintenance	CHS
Lead Clinicians ¹ (for example)	Clinical Director, Emergency Department Clinical Director, Surgery Clinical Director, Intensive Care Clinical Director, Coronary Care	CHS
SPIRE Clinical Director	SPIRE Clinical Director (appointed by the Chief Executive Officer)	CHS
Senior Supplier	Executive Director, Infrastructure Finance and Capital Works (IFCW)	IFCW
Deputy Senior Supplier	Director, Social Infrastructure Branch	IFCW
Principal Design Consultant	Principal Design Consultant (External Consultant) – Reporting to IFCW for the development of the Business Case	STH ²
Business Case Advisor	Business Case Advisor (External Consultant) – Reporting to ACTHD	EY ²
Service Delivery Planning Consultant	Service Delivery Planning Consultant (External Consultant) – Reporting to ACTHD	TBC

1. In addition to Lead Clinicians, other clinical stakeholders will form part of the Working Groups to inform progression of project elements (e.g. design user groups to inform early design and preliminary/final design processes). Lead Clinicians will form part of the proposed Clinical Reference Group.

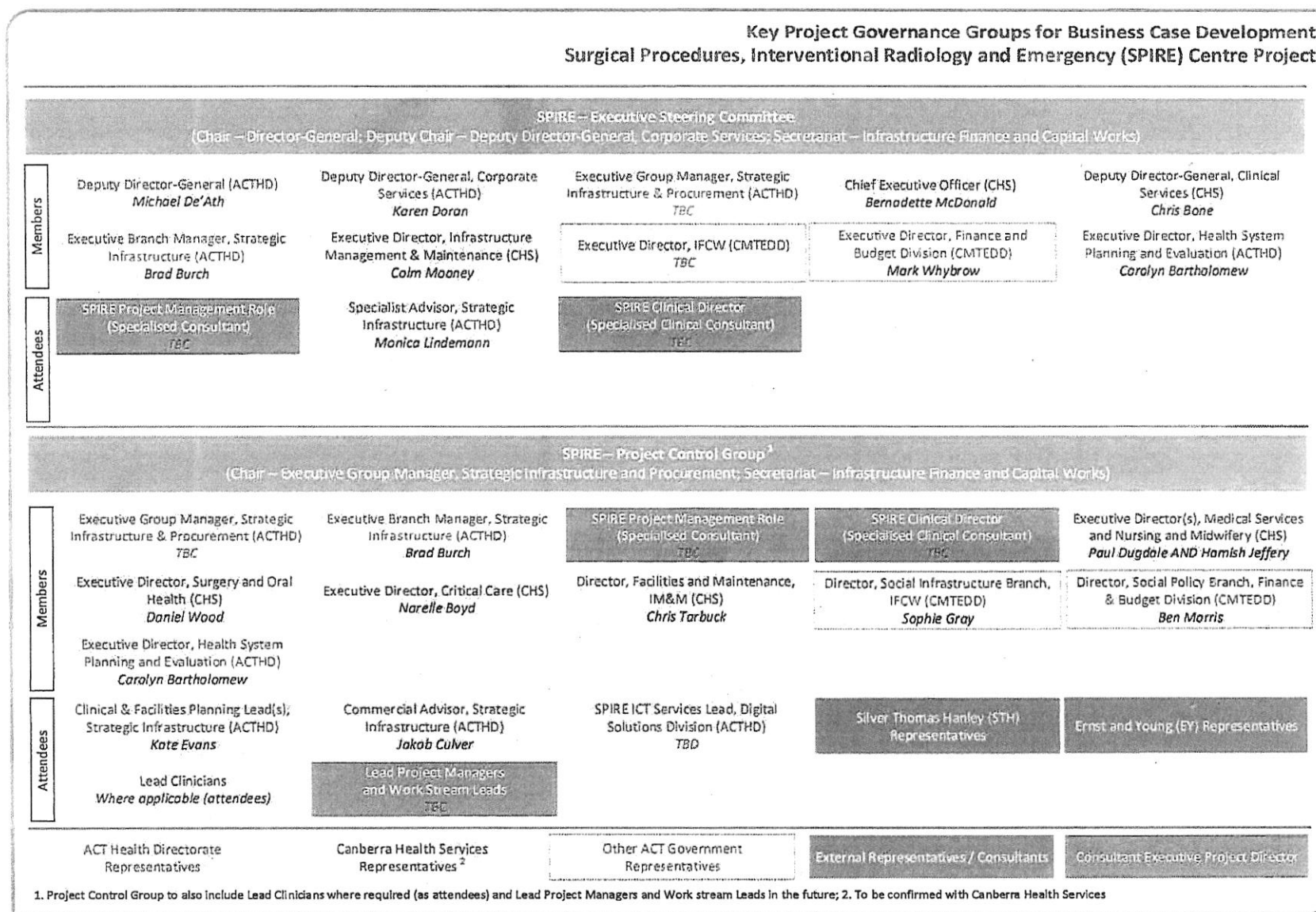
2. STH – Silver Thomas Hanley; EY – Ernst & Young

Proposed Scheduling of First Meetings for Governance Groups

Meeting	Date	Scheduling Status
Kick-Off Meeting – STH and EY and Key Executives from ACTHD, CHS and IFCW	10 January 2019	Completed
1 st Project Control Group meeting	Mid-Late January 2019	To be scheduled
1 st Executive Steering Committee meeting	Early February 2019	To be scheduled
1 st BHSP Strategic Advisory Committee meeting	Early-Mid February 2019	To be scheduled

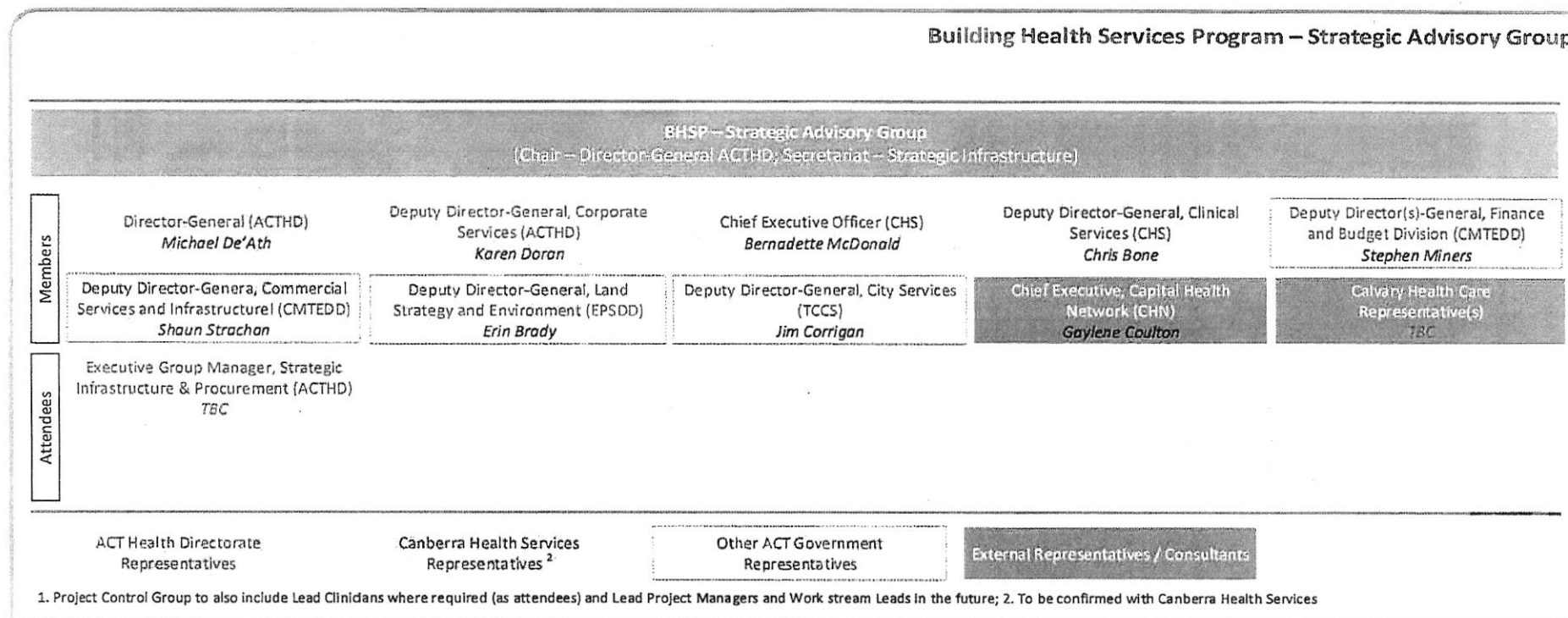
Draft-for-Discussion

Proposed Stakeholders of Key Governance Groups – Part A (Executive Steering Committee and Project Control Group)



Draft-for-Discussion

Proposed Stakeholders of Key Governance Groups – Part B (BHSP Strategic Advisory Group)



Hayne, Casey (Health)

From: Doran, Karen (Health)
Sent: Wednesday, 9 January 2019 6:19 PM
To: McDonald, Bernadette (Health)
Cc: Bone, Chris (Health); Mooney, Colm (Health); Burch, Brad (Health); Culver, Jakob (Health)
Subject: Proposed SPIRE Governance Model - Business Case development period
Attachments: 190101 Draft-for-Discussion only - SPIRE Governance Model Options v0.6.docx

UNCLASSIFIED

Hi Bernadette

As discussed yesterday, I am sending through the proposed governance model for the SPIRE project during the business case development period (please find attached a high-level governance document).

This proposed governance model aligns with the recent decision of Cabinet, including that the Health Directorate retains accountability for the project but that governance mechanisms reflect the necessary close collaboration with CHS and involvement of other directorates (in particular Treasury).

In regards to governance structures for the project longer-term, post the business case development phase, this is currently being developed and in line with Cabinet's decision will require agreement between the Minister and Treasurer.

Next step is to prepare a brief to Michael on this governance structure to seek Director-General endorsement, however I would very much welcome feedback/comment from yourself, Chris and Colm before finalising.

Also I note the kick off meeting with Silver Thomas Hanley is tomorrow afternoon with Chris and Colm attending.

Look forward to hearing from you

best regards
Karen

Attwood, Courtney (Health)

From: Cook, Sandra (Health)
Sent: Monday, 21 January 2019 11:55 AM
To: Burch, Brad (Health)
Subject: Fwd: Spire Pre-works - Fibre Cabling Remediation estimates

Hi Brad,

I tried to give you a call but missed you.

I wanted to give you a call about some pre-works we may need to undertake prior to demolition work for SPIRE. Both Mark Moerman and Dave Richards have been looking into the IT infrastructure we have that might be affected by demolition of B5 and B24 and I wanted to have a chat to you about how it might be best for us to commission this work.

Can you give me a buzz when you are available?

Thanks,

Sandra
 X49129
 0407223882

Sent from my iPad

Begin forwarded message:

From: "Moerman, Mark (Health)" <Mark.Moerman@act.gov.au>
Date: 17 January 2019 at 2:28:21 pm AEDT
To: "Cook, Sandra (Health)" <Sandra.Cook@act.gov.au>
Subject: FW: Spire Pre-works - Fibre Cabling Remediation estimates

UNCLASSIFIED



Regards

Mark Moerman | Director, ICT Infrastructure

Direct Phone: 02 5124 9339 | Mobile: [REDACTED] | Direct Email: mark.moerman@act.gov.au

ICT Infrastructure Hub | Future Capability & Governance | Digital Solutions Division | ACT Health Directorate | ACT Government

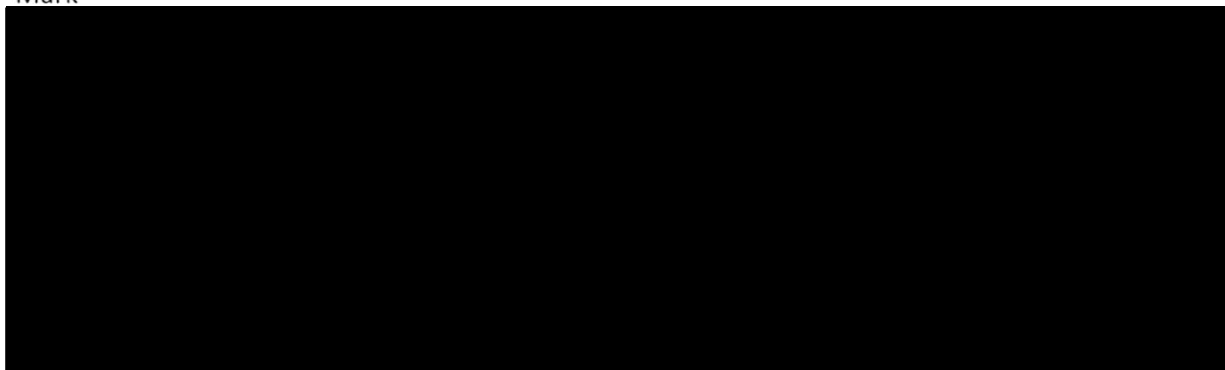
24/7 User Support: 02 5124 5000 | Email: Digital.Support@act.gov.au | healthhub.act.gov.au/technology

Building 23, Level 1, Canberra Hospital, Garran ACT | GPO Box 825, Canberra City ACT 2601 | health.act.gov.au

From: Richards, David (Health)
Sent: Thursday, 17 January 2019 12:33 PM
To: Moerman, Mark (Health) <Mark.Moerman@act.gov.au>
Subject: Spire Pre-works

UNCLASSIFIED

Mark



regards

David Richards | Telecommunications Infrastructure Solutions Architect

Direct Phone: 02 5124 9328 | Mobile [REDACTED] | Direct Email: David.Richards@act.gov.au

ICT Infrastructure Hub | Future Capability & Governance | Digital Solutions Division | ACT Health Directorate | ACT Government

24/7 User Support: 02 5124 5000 | Email: Digital.Support@act.gov.au | healthhub.act.gov.au/technology

Level 2, 4 Bowes Street, Phillip ACT | GPO Box 825, Canberra City ACT 2601 | health.act.gov.au

Attwood, Courtney (Health)

From: Catanzariti, John
Sent: Wednesday, 23 January 2019 12:13 PM
To: Burch, Brad (Health)
Cc: Gray, Sophie; Culver, Jakob (Health)
Subject: FW: Procurement - Program Director [SEC=UNCLASSIFIED]
Attachments: image003.png; ATT00001.htm; image004.png; ATT00002.htm; Program Director Procurement SPIRE and Master Plan.docx; ATT00003.htm

Brad,

We have received some additional comments from Lloyd on the Program Director SoR as detailed below:

1. In the "The Program Director will be responsible for" section at the top of page 2, I would specifically include the development and ratification of all applicable models of care – possible as a bolt-on to the services delivery plan item.
2. Under the Master Plan section, it would be good to call out the need to identify and document asset condition and functional life – i.e. to inform future investment decisions.
3. Under assessment criteria, it might be worthwhile adding commencement availability. Ideally the post would need to be filled by March/April at latest to finalise the concept design work with the hospital.

Please let me know if you're happy with the changes and I'll incorporate them into the SoR.

Regards,
 John

From: Gray, Sophie
Sent: Wednesday, 16 January 2019 4:25 PM
To: Catanzariti, John <John.Catanzariti@act.gov.au>
Subject: Fwd: Procurement - Program Director

Hi John
 Attached is the updated SoR for the program director.
 As discussed can you in track changes make any suggested edits.
 Thanks
 Sophie

Sent from my iPhone

Begin forwarded message:

From: "Burch, Brad (Health)" <Brad.Burch@act.gov.au>
Date: 11 January 2019 at 2:09:00 pm AEDT
To: "Gray, Sophie" <Sophie.Gray@act.gov.au>
Cc: "Culver, Jakob (Health)" <Jakob.J.Culver@act.gov.au>
Subject: FW: Procurement - Program Director

UNCLASSIFIED

Hi Sophie

Updated document as discussed.

Thanks and regards

Brad Burch | Executive Branch Manager, Strategic Infrastructure

Strategic Infrastructure and Procurement

Corporate Services

☎ (02) 6207 2385 or [REDACTED] | ✉ brad.burch@act.gov.au

Program Director – SPIRE and Canberra Hospital Master Plan

ACT Health Directorate requires a suitably qualified Program Director to lead the delivery of the \$500 million SPIRE program, including a Canberra Hospital Master Plan, across five streams of work, including:

- Health Service Planning;
- Commercial (budget, costing and financing);
- Digital Technology;
- Communications and Stakeholder Engagement; and
- Facility Planning, Design and Construction (including commissioning strategy).

The Program Director will be required to manage and coordinate the project streams to ensure that the SPIRE Centre milestones are delivered on time and within budget and the outputs are fit-for-purpose. With an initial term of eighteen months, the Program Director will be required to steward the project through to completion of the construction procurement phase – with early works required to commence in mid-2020. In addition to the SPIRE Centre outputs, the Program Director will be required to deliver a Canberra Hospital Campus Master Plan by June 2020.

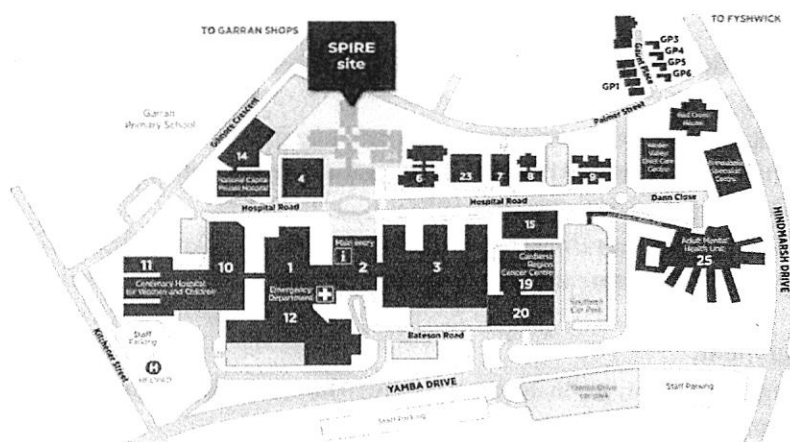
The inputs related to each of these streams will be delivered where possible by in-house resources (ACT Health and/or Canberra Health Services (CHS)), however where necessary, the Program Director will support ACT Health in the procurement of additional consultancy teams and/or realigning existing resources to support project delivery. This may include the coordination of an externally resourced construction management team.

The Program Director will report to the Executive Branch Manager, Strategic Infrastructure, and in addition to the roles described above, will be responsible for providing regular reporting, maintaining a master program and providing presentations to internal governance bodies, Senior Executives and Government as required. Respondents may wish to include additional support resources in their submission to deliver against the scheduling and reporting function.

This request for tender may be used to engage Program or Project Director services for other Major Infrastructure Projects at ACT Health's discretion.

Surgical Procedures, Interventional Radiology and Emergency Centre

The SPIRE Centre is a new acute services building on the existing Canberra Hospital campus, encompassing surgical services, interventional radiology, emergency department, intensive care, coronary care and support services, such as a central sterilising services department and a helicopter Landing Site. The SPIRE Centre will be located to the Northern end of the campus, between Hospital Road and Palmer Street, displacing existing aged administration, accommodation and outpatient buildings (Building 5 and 24).



Currently in the Proof of Concept design phase, a detailed business case is due to be presented to Government in early 2019; subject to Government's consideration, the \$500 million project is expected to be fully funded from 2019-20. Early works are expected to start in 2020, with construction completion required by 30 June 2024. The Program Director will be responsible for the coordination of the following deliverables:

- SPIRE program delivery plan, including project scheduling and budget (coordinating inputs from each stream);
- Service delivery plan;
- Finance strategy, including ongoing operational cost development;
- Workforce strategy;
- Digital and medical technology strategy;
- Advisor engagement strategy;
- Stakeholder engagement strategy;
- Commissioning strategy;
- Procurement strategy; and
- Other design and construction documentation to support procurement.

Canberra Hospital Campus Master Plan

Building on the significant work completed to date, ACT Health is required to develop a Campus Master Plan for the Canberra Hospital. Referencing the Canberra Hospital Strategic Asset Management Plan, the previous campus planning and infrastructure review documentation, including the Capital Asset Development Plan, the Upgrading and Maintaining ACT Health Assets program and the SPIRE planning outputs, the Canberra Hospital Campus Master Plan project will:

- Develop campus planning principles and an overarching vision for the Canberra Hospital Campus, through a series of workshops with key internal and external stakeholders;
- Develop Campus Master Planning documentation, including identification of future functional development zones, consistent with contemporary hospital campus design, encouraging staff and patient wellbeing and operational efficiency. The Campus Master plan will include consideration of:
 - Hospital logistics and wayfinding;
 - Digital integration;
 - Parking provision and access to public transport;
 - Public open spaces;
 - Staff amenity; and
 - Engineering Services and Sustainability.

The Program Director will be required to develop documentation to initiate the Canberra Hospital Campus Master Plan project, support the engagement of internal resources and specialist consultants to deliver the Master Plan, and manage the project through to completion.

Assessment Criteria

1. Demonstrated experience providing Program and/or Project Direction services on major health infrastructure projects;
2. Demonstrated understanding of health planning processes and principles;
3. Demonstrated experience in providing support for the procurement of specialist consultants and construction contractors in relation to a major health project;
4. Confirmation of availability of the Program Director, with a commitment of at least 80 per cent of full-time equivalent over the period of engagement; and
5. Fixed fee price, including:
 - a. an 18-month engagement;
 - b. an optional 12-month extension, to be accessed at ACT Health's discretion; and
 - c. hourly rates for all nominated resources.

Lowes, Shannon (Health)

From: Culver, Jakob (Health)
Sent: Wednesday, 23 January 2019 12:59 PM
To: Evans, Kate (Health); JasonSmith, Rhona (Health); Lindemann, Monica (Health)
Subject: RE: SPIRE update [SEC=UNCLASSIFIED]

Hi all

See attached governance structure for SPIRE doc. Please do not circulate as has not been widely distributed at present.

Will print for our meeting.

Thanks
 Jake



190101

Draft-for-Discus...

-----Original Appointment-----

From: Evans, Kate (Health)
Sent: Tuesday, 22 January 2019 4:10 PM
To: Evans, Kate (Health); Culver, Jakob (Health); JasonSmith, Rhona (Health); Lindemann, Monica (Health)
Subject: SPIRE update
When: Wednesday, 23 January 2019 1:00 PM-2:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.
Where: ACTH-Bowes-Conf Room 4.01 (seats 8)

Hi all,

Can we please meet tomorrow for a SPIRE update

Governance

Risk register

Reporting POP

Schedule

Kind regards

Kate

Draft-for-Discussion

PROJECT GOVERNANCE MODEL – BUSINESS CASE DEVELOPMENT PERIOD

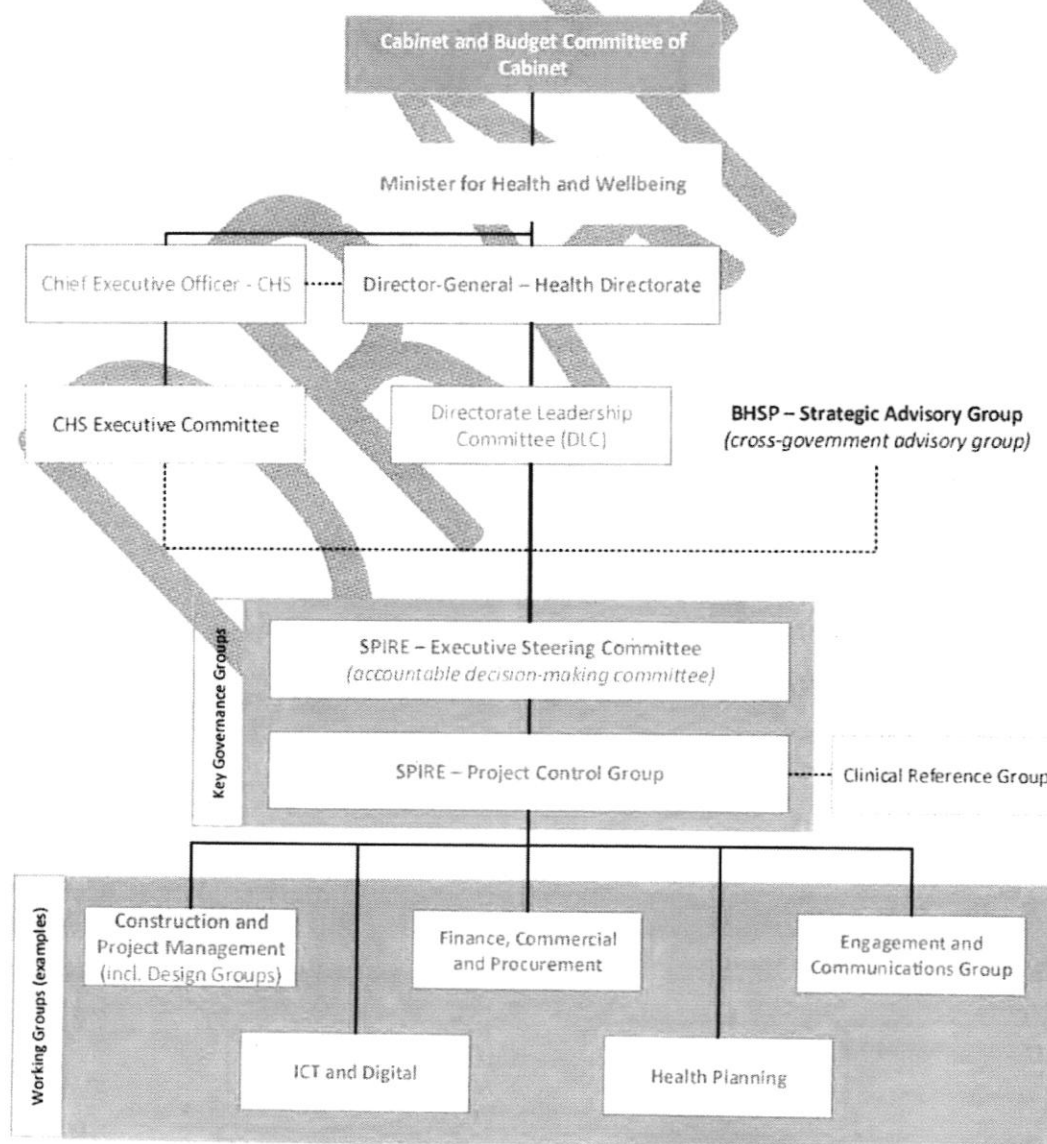
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The project governance model comprises of an Executive Steering Committee (accountable decision-making body) and Project Control Group (decision-setting and monitoring body) reporting to the Director-General of the ACT Health Directorate through the Directorate Leadership Committee (DLC). In addition, the governance model comprises a high-level cross-government advisory committee – Building Health Services Program (BHSP) Strategic Advisory Group – which will be chaired by the Director-General of the ACT Health Directorate.

Proposed Governance Structure



Draft-for-Discussion

Roles and Responsibilities – Key Individuals within the Governance Structure

Role	Position	Organisation
Senior Owner	Director-General (Chair: SPIRE – Executive Steering Committee)	ACTHD
Deputy Senior Owner	Deputy Director-General, Corporate Services (Deputy Chair: SPIRE – Executive Steering Committee)	ACTHD
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Deputy Project Executive	Executive Branch Manager, Strategic Infrastructure	ACTHD
Project Management Role	Position to be filled (IFCW during the business case development period and staging and decanting)	ACTHD
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Service Delivery Planning Consultant	Service Delivery Planning Consultant (External Consultant) – Reporting to ACTHD	TBC

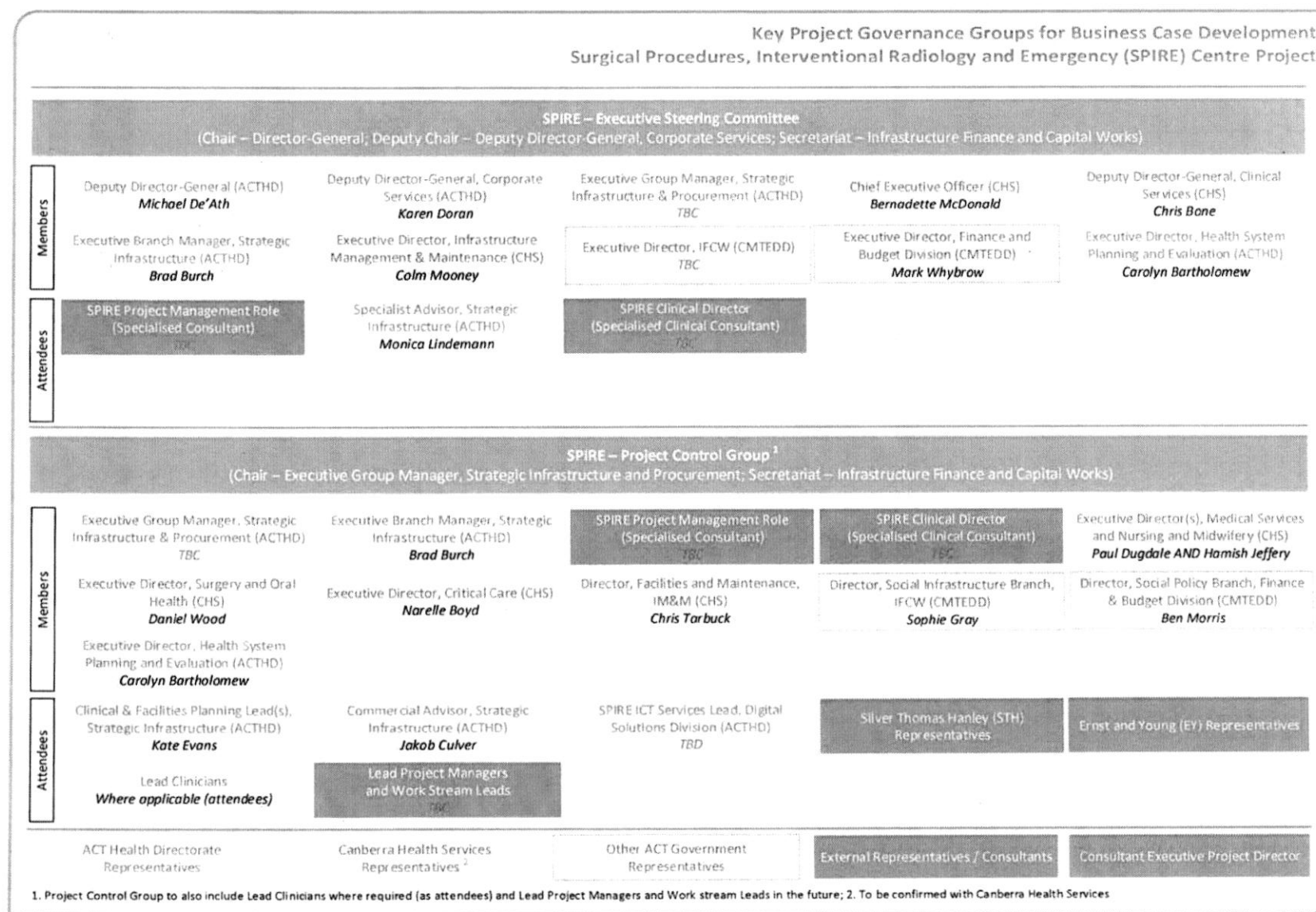
1. In addition to Lead Clinicians, other clinical stakeholders will form part of the Working Groups to inform progression of project elements (e.g. design user groups to inform early design and preliminary/final design processes). Lead Clinicians will form part of the proposed Clinical Reference Group.

2. STH – Silver Thomas Hanley; EY – Ernst & Young

Proposed Scheduling of First Meetings for Governance Groups

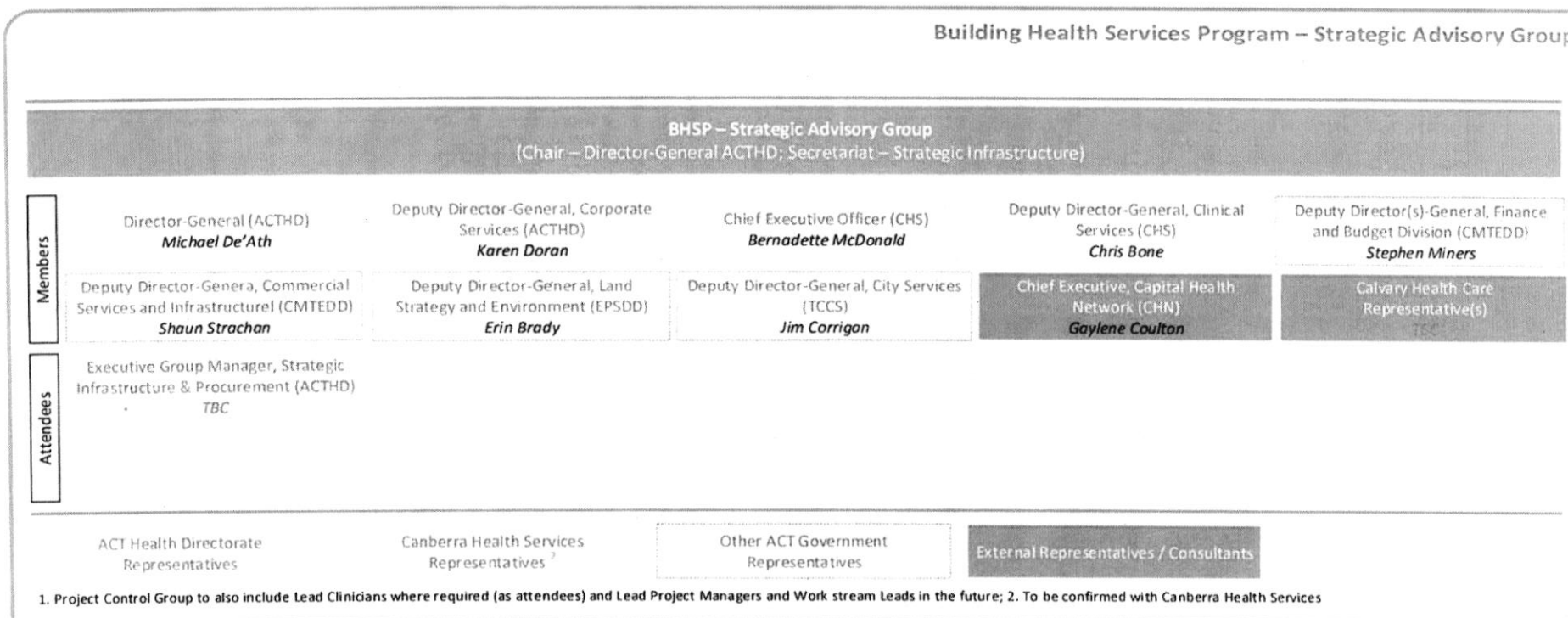
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1 st Project Control Group meeting	Mid-Late January 2019	To be scheduled
1 st Executive Steering Committee meeting	Early February 2019	To be scheduled
1 st BHSP Strategic Advisory Committee meeting	Early-Mid February 2019	To be scheduled

Proposed Stakeholders of Key Governance Groups – Part A (Executive Steering Committee and Project Control Group)



Proposed Stakeholders of Key Governance Groups – Part B (BHSP Strategic Advisory Group)

Building Health Services Program – Strategic Advisory Group



Attwood, Courtney (Health)

From: Catanzariti, John
Sent: Wednesday, 23 January 2019 1:30 PM
To: Burch, Brad (Health)
Cc: Culver, Jakob (Health); Gray, Sophie; Busic, Babita
Subject: FW: TCH_SPIRE - Additional Site Investigations - Surveying [SEC=UNCLASSIFIED]
Attachments: TCH_SPIRE - Surveying Fee Proposal_Veris.pdf

Brad,

Please refer to the email below in relation to the accuracy of existing survey documentation. In order to ensure accurate and up to date survey information is available for the SPIRE PoC design, STH have provided a proposal to engage a surveyor to verify existing survey documents and update them as required.

The cost to undertake this work is [REDACTED] and would be a variation to STH's SPIRE PoC contract. Given the relatively small value of this work in the context of the overall SPIRE project, it would be valuable to develop accurate survey data that can be used not only for the PoC design but also future phases of the project.

Can you please confirm your agreement to proceed with this and I will prepare formal variation documentation for signature.

Regards,
 John

From: [REDACTED]
Sent: Monday, 21 January 2019 12:23 PM
To: Catanzariti, John <John.Catanzariti@act.gov.au>
Cc: Busic, Babita <Babita.Busic@act.gov.au>; [REDACTED]
Subject: TCH_SPIRE - Additional Site Investigations - Surveying

Hi John,

As part of our initial site investigations, we have found that the survey information that we currently have is out of date or doesn't provide sufficient detail for the new site. As discussed at the kick off workshop, there was a suggestion to obtain a cloud point survey, which we included in the brief to the surveyors. As such, we contacted Veris and Steger & Associates for quotations. Of the 2 quotations received, Veris have advised a more cost effective solution is to verify the existing compiled surveys for accuracy and update the survey as required. Their fee for this scope of work is [REDACTED] and requires 4 days to complete this task. The quotation received from Steger is to complete a new survey and is [REDACTED] plus an additional [REDACTED] to convert the buildings into revit format.

As such, we believe the most cost effective approach is to validate the existing survey as outlined by Veris for a fee of [REDACTED] and seek the relevant approvals to proceed with this scope of work.

Thanks John.

[REDACTED] Associate



SILVER THOMAS HANLEY
 PELACO COMPLEX
 BUILDING 3, LEVEL 2
 21-31 GOODWOOD ST
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Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Friday, 25 January 2019 7:58 AM
To: Doran, Karen (Health)
Cc: Burch, Brad (Health); Lindemann, Monica (Health)
Subject: FW: Proof of Concept Nominations - SPIRE [SEC=UNCLASSIFIED]
Attachments: 190118 proof of Concept Nominations - SPIRE.xlsx; SPIRE POC Clinical Engagement Membership List.12.12.2018.docx

Hi Karen

Attached (excel doc) is a list of user group nominations for SPIRE Proof of Concept design – which will commence shortly once we have settled the ‘program’ with STH.

The list for CHS has been provided by Colm (in a separate word doc – also attached) in mid-December and early January, which I have consolidated into the excel list with ACT Health Directorate nominations.

Once the ‘program’ with STH is settled (which hopefully today’s project meeting at 11am will go a long way to resolving), IFCW will work with STH to schedule user groups for the Proof of Concept.

As always, please let me know if you have any questions or concerns.

Thanks
 Jake

From: Culver, Jakob (Health)
Sent: Friday, 18 January 2019 1:37 PM
To: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Bartholomew, Carolyn (Health) <Carolyn.Bartholomew@act.gov.au>
Subject: Proof of Concept Nominations - SPIRE [SEC=UNCLASSIFIED]

Brad / Carolyn

Attached is a quick list of PoC design user group nominations for SPIRE PoC. The list for CHS has been provided by Colm (in a separate word doc – also attached) in mid-December and early January.

I have added in nominations from the Directorate’s end as well. Can you let me know if there is anyone further from your perspectives?

Once we have ACTHD list sorted between the three of us, I will send up to Karen for her endorsement of the list across both CHS and ACTHD.

Need to get back to IFCW as soon as possible (latest first thing Monday). Program from STH for PoC is imminent.

Thanks
 Jakob



**Canberra Health
Services**

SPIRE Clinical Engagement List

Division	Area	Officer
Critical Care	ED	Greg Hollis
	ICU	Bronwyn Avard
	Retrieval	Kelvin Grove
Surgery and Oral Health	Surgery	Frank Piscioneri
	Anaesthesia	Thomas Brussel
Medical Imaging	Medical Imaging	Charles Ngu
Pathology	Pathology	Jane Dahlstrom
Clinical Support Services	Clinical Support Services (Division)	Lisa Gilmore
	Pharmacy	Sheridan Briggs

Medicine	Medicine (Division)	Girish Talaulikar
CACHS	Cancer services	Paul Craft
CACHS	Outpatients	Cathie O'Neill
Operations	Patient Flow	Lyn O'Connell
Allied Health	CAHO	Kerry Boyd
Medical Services	DMS	Paul Dugdale
Nursing	DoN	Hamish Jeffrey
	Maxillofacial Surgeon	Dylan Hyam
	Director of Orthopaedic Surgery	Professor Paul Smith

Proof of Concept Design Group Nomination / Stakeholders

Surgical Procedures, Interventional Radiology and Emergency Centre Project

Organisation	Division	Service Area	Name
Canberra Health Services (provided by Colm Mooney to IFCW - 17/12/18 and 02/01/19)	Critical Care	Emergency Department	Greg Hollis
		Intensive Care Unit	Bronwyn Avard
		Retrieval Service (Air Ambulance)	Kelvin Grove
	Surgery and Oral Health	Surgery	Frank Piscioneri
		Anaesthesia	Thomas Brussel
		Maxillofacial Surgery	Dylan Hyam
		Orthopaedic Surgery	Professor Paul Smith
	Medical Imaging	Medical Imaging	Charles Ngu
	Pathology	Pathology	Jane Dahlstrom
	Clinical Support Services	Clinical Support Services (Division)	Lisa Gilmore
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	Medicine	Medicine (Division)	Girish Talaulikar
	Cancer and Community Health Services	Cancer Services	Paul Craft
		Outpatients	Cathie O'Neill
ACT Health Directorate	Operations	Patient Flow	Lyn O'Connell
	Allied Health	Chief Allied Health Officer	Kerry Boyd
	Medical Services	Director of Medical Services	Paul Dugdale
	Nursing	Director of Nursing	Hamish Jeffrey
	Strategic Infrastructure	All areas of SPIRE	Brad Burch
	Strategic Infrastructure	All areas of SPIRE	Jakob Culver
	Strategic Infrastructure	All areas of SPIRE	Monica Lindemann
	Health Planning	All areas of SPIRE	Carolyn Bartholomew
	Facilities Planning	All areas of SPIRE	Kate Evans
	Facilities Planning	All areas of SPIRE	Sally-Anne Kinghorn

Attwood, Courtney (Health)

From: Gray, Sophie
Sent: Friday, 25 January 2019 10:05 AM
To: Burch, Brad (Health)
Cc: Catanzariti, John
Subject: FW: SPIRE - RFT for Program Director [SEC=UNCLASSIFIED]

Hi Brad

Note that the Program Director RFT has been issued. As per our discussion, if you could provide the overarching paragraph confirming that it is an individual being sought with an admin support if required. We can issue as an addendum early next week.

Regards
 Sophie

Sophie Gray | Director Social Infrastructure
 Phone 02 5124 7022 | Mobile [REDACTED] | sophie.gray@act.gov.au
 Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government
 Level 1 Building 3, The Canberra Hospital, Yamba Drive, Garran, ACT 2605 | PO Box 158, Canberra City ACT 2601 | act.gov.au



I acknowledge the traditional custodians of the ACT the Ngunnawal people, and their continuing connection to land and community. I pay my respect to them, and to the Elders both past and present.




From: tendersACT
Sent: Friday, 25 January 2019 8:54 AM
To: Catanzariti, John <John.Catanzariti@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>
Cc: Gray, Sophie <Sophie.Gray@act.gov.au>
Subject: FW: SPIRE - RFT for Program Director [SEC=UNCLASSIFIED]

Good morning John,

As per phone conversation this morning RFX 30064.200.01 (0A) and Select Tender are due for release at 9:00am please note the DOC is closing two day earlier than the select tender as per usual.

RFx Number Details

30064.200.01 Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Program Director 

Pending Prequalification Category: n/a

Release Directorate/Agency ACT Health Directorate

Other UNSPSC: 72000000 - Building and Construction and Maintenance Services - (50%)

Arrangements
(OA)

30064.200 Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Program Director 

(selective) Prequalification Category: n/a

Pending Directorate/Agency ACT Health Directorate

Release UNSPSC: 72000000 - Building and Construction and Maintenance Services - (50%)

Tender

Regards

Helen Meek

Tenders ACT Team

Phone: +61 2 6207 7377 | Fax: +61 2 6207 6500 Email: tenders.act.gov.au

Infrastructure Finance and Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government
Level 2, 153 Nature Conservation House cnr Emu Bank &, Benjamin Way, Belconnen ACT 2617 | PO Box 158 Canberra City ACT 2601 |
www.procurement.act.gov.au | www.act.gov.au | tenders.act.gov.au

Please consider the environment before printing this email, if printing is necessary, print double-sided and black and white

From: Catanzariti, John

Sent: Friday, 25 January 2019 7:27 AM

To: tendersACT <tendersACT@act.gov.au>

Cc: Meek, Helen <Helen.Meek@act.gov.au>; Basic, Babita <Babita.Basic@act.gov.au>

Subject: SPIRE - RFT for Program Director [SEC=UNCLASSIFIED]

Helen,

Please find attached RFT documents for the engagement of a Program Director for the SPIRE project.

Please note that tenderers are required to sign and return a Deed of Confidentiality prior to the release of RFT documents.

I'm in meetings for most of the day, so I you can't reach me please contact Babita Basic.

Regards,
John

Pond, Aleks (Health)

From: Burch, Brad (Health)
Sent: Friday, 25 January 2019 7:03 PM
To: Gray, Sophie
Cc: Catanzariti, John; Esau, Lloyd
Subject: Re: Vegetation assessment for SPIRE [SEC=UNCLASSIFIED]

Thanks Sophie - happy with your approach.

Have a great long weekend!

Brad Burch


Sent from my iPhone

On 25 Jan 2019, at 5:41 pm, Gray, Sophie <Sophie.Gray@act.gov.au> wrote:

Hi John

As per our discussion today, could you arrange for a vegetation assessment of the SPIRE site to confirm tree locations, tree health and which are regulated trees. The report will need to be under \$25K and suitable to commence discussions with the Tree Protection Unit prior to lodgement of the demo DA. Can we cover the SPIRE site and the Bld 8 area (if achievable for under \$25K).

ACT HD no longer have a requirement for consultant engagements to be approved by the Chief Executive and so there is no need to use the TAP panel. We will be able to conduct this as a single quote from a suitable consultant for Brad to approve (refer to the TAP for suitable suppliers).

Brad – can you confirm with a response email that you agree to proceed on this approach and any comments/changes.

Thanks

Sophie

Sophie Gray | Director Social Infrastructure

Phone 02 5124 7022 | Mobile  | sophie.gray@act.gov.au

Infrastructure Finance & Capital Works | Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 1 Building 3, The Canberra Hospital, Yamba Drive, Garran, ACT 2605 | PO Box 158, Canberra City ACT 2601 | act.gov.au

<image003.jpg>

Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Tuesday, 29 January 2019 8:09 AM
To: Chatham, Elizabeth (Health); Bone, Chris (Health)
Cc: Burch, Brad (Health); JasonSmith, Rhona (Health)
Subject: FW: CARHU relocation [SEC=UNCLASSIFIED]
Attachments: scan_nicole shaw_2019-01-22-15-10-40.pdf; CARHU Relocation Requirements January 2019.docx

Hi Liz and Chris

Strategic Infrastructure/BHSP, including myself, recently met with Bronwyn Roberson from the Child at Risk Unit (CARHU) in relation to decanting of Building 5 for SPIRE, specifically CARHU's requirements for relocation etc. It was a very positive meeting that went very well with CARHU.

In this regard, we have been provided with the attached from CARHU – a high-level clinical and functional requirements brief, and a floor plan for a recently mooted refurbishment.

In regards to the attached, it would be handy to provide these on to STH (design consultants) for SPIRE Proof of Concept, as it would likely assist them in the development of the SPIRE decant strategy. Are you supportive of the attached docs and happy for these to be provided to STH (I note a requirement for outdoor play/waiting area, not sure if this is currently part of CARHU)?

Can you please let me know as soon as possible, as STH have a tight turn around for development of the SPIRE decant strategy.

Thanks
 Jakob

From: Roberson, Bronwyn (Health)
Sent: Friday, 25 January 2019 9:45 AM
To: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>
Subject: RE: CARHU relocation [SEC=UNCLASSIFIED]

Hi Jakob

The document was originally developed early 2018 when there were plans for placing a carpark where building 5 currently is. The original document was a brief that went to Liz Chatham, Liz's recollection is that the document then went to the area responsible for considering the carpark development and that it did not go further than that. I updated the document this week in preparation for our meeting. Happy to discuss further if that is helpful.

Kind regards
 Bronwyn

Bronwyn Roberson
 Manager | Child Health Targeted Support Services
Phone (02) 5124 2712 | Email: Bronwyn.Roberson@act.gov.au
Division of Women, Youth & Children Community Health Programs | Canberra Health Services | ACT Government
 Building 5, Level 1 Canberra Hospital, Yamba Drive, Garran ACT 2605 | PO Box 11 Woden ACT 2606
www.health.act.gov.au

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From: Culver, Jakob (Health)
Sent: Wednesday, 23 January 2019 7:24 AM
To: Roberson, Bronwyn (Health) <Bronwyn.Roberson@act.gov.au>
Cc: JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>
Subject: RE: CARHU relocation [SEC=UNCLASSIFIED]

Thanks Bronwyn – much appreciated for sending this information through.

In regards to the relocation requirements document, what was the original audience for this? Was it part of a briefing up through exec of CHS (e.g. to Karen Faichney / Liz Chatham / Chris Bone)? Would appreciate knowing if exec have been provided with this yet and if so which exec?

Happy to discuss and thank you also for your time yesterday.

Thanks
 Jakob

Jakob J Culver

Commercial Advisor | Strategic Infrastructure, Corporate Services | ACT Health Directorate
 P: +61 2 5124 9707 | M: [REDACTED] | E: Jakob.J.Culver@act.gov.au | A: 2-6 Bowes Street PHILLIP ACT 2606

From: Roberson, Bronwyn (Health)
Sent: Tuesday, 22 January 2019 3:24 PM
To: JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Colliver, Deborah (Health) <Deborah.Colliver@act.gov.au>; Sansum, Catherine (Health) <Catherine.Sansum@act.gov.au>
Subject: CARHU relocation [SEC=UNCLASSIFIED]

Dear Rhona and Jakob

Thank you very much for the opportunity to meet today to discuss the relocation requirements for CARHU. Cath Sansum and I very much appreciated your interest in understanding the services delivered at CARHU and the particular needs of our vulnerable client group.

As we discussed please find attached the floor plans for the CARHU refurbishment and the "Relocation requirements for the Child at Risk Health Unit" document that we referred to during our meeting. I look forward to working together to progress the relocation of CARHU.

Please feel free to call or email with any questions or clarifications that you may require.

Thanks again,
 Kind regards
 Bronwyn

Bronwyn Roberson
 Manager | Child Health Targeted Support Services
Phone (02) 5124 2712 | Email: Bronwyn.Roberson@act.gov.au
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Pond, Aleks (Health)

From: Culver, Jakob (Health)
Sent: Tuesday, 29 January 2019 8:47 AM
To: Catanzariti, John; Basic, Babita
Cc: Burch, Brad (Health)
Subject: SPIRE Design Group Nominations - DRAFT [SEC=UNCLASSIFIED]
Attachments: 190118 proof of Concept Nominations - SPIRE.XLSX; SPIRE POC Clinical Engagement Membership List.12.12.2018.docx

John / Babita

Please see attached excel workbook. These are draft pending DDG Corporate Clearance.

However may be handy for prep pending clearance.

Thanks

Jake

Jakob J Culver

Commercial Advisor | Strategic Infrastructure, Corporate Services | ACT Health Directorate
P: +61 2 5124 9707 | M: [REDACTED] | E: Jakob.J.Culver@act.gov.au | A: 2-6 Bowes Street PHILLIP ACT 2606

Proof of Concept Design Group Nomination / Stakeholders

Surgical Procedures, Interventional Radiology and Emergency Centre Project

Organisation	Division	Service Area	Name
Canberra Health Services (provided by Colm Mooney to IFCW - 17/12/18 and 02/01/19)	Critical Care	Emergency Department	Greg Hollis
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ACT
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**Canberra Health
Services**

SPIRE Clinical Engagement List

Division	Area	Officer
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Medical Services	DMS	Paul Dugdale
Nursing	DoN	Hamish Jeffrey
	Maxillofacial Surgeon	Dylan Hyam
	Director of Orthopaedic Surgery	Professor Paul Smith

Pond, Aleks (Health)

From: Culver, Jakob (Health)
Sent: Tuesday, 29 January 2019 10:00 AM
To: JasonSmith, Rhona (Health); Burch, Brad (Health)
Cc: Lindemann, Monica (Health)
Subject: RE: B5 & 24 Staff & FFE Mapping [SEC=UNOFFICIAL]
Attachments: Mapping Staff B5 20190125.xlsx; B24 Staff Mapping 20190121.xlsx

Thanks Rhona – this looks good.

Brad – this essentially maps the People/FTE and also the FFE and broad functional requirements for each of the services (based on what they currently have).

This may be handy for STH to have to inform their options as discussed last week? Maybe handy to provide to STH, minus names etc.

Monica – FYI there is a list of people in the attached which may be handy for engagement strategy/plan etc.

Thanks
 Jake

From: JasonSmith, Rhona (Health)
Sent: Friday, 25 January 2019 5:13 PM
To: Burch, Brad (Health) <Brad.Burch@act.gov.au>
Cc: Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Subject: B5 & 24 Staff & FFE Mapping

UNOFFICIAL

Hi Brad and Jake,

Please find attached the Staff & FFE mapping exercise for Buildings 5 & 24 as requested.

Please note that there are two folders to each spread sheet:

- Staff
- FFE

I'll catch up with you on Tuesday, have a great weekend

Rhona

Rhona JasonSmith
 P: 02 5124 9667
 E: rhona.jasonsmith@act.gov.au

Senior Project Officer
 Territory-wide Health Service Planning | ACT Health Directorate | ACT Government
 Level 5, 2-6 Bowes Street
 WODEN ACT 2606



ACT
Government

ACT Health

SPIRE: Staging & Decanting Canberra Hospital Building 5							STAFFING	
To assist the Strategic Accommodation Project Officer to plan and schedule your relocation, please complete and email to Project Officer								
Client Group / Unit:		Canberra Hospital Building 5 Level 1			AVR Number:			
Client Contact Officer:					Phone:			
Client Contact Officer Backup:					Phone:			
Current Location			Staff Details			New Location	Comments	
Building	Level	Workpoint / Room No.	Position	Surname	First Name	Phone	Destination Number (Refer to Plan)	
Staff Development								
5	1		Admin Front Reception, Capabiliti					
5	1		Orientation Admin					
5	1		Director Staff Development					
5	1		Hot Desk					
5	1		Work Experience Coordinator					
5	1		Learning & Development & Essential Ed manager					
5	1		Learning & Development & Registered Training Org Manager					
5	1		BLS Educator, MUD Coordinator					
5	1		Pt Experience Trainer					
5	1		EN training Manager					
5	1		PLS Trainer, training & Assessment Trainer					
5	1		CDN Manager, transition to practice Manager					
5	1		CDN Educator Facilitator					
5	1		Clinical Educator Aspectic Technique					
5	1		Basic/Advanced Life Support					
5	1		E-learning Developer					2 x PCs, 4 x Monitors
5	1		E-learning Coordinator					2 x PCs, 4 x Monitors
5	1		Neonatal Educator					
5	1		Hot Desk					
5	1		Admin Capabiliti Officer					
5	1	5.01.188	EN Transition to Practice CDN					2 x Workstations
5	1	5.01.187	RN Transition to Practice Program					2 x Workstations, 1 x Hot Desk
Clinical Skills Unit								
5	1	5.1.21	Clinical Skills Support					ANU PC & ACT Health PC
5	1	5.1.21	Hot desk					
Clinical Placement Unit								
5	1	5.1.105	Clinical Placement Manager					Unit could be located off campus at Bowes St
5	1	5.1.105	Admin officer ASO3					
5	1	5.1.60	Admin officer ASO5					
5	1	5.1.60	Admin officer ASO4					
5	1	5.1.60	HP3					