

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE –  
TERMS OF REFERENCE

APPENDIX A: ESC ROLES AND RESPONSIBILITIES

Role	Responsibility	Nominated individual (s)
Chair	Chairs all meetings (assigned to the Deputy Chair, 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.	Deleted: and assigns a delegate
<u>Deputy Chair</u>	<u>Chairs all meeting that the Chair is unable to, or when the Chair is an apology or absent. Take on responsibilities of the Chair when the Chair is not present. The Deputy Chair is also a member of the ESC.</u>	Refer to Table Two
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.	
Member	Members are participants of the SPIRE ESC. 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 and/or items of decision.	
Attendee	Attendees are participant of the SPIRE ESC. Attendees do not hold voting rights in regards to issues and items of endorsement.	

SPIRE CENTRE PROJECT – EXECUTIVE STEERING COMMITTEE –  
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 <sup>1</sup> (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 <sup>2</sup>
Business Case Advisor	Business Case Advisor (External Consultant) – Reporting to ACTHD	EY <sup>2</sup>
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

**URGENT****CORRESPONDENCE COVER SHEET**

Correspondent: Culver, Jakob

Record Number: ~~COR19/1079~~

DGC19/32

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 ADGT

21/1/19. - Corporate Services.




**ACT**  
Government

**ACT Health**

## 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 Health

## DIRECTOR-GENERAL MINUTE

TRIM Reference No. \_\_\_\_\_

<b>SUBJECT:</b>	Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre – Updated Governance Model
<b>From:</b>	Karen Doran, Deputy Director-General, Corporate Services
<b>Critical Date:</b>	17 January 2019
<b>Reason:</b>	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.	<del>NOTED</del> 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.	<del>AGREED</del> 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).	<del>AGREED</del> 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.	<del>NOTED</del> PLEASE DISCUSS

Thank you Karen.  
Can we discuss note  
of SHSP please.

.....  
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. It is anticipated that the detailed business case for the project will be submitted in April 2019 for Government's consideration in the 2019-20 Budget context.

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).

On 11 December 2018, Cabinet considered the BHSP - Surgical Procedures, Interventional Radiology and Emergency Centre and Northside Hospital Services Investment Strategy.



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. It was also agreed by Cabinet that final governance models and structures for the project will be agreed between the Minister for Health and Wellbeing and the Treasurer.

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.

Regarding the final governance and resourcing models for the project longer-term post the business case development period, this is currently being developed and in line with Cabinet's decision will require agreement between the Minister for Health and Wellbeing and the Treasurer. It is envisaged that this will be finalised in the coming months for review, consideration and agreement.

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

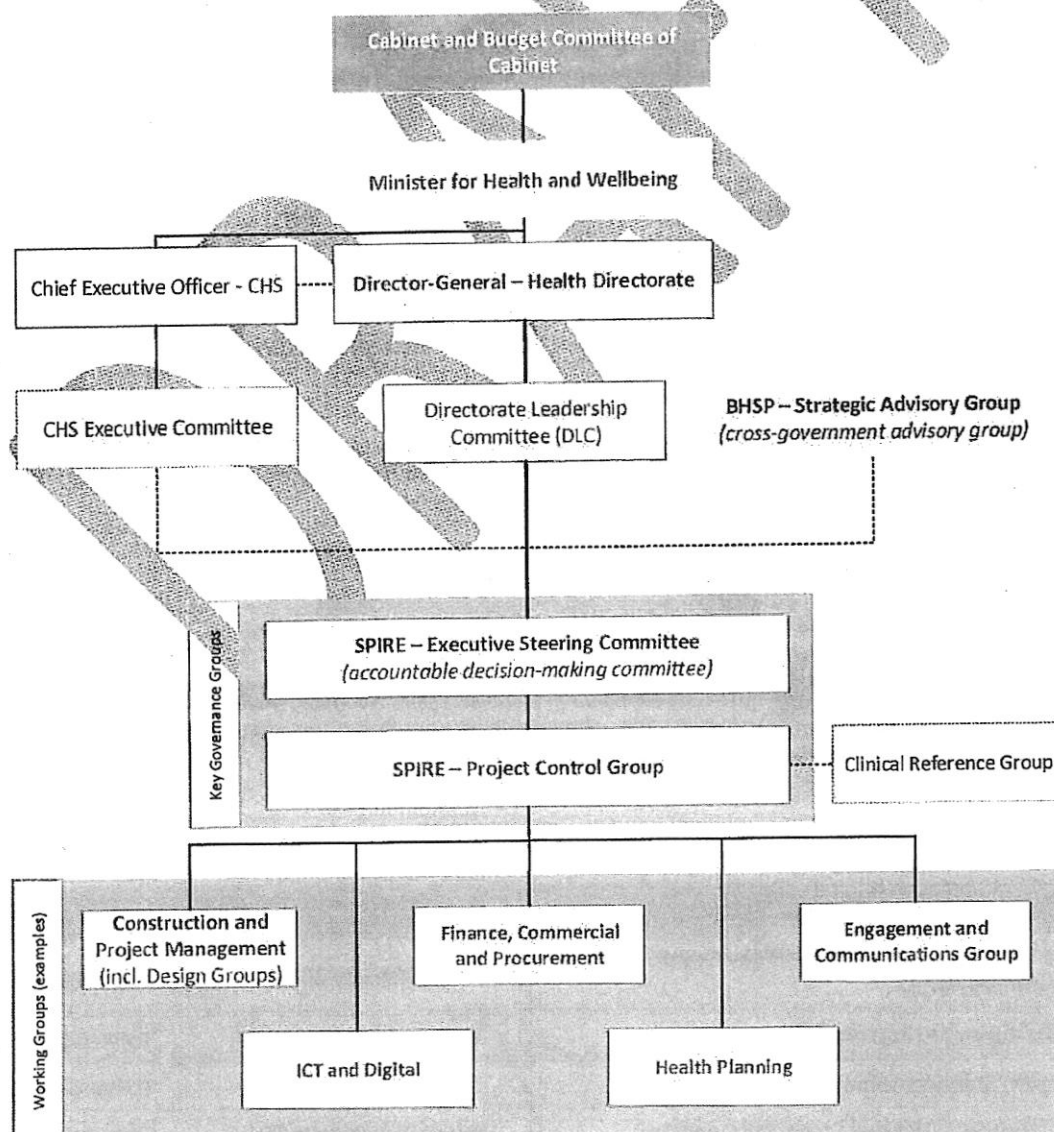
### Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

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 <sup>1</sup> (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 <sup>2</sup>
Business Case Advisor	Business Case Advisor (External Consultant) – Reporting to ACTHD	EY <sup>2</sup>
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 <sup>st</sup> Project Control Group meeting	Mid-Late January 2019	To be scheduled
1 <sup>st</sup> Executive Steering Committee meeting	Early February 2019	To be scheduled
1 <sup>st</sup> 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)

Key Project Governance Groups for Business Case Development Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre Project					
SPIRE – Executive Steering Committee (Chair – Director-General, Deputy Chair – Deputy Director-General, Corporate Services, Secretariat – Infrastructure Finance and Capital Works)					
Members	Deputy Director-General (ACTHD) <i>Michael De'Ath</i>	Deputy Director-General, Corporate Services (ACTHD) <i>Karen Doran</i>	Executive Group Manager, Strategic Infrastructure & Procurement (ACTHD) <i>TBC</i>	Chief Executive Officer (CHS) <i>Bernadette McDonald</i>	Deputy Director-General, Clinical Services (CHS) <i>Chris Bone</i>
	Executive Branch Manager, Strategic Infrastructure (ACTHD) <i>Brad Burch</i>	Executive Director, Infrastructure Management & Maintenance (CHS) <i>Colm Mooney</i>	Executive Director, IFCW (CMTEDD) <i>TBC</i>	Executive Director, Finance and Budget Division (CMTEDD) <i>Mark Whybrow</i>	Executive Director, Health System Planning and Evaluation (ACTHD) <i>Carolyn Bartholomew</i>
Attendees	SPIRE Project Management Role (Specialised Consultant) <i>TBC</i>	Specialist Advisor, Strategic Infrastructure (ACTHD) <i>Monica Lindemann</i>	SPIRE Clinical Director (Specialised Clinical Consultant) <i>TBC</i>		
SPIRE – Project Control Group <sup>1</sup> (Chair – Executive Group Manager, Strategic Infrastructure and Procurement, Secretariat – Infrastructure Finance and Capital Works)					
Members	Executive Group Manager, Strategic Infrastructure & Procurement (ACTHD) <i>TBC</i>	Executive Branch Manager, Strategic Infrastructure (ACTHD) <i>Brad Burch</i>	SPIRE Project Management Role (Specialised Consultant) <i>TBC</i>	SPIRE Clinical Director (Specialised Clinical Consultant) <i>TBC</i>	Executive Director(s), Medical Services and Nursing and Midwifery (CHS) <i>Paul Dugdale AND Hamish Jeffery</i>
	Executive Director, Surgery and Oral Health (CHS) <i>Daniel Wood</i>	Executive Director, Critical Care (CHS) <i>Narelle Boyd</i>	Director, Facilities and Maintenance, IM&M (CHS) <i>Chris Tarbuck</i>	Director, Social Infrastructure Branch, IFCW (CMTEDD) <i>Sophie Gray</i>	Director, Social Policy Branch, Finance & Budget Division (CMTEDD) <i>Ben Morris</i>
Attendees	Executive Director, Health System Planning and Evaluation (ACTHD) <i>Carolyn Bartholomew</i>				
	Clinical & Facilities Planning Lead(s), Strategic Infrastructure (ACTHD) <i>Kate Evans</i>	Commercial Advisor, Strategic Infrastructure (ACTHD) <i>Jakob Culver</i>	SPIRE ICT Services Lead, Digital Solutions Division (ACTHD) <i>TBD</i>	Silver Thomas Hanley (STH) Representatives	Ernst and Young (EY) Representatives
	Lead Clinicians <i>Where applicable (attendees)</i>	Lead Project Managers and Work Stream Leads <i>TBC</i>			
ACT Health Directorate Representatives		Canberra Health Services Representatives <sup>2</sup>	Other ACT Government Representatives	External Representatives / Consultants	Consultant Executive Project Director
1. Project Control Group to also include Lead Clinicians where required (as attendees) and Lead Project Managers and Work stream Leads in the future; 2. To be confirmed with Canberra Health Services					



Draft-for-Discussion

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

## Building Health Services Program – Strategic Advisory Group

BHSP – Strategic Advisory Group (Chair – Director-General ACTHD, Secretariat – Strategic Infrastructure)					
Members	Director-General (ACTHD) <i>Michael De'Ath</i>	Deputy Director-General, Corporate Services (ACTHD) <i>Karen Doran</i>	Chief Executive Officer (CHS) <i>Bernadette McDonald</i>	Deputy Director-General, Clinical Services (CHS) <i>Chris Bone</i>	Deputy Director(s)-General, Finance and Budget Division (CMTEDD) <i>Stephen Miners</i>
	Deputy Director-General, Commercial Services and Infrastructure (CMTEDD) <i>Shaun Strachan</i>	Deputy Director-General, Land Strategy and Environment (EPSDD) <i>Erin Brady</i>	Deputy Director-General, City Services (TCCS) <i>Jim Corrigan</i>	Chief Executive, Capital Health Network (CHN) <i>Gaylene Coulton</i>	Calvary Health Care Representative(s) <i>TBC</i>
Attendees	Executive Group Manager, Strategic Infrastructure & Procurement (ACTHD) <i>TBC</i>				
ACT Health Directorate Representatives		Canberra Health Services Representatives <sup>2</sup>	Other ACT Government Representatives	External Representatives / Consultants	

1. Project Control Group to also include Lead Clinicians where required (as attendees) and Lead Project Managers and Work stream Leads in the future; 2. To be confirmed with Canberra Health Services



**Attwood, Courtney (Health)**

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**From:** Catanzariti, John  
**Sent:** Tuesday, 22 January 2019 3:58 PM  
**To:** Culver, Jakob (Health)  
**Cc:** Burch, Brad (Health); JasonSmith, Rhona (Health); Bartholomew, Carolyn (Health); Gray, Sophie; Basic, Babita  
**Subject:** FW: SPIRE: MoC Working Assumptions [SEC=UNCLASSIFIED]  
**Attachments:** SPIRE Brief Working Assumptions STH Rev A - 21.01.2019.pdf

Jakob,

STH have prepared a paper outlining a number of key assumptions they have made in order to commence the PoC design for SPIRE. Could please review the attached paper and advise if any of the assumptions are incorrect or require amendment.

Regards,  
 John

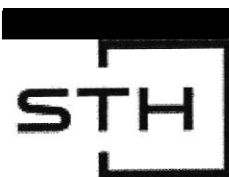
**From:** [REDACTED]  
**Sent:** Monday, 21 January 2019 1:56 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** [REDACTED]  
**Subject:** SPIRE: MoC Working Assumptions

Hi John

Further to our kick-off meeting and the request from Bernadette and Colm for some prompts around the Model of Care, I have developed the attached discussion paper for their consideration. I would be happy to present or discuss the paper on Friday either during the PPT or at some other point in the day, noting that we will be on site from 10:00am to 4:30pm.

Please call should you have any further queries.

Regards



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

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**Attwood, Courtney (Health)**

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**From:** Catanzariti, John  
**Sent:** Wednesday, 23 January 2019 9:56 AM  
**To:** Burch, Brad (Health)  
**Cc:** Culver, Jakob (Health); Gray, Sophie; Basic, Babita  
**Subject:** FW: SPIRE: Consultation Plan [SEC=UNCLASSIFIED]  
**Attachments:** SPIRE Consultation Plan STH Rev A - 22.01.2019.pdf

Brad,

Please find attached the SPIRE Stakeholder Consultation Plan for your review and comment.

My only comment is in relation to section 2.2 – External Stakeholders. I think we should add some tight protocols to the document around making contact with any external stakeholders.

Regards,  
 John

**From:** [REDACTED]  
**Sent:** Tuesday, 22 January 2019 6:21 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** [REDACTED]  
**Subject:** SPIRE: Consultation Plan

Hi John  
 Please refer attach our proposed Consultation Plan for the SPIRE project for IFCW review. Let me know if you have any comments. I can talk to it briefly at the PPT meeting on Friday.

Regards

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

M: [REDACTED]  
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 W:sth.com.au

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



SPIRE – The Canberra Hospital  
Stakeholder Consultation Plan

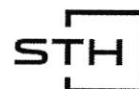
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Project: SPIRE – The Canberra Hospital  
Project No: 10421

Report: Stakeholder Consultation Plan

Document Control

Revision	Date Issued	Status	Authorised
Rev A	21/1/2018	Issued for ACT Consideration	EG



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SPIRE – The Canberra Hospital  
Stakeholder Consultation Plan

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**Abbreviations Reference Table**

Abbreviation	Description
ACT	Australian Capital Territory
DPT	Departmental Planning Team
EPT	Executive Planning Team
IFCW	Infrastructure, Finance & Capital Works
PoC	Proof of Concept
PPT	Project Planning Team
SPIRE	Surgical Procedures, Interventional Radiology and Emergency
STH	Silver Thomas Hanley
TCH	The Canberra Hospital



## 1.0 INTRODUCTION

Silver Thomas Hanley have been commissioned by IFCW to provide principal consultancy services in relation to the SPIRE project which is to be developed on the Canberra Hospital campus.

The document at hand sets out the proposed stakeholder consultation plan.

By way of introduction we provide the following perspective on the function of the individuals selected by ACT on behalf of the project to brief, review and critique the development of the facility design prepared by the capital consultant team led by STH.

Intra-hospital consultation in healthcare projects has traditionally been prosecuted through meetings and workshops with 'User Groups'. Whilst the expression 'User Group' is common parlance in the industry, this terminology undermines the nature of the contribution that these teams are required to provide in planning what are often complex facilities, and the desire to take a 'best for project' view rather than as the term implies a vested view of individuals' particular requirements.

Increasingly consultation structures are built around 'Planning Teams' where individuals contribute input on behalf of the best interest of the project overall. Ideally these teams should be led by clinical / functional champions who are aligned with the overarching objectives of the project and carry the support of their peers.

The following consultation plan is based on the proposed establishment of a series of facility planning teams that will interact with STH and its team for the purposes of delivering the PoC design phase for the SPIRE project.



2.0 STAKEHOLDER CONSULTATION

The following section sets out a framework for the management of all project stakeholders associated with the delivery of the SPIRE project Proof of Concept (PoC) design phase. This framework includes a management structure covering function, constitution and governance.

Stakeholders are categorized as both “internal” and “external” as articulated in Fig.1 – Stakeholder Consultation Matrix and expanded on in the sections that follow.

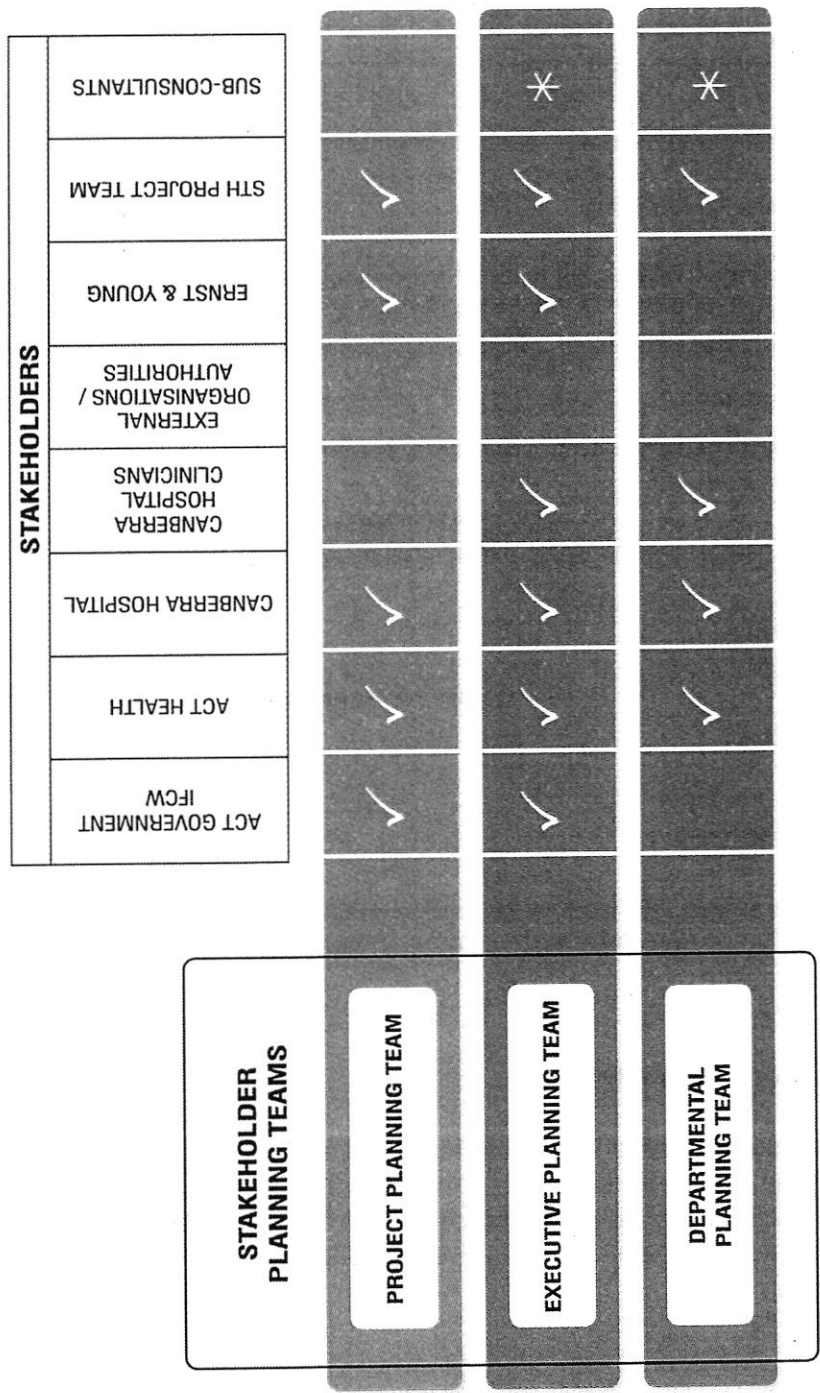


FIG. 1 - STAKEHOLDER CONSULTATION MATRIX

## 2.1 INTERNAL STAKEHOLDERS

Internal stakeholders include representatives from the Territory Government, ACT Health, The Canberra Hospital, and key departments relevant to the project.

The internal stakeholder consultation structure contemplates up to 3 primary Planning Teams that cover: governance, project management, design management and departmental / functional design.

The various internal project stakeholders will be managed through the following forums:

- Project Planning Team
- Executive Planning Team
- Departmental Planning Team

The function, constitution and governance for each planning team are described below:

### i. Project Planning Team (PPT)

The Project Planning Team, (PPT), is the overarching project management body responsible for the development of the SPIRE PoC and alignment of the Business Case. It is the ultimate referral group with respect to all directions taken by the Silver Thomas Hanley project team.

#### **Constitution**

The PPT delegates shall comprise relevant representatives from:

Organisation	Team Members
ACT Infrastructure, Finance and Capital Works	Administrative and operational personnel
ACT Health Directorate	
The Canberra Hospital	
Ernest and Young	Project Team Leaders
Silver Thomas Hanley	

#### **Governance**

The PPT shall be chaired by IFCW.

The PPT shall receive, review and endorse all facility design recommendations made to it by the Executive Planning Team. The PPT shall recommend agreed project outcomes to the project steering committee.

### ii. Executive Planning Team (EPT)

The Executive Planning Team (EPT) shall be responsible for developing and endorsing the broad framework and design for the SPIRE project. For this purpose, the Executive Planning Team shall consider all designs and matters submitted to it by the project design team. The EPT will be a key forum for the presentation, review, critique and feedback cycle required to complete the SPIRE PoC design.



**SPIRE – The Canberra Hospital  
Stakeholder Consultation Plan**

During the PoC phase the EPT will consider and inform the SPIRE development process, including:

- Overarching chassis framework
- Facility Stacking and Stacking arising from the agreed horizontal and vertical adjacencies
- Building Systems scoping
- Capital Cost Planning

***Constitution***

The EPT delegates shall comprise relevant representatives from:

Organisation	Team Members
ACT Infrastructure, Finance and Capital Works	Administrative and operational personnel
ACT Health Directorate	
The Canberra Hospital	Senior Clinicians & Managers
Silver Thomas Hanley	Project Team Leaders
Ernst and Young	Project Team Leaders

***Governance***

STH shall convene and record all EPT workshops.

The Executive Planning Team shall make recommendations and submit endorsed outcomes to the PPT for final ratification and alignment with the business case.

**iii. Departmental Planning Teams**

The Departmental Planning Teams, (DPT), will generally be responsible for the detailed design of the respective services and departments that make-up the facility. Each Departmental Planning Team shall be responsible for the detailed planning and design of their nominated Health Planning Unit, which may include, but is not limited to:

- Emergency Services
- In-Patient Accommodation
- Medical Imaging
- Perioperative Suite and Interventional Centre
- Acute Cardiac Care Unit and Interventional Cardiac Laboratories
- Intensive Care Unit
- Helipad

***Constitution***

The DPT delegates shall comprise representatives from:

- ACT Health Service Planning Team
- The Canberra Hospital
- Individual Hospital departments
- STH project planning team.

***Governance***

STH shall convene and record all EPT workshops.

The detailed briefing and scoping of each department that is to be accommodated in the SPIRE shall be undertaken by each individual DPT





Matters remaining unresolved to the mutual satisfaction of all stakeholders shall be referred to the EPT for resolution. The Departmental Planning Teams shall submit all briefing inputs to the EPT for endorsement.

## 2.2 EXTERNAL STAKEHOLDERS

External stakeholders that will need to be consulted in the design and development of the SPIRE project are listed below, noting contact details together with the purpose and proposed timing of the consultation. This list will be reviewed with the PPT to ensure all consultation is relevant and appropriate at the POC stage of the project.

Stakeholder	Contact details	Consultation Required	
		PoC	PSP
Environment Planning and Sustainable Development Directorate (ACT Government Planning Authority - ACTPLA)	Automated application through the e-development portal ( <a href="https://edevelopment.act.gov.au/">https://edevelopment.act.gov.au/</a> )	Preliminary consultation, briefing & discussion	Pre-DA application meeting to discuss matters of planning compliance, Crown lease, waste, traffic/parking, utility infrastructure, noise, contamination, trees and the like.
Woden Valley Community Council	Fiona Carrick, President, email: <a href="mailto:president@wvcc.org.au">president@wvcc.org.au</a>	N/A	Community consultation prior to DA submission, presentation of proposal at monthly council meeting (recommended given the scale & nature of the proposal)
Garran Primary School	email: <a href="mailto:info@garranps.act.edu.au">info@garranps.act.edu.au</a> phone: 61242 0840	N/A	As part of public consultation with neighbouring landowners on the proposal
ACT Education Directorate	Appropriate contact to be confirmed	N/A	N/A
Transport Canberra City Services		Preliminary consultation, briefing & discussion	Urban Design
Transport Canberra City Services (Sport and Recreation)	Jenny Priest	N/A	In their capacity as land custodian of sporting fields opposite Yamba Drive/Gilmore Cres
Surrounding residents in vicinity of site within view of proposed building	Letterbox drop	N/A	Community consultation prior to DA submission
ACT Design Review Panel (ACTDRP)	Catherine Townsend, Government Architect	N/A	Consultation as part of DA application

SPIRE – The Canberra Hospital  
Stakeholder Consultation Plan



Stakeholder	Contact details	Consultation Required	
		PoC	PSP
Actew AGL	TBC	Check electrical supply network capacity and connection details for new development (there is a HV ring on the site, we would need to determine whether this is to be extended, or new supplies are provided, plus network capacity)	
Actew AGL	TBC	Check gas supply network capacity and connection details as above as there is an existing network on site.	
IconWater	TBC	Check sewer and water supply network capacity and connection details as above as there is an existing network on site.	
BOC	TBC	Determine medical gas supply requirements, key issue is bulk Oxygen supply- either new or expansion and interface with existing bulk tanks.	
ACT Ambulance		Preliminary consultation, briefing & discussion	
Toll Helicopters	Colin Gunn, Head of pilot standards	Preliminary consultation, briefing & discussion	
NSW Helicopter Rescue Service	Cameron Edgar Superintendent	Preliminary consultation, briefing & discussion	
Aviation Advisor to NSW Health	Steve Graham	Preliminary consultation, briefing & discussion	
Air Services Australia		Preliminary consultation, briefing & discussion	
ACT Fire and Rescue (ACTF&R)		Preliminary consultation, briefing & discussion	

### 3.0 CONSULTATION METHODOLOGY

The project recognises both the importance of engaging with key stakeholders including senior clinicians, (EPT - described previously in this document) and the busy working schedules that they maintain. In response it is proposed to conduct a series of focussed workshops that will provide the opportunity for these stakeholders to:

- Receive and consider design inputs from the project design team;
- Provide critical feedback;
- Contribute to the evaluation of options; and
- Provide endorsement of the evolving PoC.

The proposed EPT workshop structure is illustrated in *Fig. 2 – EPT Workshop Framework* diagram. For each workshop the structure proposes:

- An overarching objective;
- The design inputs that can be anticipated; and
- The outputs that can be expected.

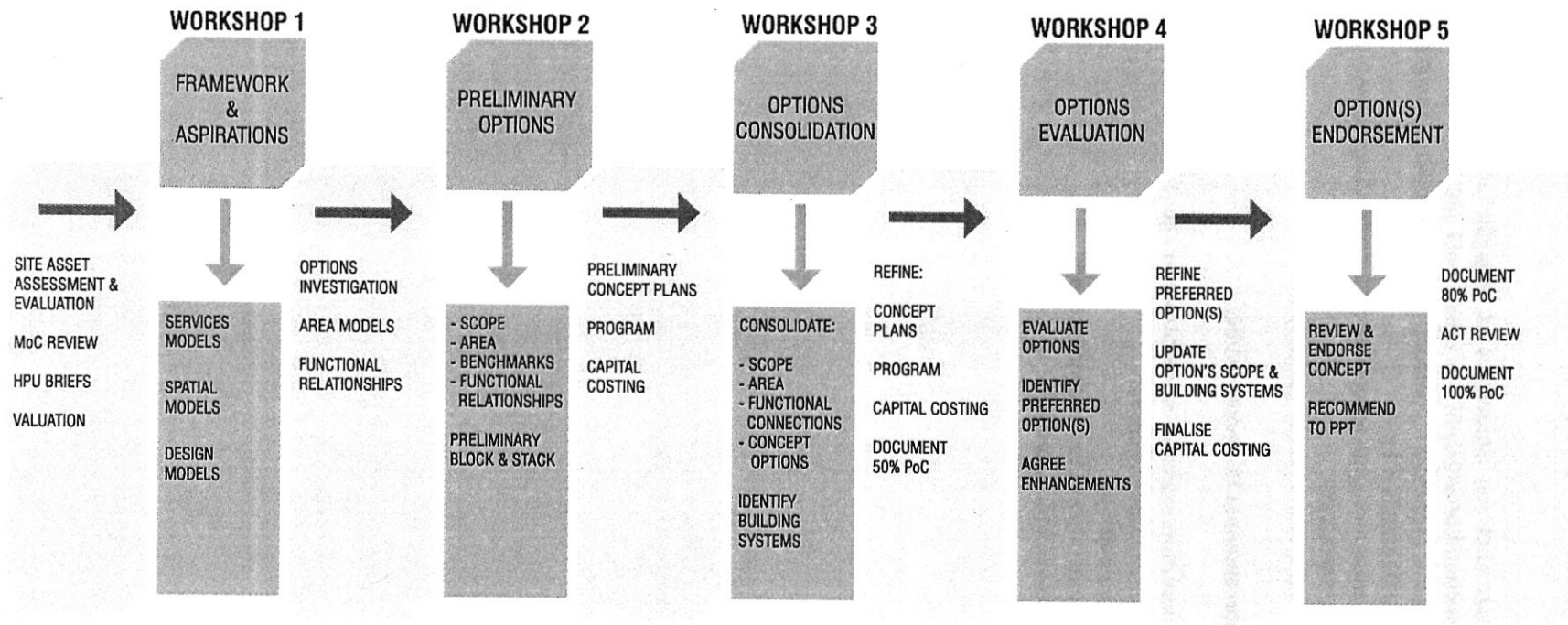


FIG. 2 – EPT WORKSHOP FRAMEWORK



#### **4.0 DESIGN PROGRAM**

The overarching design program for the SPIRE PoC phase is illustrated in the following diagram. The program is provided in 3 parts:

- Overarching meeting and workshop dates;
- A focused breakdown of the EPT workshop consultation structure; and
- An accelerated interim design process to be prosecuted with the PPT to facilitate the early documentation of the Business Case.







































































































**Lowes, Shannon (Health)**

---

**Subject:** SPIRE Project Planning Team Meeting: PPT02  
**Location:** Building 24, Meeting Room 1, The Canberra Hospital, Yamba Drive, Garran, ACT  
**Start:** Fri 25/01/2019 11:00 AM  
**End:** Fri 25/01/2019 1:00 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organizer:** Basic, Babita  
**Required Attendees:** Doran, Karen (Health); Burch, Brad (Health); Culver, Jakob (Health); McDonald, Bernadette (Health); Bone, Chris (Health); Mooney, Colm (Health); Gray, Sophie; Catanzariti, John; Esau, Lloyd; [REDACTED]  
**Optional Attendees:** [REDACTED] Evans, Kate (Health)

All

Please find attached Agenda and MOC working assumptions document for discussion.



TCH\_SPIRE -



SPIRE Brief

PPT02 Agenda.p... Working Assum...

Hello to all

This is the second SPIRE Project Planning Team Meeting.

The purpose of this meeting is to discuss:

- Program
- Consultation structure
- EY / Business Case Co-ordination
- Brief Review for ACT Health / TCH,
- Preliminary block & stack idea
- Decant strategy

Agenda to follow.

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](http://www.act.gov.au)

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The Canberra Hospital  
SPIRE – Proof of Concept Phase



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

## AGENDA

Item	
1.0	<b>Program</b>
2.0	<b>Consultation Structure</b>
2.1	Project Planning Team Workshops
2.2	Executive Planning Team Workshops
2.3	Consultant Coordination Team Workshops
3.0	<b>Business Case Development (BC by EY)</b>
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	<b>Brief Review for SPIRE</b>
4.1	Working Assumptions
5.0	<b>Preliminary Site Analysis</b>
6.0	<b>Additional Investigations</b>
7.0	<b>Decant Strategy</b>
7.1	Confirmation of Accommodation to be Decanted
7.2	Decant Options













**Attwood, Courtney (Health)**

---

**From:** Basic, Babita  
**Sent:** Friday, 25 January 2019 3:36 PM  
**To:** [REDACTED]  
**Cc:** Catanzariti, John; Burch, Brad (Health)  
**Subject:** Assumptions document [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Attachments:** SPIRE Brief Working Assumptions STH Rev A - 21.01.2019.pdf

Hi [REDACTED]

Brad Burch would like you to tabulate this information provided in the assumptions document so that we can circulate for feedback from executives.

Thank you

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](http://www.act.gov.au)

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**Pond, Aleks (Health)**

---

**From:** Burch, Brad (Health)  
**Sent:** Thursday, 31 January 2019 5:12 PM  
**To:** Catanzariti, John  
**Cc:** Gray, Sophie; Esau, Lloyd; Culver, Jakob (Health); Busic, Babita  
**Subject:** RE: SPIRE meetings next week [SEC=UNCLASSIFIED]

UNCLASSIFIED

Hi John – noting the content, I would expect either Jake or I to be at both meetings. I'm free Tuesday 1:30-3:00pm and all afternoon Wednesday.

Thanks

Brad

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

(02) 6207 2385 or  [brad.burch@act.gov.au](mailto:brad.burch@act.gov.au)



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Government

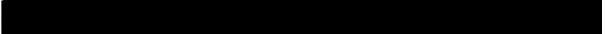

**ACT Health**

**From:** Catanzariti, John  
**Sent:** Thursday, 31 January 2019 4:59 PM  
**To:** Burch, Brad (Health) <Brad.Burch@act.gov.au>  
**Cc:** Gray, Sophie <Sophie.Gray@act.gov.au>; Esau, Lloyd <Lloyd.Esau@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>  
**Subject:** FW: SPIRE meetings next week [SEC=UNCLASSIFIED]

Brad,

Further to the workshop schedule I sent yesterday, could confirm your preference on date/time to schedule the two Business Case workshops noted below.

Regards,  
 John

**From:**   
**Sent:** Thursday, 31 January 2019 3:26 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:**   
**Subject:** SPIRE meetings next week

Hi John

Thanks for your time this morning.

In terms of meetings next week, we are keen to discuss the following (suggest that each meeting is 1 hour each) with available times below:

- Project objectives, project outline, needs analysis, economic approach and governance with ACT Health (Jakob and Brad)
- Document structure, project objectives, project outline, governance and engagement chapters with IFCW representatives

Available times:

- Tuesday 5<sup>th</sup> February
  - o 9-10am
  - o Between 1-3pm
- Wednesday 6<sup>th</sup> February
  - o 11-12pm
  - o 2-3pm

Please let me know if any of the available times suit. Happy to also liaise directly with Jakob to set up the ACTH meeting.

Additionally, we are setting up a template tracker for information requests – to be monitored on a weekly basis – and aiming to have this across to you tomorrow.

Please also advise when you receive confirmation on suggested workshop dates and we will send out the invites as discussed.

Thanks



[Redacted] Manager | Infrastructure Advisory

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**Attwood, Courtney (Health)**

---

**From:** Catanzariti, John  
**Sent:** Friday, 1 February 2019 10:31 PM  
**To:** Burch, Brad (Health); Culver, Jakob (Health)  
**Cc:** Gray, Sophie; Busic, Babita  
**Subject:** FW: SPIRE - Decanting Meeting Minutes [SEC=UNCLASSIFIED]

Brad/Jakob,

FYI

Regards,  
 John

**From:** [REDACTED]  
**Sent:** Friday, 1 February 2019 4:31 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** Busic, Babita <Babita.Busic@act.gov.au>; [REDACTED]  
**Subject:** RE: SPIRE - Decanting Meeting Minutes [SEC=UNCLASSIFIED]

Hi John,

I am targeting to issue early next week. I have just been reviewing against the cost allowance and want to be certain we are aligned. Please note that based on a single modular build (inclusive of some of the CWHC decant) will require additional grossing in the form of travel and plant allowances. This was excluded in the initial analysis as it was assumed all decant spaces would be within existing buildings. I will have the sketches at Monday's meeting at which time we can review and discuss prior to issuing finalised document.

[REDACTED] Associate



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---

**From:** Catanzariti, John [<mailto:John.Catanzariti@act.gov.au>]  
**Sent:** Thursday, 31 January 2019 5:50 PM  
**To:** [REDACTED]  
**Cc:** Busic, Babita; [REDACTED]  
**Subject:** RE: SPIRE - Decanting Meeting Minutes [SEC=UNCLASSIFIED]

Thanks [REDACTED]

Could you let me know when the Staging & Decanting Strategy document will be issued?

Regards,  
 John

From: [REDACTED]  
 Sent: Thursday, 31 January 2019 2:21 PM  
 To: Catanzariti, John <John.Catanzariti@act.gov.au>  
 Cc: Busic, Babita <Babita.Busic@act.gov.au> [REDACTED]  
 [REDACTED]

Subject: SPIRE - Decanting Meeting Minutes

John,

Further to last week's Decanting Meeting, please find attached meeting minutes for records and distribution. Please advise of any corrections or omissions.

Thank you

[REDACTED] Associate



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[REDACTED] Associate



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**Pond, Aleks (Health)**

---

**From:** Lindemann, Monica (Health)  
**Sent:** Tuesday, 5 February 2019 11:17 AM  
**To:** Basic, Babita  
**Cc:** Culver, Jakob (Health); Burch, Brad (Health)  
**Subject:** SPIRE project meetings [SEC=UNCLASSIFIED]

Hi Babita

I would like to submit the SPIRE communications and engagement strategy and staging and decanting communications plan to the Steering Committee for information/noting at their next meeting.

I'd also like to submit the same documents to the PCG for endorsement and confirmation of the SPIRE communications and engagement working group members.

Could you advise when the next meetings are scheduled and the process for submitting papers/agenda items.

With thanks  
Monica

**Monica Lindemann**

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

**Attwood, Courtney (Health)**

---

**From:** Culver, Jakob (Health)  
**Sent:** Tuesday, 5 February 2019 1:35 PM  
**To:** Burch, Brad (Health)  
**Subject:** FW: SPIRE - Documents Tabled at Yesterdays Meeting [SEC=UNCLASSIFIED]  
**Attachments:** M18203 ACT Health BHSP SPIRE - Full Option Rev01 20190203.pdf; M18203 ACT Health BHSP SPIRE - Full Option Rev01 20190203 Reconciliation....pdf; M18203 ACT Health BHSP SPIRE - Alternative Scheme Rev01 20190203.pdf; M18203 ACT Health BHSP SPIRE - Alternative Scheme Rev01 20190203 VM Opti....pdf; 20190102 STH SoA Analysis Rev C.xlsx; 20190102 STH SoA Analysis Rev C.pdf

---

**From:** Catanzariti, John  
**Sent:** Tuesday, 5 February 2019 12:23 PM  
**To:** Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>  
**Subject:** FW: SPIRE - Documents Tabled at Yesterdays Meeting [SEC=UNCLASSIFIED]

Jakob,

As requested. I've asked David to also get the cost plan in excel and will send once received.

Regards,  
 John

---

**From:** [REDACTED]  
**Sent:** Tuesday, 5 February 2019 12:06 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** Busic, Babita <Babita.Busic@act.gov.au>; [REDACTED]  
**Subject:** SPIRE - Documents Tabled at Yesterdays Meeting

John,

As discussed, please find attached documents tabled at yesterday's meeting. I have included the excel version of the schedule analysis if required.

[REDACTED] Associate



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**Attwood, Courtney (Health)**

---

**From:** Catanzariti, John  
**Sent:** Thursday, 7 February 2019 7:59 AM  
**To:** Burch, Brad (Health)  
**Cc:** Culver, Jakob (Health); Esau, Lloyd; Gray, Sophie; Busic, Babita  
**Subject:** FW: SPIRE Scoping Meeting - Outcomes [SEC=UNCLASSIFIED]  
**Attachments:** 20190206 STH SoA Analysis Rev D.xlsx

Brad,

STH have detailed their SOA and incorporated revised comments issued yesterday. Could you please the attached schedule and advise if any further changes/updates are required.

I assume these updates will also be included in the revised master SOA being prepared by the ACTH planning team.

Regards,  
John

---

**From:** [REDACTED]  
**Sent:** Wednesday, 6 February 2019 9:10 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** [REDACTED] Esau, Lloyd  
<Lloyd.Esau@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>  
**Subject:** RE: SPIRE Scoping Meeting - Outcomes [SEC=UNCLASSIFIED]

John,

As discussed this afternoon, we just wish to confirm a few more items to ensure we are reporting expectations correctly. To assist with this, we have attached an update WIP schedule analysis noting the following:

[REDACTED]

Thanks John

[REDACTED] Associate



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---

**From:** Catanzariti, John [<mailto:John.Catanzariti@act.gov.au>]

**Sent:** Wednesday, 6 February 2019 11:29 AM

**To:** [REDACTED]

**Cc:** [REDACTED] Esau, Lloyd; Gray, Sophie; Busic, Babita

**Subject:** RE: SPIRE Scoping Meeting - Outcomes [SEC=UNCLASSIFIED]

[REDACTED]

Please let me know if you require anything further.

Regards,  
John

**From:** [REDACTED]  
**Sent:** Wednesday, 6 February 2019 9:30 AM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** [REDACTED] Esau, Lloyd  
 <Lloyd.Esau@act.gov.au>; Gray, Sophie <Sophie.Gray@act.gov.au>; Busic, Babita <Babita.Busic@act.gov.au>  
**Subject:** RE: SPIRE Scoping Meeting - Outcomes [SEC=UNCLASSIFIED]

Thanks John,

We will be in a position to issue a return schedule targeting tomorrow for issuance. I will be in meetings today until 1pm and can be contacted on mobile [REDACTED]

Thanks John. Some good outcomes for the project

[REDACTED] Associate



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**From:** Catanzariti, John [mailto:John.Catanzariti@act.gov.au]  
**Sent:** Wednesday, 6 February 2019 9:14 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED] Esau, Lloyd; Gray, Sophie; Busic, Babita  
**Subject:** FW: SPIRE Scoping Meeting - Outcomes [SEC=UNCLASSIFIED]

Please refer to Brad's email below (which has already been distributed to Maxim) in relation to revised scoping for the SPIRE project.

We request that STH review and validate the proposed changes for incorporation into the project as well as provided updated cost planning advice.

We would like to have this body of work completed well in advance of next week's PPT meeting

I will give you a call later this morning to discuss.



Regards,  
John

**From:** Burch, Brad (Health)

**Sent:** Tuesday, 5 February 2019 4:29 PM

**To:** Catanzariti, John <[John.Catanzariti@act.gov.au](mailto:John.Catanzariti@act.gov.au)>

**Cc:** Gray, Sophie <[Sophie.Gray@act.gov.au](mailto:Sophie.Gray@act.gov.au)>; Doran, Karen (Health) <[Karen.Doran@act.gov.au](mailto:Karen.Doran@act.gov.au)>; Building Health Services Program <[BuildingHealthServicesProgram@act.gov.au](mailto:BuildingHealthServicesProgram@act.gov.au)>; Culver, Jakob (Health) <[Jakob.J.Culver@act.gov.au](mailto:Jakob.J.Culver@act.gov.au)>; [REDACTED]

**Subject:** SPIRE Scoping Meeting - Outcomes

UNCLASSIFIED For-Official-Use-Only

Good afternoon John

As discussed, ACT Health has done some work to look at the previous proposal, current HPU Briefs and STH's options put forward at yesterday's meeting. Can I ask that you work with STH to structure a project option (with a cost plan validation as one of the first actions) including the below:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Our early calculations show this to get us to [REDACTED] however it would be good to get this validated by STH/DCWC as soon as practical. For your information, our calculations also show [REDACTED]

I am happy to talk through these changes and give some additional context to the position described above, and the facility planning team will follow up soon with some amendments to our master Schedule of Accommodation. While [REDACTED]

Please let me know if you would like to meet to discuss, or if STH need to have a phone hook-up tomorrow.

Thanks and regards

Brad

**Brad Burch** | Executive Branch Manager, Strategic Infrastructure

**Strategic Infrastructure and Procurement**

**Corporate Services**

☎ (02) 5124 9719 or [REDACTED] | 💻 [brad.burch@act.gov.au](mailto:brad.burch@act.gov.au)

**ACT**  
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**Attwood, Courtney (Health)**

**From:** Catanzariti, John  
**Sent:** Thursday, 7 February 2019 12:44 PM  
**To:** Burch, Brad (Health)  
**Cc:** Culver, Jakob (Health); Esau, Lloyd; Gray, Sophie; Busic, Babita  
**Subject:** FW: SPIRE Business Case Workshop dates [SEC=UNCLASSIFIED]

Brad,

Please refer to the email below from EY in relation to business case workshops. If you have no issues with the proposed dates, Babita will book meeting rooms at TCH.

Regards,  
 John

**From:** [REDACTED]  
**Sent:** Thursday, 7 February 2019 12:33 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Cc:** [REDACTED]  
**Subject:** SPIRE Business Case Workshop dates

Hi John

Thanks for your time yesterday.

Revised dates following yesterday's meetings are below. I'll send placeholder invites out to the project planning group for these sessions this afternoon (in the absence of any clear known clashes) and let you know if we experience any significant issues with any of the dates:

Workshop	Proposed date	Duration	Rationale	Dependencies
Risk Identification Workshop	18 <sup>th</sup> February – 1-3pm	2 hours	- Workshop to identify and test specific project risks for SPIRE	- Working knowledge of the project including proposed scope and key risks - Risk register from previous business case
Risk Quantification Workshop	25 <sup>th</sup> February – 10am-12pm	2 hours	- Post finalisation of the risk register, a quantification workshop will determine the likelihood and probability of key risks	- Outputs from the risk identification process (i.e. risk register) and preliminary cost estimates
Packaging Workshop – Delivery Model section	22 <sup>nd</sup> February – 10am-12pm	2 hours	- Consideration of packaging components, options and issues prior to assessment of the preferred package and scope at the delivery model workshop	- Working knowledge of the project inclusive of objectives, constraints, benefits, proposed scope and key risks (post risk identification)
Delivery Model Workshop	28 <sup>th</sup> February – 9:30-11am	1.5 hours	- Assessment of preferred delivery model(s) against the preferred packaging option and delivery model evaluation criteria	

In terms of location, can you please confirm that meetings will take place at TCH (as opposed to Bowes Street) as per the Project Planning sessions?

We are also working on compiling a short pack on the market sounding approach (inclusive of dates) and will have this across to you shortly.

Thanks  
[REDACTED]



[REDACTED] Manager | Infrastructure Advisory

Ernst & Young Pty Limited  
Level 11, 121 Marcus Clarke St, Canberra ACT 2600, Australia

[REDACTED]  
Website: <http://www.ey.com>

---

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# **SURGICAL PROCEDURES, INTERVENTIONAL RADIOLOGY AND EMERGENCY (SPIRE) CENTRE STAGING AND DECANTING USER GROUP**

## **TERMS OF REFERENCE**

Strategic Infrastructure, Corporate Services  
ACT Health Directorate

7 February 2019



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SPIRE TERMS OF REFERENCE STAGING & DECANTING  
BUILDINGS 5 & 24 WORKING GROUP

## BACKGROUND/CONTEXT

This Terms of Reference establishes the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Staging and Decanting User Group (S&DUG), as well as, defines its authority, responsibility and composition.

## FUNCTION OF THE GROUP

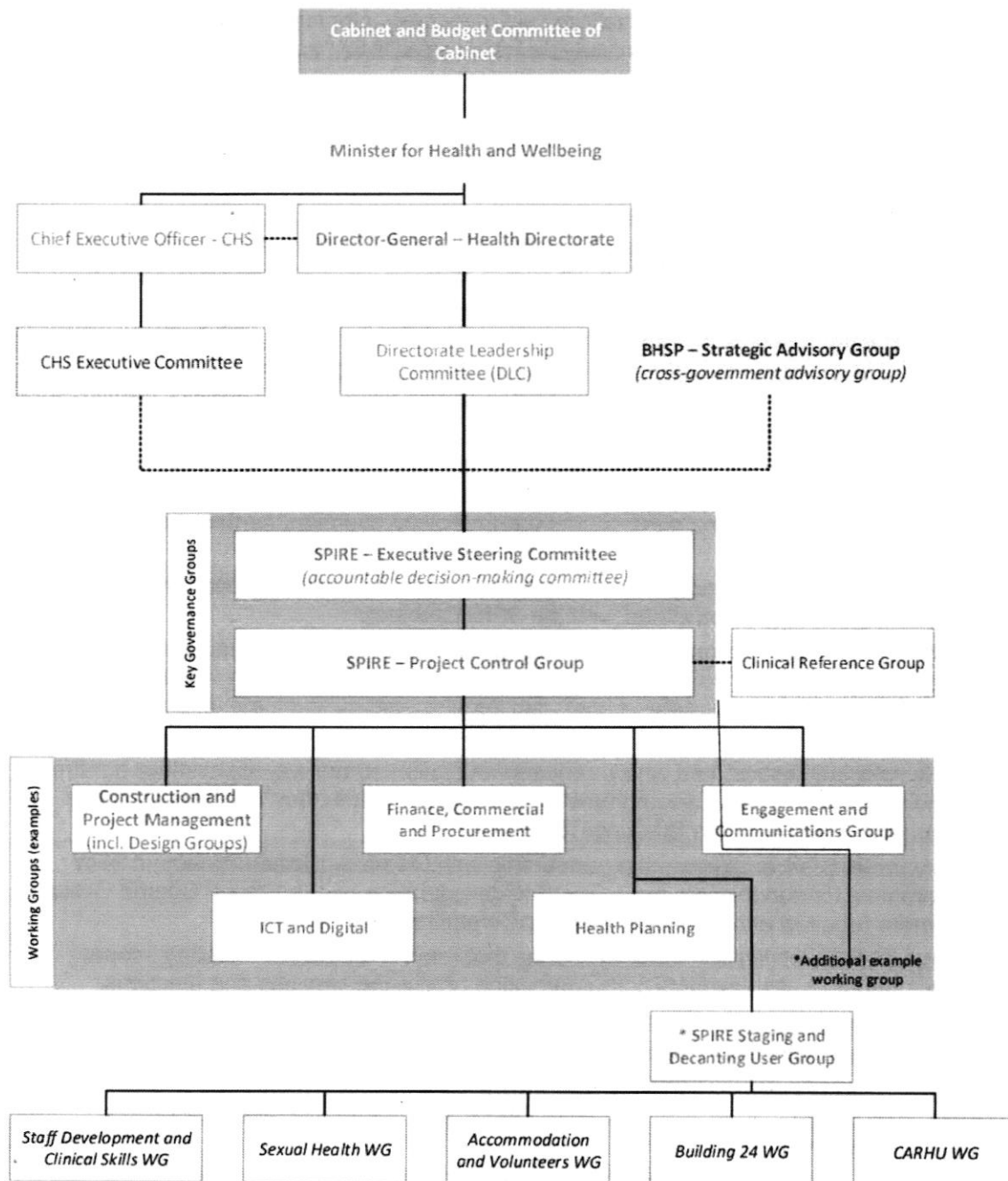
The SPIRE S&DUG is an advisory group that has the responsibility to:

1. Inform the definition of service delivery specifications and requirements for planning and design of the decanting of existing services and functions associated with the SPIRE project, for advice to the Project Control Group and/or Executive Steering Committee.
2. Support and deliver on all transition and commissioning activities relating to commissioning of destination locations.
3. Develop service relocation plans and support clinical and administrative service delivery during relocation and commencement of full services in partnership with the Staging and Decanting Project Team.
4. Provide advice and input for defining activities and functions that need to occur for decanting of existing services and functions associated with the SPIRE project, and within delegation from the project control group provide oversight for the coordination of these activities.
5. Represent relevant operational areas involved with, or impacted by decanting of existing services and functions associated with the SPIRE project.
6. In partnership with communications and stakeholder engagement project functions, provide appropriate and consistent engagement with staff of Canberra Health Services and the ACT Health Directorate to both gain input to, and disseminate information from the SPIRE S&DUG.
7. Identify risks and issues, and where required mitigation strategies, associated with the decanting of existing services and functions, for reply advice from the Project Control Group and/or the Executive Steering Committee.
8. Identify project deliverables and in partnership with the project team develop project programmes, for submission for review and consideration by the Project Control Group and where required the Executive Steering Committee.
9. Review, provide advice and escalate issues that require a decision affecting scope, budget, time or quality aspects of the decanting of existing services and functions.
10. Monitor progress against the project programme to ensure that project milestones, timeframes are being met and outcomes achieved.
11. Review project reports submitted to the Project Control Group, escalate the need for policy interpretation or issue resolution to the Project Control Group or Executive Steering Committee.
12. User group to raise related questions or concerns; approve reports to be submitted to the Project Control Group and/or the Executive Steering Committee.



SPIRE TERMS OF REFERENCE STAGING & DECANTING  
BUILDINGS 5 & 24 WORKING GROUP

FIGURE ONE: PROJECT GOVERNANCE – SPIRE CENTRE PROJECT



SPIRE TERMS OF REFERENCE STAGING & DECANTING  
BUILDINGS 5 & 24 WORKING GROUP

## MEMBERSHIP

The SPIRE S&DYG will be comprised of the following members and attendees.

TABLE ONE: STAGING & DECANTING USER GROUP MEMBERS  
AND ATTENDEES

Representation	Position	Individual
Chair	Executive Branch Manager, Strategic Infrastructure (ACTHD)	Brad Burch
	(or Project Director)	TBD
Members	IFCW Representative / Project Manager	John Catanzariti
	Commissioning Officer, Strategic Infrastructure	Rhona JasonSmith
	Commercial Advisor, Strategic Infrastructure	Jakob Culver
	CHS Exec and Admin Representatives (B24)	Nicole Stevenson
	Director of Staff Development (SD Representative)	Karen O'Brien
Members	Sexual Health Unit Representative	Sarah Martin/Cat Brown
	Child at Risk Unit Representative	Bronwyn Roberson
	Tissue Viability Representative	Ann-Marie Dunk
	ANU Medical School Representative	Prof Zsuzsoka Kecskes
	Residential Accommodation Representative	Eleanor Fogarty/ Isabel Massey
Attendees	IM&M Representative (Project Delivery)	Dave Gilbert
	Clinical Placement Office Representative	Sian Finch
	Special Advisor, Strategic Infrastructure	Monica Lindemann
	IM&M Accommodation Representative	Robyn Jensen
	IM&M Fire and Parking Representative	Michale Warylo
Secretariat	IM&M Security Representative	Dario Gomes
	Strategic Infrastructure	TBC

The SPIRE S&DUG may call on other staff/representatives to attend from time to time to provide additional support and subject matter expertise.

## GOVERNANCE AND SECRETARIAT

Unless otherwise determined by the SPIRE Executive Steering Committee, the SPIRE S&DUG will report directly to the SPIRE Project Control Group of the ACT Health Directorate (ACTHD). Periodic updates from the SPIRE S&DUG will be provided to the project control group, and by exception actions and issues may be escalated to the project control group for reply advice and strategic resolution.

The SPIRE S&DUG will be chaired by the Executive Branch Manager Strategic Infrastructure or the Project Director. The SPIRE S&DUG is comprised of representatives from ACT Health Strategic Infrastructure, Infrastructure, Finance, Capital Works (IFCW), Canberra Hospital Services (CHS) Infrastructure Management & Maintenance (IM&M), and CHS affected services. From time to time, the Chair may invite observers or seek presentations from other ACT

## SPIRE TERMS OF REFERENCE STAGING & DECANTING BUILDINGS 5 & 24 WORKING GROUP

Government Agencies, and where appropriate, external representatives (e.g. representatives from consultants and various stakeholder groups).

Strategic Infrastructure provides Secretariat support to the SPIRE S&DUG. The Secretariat will coordinate all agenda papers and those submission papers and reports prepared by members and the user group.

Wherever practicable, agenda papers will be provided to the SPIRE S&DUG members at least 3 days in advance of meetings. Outcomes of the SPIRE S&DUG meetings will be provided to members as soon as possible after the meeting and should be promulgated amongst relevant 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.

The SPIRE S&DUG 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 SPIRE S&DUG 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 50% 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 and Canberra Health Services.

### AGENDA ITEMS

All agenda items must be forwarded by members to the Secretariat by Close of Business (COB) five (4) working days prior to the next scheduled meeting. The Chair holds custodianship of the Agenda for the SPIRE S&DUG.

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.

SPIRE TERMS OF REFERENCE STAGING & DECANTING  
BUILDINGS 5 & 24 WORKING GROUP

### FREQUENCY OF MEETINGS

The SPIRE S&DUG will meet fortnightly 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

Bi-Annually

### TERMS OF REFERENCE APPROVAL

The TOR is to be tabled for formal endorsement at the first SPIRE S&DUG meeting, for recommendation for approval to the SPIRE PCG.

### AMENDMENT HISTORY

0.1	30/01/2019	Version draft 1	Rhona JasonSmith

## APPENDIX A: S&amp;D5&amp;24UG ROLES AND RESPONSIBILITIES

Role	Responsibility	Nominated individual (s)
Chair	Chairs all meetings, 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 SPIRE S&DUG. 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 and/or items of decision.	

SPIRE TERMS OF REFERENCE STAGING & DECANTING  
BUILDINGS 5 & 24 WORKING GROUP

## APPENDIX B: SPIRE STAGING AND DECANTING USER GROUP ROLES AND RESPONSIBILITIES

Role	Position	Organisation
Senior Owner	Executive Group Manage, Strategic Infrastructure	ACTHD
Project Executive	Executive Branch Manager, Strategic infrastructure and/or SPIRE Project Director	ACTHD
Facilities Planning Lead	Strategic Infrastructure, Planning and Coming Officer	ACTHD
Project / Contract Management Role	Commercial Contract Advisor Infrastructure Finance and Capital Works representative	IFCW
User Representatives	Staff Development/Clinical Skills Unit representative Sexual Health Representative Child at Risk Health Unit representative Tissue Viability Unit representative Residential Accommodation representative B24 CEO & Exec Administration representative PM&M Project officer	CHS
Principal Design Consultant	Principal Design Consultant (External Consultant) – Reporting to IFCW for the development of the Business Case (Planning Phase)	STH



Strategic Infrastructure, Corporate Services  
ACT Health Directorate

2 December 2019

The Canberra Hospital  
SPIRE – Proof of Concept Phase



### MINUTES OF MEETING

Meeting Held at: Building 3, Level 1, Conference Room

PROJECT: SPIRE Project

Job/File No:

Consultant: STH

10421/3.2

Meeting: Project Planning Team

Date: 11.2.19

Confirmation of previous minutes: N/A

Time: 3.00 - 4.30pm

Meeting No: 3

#### PRESENT

Name:	Organisation/Department:
Brad Burch	ACTHD
Jakob Culver	ACTHD
Karen Doran	ACTHD
Sally-Anne Kinghorne	ACTHD
Kate Evans	ACTHD
Liz Lopa	ACTHD
Rhona Jason Smith	ACTHD
Monica Lindemann	ACTHD
Bernadette McDonald	CHS
Colm Mooney	CHS
Chris Bone	CHS
David Collins	STH
John Catanzariti	IFCW
Babita Busic	IFCW
Lloyd	IFCW
	EY
	EY
<b>APOLOGIES</b>	
	STH
	STH
Sophie Gray	IFCW
	EY
	EY

#### DISTRIBUTION:

All present and absent, includes Client/Representatives

































**Pond, Aleks (Health)**

---

**From:** Catanzariti, John  
**Sent:** Tuesday, 12 February 2019 10:05 AM  
**To:** Burch, Brad (Health)  
**Subject:** RE: SPIRE Presentation [SEC=UNCLASSIFIED]  
**Attachments:** SPIRE PPT03 Meeting - Low Res.pdf

Brad,

PPT03 presentation attached.

Regards,  
 John

---

**From:** Burch, Brad (Health)  
**Sent:** Monday, 11 February 2019 6:46 PM  
**To:** Catanzariti, John <John.Catanzariti@act.gov.au>  
**Subject:** Fwd: SPIRE Presentation

Hi John - can I please get a copy of the presentation as soon as practical so I can circulate?

Thanks

Brad Burch  


Sent from my iPhone

Begin forwarded message:

**From:** "Mooney, Colm (Health)" <Colm.Mooney@act.gov.au>  
**Date:** 11 February 2019 at 6:41:51 pm AEDT  
**To:** "Burch, Brad (Health)" <Brad.Burch@act.gov.au>  
**Cc:** "Doran, Karen (Health)" <Karen.Doran@act.gov.au>, "Bone, Chris (Health)" <Chris.Bone@act.gov.au>, "McDonald, Bernadette (Health)" <Bernadette.McDonald@act.gov.au>  
**Subject:** SPIRE Presentation

UNCLASSIFIED For-Official-Use-Only

Brad

Can you forward on a copy of the presentation provided by STH at today's meeting?

Bernadette, Chris and I are meeting with the key SPIRE clinicians tomorrow evening to discuss the assumptions paper previously provided by STH. Reference to the presentation slides from earlier today will help to inform this discussion.

Please call me if you have any questions

Best Regards

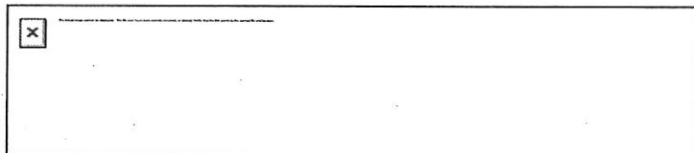
Colm

**Colm Mooney** AIPM CPPE

Executive Director | Infrastructure Management and Maintenance

T 02 512 49711 E [colm.mooney@act.gov.au](mailto:colm.mooney@act.gov.au)

Level 1, Building 3, Canberra Hospital | GPO Box 825 Canberra ACT 2601 | [act.gov.au](http://act.gov.au)

















































































**Ivansson, Zoe (Health)**

---

**From:** Burch, Brad (Health)  
**Sent:** Tuesday, 12 February 2019 10:28 AM  
**To:** Mooney, Colm (Health)  
**Cc:** Doran, Karen (Health); Bone, Chris (Health); McDonald, Bernadette (Health); Lopa, Liz (Health)  
**Subject:** RE: SPIRE Presentation  
**Attachments:** SPIRE PPT03 Meeting - Low Res.pdf

UNCLASSIFIED For-Official-Use-Only

Good morning Colm

Thanks for your email.

Please see attached yesterday's STH presentation. I note that this shows operating theatres across two levels currently, however this will be updated in the next iteration.

If it is appropriate, I would be keen for me or one of the SPIRE team to attend your meeting this afternoon so that we can be across the feedback and any key issues raised – please let me know if you are happy for us to attend.

Please give me a call if there are any aspects you need to discuss further.

Thanks and regards

Brad

**Brad Burch** | Executive Branch Manager, Strategic Infrastructure

**Strategic Infrastructure and Procurement**

**Corporate Services**

(02) 5124 9719 or  [brad.burch@act.gov.au](mailto:brad.burch@act.gov.au)



**ACT**  
Government

**ACT Health**

**From:** Mooney, Colm (Health)  
**Sent:** Monday, 11 February 2019 6:42 PM  
**To:** Burch, Brad (Health) <Brad.Burch@act.gov.au>  
**Cc:** Doran, Karen (Health) <Karen.Doran@act.gov.au>; Bone, Chris (Health) <Chris.Bone@act.gov.au>; McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>  
**Subject:** SPIRE Presentation

UNCLASSIFIED For-Official-Use-Only

Brad

Can you forward on a copy of the presentation provided by STH at today's meeting?

Bernadette, Chris and I are meeting with the key SPIRE clinicians tomorrow evening to discuss the assumptions paper previously provided by STH. Reference to the presentation slides from earlier today will help to inform this discussion.

Please call me if you have any questions

Best Regards

Colm

Colm Mooney AIPM CPPE

Executive Director | Infrastructure Management and Maintenance

T 02 512 49711 E [colm.mooney@act.gov.au](mailto:colm.mooney@act.gov.au)

Level 1, Building 3, Canberra Hospital | GPO Box 825 Canberra ACT 2601 | [act.gov.au](http://act.gov.au)



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**Canberra Health  
Services**














































































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**ACT Health**

## AGENDA

### SPIRE

## Staging & Decanting Buildings 5 & 24 User Group Meeting

3:15pm

Wednesday 13/02/2019

CH-B23-Conf Rm 1.02

**"Active Travel Options" – Refer to Information below**

- |    |  |                  |           |
|----|--|------------------|-----------|
| 1. | <b>Welcome, Acknowledgement of Country, and apologies</b>          | Brad Burch       | (5 mins)  |
| 2. | <b>Terms of Reference</b><br>(feedback out of session)             | Rhona JasonSmith | (5 mins)  |
| 3. | <b>Introduction to the Project</b>                                 |                  |           |
|    | a. Background  | Brad Burch       | (10 mins) |
|    | b. Staging and Decanting Strategy relocation<br>outcomes & options | Brad Burch       | (10 mins) |
|    | c. Q & A   | Brad Burch       | (20 mins) |
| 4. | <b>Next Steps</b>  | Rhona JasonSmith | (10 mins) |

Next meeting: S&D5&24UG will be held on 27 February 2019.

#### Active Travel Options - Getting to the Venue!

To promote healthy and sustainable travel, staff should consider the following Active Travel Options when attending meetings:

- Walk (if practical – considering distance, expected timeframes, urgency, cost, equipment to be transported to the meeting etc)
- Cycle (use an e-bike – inquire about availability with ACT Health Fleet on 620 79148)
- Catch a bus (using a MyWay Card – see your area administrative assistant to obtain a card)
- Fleet Vehicles (check if someone else going to the same meeting either from your location or can be collected on the way (eg carpool))
- Taxi (the last option for official business travel)

**Attwood, Courtney (Health)**

---

**From:** Basic, Babita  
**Sent:** Thursday, 14 February 2019 10:45 AM  
**To:** Burch, Brad (Health)  
**Cc:** John Catanzariti  
**Subject:** RE: SPIRE - PPT03 Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Noted. Thanks Brad

Kind Regards

**Babita Basic**

Assistant Project Manager – Social Infrastructure Branch

Phone 02 512 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](http://www.act.gov.au)

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---

**From:** Burch, Brad (Health)  
**Sent:** Thursday, 14 February 2019 10:24 AM  
**To:** Basic, Babita <Babita.Basic@act.gov.au>  
**Cc:** John Catanzariti <johncatanzariti@bigpond.com>  
**Subject:** Re: SPIRE - PPT03 Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Babita

Thanks for your email.

Happy for you to distribute - please make sure any feedback from CHS comes through to Strategic Infrastructure and not directly to STH.

Thanks and regards

Brad.

Sent from my iPad

On 14 Feb 2019, at 9:41 am, Basic, Babita <[Babita.Basic@act.gov.au](mailto:Babita.Basic@act.gov.au)> wrote:

Hi Brad

I called your landline this morning but I missed you.

Can I get your agreeance to email the minutes, taken by STH, to the attendees of the PPT please.

Babita

Kind Regards



**Babita Basic**

Assistant Project Manager – Social Infrastructure Branch

Phone 02 512 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](http://www.act.gov.au)*Please consider the environment before printing this email. If printing is necessary, print double-sided and black and white.***From:** [REDACTED]**Sent:** Wednesday, 13 February 2019 9:25 PM**To:** Catanzariti, John <John.Catanzariti@act.gov.au>; Basic, Babita <Babita.Basic@act.gov.au>**Cc:** [REDACTED]**Subject:** SPIRE - PPT03 Meeting Minutes

John and Babita,

Please find attached PPT03 meeting minutes for distribution.

John,

We missed each other today, but is there any updates on the CHS meetings re area schedule/ MoC reviews and the maternity theatre option that was discussed wit Chris?

[REDACTED]  
I have copied you into the email as there are some action items that I will follow up with you tomorrow

Thank you

[REDACTED] Associate



**SILVER THOMAS HANLEY**  
 PELACO COMPLEX  
 BUILDING 3, LEVEL 2  
 21-31 GOODWOOD ST  
 (PO BOX 550)  
 RICHMOND 3121  
 VIC, AUSTRALIA

T: [REDACTED]  
 F: [REDACTED]  
 E: [REDACTED]  
 W: [sth.com.au](http://sth.com.au)

---

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

&lt;TCH\_SPIRE - PPT03 Meeting Minutes\_20190211.pdf&gt;

**MINUTES OF MEETING****Meeting Held at: Building 3, Level 1, Conference Room****PROJECT: SPIRE Project****Consultant: STH****Meeting: Project Planning Team****Confirmation of previous minutes: N/A****Job/File No:**

10421/3.2

**Date: 11.2.19****Time: 3.00 - 4.30pm****Meeting No: 3****PRESENT**

<b>Name:</b>	<b>Organisation/Department:</b>
Brad Burch	ACTHD
Jakob Culver	ACTHD
Karen Doran	ACTHD
Sally-Anne Kinghorne	ACTHD
Kate Evans	ACTHD
Liz Lopa	ACTHD
Rhona Jason Smith	ACTHD
Monica Lindemann	ACTHD
Bernadette McDonald	CHS
Colm Mooney	CHS
Chris Bone	CHS
	STH
John Catanzariti	IFCW
Babita Busic	IFCW
Lloyd	IFCW
	EY
	EY
<b>APOLOGIES</b>	
	STH
	STH
Sophie Gray	IFCW
	EY
	EY

**DISTRIBUTION:**

All present and absent, includes Client/Representatives

































**Ivansson, Zoe (Health)**

---

**From:** Burch, Brad (Health)  
**Sent:** Tuesday, 19 February 2019 5:13 PM  
**To:** Culver, Jakob (Health); Lopa, Liz (Health)  
**Subject:** FW: agenda for the SPIRE executive workshop [SEC=UNCLASSIFIED]

UNCLASSIFIED

FYI

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

(02) 5124 9719 or [REDACTED] [brad.burch@act.gov.au](mailto:brad.burch@act.gov.au)



**ACT**  
Government

**ACT Health**

**From:** Catanzariti, John  
**Sent:** Tuesday, 19 February 2019 5:09 PM  
**To:** Burch, Brad (Health) <[Brad.Burch@act.gov.au](mailto:Brad.Burch@act.gov.au)>  
**Subject:** FW: agenda for the SPIRE executive workshop [SEC=UNCLASSIFIED]

Brad,

I don't have any comments on this, other than do you want to have a 30 minute catch up with STH prior?

Regards,  
 John

**From:** [REDACTED]

**Sent:** Tuesday, 19 February 2019 8:39 AM  
**To:** Burch, Brad (Health) <[Brad.Burch@act.gov.au](mailto:Brad.Burch@act.gov.au)>; Catanzariti, John <[John.Catanzariti@act.gov.au](mailto:John.Catanzariti@act.gov.au)>  
**Cc:** [REDACTED]  
**Subject:** agenda for the SPIRE executive workshop

Brad and John,

Please see below our draft agenda for the Executive Planning Team Meeting #1 for your review and comments, please let us know if there is any sensitivity around any of the below items and how you would like them to be addressed.

- Introduction: It would be appropriate for ACT Health to provide an introduction to the project and the objectives of the current design stage / business case process. Some commentary on the constitution of the EPT members would also be appropriate.
- EPT Workshop Process: A brief review of the workshops with aims and outcomes for each.
- Site Analysis: diagrams covering context, topography, access, adjacent uses, town planning zoning, internal hospital connections, opportunities and constraints, etc. Includes slides from traffic, planning, helicopter and urban design consultants.
- SPIRE Facility Scope – A brief outline of the departments within SPIRE, without provision of particular details or numbers.