

# Schedule 37 – General Plans Schedule

---

## Part A - Minimum Structural and Content Requirements for Project Plans

The Operator must ensure that any Project Plans (or reports) required under this Schedule 37 include the following minimum structural and content requirements:

- (a) a Project Plan must be structured in a logical format with content that clearly and concisely addresses the minimum requirements of that Project Plan;
- (b) a Project Plan must avoid ‘motherhood statements’ and is required to identify issues and propose solutions in a way that is clear and will be contractually binding as part of the Project Deed;
- (c) a Project Plan must be a complete and integrated document that provides detail of innovative approaches that will be implemented at the NBH in the management and delivery of the Services, how expected benefits of solutions will be realised and measured and how for the term of the contract the Operator will to continue to improve service delivery processes and/or outcomes;
- (d) a Project Plan must be sufficiently detailed to enable the State to use the Project Plan in respect of contract management of this document without requiring any further information from the Operator;
- (e) a Project Plan must include nomination of all Accreditation required for the Services nominated at Law or to demonstrate Good Operating Practice. The Project Plan must demonstrate how such Accreditations will be achieved, managed, measured and maintained by the Operator in delivery of the Services;
- (f) where a Project Plan is required, the State may approve (where applicable and at its discretion) the Operator's use of a template company plan i.e. environmental management plan. Where the Operator proposes to use a company plan in lieu of a Project Plan:
  - (i) the company plan must be revised by the Operator to ensure that it addresses Project-specific issues;
  - (ii) the Operator's proposal to use the company plan must include, as a minimum:
    - (A) a summary of how the company plan will be made Project-specific; and
    - (B) a cover page and a contents page;
  - (iii) the Operator must obtain the executive authorisation for the Operator to use the company plan in lieu of the relevant Project Plan;
- (g) where plans are specified by the State or the Commonwealth or any of their entities, General Plans must accord with any format and content requirements defined by those entities;
- (h) Project Plans must be drafted using font size 11 (minimum);
- (i) Project Plans must include:
  - (i) version control (including version number and date);
  - (ii) owner and executive authorisation panel / quality control panel;
  - (iii) contents page;

- (iv) purpose / introduction;
- (v) all diagrams / tables / schedules as attachments to the Project Plan (to enable easy updating and editing); and
- (vi) schedule of anticipated review points and updates (can be included in the Performance Management Plan).

Project Plans for which requirements are prescribed in this Schedule 37 are the General Plans namely:

1. Project Management Plan, including Project Program;
2. Stakeholder Engagement and Communications Strategy, including Clinician and Workforce Engagement, Consumer Engagement and Community Engagement;
3. Quality Assurance Management Plan;
4. Australian Industry Participation Plan;
5. Work Health and Safety Management Plan; and
6. Business Continuity Plan.

## 1. Project Management Plan

### 1.1 Purpose

The purpose of the Project Management Plan is to describe the Operator's overall approach to the governance, management and organisation of the Project from the Target Financial Close Date through to and including the Date of Final Completion and the Operating Term. The Project Management Plan will include the Project Program.

### 1.2 Minimum Project Plan Requirements

The Project Management Plan must be in a form approved by the Client Representative and must include:

- (a) a description of the Operator's project management philosophy that will be adopted to ensure the successful delivery of the Project, which must include a description of the critical success factors;
- (b) a detailed Project governance and management structure describing how the Operator will organise itself to deliver the Project across the Development Phase, Transition Period and the Operating Term. Organisational diagrams, including an explanatory description setting out the following details (as a minimum):
  - (i) how the internal project governance will be structured, including:
    - (A) participant name;
    - (B) role and responsibility on the Project; and
    - (C) position within the organisation;
  - (ii) the Operator's proposed management structure and team structure including:
    - (A) participant names;
    - (B) role and responsibility with respect to delivery of the Project across each Project phase, including: Development Phase, Technical Completion, Operational Readiness, Transition Period and Final Completion; and

- (iii) the Operator's proposed management and team structure for Material Subcontractors, including but not limited to Designers, Construction Contractors, Debt Financiers, workforce, commercial partners, Clinical Support Services sub-contractors and Non-Clinical Support Services sub-contractors;
- (c) the Operator's Project management team and key executives including resumes for all relevant phases of the Project;
- (d) the Operator's Project resourcing strategy across the Development Phase, Transition Period and the Operating Term;
- (e) the Operator's methodology for:
  - (i) the management of all phases of delivery from the Target Financial Close Date through to Final Completion and Operating Term;
  - (ii) the achievement of completion milestones; and
  - (iii) the establishment and maintenance of a collegiate partnership / relationship with the State across the Development Phase, Transition Period and the Operating Term;
- (f) the Operator's private hospital licensing strategy and methodology for seeking, obtaining and maintaining a Hospital Licence across the Development Phase, Transition Period and the Operating Term including:
  - (i) detailed lists of activities and processes;
  - (ii) identification and mitigation of risks;
  - (iii) relationship management and communication; and
  - (iv) list of deviations from any requirement of the Licensing Authority with full description of why and how the Licensing Authority will accept such deviations (including AusHFG);
- (g) the Operator's strategy across the Development Phase, Transition Period and the Operating Term for:
  - (i) the management of internal Project team communications and the interface with the Stakeholder Engagement and Communications Strategy; and
  - (ii) ensuring that any internal Project team conflict has no negative bearing on the State or the Project;
- (h) a structure and approach to intra-consortium relationship management across the Development Phase, Transition Period and the Operating Term, including:
  - (i) Construction Contractor;
  - (ii) Designers;
  - (iii) Debt Financiers;
  - (iv) key Clinical Support Services sub-contractors;
  - (v) key Non-Clinical Support Services sub-contractors; and
  - (vi) Equity Investors;
- (i) a reporting framework and reporting schedule that clearly articulates measurable achievements against the proposed Project Program, including a process for the coordinated and realistic submission of documentation and information to the State;

- (j) details of the Operator's quality management process to assure the quality of Project documentation to be submitted to the State; and
- (k) a risk management plan completed in accordance with the Quality Standards for each phase of the Project. The risk management plan must:
  - (i) be specifically tailored for the Project with key risks and proposed risk mitigation strategy identified;
  - (ii) nominate an employee (or employees) of the Operator who will be responsible for:
    - (A) management of the risk;
    - (B) setting a timeframe for resolving the risk;
    - (C) creating a schedule for updating of the risk management plan; and
    - (D) determining how the risk management plan will be monitored by the Project governance.

### **1.3 Minimum Project Program Requirements**

The Project Program must set out how the Operator will deliver all aspects of the Project from the Target Financial Close Date through to and including Final Completion. The Operator must ensure that the Project Program at all times:

- (a) reflects the progress of the Project Works, the Transition Period activities, the Technical Completion activities, the Operational Readiness activities and the Final Completion activities;
- (b) clearly demonstrates and identifies how it ties together all aspects of relevant Project Plans;
- (c) provides a baseline program with a logical critical path identifying all activities required for the Project (the baseline program must not be altered or manipulated). Any changes to the program will be compared against the baseline program. Any deviations or updates to the Project Program must identify their effect against the original baseline program. Dates and activities that require the interaction of the State must not be altered or changed without the express approval of the Clients Representative;
- (d) identifies interactions with key stakeholders including:
  - (i) the Clients Representative;
  - (ii) the Independent Verifier;
  - (iii) the Licensing Authority;
  - (iv) Authorities;
  - (v) the Regulator;
  - (vi) the Development Consent Authority;
  - (vii) Warringah City Council;
  - (viii) Transport for NSW and Roads and Maritime Services; and
  - (ix) other state organisations as required to complete the Project;
- (e) identifies and details the following (in a form acceptable to the Client Representative):
  - (i) a critical path;

- (ii) all activities required to deliver the Project;
- (iii) any float applicable to all activities;
- (iv) all significant Development Phase milestones;
- (v) the Date for Technical Completion;
- (vi) the Date for Operational Readiness;
- (vii) the Date for Final Completion;
- (viii) the dates for submission of the Detailed Design Report to the Independent Verifier and State;
- (ix) the dates for submission of the Construction Documentation Report by the Operator to the Independent Verifier and State;
- (x) all construction activities providing a high level of construction detail (so as to monitor and independently assess performance against the Project Program);
- (xi) all Transition Period activities providing a high level of detail (so as to monitor and independently assess performance against the Project Program);
- (xii) any Accreditation Requirements approvals which must be obtained prior to or during the design and construction of the asset solution Project Works, including the Site, Facility, Associated Commercial Facilities and Car Park (including the Stage 2 Development Application and Stage 2 Development Consent);
- (xiii) activities which are on the critical path (and the dependencies relating to those activities) for each portion of the Project during the Development Phase, noting that Technical Completion cannot be achieved until all aspects of the Project Works and Car Park are completed;
- (xiv) all commissioning and testing activities (including with reference to the Operator's Technical Completion Plan, Operational Readiness Plan and Final Completion Plan);
- (xv) activities in respect of FF&E and IM&T including selection, procurement, manufacture, installation, commissioning and testing (as a separately identified program but linked into the Project Program);
- (xvi) all Key Personnel and Material Subcontractors required by the Operator for the various activities occurring on the Site;
- (xvii) any adjacent site impact and measures to minimise site impacts and address seasonal ad hoc business continuity issues of adjacent sites (such as exam time at the Frenchs Forest High School);
- (xviii) any interface or activity of the Project that involves information or action of the State (noting that once an activity that involves the State is resolved its program date(s) must not be altered or shift without the approval of the Client Representative). Such activities must include a minimum three month advance warning to the State of its requirement to act; and
- (xix) any other details reasonably requested by the Client Representative or the Independent Verifier.

The Operator must:

- (f) provide a comprehensive Project Program status report to the Client Representative and the Independent Verifier every two weeks until Final Completion, which:
  - (i) details activities that are on time, ahead of time or behind time compared against the original baseline program (the baseline program must not be altered or manipulated and will be used as a status baseline);
  - (ii) clearly identifies any time slippage and outlines a mitigation strategy to rectify the slippage by reference to the relevant Development Phase activity, Technical Completion activity, Operational Readiness activity, Transition Period activity and Final Completion activity (critical path and non-critical path). Any mitigation strategy must clearly identify what measures, communications and resources the Operator will employ to ensure that the Date for Technical Completion, the Date for Operational Readiness and the Date for Final Completion will be achieved;
  - (iii) must be accurate and professional;
  - (iv) provides cause and effect analysis of any delay to the Project Program; and
- (g) update the Project Program (with explanation as to any deviations or re-sequencing from the baseline program) and submit the updated Project Program (in the number and format required) to the Client Representative for review in accordance with the Review Procedures:
  - (i) at least monthly;
  - (ii) within 5 Business Days of the Operator being granted an extension:
    - (A) to the Date for Technical Completion, the Date for Operational Readiness or the Date for Final Completion; or
    - (B) for any other reason as required by this document; and
- (h) amend the Project Program if the Client Representative or Independent Verifier considers that it is deficient in any respect. In such a case:
  - (i) the Client Representative may direct the Operator to include further information and detail to ensure clarity and accuracy of the document; and
  - (ii) the Operator must remain solely responsible for all planning, scheduling, sequences, resourcing, methods, and techniques in and about the Project and for the due performance of the Operator's entire obligation under this document with respect to the progression and completion of the Project.

#### **1.4 Project Plan Renewal Timeframe**

The Project Management Plan must be updated prior to the date of this document. The Project Management Plan must be reviewed and renewed by the Operator every three calendar months (as a minimum requirement) during the Development Phase, every 2 weeks during the Transition Period and every 3 years during the Operating Term or if required by the State at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe.

The Project Program must be reviewed and renewed by the Operator in accordance with the requirements described above. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator for the approval of the Client Representative.

## 2. Stakeholder Engagement and Communications Strategy

### 2.1 Purpose

The purpose of the Stakeholder Engagement and Communications Strategy is to describe the Operator's:

- (a) approach to actively involving Clinical Services staff and workforce, consumers and the community in all aspects of the Project;
- (b) communication strategy for the Project in the Development Phase, Operating Term and Transition Period, and
- (c) stakeholder and communications framework for the Private Patient Portion Term.

### 2.2 Minimum Project Plan Requirements

The Stakeholder Engagement and Communications Strategy must be in a form approved by the Client Representative and must include:

- (a) details of the scope and purpose of the Operator's Stakeholder Engagement and Communications Strategy;
- (b) a list of the Operator's Project stakeholder engagement and communications objectives;
- (c) a set of guiding strategic stakeholder engagement and communications principles to provide a framework when communicating with internal and external stakeholders about the Project;
- (d) details of the overarching stakeholder engagement and communications management structure and resourcing strategy the Operator proposes to initiate through the Development Phase and Operating Term;
- (e) details of how the Operator will ensure that the Facility is identified by the community as the primary hospital for Hospital Users within the Catchment Area;
- (f) a description of how the Operator proposes to interface with the State in relation to the Project;
- (g) a proposed description of the stakeholder engagement and communications activities including their proposed form and their timings, which may include:
  - (i) advertorials;
  - (ii) branding;
  - (iii) signage;
  - (iv) electronic media;
  - (v) political announcements and media;
  - (vi) newsletters; and
  - (vii) potential media opportunities;
- (h) a proposed communications approach to issues management, including:
  - (i) process for the identification of actual / potential issues / risks, particularly with regard to construction / Site related activity and facility management;
  - (ii) proposed approach to responding to actual / potential issues / risks and unplanned events, and to managing conflict; and

- (iii) process for providing timely advice regarding actual / potential issues / risks to the State;
- (i) a proposed communications approach to Disasters;
- (j) a proposed methodology and process for evaluating the effectiveness of communications activities;
- (k) a stakeholder engagement and communication strategy to assist in the optimisation of Compensable Patients entering through and using the Private Patient Portion of the Facility;
- (l) a proposed process for handling complaints;
- (m) three stakeholder engagement plans, setting out the Operator's strategy for:
  - (i) Clinical and workforce engagement (including the emergency services organisations that interface with the delivery of the Services i.e. ambulance);
  - (ii) Consumer and Carer engagement; and
  - (iii) Community engagement;
- (n) Each of the three stakeholder engagement plans must include, separately for each of the Development Phase, Operating Term and Transition Period:
  - (i) the proposed management approach;
  - (ii) a list of key messages;
  - (iii) identification of risks when dealing with stakeholder groups and mitigation methods;
  - (iv) a strategy to enhance stakeholder relationships;
  - (v) a proposed stakeholder engagement interactions and workshop;
  - (vi) detail of the mechanisms to be adopted to drive stakeholder input and achieve successful outcomes across all phases; and
  - (vii) a conflict resolution strategy.

### **2.3 Project Plan Renewal Timeframe**

During the Development Phase it must be reviewed and updated every three calendar months. During the Operating Term, the Stakeholder Engagement and Communications must be renewed by the Operator and submitted to the State in December each year (as a minimum requirement) or as required at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator for the approval of the Client Representative.



### 3. Quality Assurance Management Plan

#### 3.1 Purpose

The purpose of the Quality Assurance Management Plan is to describe the Operator's approach to the assurance of quality on the Project, including governance, management, systems, processes and controls.

#### 3.2 Minimum Project Plan Requirements

The Quality Assurance Management Plan must be in a form approved by the Client Representative and must include:

- (a) the process for ensuring compliance with each of the Quality Standards, Accreditation Requirements and Services;
- (b) details of the proposed documentation management systems;
- (c) change control processes for the Project documentation and other controlled documents;
- (d) a quality management identification and management plan addressing:
  - (i) quality assurance issue identification and reporting throughout the Project;
  - (ii) management by the appropriate personnel;
  - (iii) identification of the means and methods for:
    - (A) regular monitoring, review and updating of the risk register by risk owners appropriate to the Project Program and Project activity;
    - (B) identifying and formally recording hazards and associated risks which arise during construction; and
    - (C) observing and recording progress in the reduction or mitigation of the overall impact or number of risks;
- (e) details of proposed Project reviews including regular reviews, ad hoc reviews, Completion Milestone reviews and peer reviews, including the timing and extent of these reviews and workshops;
- (f) full description of the quality assurance regime for each Clinical Service, Clinical Support Service and Non-Clinical Support Service and how performance and quality will be measured and reported (utilising KPIs) as to demonstrate quality assurance and Service quality to the Licensing Authority and to the State;
- (g) Quality Assurance Management Plan reporting processes;
- (h) invoicing and expenditure reporting processes;
- (i) contract communications processes with Subcontractors (including the Designer) and the Client Representative;
- (j) environmental compliance processes;
- (k) occupational health and safety processes including accreditation;
- (l) training, induction and performance monitoring;
- (m) quality controls, audits and compliance processes;
- (n) control processes to ensure quality including processes for identification and rectification of Defects and non-conformances during construction so as to enable timely resolution; and

- (o) any other controls, systems and processes to be implemented to ensure the quality of the Project.

### **3.3 Project Plan Renewal Timeframe**

The Quality Assurance Management Plan must be updated as required during the Development Phase. The Operating Term Quality Assurance Management Plan must be provided four months prior to Operational Readiness renewed by the Operator in December every two years (as a minimum requirement) or as required at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator to the Client Representative for approval.

## **4. Australian Industry Participation Plan**

### **4.1 Purpose**

The purpose of the Australian Industry Participation Plan is to describe the Operator's approach to meeting the requirements of the Commonwealth Department of Industry.

### **4.2 Minimum Project Plan Requirements**

The Australian Industry Participation Plan must be in a form approved by the Client Representative and must:

- (a) be based on the guidelines produced by the Commonwealth Department of Industry;
- (b) provide details on how the Operator will maximise opportunities for Australian and local New South Wales companies to benefit from the Project; and
- (c) be integrated with the Operator's Subcontract procurement strategies and the Construction Management Plan;

and must include:

- (d) the identification of new opportunities for Australian participation and the communication strategy to communicate these opportunities to the market;
- (e) the development of Subcontract procurement strategies that provide for full, fair and reasonable opportunities for Australian participation;
- (f) a description of the Project including the opportunities for Australian industry in terms of employment, skills transfer and strategic alliances;
- (g) a description of the type of and size of procurement packages and / or eligible goods for the Project;
- (h) a clear statement on how the Operator will maximise the use of competitive local business in goods, services and works purchased;
- (i) a description of how the Operator will:
  - (i) facilitate strategic partnering;
  - (ii) support the integration of Australian industry into global supply chains; and
  - (iii) encourage suppliers to adopt world's best practice standards;
- (j) for each procurement package or contract placed offshore, a description of what the overseas supplier is doing to ensure Australian sub-suppliers are provided opportunities; and

- (k) establish a reporting framework and reporting schedule that clearly articulates measurable achievements against the Project Plan (reports must be not less than annual).

#### **4.3 Project Plan Renewal Timeframe**

The Australian Industry Participation Plan must be maintained / renewed in accordance with the requirements of the Commonwealth Department of Industry. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator for the approval of the Client Representative.

### **5. Work Health and Safety Management Plan**

#### **5.1 Purpose**

The purpose of the Work Health and Safety Management Plan is to demonstrate:

- (a) how the Operator will meet its obligations under WHS Legislation; and
- (b) the Operator's approach to the management of health and safety in the workplace.

#### **5.2 Minimum Project Plan Requirements**

The Work Health and Safety Management Plan must be in a form approved by the Client Representative and must:

- (a) demonstrate how the Operator will comply with WHS Legislation, including by reference to:
  - (i) known hazards and risks in relation to the operation of the Facility (including the Services) and the Car Park; and
  - (ii) the Operator's control measures;
- (b) describe how the Operator will ensure that all Subcontractors comply with WHS Legislation;
- (c) describe the actions the Operator will take to address any risks or potential risks to the health and safety of people at the Facility and Car Park; and
- (d) cover each of the Development Phase, Operating Term and Transition Period.

#### **5.3 Project Plan Renewal Timeframe**

The Work Health and Safety Management Plan must be kept up to date by the Operator at all times. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator to the Client Representative for approval.

### **6. Business Continuity Plan**

#### **6.1 Purpose**

The purpose of the Business Continuity Plan is to describe the Operator's approach to unexpected events that could affect the delivery of the Services due to the inoperability of critical functions, including business functions.

#### **6.2 Minimum Project Plan Requirements**

The Business Continuity Plan must align with the NSW State Emergency Management Plan and NSW State Disaster Plan.

The Business Continuity Plan must be in a form approved by the Client Representative and must include:

- (a) a business impact assessment;

- (b) details of response procedures and logistics, including but not limited to;
  - (i) emergency response procedures;
  - (ii) continuity response procedures;
  - (iii) recovery response procedures; and
  - (iv) communications plan;
- (c) the Operator's strategy to maintain and test the Business Continuity Plan;
- (d) a plan activation methodology; and
- (e) a risk and vulnerability analysis.

### **6.3 Project Plan Renewal Timeframe**

The Business Continuity Plan must be provided a minimum of six months prior to Operational Readiness.

During the Operating Term the Business Continuity Plan must be renewed by the Operator in December every three years (as a minimum requirement) or as required at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe. Any deviations from the original Project Plan are to be clearly identified and provided by the Operator to the Client Representative for approval.