

Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Thursday, 3 January 2019 9:36 AM
To: Burch, Brad (Health)
Subject: FOR REVIEW: CHWC - Project Governance Model [DLM=For-Official-Use-Only]
Attachments: 190101 Draft-for-Discussion only - SPIRE Governance Model Options v0.2.docx

Brad

In relation to governance for the SPIRE project, please find attached for review a proposed Project Governance Model based on our catch-up with Karen yesterday.

The attached is an update to the A3 sheet I provided you yesterday afternoon, and now includes a Roles and Responsibilities table and indicative scheduling of first meetings of PCG and Exec Steering Committee following kick-off meeting with STH and EY (intended for next Thursday).

I have also printed a copy for you and placed on your desk.

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: Catanzariti, John
Sent: Monday, 7 January 2019 4:05 PM
To: Culver, Jakob (Health)
Cc: Burch, Brad (Health); Gray, Sophie; Basic, Babita; Esau, Lloyd
Subject: RE: Kick-off meeting with STH/EY - SPIRE Project (and S&D Workshop)
 [SEC=UNCLASSIFIED]
Attachments: AGENDA - SPIRE PoC Design Start Up Meeting.pdf

Jakob/Brad,

Please find attached the draft agenda for the SPIRE Start Up Meeting. Could you please review and advise on any additional items you require to be added.

Regards,
 John

From: Culver, Jakob (Health)
Sent: Monday, 7 January 2019 9:23 AM
To: Catanzariti, John <John.Catanzariti@act.gov.au>
Cc: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Basic, Babita <Babita.Basic@act.gov.au>
Subject: Kick-off meeting with STH/EY - SPIRE Project (and S&D Workshop) [SEC=UNCLASSIFIED]
Importance: High

Hi John

Happy new year. Hope you had a good break.

Just tried to give you a call regarding the SPIRE kick-off meeting for this Thursday afternoon – on our end we have scheduled for 2:30pm to 4:40pm with key executives from ACTHD (Karen D and Brad B) and CHS (Chris B and Colm M). In regards to this, can I ask that IFCW please firm up this meeting time with STH and EY today, develop formal agenda with STH and EY (including and agenda item on Staging and Decanting), and circulate agenda and formal meeting invitation as soon as practical? Also, STH were to provide a User Engagement Plan in early January 2019, could this please be sought from STH and sent through to myself and Brad – this would be much appreciated.

Finally, we would also like scheduled an early workshop (facilitated by STH) regarding Staging and Decanting, if possible on Friday this week (preferred) or early next week (latest), following the kick-off meeting on Thursday? If this is possible, can we also seek from STH their requirements for a Staging and Decanting Workshop? This is in the context of the need for a first draft Staging and Decanting plan by end of January 2019.

Please do not hesitate to give myself or Brad a call if you have any questions or concerns in relation to the above.

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



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Chief Minister, Treasury and
Economic Development

AGENDA

Surgical Procedures Interventional Radiology and Emergency Centre Proof of Concept Design Start Up Meeting

MEETING NO. 1

DATE / TIME: 10 January 2019 – 2.30-4.30pm

VENUE: ACT Health Offices, Level 4, 2-6 Bowes Street Woden,
Meeting Room 4.04

No.	Item	Lead
1	Welcome and Apologies	Chair
2	Project Team Introductions <ul style="list-style-type: none"> • Infrastructure Finance & Capital Works • ACT Health • Canberra Health Services • Silver Thomas Hanley • Ernst & Young 	Chair
3	Project Meetings <ul style="list-style-type: none"> • Discussion on project meeting requirements and frequency • Attendees required 	All
4	Program/Planning <ul style="list-style-type: none"> • Contract program to be submitted • Detailed program for user group and stakeholder engagement to enable early participant scheduling • Early works eg: decanting and demolition • Approvals/endorsements • Coordination with Commercial Advisor • Design presentation requirements • Frequency of program updates 	STH
5	Commercial Advisor for Detailed Business Case <ul style="list-style-type: none"> • Roles and responsibilities • Coordination • Key deliverables 	IFCW
6	Project Documentation <ul style="list-style-type: none"> • Existing documentation requirements 	IFCW



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	<ul style="list-style-type: none"> Additional requirements 	
7	Risk Workshop <ul style="list-style-type: none"> Date/location Attendees Facilitator Risk/issues register 	ACTH
8	Site Access <ul style="list-style-type: none"> Access schedule for inspections Notifications/approvals Site Restrictions 	ACTH
	Other Business	

Pond, Aleks (Health)

From: Lindemann, Monica (Health)
Sent: Tuesday, 8 January 2019 1:27 PM
To: Burch, Brad (Health); Culver, Jakob (Health)
Subject: Woden Valley Community Council [SEC=UNCLASSIFIED]

Hi Brad, Jake

Lock in 7pm, Wednesday 6 March for the SPIRE presentation at the WVCC public meeting.

<https://wvcc.org.au/meetings-minutes/>

Fiona Carrick, WVCCC President, and some of the Council members would also like to meet in advance of the public meeting, during lunchtime (12-1:30?) in Civic.

(could you nominate a couple of dates that suit you both?

I'll also let KD know this is happening at our catch up this afternoon.

Thanks
Monica

Monica Lindemann

Special Adviser | Strategic Infrastructure, Corporate Services | ACT Health Directorate
P: +61 2 5124 9191 | E: monica.lindemann@act.gov.au | A: lvl 4, 2 Bowes Street PHILLIP ACT 2606

Attwood, Courtney (Health)

From: Gray, Sophie
Sent: Tuesday, 8 January 2019 5:15 PM
To: Esau, Lloyd; Burch, Brad (Health); Culver, Jakob (Health)
Cc: Catanzariti, John; Busic, Babita
Subject: RE: Meeting with EPSDD to discuss preliminary DA strategy for SPIRE [DLM=For-Official-Use-Only]

Lloyd

Noted. We can provide EPSDD preliminary advice and follow up with more detail in February when you are back in the office.

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

From: Esau, Lloyd
Sent: Tuesday, 8 January 2019 4:53 PM
To: Gray, Sophie <Sophie.Gray@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Catanzariti, John <John.Catanzariti@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>
Subject: RE: Meeting with EPSDD to discuss preliminary DA strategy for SPIRE [DLM=For-Official-Use-Only]

Sophie

I am on leave from 16 Jan, returning 29 Jan – so will be unable to make this meeting. However, I think it is a good idea to start briefing EPSD as soon as possible.

Lloyd Esau

Executive Director, Major Projects
 Infrastructure Finance and Capital Works, CMTEDD

A: GPO Box 158, Canberra, ACT 2601
 T: +61 (0)2 6205 3552 | M: [REDACTED]

This email, and any attachments, may be confidential and also privileged. If you are not the intended recipient please notify the sender and delete all copies of this transmission along with any attachments immediately. You should not copy or use it for any purpose, nor disclose its contents to any other person.

From: Gray, Sophie
Sent: Tuesday, 8 January 2019 4:23 PM
To: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Esau, Lloyd <Lloyd.Esau@act.gov.au>; Catanzariti, John <John.Catanzariti@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>
Subject: Meeting with EPSDD to discuss preliminary DA strategy for SPIRE [DLM=For-Official-Use-Only]

Hi Brad and Jakob

As discussed today, I have my regular catch up meeting with George Cilliers of EPSDD on 24 January to discuss the Social Infrastructure Branch - DA pipeline. The purpose of these meetings is to give EPSDD the heads up on JACS,

ACT HD and CHS DA, timing, issues and workload planning so that EPSDD allocate officers and prioritise our projects to maintain programme. Would you like to use this opportunity to talk them through the SPIRE DA strategy and anticipated timeframe for lodgement of the demo DA?

Let me know and I can allocate 30 mins specifically to SPIRE and include you and Lloyd in the meeting invite.

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.

Pond, Aleks (Health)

From: Catanzariti, John
Sent: Wednesday, 9 January 2019 9:56 AM
To: Burch, Brad (Health); Culver, Jakob (Health)
Cc: Gray, Sophie; Mooney, Colm (Health)
Subject: SPIRE - Decanting Strategy Meeting [SEC=UNCLASSIFIED]
Attachments: AGENDA - SPIRE PoC Decanting Strategy Meeting.pdf

Brad/Jakob,

Please find attached the draft agenda for tomorrow's Decanting Strategy Meeting.

Could you please revise the agenda and advise if any additional items are required to be included.

Regards,
John



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AGENDA

Surgical Procedures Interventional Radiology and Emergency Centre Proof of Concept Design Decanting Strategy Meeting

MEETING NO. 1

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3	Decanting Strategy Opportunities and Expectations <ul style="list-style-type: none"> • Available existing decanting areas • Options for temporary buildings • Coordination/alignment with other projects eg: Centenary Hospital for Women and Children Expansion Project • Option costings • A campus layout plan will be provided to assist with discussions 	All
4	Program/Planning <ul style="list-style-type: none"> • Decanting Deliverables at each project phase ie: 50% PoC, 80% PoC and 100% PoC • Staging and Decanting program 	All
	Other Business	

Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Wednesday, 9 January 2019 11:54 AM
To: Burch, Brad (Health)
Subject: Draft SPIRE Governance Model Options v0.5 [SEC=UNCLASSIFIED]
Attachments: 190101 Draft-for-Discussion only - SPIRE Governance Model Options v0.5.docx;
SPIRE Executive Steering Committee-Terms of Reference v0.1.docx; 181210 Terms of
Reference - SPIRE PCG v0.2 Draft.docx

Hi there

Please find attached the updated draft SPIRE Governance Model Paper, for review and clearance to Karen. Also attached for review are the Terms of Reference for the Exec Steering Committee and the PCG.

Will print a copy for you too.

Thanks
Jake

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
Executive Project Director	Executive Project Director (External Consultant) – Reporting to the Project Executive	ACTHD
Lead Project Managers	Lead Project Managers (supporting the Executive Project Director)	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.

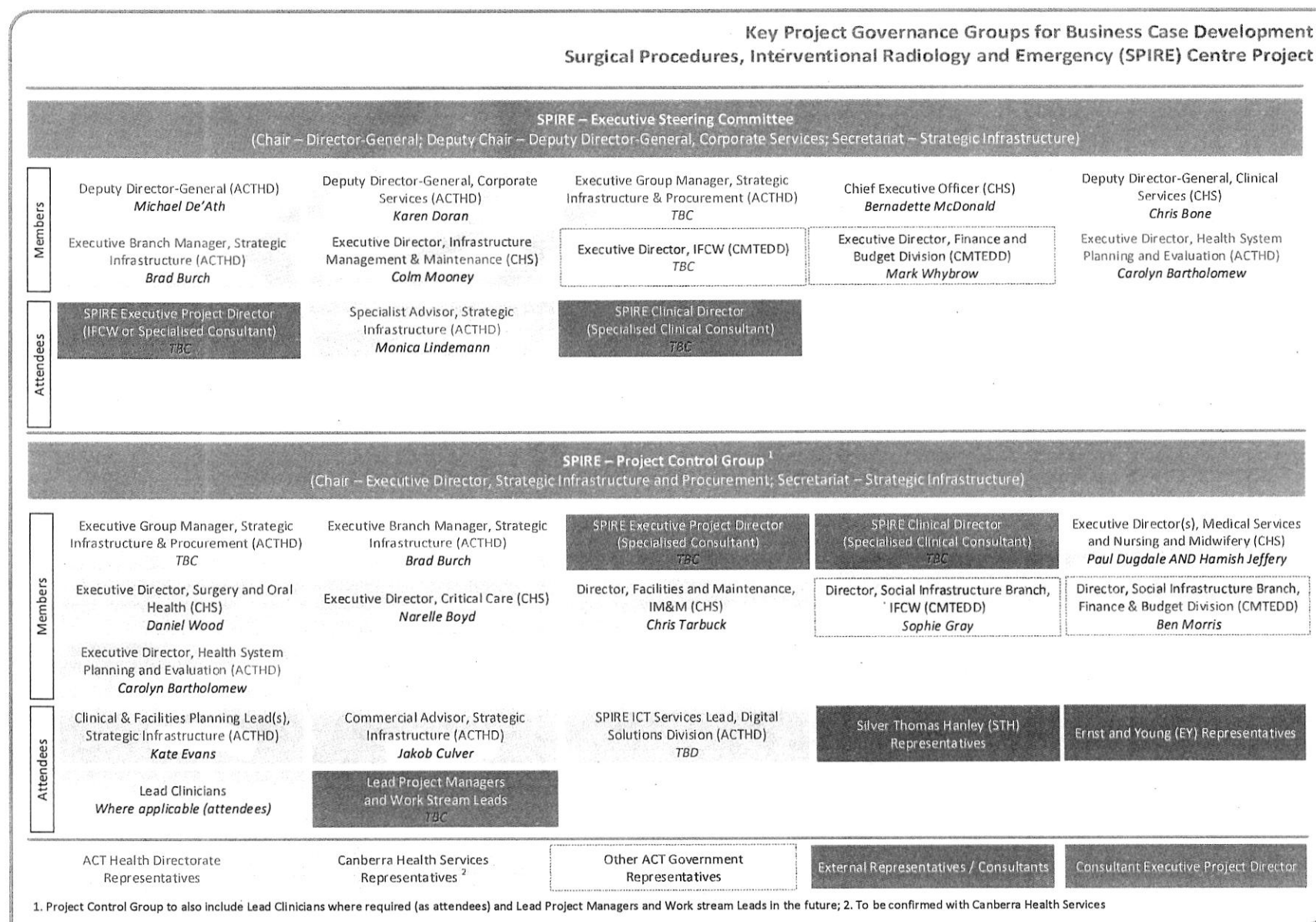
2. STH – Silver Thomas Hanley; EY – Ernst & Young

Proposed Scheduling of First Meetings for Governance Groups

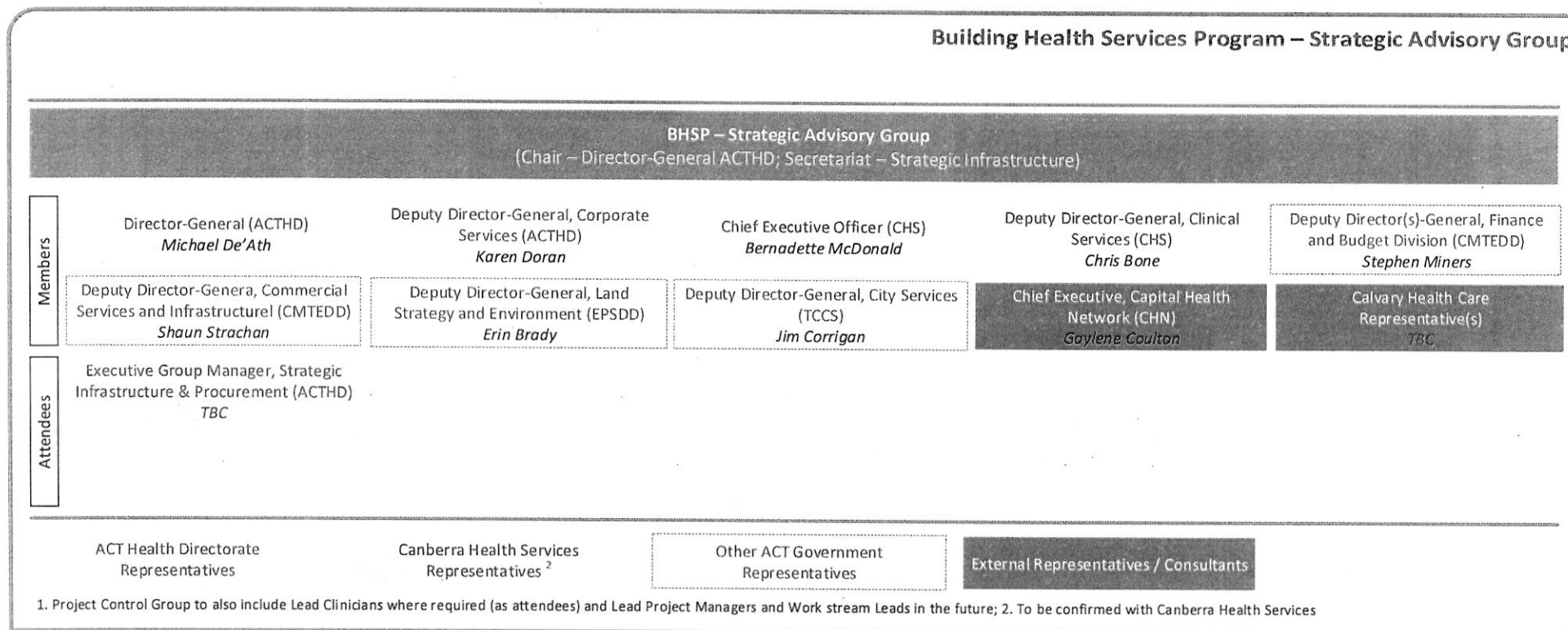
Meeting	Date	Scheduling Status
Kick-Off Meeting – STH and EY and Key Executives from ACTHD, CHS and IFCW	Est. 10 January 2019	To be confirmed
1 st Project Control Group meeting	Mid-Late January 2019	To be scheduled
1 st Executive Steering Committee meeting	Late January 2019	To be scheduled
1 st BHSP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

Draft-for-Discussion

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)





TERMS OF REFERENCE

Surgical Procedures Interventional Radiology Emergency Centre (SPIRE) – Executive Steering Committee

Role	<p>The Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) – Executive Steering Committee provides strategic oversight and leadership in relation to the SPIRE Centre project. The steering committee is the primary decision-making forum for the project.</p>
Reporting Mechanism	<p>The SPIRE Executive Steering Committee formally reports to the Director-General (ACTHD) in relation to the delivery of the SPIRE Centre, with a parallel requirement, in line with the Director-General's directions, to inform and report to the Canberra Health Services Executive Committee (client) and the Strategic Infrastructure and Procurement Governance Committee (Tier 2) of the ACT Health Directorate.</p> <p>The formal monitoring and reporting mechanism for the project consists of formal project reports from the SPIRE – Project Control Group.</p> <p>Project reports and submissions from the SPIRE – Project Control Group report up to the SPIRE – Executive Steering Committee.</p>
Functions	<p>The SPIRE – Executive Steering Committee is responsible for:</p> <ul style="list-style-type: none"> • Strategic oversight of the SPIRE Centre project. • Overarching governance of the project. • Ensuring the project is being delivered in alignment with the governance frameworks across the broader Building Health Services Program (BHSP) and the ACT Health Directorate and Canberra Health Services. • Monitoring the project based on reporting from the Project Control Group, to ensure the project is being delivered within the budget appropriation and scope. • Monitoring the project to ensure it continues to meet ACT Health operational and strategic objectives. • Monitoring the performance of the project against its critical path. • Strategic oversight of cost efficiencies, risk mitigation, design innovations and planning controls of the project. • A point of escalation for the SPIRE – Project Control Group to seek strategic advice, risk management and mitigation advice, resolution and decisions. • Approving the scope and scope variations of the project (within set delegated limitations to the committee). • Establishing boundaries and mechanisms to vary the scope of project, inclusive of setting the timeframe and cost. • Oversight of project's communication and engagement activities. • Escalation of specific issues which may impact on the delivery of the project, and ultimately the reputation of the ACT Health Directorate, Canberra Health Services and the ACT Government.

Membership	<p>Members:</p> <ul style="list-style-type: none"> • Director-General (ACTHD) (Chair) • Deputy Director-General, Corporate Services (Deputy Chair) (ACTHD) • Executive Group Manager, Strategic Infrastructure and Procurement (ACTHD) • Chief Executive Officer (CHS) • Deputy Director-General, Clinical Services (CHS) • Executive Branch Manager, Strategic Infrastructure (ACTHD) • Executive Director, Infrastructure Management and Maintenance (CHS) • Executive Director, IFCW (ACT Treasury) • Executive Director, Finance and Budget Division, (ACT Treasury) • Executive Director, Health System Planning and Evaluation (ACTHD) <p>Attendees:</p> <ul style="list-style-type: none"> • SPIRE Executive Project Director • Special Advisor, Strategic Infrastructure (ACTHD) • SPIRE Clinical Director <p>The SPIRE – Executive Steering Committee may invite other attendees at the Chair's discretion.</p>
Secretariat	Strategic Infrastructure (ACTHD)
Agenda requests	<p>The secretariat is to receive requests for agenda items 5 working days before the meeting, unless otherwise agreed by the Chair or Deputy Chair.</p> <p>Papers are to be distributed no later than 3 working days before the meeting, unless otherwise agreed by the Chair or Deputy Chair.</p>
Meeting Frequency	Monthly on alternating weeks to the Project Control Group, or out-of-session as required.
TOR Review Frequency	Annually or by exception as agreed by the Chair or Deputy Chair.
Date TOR Approved	The TOR is to be tabled for formal endorsement at the first SPIRE – Executive Steering Committee meeting cycle, for recommendation for approval to the Director-General (ACTHD).



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TERMS OF REFERENCE

Surgical Procedures Interventional Radiology Emergency Centre (SPIRE) – Project Control Group

Role	<p>This Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre – Project Control Group (PCG) provides oversight and management in relation to the infrastructure investment into the SPIRE Centre. The PCG is a decision-setting forum for the project.</p> <p>The scope of the PCG is to:</p> <ul style="list-style-type: none"> • Oversight the work undertaken; • Actively identify and plan opportunities for cost efficiencies, risk mitigation, design innovations and planning controls across the project; and • Reporting on progress against the project and its programme.
Reporting Mechanism	<p>The actions, issues and outcomes of the PCG will report up to the SPIRE Executive Steering Committee and the Project Executive – Executive Group Manager, Strategic Infrastructure and Procurement (ACT Health Directorate).</p> <p>The PCG has the right to escalate matters to the Executive Steering Committee for reply advice and strategic resolution.</p> <p>The Chair of the PCG will be the Project Executive – Executive Group Manager, Strategic Infrastructure and Procurement (ACT Health Directorate). The Chair has the right to nominate the submission of papers to inform the agenda of the PCG which are then obligated to progress forward in the outlined reporting governance structure.</p>
Functions	<p>The PCG, inter alia, is responsible for providing:</p> <ul style="list-style-type: none"> • A status report on the project program, including identification of any activities which are tracking behind in their target completion date; early warning of issues which have the potential to impact forward completion dates; and status update on the overall performance against the critical path. A copy of the project program must be tabled on a monthly basis as part of the PCG mandatory project reporting papers. • Working Group reports, submitted in the prescribed template format. • Risk register, including commentary update on a change in status of any risks and the control treatments. • Identification and escalation of specific issues which cannot be appropriately resolved at the PCG membership delegation. • Communications program status, identification of good news story content.
Membership	Members

	<ul style="list-style-type: none"> • Project Executive – Executive Group Manager, Strategic Infrastructure and Procurement (ACTH) • Deputy Project Executive – Executive Branch Manager, Strategic Infrastructure (ACTHD) • SPIRE Executive Project Director (ACTHD) • SPIRE Clinical Director (CHS) • Deputy Senior Supplier – Director, Social Infrastructure Branch (IFCW) • Director, Social Policy Branch, Finance and Budgets (CMTEDD) • User Representative – Executive Director, Medical Services (CHS) • User Representative – Executive Director, Nursing and Midwifery (CHS) • User Representative – Executive Director, Surgery and Oral Health (CHS) • User Representative – Executive Director, Critical Care (CHS) • Executive Director, Health System Planning and Evaluation (ACTHD) • Director Facilities Management and Maintenance (CHS) <p>Attendees</p> <ul style="list-style-type: none"> • Clinical and Facilities Planning Leads, Strategic Infrastructure (ACTHD) • Commercial Advisor, Strategic Infrastructure (ACTHD) • SPIRE ICT Services Lead, Digital Solutions Division (ACTHD) • Consultants (Principal Design Consultant and Business Case Consultant) • Lead Clinicians (where applicable) • Lead Project Managers and Work Stream Leads <p>The PCG may invite other attendees at the Chair's discretion.</p>
Secretariat	Strategic Infrastructure
Agenda requests	<p>The secretariat is to receive requests for agenda items 5 working days before the meeting, unless otherwise agreed by the Chair.</p> <p>Papers are to be distributed no later than 3 working days before the meeting, unless otherwise agreed by the Chair.</p>
Meeting Frequency	Monthly or out-of-session as required.
TOR Review Frequency	Annually or by exception as agreed by the Chair.
TOR Approved	The TOR is to be tabled for formal endorsement at the first PCG meeting cycle, for recommendation to the Executive Steering Committee.

Attwood, Courtney (Health)

From: Mooney, Colm (Health)
Sent: Wednesday, 9 January 2019 1:00 PM
To: Catanzariti, John
Cc: Culver, Jakob (Health); Gray, Sophie; Burch, Brad (Health)
Subject: FW: SPIRE - Decanting Strategy Meeting [SEC=UNCLASSIFIED]
Attachments: AGENDA - SPIRE PoC Decanting Strategy Meeting.pdf

UNCLASSIFIED

Agenda is fine for me noting Jacob's earlier request for additional agenda item on parking.

Can you forward on agenda for tomorrow's exec start up meeting too!

Thanks

Colm

From: Catanzariti, John
Sent: Wednesday, 9 January 2019 9:56 AM
To: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Cc: Gray, Sophie <Sophie.Gray@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>
Subject: SPIRE - Decanting Strategy Meeting [SEC=UNCLASSIFIED]

Brad/Jakob,

Please find attached the draft agenda for tomorrow's Decanting Strategy Meeting.

Could you please revise the agenda and advise if any additional items are required to be included.

Regards,
John



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Chief Minister, Treasury and
Economic Development

AGENDA

Surgical Procedures Interventional Radiology and Emergency Centre Proof of Concept Design Decanting Strategy Meeting

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4	Program/Planning <ul style="list-style-type: none"> • Decanting Deliverables at each project phase ie: 50% PoC, 80% PoC and 100% PoC • Staging and Decanting program 	All
	Other Business	

Attwood, Courtney (Health)

From: Burch, Brad (Health)
Sent: Wednesday, 9 January 2019 4:25 PM
To: Doran, Karen (Health)
Cc: Culver, Jakob (Health)
Subject: AGENDA - SPIRE PoC Design Start Up Meeting.pdf
Attachments: AGENDA - SPIRE PoC Design Start Up Meeting.pdf

UNCLASSIFIED

Hi Karen

Please see attached the agenda for tomorrow's start-up meeting. I note that Bernadette was not on the invite list, given the attendees agreed by the DG in December, however we will anticipate and welcome her attendance.

Thanks and regards

Brad



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Chief Minister, Treasury and
Economic Development

AGENDA

Surgical Procedures Interventional Radiology and Emergency Centre Proof of Concept Design Start Up Meeting

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DATE / TIME: 10 January 2019 – 2.30-4.30pm

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	<ul style="list-style-type: none"> Existing documentation requirements Additional requirements 	
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MINUTES

Surgical Procedures Interventional Radiology and Emergency Centre (SPIRE)

Proof of Concept Design

Start Up Meeting

Thursday, 10 January 2019 – 2.30pm to 4.30pm

ACT Health Offices, Level 4, 2-6 Bowes Street Woden, Meeting Room 4.04

Attendees

	Director – Ernst & Young
	Director – Rider Levett Bucknall
	Manager – Ernst & Young
Chris Bone	Deputy Director General – Canberra Health Services
	Managing Director – Silver Thomas Hanley
Monica Lindemann	Strategic Infrastructure – ACT Health
Jakob Culver	Commercial Advisor – ACT Health
Sophie Gray	Director – Social Infrastructure Branch IFCW
Karen Doran	Deputy Director General, Corporate - ACTH
Colm Mooney	Executive Director – Canberra Health Services
Bernadette McDonald	Chief Executive Officer – Canberra Health Services
Brad Burch	Executive Branch Manager – Strategic Infrastructure ACT Health
Lloyd Esau	Executive Director - Major Projects IFCW
John Catanzariti	Project Manager - IFCW

Apologies

	Ernst & Young

Pond, Aleks (Health)

From: Bartholomew, Carolyn (Health)
Sent: Monday, 14 January 2019 8:11 PM
To: JasonSmith, Rhona (Health); Evans, Kate (Health)
Subject: FW: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: MINUTES - SPIRE PoC Start Up Meeting.pdf; 18080 Hospital Road Speed Review DRAFT.PDF

UNCLASSIFIED For-Official-Use-Only

FYI

From: Basic, Babita
Sent: Monday, 14 January 2019 12:55 PM
To: Catanzariti, John <John.Catanzariti@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; [REDACTED]
 [REDACTED] Doran, Karen (Health) <Karen.Doran@act.gov.au>; Bone, Chris (Health) <Chris.Bone@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Bartholomew, Carolyn (Health) <Carolyn.Bartholomew@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; [REDACTED]
 [REDACTED] Wells, Rebecca (Health) <Rebecca.Wells@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>
Subject: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Good Afternoon All

Please find attached the SPIRE Proof of Concept start up meeting minutes that was held on the 10th January 2019.

Also attached is the Draft Hospital Road Speed Review for your information.

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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Surgical Procedures Interventional Radiology and Emergency Centre (SPIRE)

Proof of Concept Design

Start Up Meeting

Thursday, 10 January 2019 – 2.30pm to 4.30pm

ACT Health Offices, Level 4, 2-6 Bowes Street Woden, Meeting Room 4.04

Attendees

	Director – Ernst & Young
	Director – Rider Levett Bucknall
	Manager – Ernst & Young
Chris Bone	Deputy Director General – Canberra Health Services
	Managing Director – Silver Thomas Hanley
Monica Lindemann	Strategic Infrastructure – ACT Health
Jakob Culver	Commercial Advisor – ACT Health
Sophie Gray	Director – Social Infrastructure Branch IFCW
Karen Doran	Deputy Director General, Corporate - ACTH
Colm Mooney	Executive Director – Canberra Health Services
Bernadette McDonald	Chief Executive Officer – Canberra Health Services
Brad Burch	Executive Branch Manager – Strategic Infrastructure ACT Health
Lloyd Esau	Executive Director - Major Projects IFCW
John Catanzariti	Project Manager - IFCW

Apologies

	Ernst & Young

Pond, Aleks (Health)

From: Basic, Babita
Sent: Monday, 14 January 2019 1:00 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 #1 - Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: MINUTES - SPIRE PoC Decanting Strategy Meeting.pdf

Good Afternoon All

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

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Surgical Procedures Interventional Radiology and Emergency Centre (SPIRE)

Proof of Concept Design

Decanting Strategy Meeting #1

Thursday, 10 January 2019 – 12.00pm to 1.30pm

ACT Health Offices, Level 4, 2-6 Bowes Street Woden, Meeting Room 4.04

Attendees

Lloyd Essau (LE)	Executive Director - IFCW Major Projects
Michael Warylo (MW)	Fire Safety and Transport Manager
Colm Mooney (CM)	Executive Director – Canberra Health Services
Sophie Gray (SG)	Director – IFCW Social Infrastructure Branch
Jakob Culver (JC)	Commercial Advisor – ACT Health
Monica Lindemann (ML)	Strategic Infrastructure – ACT Health
[REDACTED]	Managing Director – Silver Thomas Hanley
Brad Burch (BB)	Executive Branch Manager – Strategic Infrastructure ACT Health
Anne Folger-Pleuger (AFP)	Manager – Accommodation and Leasing Canberra Health Services
Robyn Jensen (RJ)	Senior Manager – Accommodation and Leasing Canberra Health Services
David Hughes (DH)	Project Director – IFCW
John Catanzariti (JCat)	Project Manager - IFCW

Apologies

Nil	

Attwood, Courtney (Health)

From: Catanzariti, John
Sent: Monday, 14 January 2019 2:55 PM
To: Culver, Jakob (Health)
Cc: Burch, Brad (Health); Bartholomew, Carolyn (Health); Gray, Sophie; Basic, Babita
Subject: FW: SPIRE: Status Update [SEC=UNCLASSIFIED]

Jakob,

Please see below an action update from STH following last week's Decanting and Start Up Meetings.

A space audit and general site inspection for the staging and decanting strategy has been organised for 10am this Wednesday (3 hours) with STH, CHS Accommodation and Leasing Team and IFCW. Please let me know if you would like to attend this.

Regards,
 John

From: [REDACTED]
Sent: Friday, 11 January 2019 4:35 PM
To: Catanzariti, John <John.Catanzariti@act.gov.au>
Cc: [REDACTED]
Subject: SPIRE: Status Update

Hi John

Further to our various meetings yesterday, I confirm:

- 1) STH will draft a stakeholder consultation matrix & program. I propose that we will engage with the following planning teams:
 PPT Project Planning Team We will use this forum to co-ordinate the various project inputs with IFCW, ACT Health & TCH. The delegates would essentially be a version of the forum / team that attended the meetings yesterday.
 EPT Executive Planning Team We will use this forum to conduct a series of targeted workshops. The delegates will include the senior clinicians and managers that have an interest / will be accommodated in the SPIRE facility.
 DPT Departmental Planning Team We will use this forum in the initial stages of the project to validate the HPU's / SoA documentation previously completed by ACT Health. The delegates will include the senior clinicians representing
- 2) We are catching up with EY on Monday to review and align programs. We will endeavour to issue a draft program by mid next week.
- 3) STH are currently liaising with design sub-consultant team to document a schedule of 'external' stakeholders.
- 4) STH will prepare a paper citing a series of Operational 'Working Assumptions' for review / workshop with ACT Health / TCH, (For Bernadette & Colm). This is underway and I should have a draft by next Tuesday evening.
- 5) We propose attendance on site next Wednesday 16 Jan 2019 with your decanting team for the purposes of:
 - a) Validating the services currently accommodated in B24 & B5
 - b) Validating available decant floor-plates in other TCH assets.
- 6) We are currently exploring the feasibility / options for procuring an appropriate survey of the project area of influence. I note that a point cloud survey was suggested yesterday, however this may be excessively costly at this time. In any case we will advise further once we have discussed the options with our civil team.

Is there a time on Monday that suits to co-ordinate Item 5) above.

Regards



Managing Director
SILVER THOMAS HANLEY
PELACO COMPLEX
BUILDING 3, LEVEL 2
21-31 GOODWOOD STREET
RICHMOND, 3121
VIC, AUSTRALIA

M: [REDACTED]
T: [REDACTED]
F: [REDACTED]
E: [REDACTED]
W:sth.com.au

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<http://www.mailguard.com.au>

Attwood, Courtney (Health)

From: Bartholomew, Carolyn (Health)
Sent: Monday, 14 January 2019 8:16 PM
To: Bampton, Robert (Health)
Cc: Kinghorne, Sally-Anne (Health); JasonSmith, Rhona (Health); Burch, Brad (Health); Culver, Jakob (Health)
Subject: FW: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: MINUTES - SPIRE PoC Start Up Meeting.pdf; 18080 Hospital Road Speed Review DRAFT.PDF

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Hi Rob

There is one paragraph in the minutes that refers to ACT Health confirming single bed ratio. Can you work with SAK and RJS to provide the previous history in a one pager please? This can be used to support a submission at the first governance group.

Thanks Bart

From: Bartholomew, Carolyn (Health)
Sent: Monday, 14 January 2019 8:11 PM
To: JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>
Subject: FW: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

UNCLASSIFIED For-Official-Use-Only

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Sent: Monday, 14 January 2019 12:55 PM
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[REDACTED]; Doran, Karen (Health) <Karen.Doran@act.gov.au>; Bone, Chris (Health) <Chris.Bone@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Bartholomew, Carolyn (Health) <Carolyn.Bartholomew@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Mooney, Colm (Health) <Colm.Mooney@act.gov.au>; [REDACTED] Wells, Rebecca (Health) <Rebecca.Wells@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>
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Good Afternoon All

Please find attached the SPIRE Proof of Concept start up meeting minutes that was held on the 10th January 2019.

Also attached is the Draft Hospital Road Speed Review for your information.

Kind Regards

Babita Basic
 Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Surgical Procedures Interventional Radiology and Emergency Centre (SPIRE)

Proof of Concept Design

Start Up Meeting

Thursday, 10 January 2019 – 2.30pm to 4.30pm

ACT Health Offices, Level 4, 2-6 Bowes Street Woden, Meeting Room 4.04

Attendees

[REDACTED]	Director – Ernst & Young
[REDACTED]	Director – Rider Levett Bucknall
[REDACTED]	Manager – Ernst & Young
Chris Bone	Deputy Director General – Canberra Health Services
[REDACTED]	Managing Director – Silver Thomas Hanley
Monica Lindemann	Strategic Infrastructure – ACT Health
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Bernadette McDonald	Chief Executive Officer – Canberra Health Services
Brad Burch	Executive Branch Manager – Strategic Infrastructure ACT Health
Lloyd Esau	Executive Director - Major Projects IFCW
John Catanzariti	Project Manager - IFCW

Apologies

[REDACTED]	Ernst & Young
[REDACTED]	

Lowes, Shannon (Health)

From: Bartholomew, Carolyn (Health)
Sent: Wednesday, 16 January 2019 7:52 PM
To: Bampton, Robert (Health)
Cc: Kinghorne, Sally-Anne (Health); JasonSmith, Rhona (Health); Evans, Kate (Health)
Subject: RE: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]
Attachments: HIP SC Single bed room submission May 2015 (V2).docx
Categories: Needs follow-up

UNCLASSIFIED For-Official-Use-Only

Thanks Rob

The HPU's for the current IPU's in SPIRE were pulled together pretty quickly for a proof of concept only. These details, and there will be many others, need to be agreed by ACT health going forward. I am proposing that we ask the new governance (SPIRE) to be ready to decide (based on ours and Ernest's info) what single bed ratio they would endorse as we know there is no right or wrong answer. We just need to give them all the pieces of the story so they can make the decision. Apologies – all this info is too much for one page.

Kate and Rhona please take over progressing this submission for when the governance is established. CHWC project is seeking to know ACT Health's stance on this too, albeit they are working in a confined refurbished space.
 Carolyn

From: Bampton, Robert (Health)
Sent: Tuesday, 15 January 2019 3:26 PM
To: Bartholomew, Carolyn (Health) <Carolyn.Bartholomew@act.gov.au>
Cc: Kinghorne, Sally-Anne (Health) <Sally-Anne.Kinghorne@act.gov.au>; JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>
Subject: RE: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

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Thanks Carolyn,

As attached was the latest work done in May 2015 and the I/P wards where to be configured based on the info it contains. Rhona has indicated that she has not been involved in these deliberations. I'm not sure whether SAK has done any work on this since. This sort of info should have been included in the IPU HPU Briefs that Earnest has requested.

You mention a one pager. I can condense the attached but it depends on what questions you are anticipating, the background expertise of the decision making group, and what their concerns might be. Issues such as infection control, staff travelling distances, staffing ratios, operating costs (cleaning and air conditioning and lighting, maintenance, etc costs, construction costs, patient comfort, patient recovery times, etc all come into it.

Also I note that Ernest Girardi advised that he will provide benchmarking on bed numbers from NSW Health facilities to assist ACTH in determining their requirements. NSW Health are pretty conservative and this may or may not be representative of other jurisdictions

Regards
Rob

Robert Bampton, Senior Planning Officer
Mon - Wed
Health Services Planning Unit,
Health System Planning and Evaluation | ACT Health Directorate | ACT Government
Level 4, 4 Bowes Street Phillip ACT 2606 | PO Box 11 Woden ACT 2606
Ph 02 5124 9662 | E robert.bampton@act.gov.au

From: Bartholomew, Carolyn (Health)
Sent: Monday, 14 January 2019 8:16 PM
To: Bampton, Robert (Health) <Robert.Bampton@act.gov.au>
Cc: Kinghorne, Sally-Anne (Health) <Sally-Anne.Kinghorne@act.gov.au>; JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>
Subject: FW: SPIRE Start Up Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

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Good Afternoon All

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Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Attwood, Courtney (Health)

From: Basic, Babita
Sent: Monday, 21 January 2019 12:06 PM
To: Culver, Jakob (Health); Burch, Brad (Health)
Cc: Catanzariti, John
Subject: FW: SPIRE: Project Planning Meeting [SEC=UNCLASSIFIED]
Attachments: TCH_SPIRE - PPT02 Agenda.pdf

Jakob/Brad

Can you please review and approve STH Agenda for Friday's Project Planning Meeting.

I will distribute to the meeting participants today.

Kind Regards

Babita Basic

Assistant Project Manager – Social Infrastructure Branch

Phone 02 5127 49106 | Mobile [REDACTED]

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Meeting: PPT02
Meeting Date: 25 January 2019
Time: 11.00am to 1.00pm

AGENDA

Item	
1.0	Program
2.0	Consultation Structure
2.1	Project Planning Team Workshops
2.2	Executive Planning Team Workshops
2.3	Consultant Coordination Team Workshops
3.0	Business Case Development (BC by EY)
3.1	Ernst & Young Delivery Program Alignment to POC Phases
3.1	Strategy to Accelerate Concept Design to Align with EY Business Case
4.0	Brief Review for SPIRE
4.1	Working Assumptions
5.0	Preliminary Site Analysis
6.0	Additional Investigations
7.0	Decant Strategy
7.1	Confirmation of Accommodation to be Decanted
7.2	Decant Options

Attwood, Courtney (Health)

From: Culver, Jakob (Health)
Sent: Monday, 21 January 2019 2:27 PM
To: Burch, Brad (Health)
Cc: Lindemann, Monica (Health); Finlay, India (Health)
Subject: FOR REVIEW: SPIRE and BHSP Governance Groups - Draft TORs [DLM=For-Official-Use-Only]
Attachments: 190121 Terms of Reference - SPIRE PCG v0.3 Draft.docx; SPIRE Executive Steering Committee-Terms of Reference v0.2.docx; BHSP Strategic Advisory Group - Terms of Reference v0.1.docx; Director-General Minute - Surgical Procedure~nterventional Radiology and Eme....pdf
Importance: High

Hi Brad

Please find attached for your review DRAFT TORs for the following:

- SPIRE Project Control Group
- SPIRE Executive Steering Committee
- BHSP Strategic Advisory Group

These have been put together based on the approved DG Brief. We will need to commence scheduling of PCG and Exec Steering Committee meetings, however we have a Project Meeting re. SPIRE on Friday (for 2 hours), therefore it may be worth discussing the TORs and the meeting with key executives near the end of this meeting (following work with STH and EY)?

Will print copies for your review. Suggest providing to DDG Corporate once we are happy for review, prior to setting up meetings and including in meeting packs.

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



SURGICAL PROCEDURES, INTERVENTIONAL RADIOLOGY AND EMERGENCY (SPIRE) CENTRE – PROJECT CONTROL GROUP (PCG)

Strategic Infrastructure, Corporate Services
ACT Health Directorate

21 January 2019



SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP –
TERMS OF REFERENCE

CONTENT

BACKGROUND/CONTEXT	3
FUNCTION OF THE PROJECT CONTROL GROUP (PCG)	3
FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT	4
MEMBERSHIP OF THE PCG	4
TABLE TWO: PCG MEMBERS AND ATTENDEES	4
GOVERNANCE AND SECRETARIAT	5
PROXIES TO MEETINGS	6
QUORUM REQUIREMENTS	6
AGENDA ITEMS	6
MINUTES & MEETING PAPERS	6
FREQUENCY OF MEETINGS	6
TERMS OF REFERENCE REVIEW FREQUENCY	6
TERMS OF REFERENCE APPROVAL	6
AMENDMENT HISTORY	6
APPENDIX A: PCG ROLES AND RESPONSIBILITIES	8
APPENDIX B: EXPANSION OF THE CHWC PROJECT ROLES AND RESPONSIBILITIES	9

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP – TERMS OF REFERENCE

BACKGROUND/CONTEXT

This Terms of Reference establishes the Surgical Procedures interventional Radiology and Emergency (SPIRE) Centre Project Control Group (PCG), as well as, defines its authority, responsibility and composition.

Deleted: Expansion of the Centenary Hospital for Women and Children (CHWC)

FUNCTION OF THE PROJECT CONTROL GROUP (PCG)

The Project Control Group will meet regularly to communicate with and provide direction, guidance and oversight for the SPIRE Centre project being delivered. The PCG provides mutually agreed guidance, direction and oversight to the Working Groups and User Groups and endorses recommendations from the project management role of the project. The PCG monitors project performance and reports to the SPIRE Executive Steering Committee (SPIRE ESC), escalating endorsed matters to the SPIRE ESC for approval.

Deleted: Expansion of the CHWC project

Deleted: Project Manager

Deleted: Expansion of the CHWC Executive Steering Committee (CHWC ESC)...

Deleted: CHWC ESC

The PCG will:

1. Ensure sufficient reporting of scope, cost and program matters, including significant changes to brief and budget, to the SPIRE ESC to facilitate review and approval;
2. Provide direction, guidance and oversight to IFCW during the business case development period of the project, including for developing proof of concept and undertaking early works, for the SPIRE Centre project;
3. Monitor the services, responsibilities and duties of IFCW and provide direction with respect to brief changes, scope, prioritisation, risk management, design, budget allocation and staging and decanting;
4. Review financial management of the project as well as monitor financial progress against approved project cost plans; review of project scope; review project program against the approved timelines;
5. Engage with the ACT Health Directorate, Canberra Health Services, and other relevant Stakeholders where appropriate;
6. Apply / implement policy, planning objectives and operational recommendations;
7. Where necessary, escalate the need for policy interpretation or issue resolution to the SPIRE ESC;
8. Review project reports submitted by IFCW and the project management role, and raise related questions or concerns; approve reports to be submitted to the SPIRE ESC;
9. Advise the SPIRE ESC of advice and recommendations of the PCG and the project management role, prior to approval given to proceed through stages of Proof of Concept (early design), business case development and early works;
10. Review project risks and associated treatments for the project and the project elements;
11. Ensure compliance with all relevant statutory authorities;
12. Review and confirm the suitability of key project documentation including PCG progress reports to the SPIRE ESC;
13. Receive advice from IFCW and the project management role on the conformance of completed planning and early design work with respect to User and Stakeholder requirements;
14. Recommend necessary actions and obtain approval from the SPIRE ESC to seek amendments to the functions and responsibilities of the PCG or to seek its termination.

Deleted: Expansion of the CHWC

Deleted: the planning and design development phases of the Expansion of the CHWC project

Deleted: <#>Support IFCW during the construction phase of the Expansion of the CHWC project. ¶

Deleted: <#>of the works

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Deleted: CHWC

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Deleted: IFCW

Deleted: from design phases to construction phase

Deleted: through the life of

Deleted: CHWC

Deleted: works

Deleted: <#>Ensure execution of a lessons learnt workshop for completed projects; ¶

<#>Ensure execution of a post-occupancy review of the facilities against functional requirements as briefed and budgeted for; ¶

Deleted: <#>CHWC

Deleted: <#> terminate the PCG at the completion of Delivery Phase and hand-over of the project

Deleted: s

Deleted: CHWC

The PCG will recommend the formation of Working Groups to inform the delivery of project elements for endorsement and provide the SPIRE ESC with advice regarding various issues. The PCG will nominate Working Group Chairs and recommend the membership of each group.

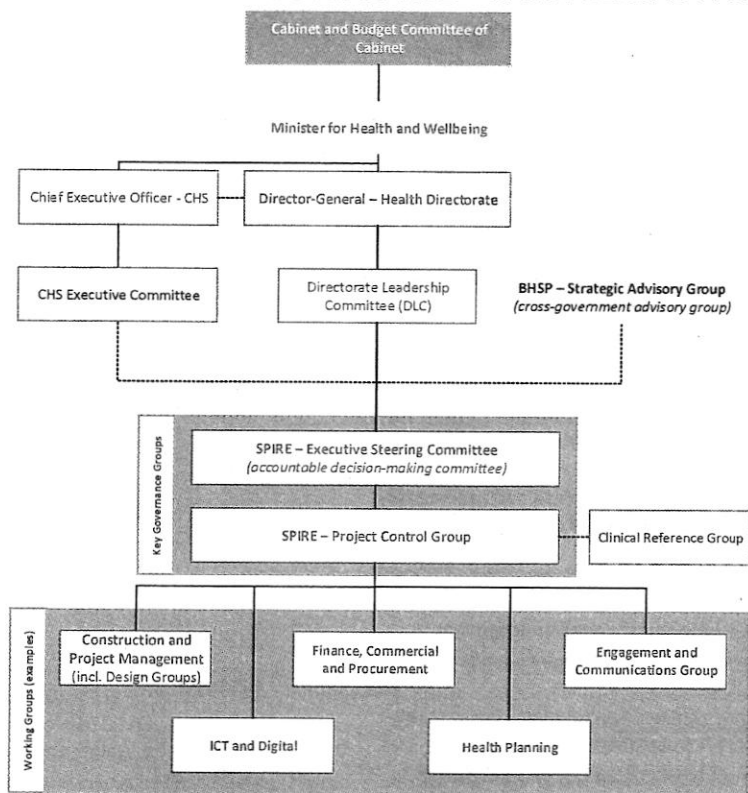
SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP – TERMS OF REFERENCE

IFCW will be responsible for providing regular updates to the SPIRE PCG from each working group. A SPIRE PCG submission paper template will be developed for utilisation for submission to the PCG.

Deleted: CHWC

Deleted: CHWC

FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT



MEMBERSHIP OF THE PCG

The SPIRE PCG will be comprised of the following members and attendees.

Deleted: CHWC

TABLE ONE: PCG MEMBERS AND ATTENDEES

Representation	Position	Individual
Chair	Executive Group Manager, Strategic Infrastructure and Procurement (ACTHD)	TBC
Members	Executive Branch Manager, Strategic Infrastructure (ACTHD)	Brad Burch

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP – TERMS OF REFERENCE

	Executive Director, Health System Planning and Evaluation (ACTHD)	Carolyn Bartholomew
	SPIRE Project Management Role (specialised consultant)	TBC
	SPIRE Clinical Director	TBC
	Executive Director, Medical Services (CHS)	Paul Dugdale
	Executive Director, Nursing and Midwifery (CHS)	Hamish Jeffery
	Executive Director, Surgery and Oral Health (CHS)	Daniel Wood
	Executive Director, Critical Care (CHS)	Narelle Boyd
	Director, Facilities Management and Maintenance (CHS)	Chris Tarbuck
	Director, Social Infrastructure Branch, Infrastructure Finance and Capital Works (IFCW) (CMTEDD)	Sophie Gray
	Director, Social Policy Branch, Finance and Budget Division	Ben Morris
Attendees	Clinical and Facilities Planning Lead(s), Strategic Infrastructure (ACTHD)	Kate Evans
	Commercial Advisor, Strategic Infrastructure (ACTHD)	Jakob Culver
	SPIRE ICT Services Lead, Digital Solution Division (ACTHD)	TBC
	Lead Clinicians (CHS) (where applicable)	
	Lead Project Managers and Work Stream Leads	
	Consultant Representatives (where required)	
Secretariat	IFCW	TBC

The PCG may call on other staff to attend from time to time to provide additional support and subject matter expertise.

GOVERNANCE AND SECRETARIAT

The PCG will report directly to the SPIRE ESC. Actions, issues and outcomes of the PCG be reported to the SPIRE ESC and the PCG has the right to escalate matters to the SPIRE ESC for reply advice and strategic resolution.

The PCG will be chaired by the Executive Group Manager, Strategic Infrastructure and Procurement (ACTHD) and is comprised of executives and senior officers from Infrastructure Finance and Capital Works (IFCW), the ACT Health Directorate, Canberra Health Services and ACT Treasury. From time to time, the Chair may invite observers or seek presentations from other ACT Government Agencies, and where appropriate, external representatives (e.g. representatives from consultants and various stakeholder groups).

The Governance and Contracts Branch within IFCW provides Secretariat support to the Chair and PCG.

Wherever practicable, agenda papers will be provided to PCG members at least 3 days in advance of meetings. Outcomes of meetings will be provided to members as soon as possible after meetings.

All action items and decisions are to be recorded by the Secretariat. It is the responsibility of the Chair to ensure that the minutes, decisions and actions recorded are an accurate representation of the PCG activities and approvals.

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP – TERMS OF REFERENCE

The PCG decisions are generally made by consensus, although the Chair retains the ability to settle preferred approaches, noting any dissenting views, where consensus cannot be reached.

PROXIES TO MEETINGS

Members and attendees of the PCG are to nominate a proxy to attend a meeting if unable to attend.

The nominated proxy must have a suitable briefing to fulfil the position and to be able to make an informed decision.

The nominated proxy is to act on behalf of the member/agency they represent, and is responsible for ensuring that the member is debriefed on the meeting outcomes.

QUORUM REQUIREMENTS

A quorum is constituted when a minimum of 5 members (which may include the Chair) are in attendance at the meeting (which may include 1 proxy), and there is at least 1 member from each of the Health Directorate, Canberra Health Services and IFCW. Where the Chair is not able to attend a meeting, those members at the meeting must elect one of their number to act as Chair for that meeting.

AGENDA ITEMS

All agenda items must be forwarded by members to the Secretariat by Close of Business (COB) five (5) working days prior to the next scheduled meeting. The Chair and Project Executive hold custodianship of the Agenda for the PCG.

The agenda, with attached meeting papers, will be distributed at least three (3) working days prior to the next scheduled meeting.

MINUTES & MEETING PAPERS

The minutes of each meeting will be recorded and distributed by the Secretariat.

Full copies of the minutes, including attachments, will be provided to all members no later than five (3) working days following each meeting.

FREQUENCY OF MEETINGS

The PCG will meet every month (2 weeks before the SPIRE ESC), or out-of-session as required. With the approval of the Chair, some issues may be considered out-of-session.

Deleted: CHWC

TERMS OF REFERENCE REVIEW FREQUENCY

Annually

TERMS OF REFERENCE APPROVAL

The TOR is to be tabled for formal endorsement at the first PCG meeting, for recommendation for approval by the SPIRE ESC.

Deleted: CHWC

AMENDMENT HISTORY

Version #	Issue date	Amendment details	Author
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SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP –
TERMS OF REFERENCE

1.0

21/01/2019 Version 1

Jakob Culver

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP –
TERMS OF REFERENCE

APPENDIX A: PCG ROLES AND RESPONSIBILITIES

Role	Responsibility	Nominated individual (s)
Chair	Chairs all meetings (and assigns a delegate when unable to), liaises with other members to ensure all Terms of Reference rules are met, tables the consensus on resolutions and starts and ends all meetings. The Chair is also a member of the PCG.	
Secretariat	Takes minutes, records actions, due dates and owners, tracks these for the Committee, ensures these are agreed at the end of each session and circulated in advance of sessions.	Refer to Table Two
Member	Members are participants of the <u>SPIRE PCG</u> . They are required to review issues presented to them and act in accordance with the conditions specified within the Terms of Reference. Members hold voting rights in regards to issues and items of endorsement.	Deleted: CHWC
Attendee	Attendees are participant of the <u>SPIRE PCG</u> . Attendees do not hold voting rights in regards to issues and items of endorsement.	Deleted: CHWC

SPIRE CENTRE PROJECT – PROJECT CONTROL GROUP –
TERMS OF REFERENCE

APPENDIX B: SPIRE PROJECT ROLES AND RESPONSIBILITIES

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 Group Manager, 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



Strategic Infrastructure, Corporate Services
ACT Health Directorate

17 January 2020



BUILDING HEALTH SERVICES PROGRAM – STRATEGIC ADVISORY GROUP TERMS OF REFERENCE

Strategic Infrastructure, Corporate Services
ACT Health Directorate

21 January 2019



CONTENT

BACKGROUND/CONTEXT	3
FUNCTION OF THE COMMITTEE.....	3
MEMBERSHIP	3
TABLE ONE: STEERING COMMITTEE MEMBERS AND ATTENDEES	3
GOVERNANCE AND SECRETARIAT	4
PROXIES TO MEETINGS	4
QUORUM REQUIREMENTS	5
AGENDA ITEMS	5
MINUTES & MEETING PAPERS	5
FREQUENCY OF MEETINGS	5
TERMS OF REFERENCE REVIEW FREQUENCY.....	5
TERMS OF REFERENCE APPROVAL.....	5
AMENDMENT HISTORY	5
APPENDIX A: ESC ROLES AND RESPONSIBILITIES.....	6

BUILDING HEALTH SERVICES PROGRAM – STRATEGIC ADVISORY GROUP – TERMS OF REFERENCE

BACKGROUND/CONTEXT

This Terms of Reference establishes the Building Health Services Program – Strategic Advisory Group, as well as, defines its authority, responsibility and composition.

FUNCTION OF THE COMMITTEE

The Building Health Services Program (BHSP) Strategic Advisory Group is a cross-government advisory group which provides strategic planning advice and whole-of-government considerations to inform the ACT Health Directorate's major infrastructure investment projects. The BHSP Strategic Advisory Group will provide advice and strategic input into key governance groups of major infrastructure project (e.g. Executive Steering Committee or Project Control Group), in line with the approved governance structures for the projects.

The BHSP primarily comprises of Tier 1 projects, which as per The Capital Framework are defined as projects which are either over \$50 million in value or are over \$10 million in value and categorised as High Risk. The BHSP comprises of the following major projects:

- The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre (including the Canberra Hospital Master Plan);
- The Northside Hospital Scoping Study (including the Bruce Campus Master Plan); and
- The Expansion of the Centenary Hospital for Women and Children (CHWC).

The BHSP Strategic Advisory Group will be responsible for:

- Providing strategic advice and input, from a whole-of-governance and broad policy perspective, to inform key project decisions and considerations through project planning and design, and broad health infrastructure investment strategies.
- Provide advice on whole-of-government policy and planning initiatives which may affect or influence project planning and design and infrastructure investment strategies.
- Having a broad appreciation and understanding of the current condition, functionality and state of the ACT Health Directorate's, Canberra Health Services, and Calvary Public Hospital's asset portfolio and associated supporting infrastructure (including site constraints and capitals works program).
- Having and understanding of service-demand activity and capacity at both the Territory-wide and hospital level, and how this relates to the infrastructure investments.
- Acting as a point of escalation for advice, for key governance groups of major infrastructure projects of the ACT Health Directorate.

The BHSP Strategic Advisory Group will continue until the Directorate Leadership Committee (DLC) of the ACTHD (or an equivalent within the ACTHD) approves for the committee to cease.

MEMBERSHIP

The BHSP Strategic Advisory Group will be comprised of the following members and attendees.

TABLE ONE: STEERING COMMITTEE MEMBERS AND ATTENDEES

Representation	Position	Individual
Chair	Director-General, ACT Health Directorate (ACTHD)	Michael De'Ath
Members	Deputy Director-General, Corporate Services (ACTHD) Chief Executive Officer, Canberra Health Services (CHS)	Karen Doran Bernadette McDonald

BUILDING HEALTH SERVICES PROGRAM – STRATEGIC ADVISORY GROUP – TERMS OF REFERENCE

	Deputy Director-General, Clinical Services (CHS)	Chris Bone
	Deputy Under-Treasurer, Finance and Budget Division (CMTEDD)	Stephen Miners
	Deputy Under-Treasurer, Commercial Services and Infrastructure (CMTEDD)	Shaun Strachan
	Deputy Director-General, Land Strategy and Environment (EPSDD)	Erin Brady
	Deputy Director-General, City Services (TCCS)	Jim Corrigan
	Chief Executive, Capital Health Network (CHN)	Gaylene Coulton
	Executive Representative, Calvary Health Care (CHC)	TBC
Attendees	Executive Group Manager, Strategic Infrastructure and Procurement (ACTHD)	TBC
Secretariat	Strategic Infrastructure	TBC

The BHSP Strategic Advisory Group may call on other representatives to attend from time to time to provide additional support and subject matter expertise.

GOVERNANCE AND SECRETARIAT

The BHSP Strategic Advisory Group is accountable to the Director-General of the ACTHD.

The BHSP Strategic Advisory group will be chaired by the Director-General, ACTHD and comprises of executives from the ACTHD, CHS, ACT Treasury (CMTEDD), Environmental Planning and Sustainability Directorate (EPSDD), Transport Canberra and City Services (TCCS), and executive representation from Calvary Health Care and Capital Health Network (CHN). From time to time, the Chair may invite observers/attendees or seek presentations from other ACT Government Agencies, and where appropriate, external representatives (e.g. representatives from consultants and various stakeholder groups).

Strategic Infrastructure will provide secretariat support to the Chair and the BHSP Strategic Advisory Group. The Secretariat will coordinate all agenda papers and those submission papers and reports prepared by members or their agency representatives.

Wherever practicable, agenda papers will be provided to BHSP Strategic Advisory Group members at least 5 days in advance of meetings. Outcomes of BHSP Strategic Advisory Group meetings will be provided to members as soon as possible after meetings.

All action items and decisions are to be recorded by the Secretariat. It is the responsibility of the Chair to ensure that the minutes, decisions and actions recorded are an accurate representation of the BHSP Strategic Advisory Group activities and approvals.

The BHSP Strategic Advisory Group decisions are generally made by consensus, although the Chair retains the ability to settle preferred advice(s) and position(s), noting any dissenting views, where consensus cannot be reached.

PROXIES TO MEETINGS

Members and attendees of the ESC are to nominate a proxy to attend a meeting if unable to attend.

The nominated proxy must have a suitable briefing to fulfil the position and to be able to make an informed decision.

BUILDING HEALTH SERVICES PROGRAM – STRATEGIC ADVISORY GROUP – TERMS OF REFERENCE

The nominated proxy is to act on behalf of the member/agency they represent, and is responsible for ensuring that member is debriefed on the meeting outcomes.

QUORUM REQUIREMENTS

A quorum is constituted when a minimum of 6 members (which may include the Chair) are in attendance at the meeting (which may include 2 proxy), and there is at least 1 member from each of the Health Directorate, Canberra Health Services and ACT Treasury (CMTEDD). Where the Chair is not able to attend a meeting, those members at the meeting must elect one of their number to act as Chair for that meeting.

AGENDA ITEMS

All agenda items must be forwarded by members to the Secretariat by Close of Business (COB) ten (10) working days prior to the next scheduled meeting. The Chair holds custodianship of the Agenda for the ESC.

The agenda, with attached meeting papers, will be distributed at least five (5) working days prior to the next scheduled meeting.

MINUTES & MEETING PAPERS

The minutes of each meeting will be recorded and distributed by the Secretariat.

Full copies of the minutes, including attachments, will be provided to all members no later than five (5) working days following each meeting.

FREQUENCY OF MEETINGS

The BHSP Strategic Advisory Group will meet bi-month, or out-of-session as required. With the approval of the Chair, some issues may be considered out-of-session.

TERMS OF REFERENCE REVIEW FREQUENCY

Annually

TERMS OF REFERENCE APPROVAL

The TOR is to be tabled for formal endorsement at the first BHSP Strategic Advisory Group meeting, for recommendation for approval to the Director-General, ACT Health Directorate.

AMENDMENT HISTORY

Version #	Issue date	Amendment details	Author
1.0	21/01/2019	Version 1	Jakob Culver

BUILDING HEALTH SERVICES PROGRAM – STRATEGIC
ADVISORY GROUP – TERMS OF REFERENCE

APPENDIX A: ESC ROLES AND RESPONSIBILITIES

Role	Responsibility	Nominated individual (s)
Chair	Chairs all meetings (and assigns a delegate when unable to), liaises with other members to ensure all Terms of Reference rules are met, tables the consensus on resolutions and starts and ends all meetings. The Chair is also a member of the ESC.	
Secretariat	Takes minutes, records actions, due dates and owners, tracks these for the Committee, ensures these are agreed at the end of each session and circulated in advance of sessions.	Refer to Table Two
Member	Members are participants of the BHSP Strategic Advisory Group. They are required to review issues presented to them and act in accordance with the conditions specified within the Terms of Reference. Members hold voting rights in regards to issues and items of endorsement.	
Attendee	Attendees are participant of the BHSP Strategic Advisory Group. Attendees do not hold voting rights in regards to issues and items of endorsement.	



ACT
Government

Strategic Infrastructure, Corporate Services
ACT Health Directorate

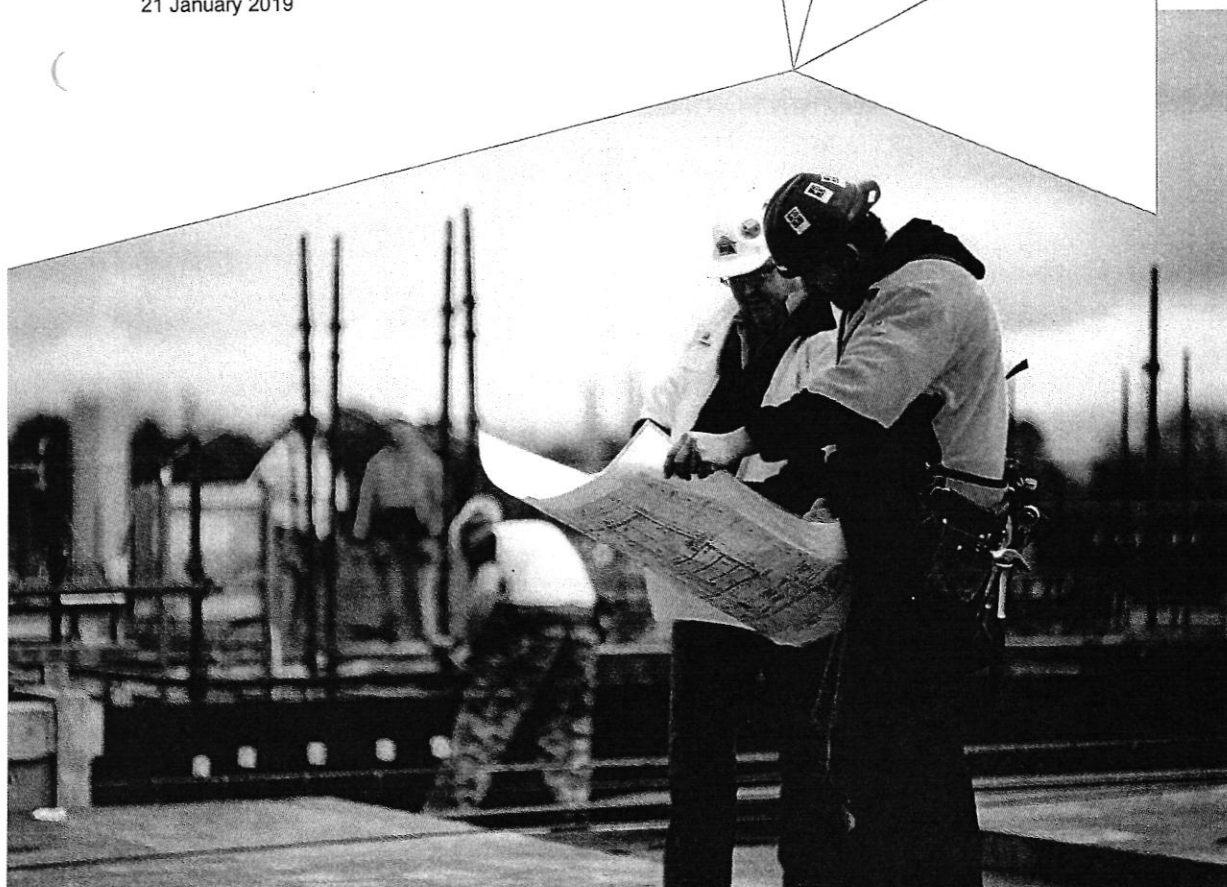
17 January 2020



SURGICAL PROCEDURES, INTERVENTIONAL RADIOLOGY AND EMERGENCY (SPIRE) CENTRE _ EXECUTIVE STEERING COMMITTEE

Strategic Infrastructure, Corporate Services
ACT Health Directorate

21 January 2019



CONTENT

BACKGROUND/CONTEXT	3
FUNCTION OF THE COMMITTEE.....	3
FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT	4
MEMBERSHIP	4
TABLE ONE: STEERING COMMITTEE MEMBERS AND ATTENDEES	4
GOVERNANCE AND SECRETARIAT.....	5
PROXIES TO MEETINGS	6
QUORUM REQUIREMENTS	6
AGENDA ITEMS	6
MINUTES & MEETING PAPERS	6
FREQUENCY OF MEETINGS	6
TERMS OF REFERENCE REVIEW FREQUENCY	6
TERMS OF REFERENCE APPROVAL.....	6
AMENDMENT HISTORY	6
APPENDIX A: ESC ROLES AND RESPONSIBILITIES.....	8
APPENDIX B: SPIRE PROJECT ROLES AND RESPONSIBILITIES...	9

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE – TERMS OF REFERENCE

BACKGROUND/CONTEXT

This Terms of Reference establishes the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Executive Steering Committee, as well as, defines its authority, responsibility and composition.

Deleted: Expansion of the Centenary Hospital for Women and Children (CHWC)

FUNCTION OF THE COMMITTEE

The Executive Steering Committee (ESC) will provide the strategic management and guidance of the project. In particular the ESC will function as the key decision-making body for the SPIRE Centre project, in particular providing higher level guidance and advice to the Project Control Group (PCG) and working groups established for the project.

Deleted: Expansion of the CHWC project

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The ESC will be responsible for:

- Strategic oversight of the project to ensure progress and performance against its critical path, and that the project is meeting organisation operational and strategic objectives;
- Approving project deliverables and changes including the scope, time, procurement strategy and budget management (within set delegated limitations);
- Establishing boundaries and mechanisms for the variation of project scope, inclusive of time and cost;
- Overseeing stakeholder communication and engagement activities;
- Resolving issues and policy decisions;
- Monitoring risks and opportunities;
- Resourcing decisions during the business case development period of the project, including for developing proof of concept and undertaking early works;
- Appointing and directing the PCG, and acting as a point of reporting and escalation;
- Provide regular briefing updates to the Minister and Government as required.

Unless otherwise approved by the Directorate Leadership Committee (DLC) of the ACTHD (or an equivalent within the ACTHD), the ESC will continue until project completion or until an alternative governance committee of commensurate level and status is implemented for the project. In either case, the DLC of the ACTHD (or an equivalent within the ACTHD) will determine if this ESC is require to meet beyond this point.

Deleted: Strategic Infrastructure & Procurement Governance Committee...

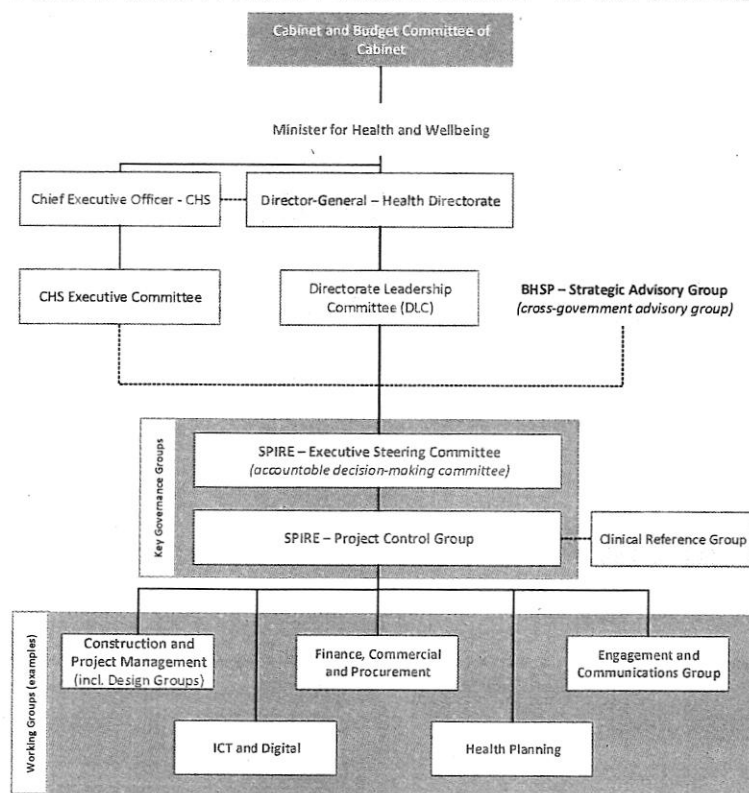
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Deleted: (e.g. during the Defects Liability Period)

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE – TERMS OF REFERENCE

FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT



MEMBERSHIP

The ESC will be comprised of the following members and attendees.

TABLE ONE: STEERING COMMITTEE MEMBERS AND ATTENDEES

Representation	Position	Individual
Chair	Director-General, ACT Health Directorate (ACTHD)	Michael De'Ath
Deputy Chair	Deputy Director-General, Corporate Services (ACTHD)	Karen Doran
Members	Executive Group Manager, Strategic Infrastructure and Procurement (ACTHD)	TBC
	Executive Branch Manager, Strategic Infrastructure (ACTHD)	Brad Burch

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE – TERMS OF REFERENCE

Executive Director, Health System Planning and Evaluation (ACTHD)	Carolyn Bartholomew
Chief Executive Officer, Canberra Health Services (CHS)	Bernadette McDonald
Deputy Director-General, Clinical Services (CHS)	Chris Bone
Executive Director, Infrastructure Management and Maintenance (CHS)	Colm Mooney
Executive Director, Infrastructure Finance and Capital Works (IFCW) (CMTEDD)	Lloyd Esau
Executive Director, Finance and Budget Division (CMTEDD)	Mark Whybrow

Attendees	SPIRE Project Management Role (specialised consultant)	TBC
	Specialist Advisor, Strategic Infrastructure SPIRE Clinical Director	Monica Lindemann TBC

Secretariat	IFCW	TBC
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The ESC may call on other staff/representatives to attend from time to time to provide additional support and subject matter expertise.

GOVERNANCE AND SECRETARIAT

The ESC will report directly to the Directorate Leadership Committee (DLC) of the ACT Health Directorate (ACTHD). Periodic updates from the ESC will be provided to the DLC, and by exception actions and issues may be escalated by the ESC to the DLC for reply advice and strategic resolution.

The ESC will be chaired by the Director-General, ACTHD, with the Deputy Director-General, Corporate Services the Deputy Chair. The ESC is comprised of executives from the ACTHD, CHS, IFCW (CMTEDD), and the Finance and Budget Division of the CMTEDD. From time to time, the Chair may invite observers or seek presentations from other ACT Government Agencies, and where appropriate, external representatives (e.g. representatives from consultants and various stakeholder groups).

In addition to the PCG, IFCW provides Secretariat support to the Chair and the ESC, and if required to the project's working groups. The Secretariat will coordinate all agenda papers and those submission papers and reports prepared by members and the PCG.

Wherever practicable, agenda papers will be provided to ESC members at least 3 days in advance of meetings. Outcomes of ESC meetings will be provided to members as soon as possible after meetings, and should be promulgated amongst relevant PCG members where appropriate.

All action items and decisions are to be recorded by the Secretariat. It is the responsibility of the Chair to ensure that the minutes, decisions and actions recorded are an accurate representation of the ESC activities and approvals.

The ECS decisions are generally made by consensus, although the Chair retains the ability to settle preferred approaches, noting any dissenting views, where consensus cannot be reached.

Deleted: Strategic Infrastructure and Procurement (SIP) Governance Committee...

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Deleted: Executive Group Director, Strategic Infrastructure and Procurement (ACTHD) and

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE – TERMS OF REFERENCE

PROXIES TO MEETINGS

Members and attendees of the ESC are to nominate a proxy to attend a meeting if unable to attend.

The nominated proxy must have a suitable briefing to fulfil the position and to be able to make an informed decision.

The nominated proxy is to act on behalf of the member/agency they represent, and is responsible for ensuring that member is debriefed on the meeting outcomes.

QUORUM REQUIREMENTS

A quorum is constituted when a minimum of 5 members (which may include the Chair) are in attendance at the meeting (which may include 1 proxy), and there is at least 1 member from each of the Health Directorate, Canberra Health Services and IFCW. Where the Chair is not able to attend a meeting, the Deputy Chair will chair the meeting. Where the Chair and Deputy Chair is not able to attend a meeting, those members at the meeting must elect one of their number to act as Chair for that meeting.

Deleted: 4

AGENDA ITEMS

All agenda items must be forwarded by members to the Secretariat by Close of Business (COB) five (5) working days prior to the next scheduled meeting. The Chair and Deputy Chair holds custodianship of the Agenda for the ESC.

The agenda, with attached meeting papers, will be distributed at least three (3) working days prior to the next scheduled meeting.

MINUTES & MEETING PAPERS

The minutes of each meeting will be recorded and distributed by the Secretariat.

Full copies of the minutes, including attachments, will be provided to all members no later than five (5) working days following each meeting.

FREQUENCY OF MEETINGS

The ESC will meet every month (1-2 weeks after the SPIRE PCG), or out-of-session as required. With the approval of the Chair, some issues may be considered out-of-session.

Deleted: CHWC

TERMS OF REFERENCE REVIEW FREQUENCY

Annually

TERMS OF REFERENCE APPROVAL

The TOR is to be tabled for formal endorsement at the first ESC meeting, for recommendation for approval to the DLC of the ACTHD.

Deleted: SIP Governance Committee or alternatively the Director-General (ACTHD)

AMENDMENT HISTORY

Version #	Issue date	Amendment details	Author
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SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE –
TERMS OF REFERENCE

1.0

21/01/2019 Version 1

Jakob Culver