

# Schedule 38 – Asset Solution Plans Schedule

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

The Operator must ensure that any Project Plans (or reports) or the RFP Design Proposal required under this Schedule 38 include and comply with 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 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;
- (d) 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;
- (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, Asset Solution Project Plans must accord with any format and content requirements defined by those entities;
- (h) Project Plans and the RFP Design Proposal must be drafted using font size 11 (minimum); and
- (i) Project Plans and the RFP Design Proposal 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 (as to enable easy updating and editing); and
- (vi) schedule of anticipated review points and updates.

Requirements for the RFP Design Proposal are detailed in the Design Parameters document.

Project Plans for which requirements are prescribed in this Schedule 38 are the Project Plans namely:

1. Construction Management Plan;
2. Technical Completion Plan;
3. FF&E Plan;
4. Asset Management Strategy including;
  - 4.1 Asset Maintenance Plan;
  - 4.2 Asset Lifecycle Plan;
  - 4.3 Annual Works Plan;
5. Handover Plan; and
6. Private Patient Portion Handover Plan.

## 1. RFP Design Proposal

### 1.1 Purpose

The RFP Design Proposal will form:

- (a) the asset solution for the Project; and
- (b) the agreed platform for the development of subsequent design and construction documentation and reports.

### 1.2 Minimum Project Plan Requirements

The minimum requirements for the RFP Design Proposal, including the requirements for the Detailed Design Report and the Construction Documentation Report required during the Development Phase are included in the Design Parameters document.

## 2. Construction Management Plan

### 2.1 Purpose

The purpose of the Construction Management Plan is to describe the Operator's approach to design management, design, construction and interface methodologies and management activities within the Development Phase of the Project. It will have linkages to the overall Project Management Plan, including the Project Program.

### 2.2 Minimum Project Plan Requirements

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

- (a) **(Procedures)** the Operator's design, design management, construction management, construction methodology, procedures and process for the design, construction and commissioning of the Project;
- (b) **(Compliance with Authority requirements including any applicable Laws)** provision of all plans and requirements of Authorities of the Law including (to be included as attachments to the Construction Management Plan):
  - (i) Workplace Relations Management Plan and any other documents and information necessary to meet the requirements of section 6.1 of the NSW Guidelines;
  - (ii) a Work Health and Safety Management Plan or Site specific Safety Management Plan and any other documents and information necessary to meet the requirements of section 9 of the NSW Guidelines;
  - (iii) Environmental Management Plan (**EMP**) as required by Authorities;
  - (iv) a quality management plan; and
  - (v) any other plans as required or deemed necessary by the State;
- (c) **(Development Phase management structure)** the Operator's management structure including:
  - (i) the Operator's Project director and management structure for the Development Phase including the Construction Contractor;
  - (ii) the Construction Contractor's management structure;
  - (iii) the names and roles of key personnel and material subcontractors to be relied upon during the Development Phase;
  - (iv) details of any individual teams or groups established to deliver components of the Facility;
  - (v) the names and roles of each of the Operator's personnel responsible for interface with the Client Representative (maximum of 3); and
  - (vi) approach to coordinating management of Hospital Users and the design team;
- (d) **(Construction elements of the Project Program)** details how the Operator will reach Technical Completion and Operational Readiness within the Date for Technical Completion and the Date for Operational Readiness. The Construction Management Plan must provide both:
  - (i) the programmatic detail; and
  - (ii) a written description of the key activities, risks, construction methodologies and resources required to deliver the Project within the dates for completion, the format of reports in respect of status reports;
- (e) **(Scope of work and site setup, establishment and site management)** details the full requirements of this document;
- (f) **(Documentation)** the Operator's document and communications controls, including its quality assurance methodology. The Operator will provide drawings and documentation for all aspects of the construction including but not limited to work as executed drawings, certificates and approvals;
- (g) **(Descriptive images)** a 3D fly-through of proposed design, images and pictures;

- (h) (**Architectural Model**) provision of an architectural model of the Project for media and stakeholder communications (required at Financial Close);
- (i) (**Quality management plan**) the Project is monitored ensuring processes and product outcomes are compliant with the Project requirements. Relevant inspection and testing is effectively implemented to monitor actions and non-conformances;
- (j) (**Traffic and parking**) requirements:
  - (i) construction must not adversely affect the surrounding streets / roads;
  - (ii) construction vehicles must not wait on the surrounding streets / roads prior to entering the Site;
  - (iii) the traffic impact assessment must generally be in accordance with the requirements of the Roads and Maritime Services;
  - (iv) parking must be entirely contained on-site; and
  - (v) all drawings must be a minimum scale of 1:200 or 1:100 (where appropriate);
- (k) (**Training**) the Operator must utilise adequately qualified and trained workers for the construction of the Project;
- (l) (**Reporting and records**) requirements:
  - (i) the Operator's reporting systems to the State including details of the format and content of status reports and construction records including site construction diary records;
  - (ii) the Operator must provide reports during the Development Phase:
    - (A) every two weeks on the status of Project Program; and
    - (B) each month on the full Project including activities complete, risk, State interface issues and look ahead activities;
- (m) (**Communication**) the Operator's methodology for communicating and liaising with the Client Representative, Authorities, adjacent sites and stakeholder groups during the Development Phase;
- (n) (**Industrial relations**) the Operator will manage all industrial relations and report if any action is likely to affect the Date for Technical Completion and / or Date for Final Completion;
- (o) (**Interfaces**) the interface plan will include:
  - (i) how the Operator will manage all interfaces during construction, including: Authorities, adjacent sites, the community and the State;
  - (ii) how the Operator will communicate and negotiate with adjacent sites to ensure that seasonal ad hoc business continuity requirements of adjacent sites are accommodated and not impacted including exam time at the Frenchs Forest High School; and
  - (iii) the Operator's procedure for ensuring that the Construction Contractor is responsible for co-ordinating Subcontractors and ensuring that they do not do anything that adversely affects the perception of the Project in the community;
- (p) (**Risk**) the Operator's risk management methodology for the execution of the Project Works, Associated Commercial Facilities and Car Park must comply with and otherwise be prepared in accordance with AS/NZS ISO 31000;

- (q) **(Completion)** the Operator must prepare a Technical Completion Plan and submit it to the State;
- (r) **(Community)** the Operator's approach to minimising the impact of construction on the surrounding community;
- (s) **(Site maintenance during construction)** the Operator must maintain the Site in a clean and safe manner during the Development Phase, this includes the approach and schedule for undertaking all activities such as:
  - (i) bushfire management works;
  - (ii) site cleanliness and rubbish removal;
  - (iii) emergency vehicle access; and
  - (iv) any other site maintenance and management activity reasonably required to complete the works in a safe and efficient manner;
- (t) the Operator's Construction Management Plan must reference relevant NSW codes and standards for construction as per the relevant construction environmental management plans and purchasing and procurement management;
- (u) the Operator's Construction Management Plan must provide a design management and design stakeholder engagement plan and must address the following matters as a minimum:
  - (i) details of the Designer Subcontractors (including architectural and technical);
  - (ii) curriculum vitae for key members of the design team from each Designer Subcontractor;
  - (iii) the organisational structure for the Designer Subcontractors and the Construction Contractor during the development of the design of the Facility including identifying the person who is responsible for managing the design outcomes including Hospital User engagement;
  - (iv) design management processes, systems and controls to be implemented on the Project; and
  - (v) identification of key design issues and risks and the management strategies to address Project issues or risks;
- (v) an overview of the design management and construction management stakeholder consultation process, including:
  - (i) a list of internal State stakeholders and details of how they will be engaged during the design and construction of the Project;
  - (ii) a list of external stakeholders and details of how they will be engaged during the design and construction of the Project;
  - (iii) a list of the user groups that will be established for consultation during the design and construction of the Project, including:
    - (A) clinical and workforce engagement;
    - (B) consumer engagement; and
    - (C) community engagement;

- (iv) strategies for enhancing stakeholder relations and ensuring a high level of stakeholder input into the design of the Project;
- (v) a requirement that, as part of the design stakeholder consultation process, the Operator must prepare a detailed record (which may include marked-up drawings) of all user group workshops / meetings and must establish a formal functional sign off process at key design milestones;
- (vi) the Change Procedure to manage requested Changes during the design and construction of the Project and how these will be managed and approved by Authorities;
- (vii) details of:
  - (A) design reviews including regular reviews, ad hoc reviews, Completion Milestone reviews and peer reviews; and
  - (B) value management and buildability workshops, and the timing and extent of these reviews and workshops;
- (viii) details of the process for 'safety in design' giving consideration to the Project lifecycle (as described in the Asset Management Strategy);
- (ix) the process for ensuring that whole of life considerations are incorporated in the design of the Project; and
- (x) the design reporting framework;
- (w) Designer subcontractor certification process for sign off on design and construction of the Project; and
- (x) all information provided in the Construction Management Plan will be in the following format:
  - (i) drawings must be provided in both 2-dimensional hardcopy and electronic 3-dimensional building information modelling format;
  - (ii) images will be in pdf format for stability; and
  - (iii) spread sheets will be provided in both excel and pdf format.

## **2.3 Project Plan Renewal Timeframe**

The Project Plan must be renewed by the Operator twice every year (as a minimum requirement) or as required 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 by the Operator and provided to the Client Representative for approval.

## **3. Technical Completion Plan**

### **3.1 Purpose**

The purpose of the Technical Completion Plan is to describe the Operator's approach to planning for and achievement of Technical Completion.

### **3.2 Minimum Project Plan Requirements**

The Technical Completion Plan must be in a form approved by the Independent Verifier and Client Representative and must include:

- (a) the Operator's strategy for achieving Technical Completion;

- (b) details of all activities the Operator must undertake in order to achieve Technical Completion (including a technical completion activity program);
- (c) details of the parties involved in achieving each of the Technical Completion Criteria and the Operator's strategy for managing the interface between those various parties;
- (d) details of the Operator's dedicated Technical Completion team including the names, roles and responsibilities of Key Personnel in this regard;
- (e) details of each of the Technical Completion Criteria and the Operator's proposed methodology for successfully satisfying each of the Technical Completion Criteria;
- (f) details of each of the Technical Completion Tests including a methodology for the conduct of each test, details of the systems and parties involved in the conduct of each test and the objectives of each test;
- (g) a list of all certificates and permits required for the Project including details of which parties are responsible for obtaining such certificates and permits, their status and the time at which they are required;
- (h) a list of all certificates of compliance required for the Project and the time at which they are required;
- (i) the proposed process for involving the Client Representative and the Independent Verifier in providing it with appropriate detail to enable a Technical Completion Certificate to be provided;
- (j) the Operator's methodology for:
  - (i) carrying out commissioning processes generally;
  - (ii) ensuring all Technical Completion Tests have been completed and have been successfully passed as to demonstrate functionality;
  - (iii) confirming that all control systems including building management systems are in place, fully commissioned and operational;
  - (iv) confirming that all warranties relating to the Project have been obtained or otherwise are in place;
  - (v) ensuring that all documentation that must be provided by the Operator to the Independent Verifier and the Client Representative as a condition precedent to achieving Technical Completion has been completed;
  - (vi) confirming that all energy performance testing regimes including all necessary metering is in place at the time of Technical Completion;
  - (vii) installing FF&E and IM&T, including the dates of delivery and details of installation, calibration and testing;
  - (viii) carrying out a final clean and clinical clean of the Site, Facility, Associated Commercial Facilities and the Car Park;
  - (ix) confirming that all warranties and Project Insurances relating to the Project have been obtained or otherwise are in place;
  - (x) ensuring that all documentation that must be provided by the Operator to the Client Representative as a condition precedent to achieving Technical Completion have been completed and provided to the Client Representative (such as establishing the as-built electronic warehouse); and

- (xi) identifying and rectifying Technical Completion Outstanding Items and other Defects;
- (k) the Operator's strategy for liaising with and involving the Client Representative and Independent Verifier in preparing for Technical Completion;
- (l) a draft table of contents of the Technical Completion Report that will be used to consolidate the proof of Technical Completion for submission to the Independent Verifier;
- (m) details of each of the Post Completion Tests; and
- (n) any other information reasonably requested by the Client Representative or Independent Verifier.

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

The Technical Completion Plan must be renewed by the Contractor as required to ensure accuracy and completeness as requirements are identified during the Development Phase. It must be submitted to the Independent Verifier and Clients Representative 12 months prior to Technical Completion then a minimum of every three months. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.

## **4. FF&E Plan**

### **4.1 Purpose**

The purpose of the FF&E Plan is to describe the Operator's approach to planning, procurement, placement and management/maintenance of all of the FF&E requirements, including the FF&E List.

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

The FF&E Plan must be in a form approved by the Client Representative and must include:

- (a) a full and complete FF&E List that provides sufficient detail, including equipment type, location, use, requirement, specification, cost and end of Operating Term ownership;
- (b) the Operator's proposed approach or methodology to:
  - (i) ensure that the required level of FF&E is always at a sufficient level and in accordance with the Quality Standards and Good Operating Practice;
  - (ii) maintenance of all items listed on the FF&E List to ensure compliance with this document, including a schedule detailing the nature, extent and frequency of such maintenance; and
  - (iii) procurement of new FF&E to ensure compliance with this document;
- (c) the Operator's proposed FF&E inventory list which is used or proposed to be used at or in relation to the Public Patient Portion and Shared Portion together with information relating to:
  - (i) whether each item is either:
    - (A) owned by the Operator; or
    - (B) the subject of an FF&E lease;
  - (ii) for inventory list items owned by the Operator:
    - (A) the purchase price;
    - (B) the date of purchase; and



- (C) the written down value as at the date of the FF&E inventory;
- (iii) for inventory list items of FF&E that are leased:
  - (A) the FF&E commencement date;
  - (B) the term of the FF&E lease;
  - (C) the original capitalised value of the FF&E lease;
  - (D) the current capitalised value of the FF&E lease as at the date of the FF&E inventory;
  - (E) the sum of payments already made under the FF&E lease as at the date of the FF&E inventory;
  - (F) the sum of outstanding payments due under the FF&E lease as at the date of the FF&E inventory;
  - (G) details of the lessor; and
  - (H) whether the FF&E lease is considered a finance lease or operating lease under standard accounting practices;
- (iv) whether each item constitutes State Funded FF&E;
- (v) whether the usage of each item is or was shared between the various portions of the Facility, and the relevant proportion of that shared usage; and
- (vi) such evidence as the State may reasonably require in relation to the proportionate shared use of, and (if applicable) capital contribution made by the Operator to, each item; and
- (d) the FF&E Handover strategy and methodology including how the operator will interface with the State such that:
  - (i) the Operator must submit to the State an end of Term FF&E inventory; and
  - (ii) the Operator can:
    - (A) conduct a stocktake of all Consumables;
    - (B) provide a copy of that stocktake to the State as soon as reasonably practicable; and
    - (C) agree with the State the Handover Consumables (all of which will be at nil cost to the State).

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

An update of the FF&E Plan must be provided a minimum of six months prior to Operational Readiness.

The FF&E Plan must be renewed by the Operator annually (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 by the Operator and provided for the approval of the Client Representative.

## 5. Asset Management Strategy

### 5.1 Purpose

The purpose of the Asset Management Strategy is to describe the Operator's overall approach to allocating resources and the maintenance regime to support the delivery of the services including 'hard' facilities-management type requirements which form part of the Non-Clinical Support Services.

### 5.2 Minimum Project Plan Requirements

The Asset Management Strategy must be in a form approved by the Client Representative and must include:

- (a) the Operator's framework for allocating appropriate resources and making strategic decisions in all aspects of asset management to support delivery of the Services and compliance with the KPIs and Quality Standards;
- (b) the Operator's maintenance regime in respect of the performance of its asset management and maintenance obligations under this document, which must achieve the following objectives:
  - (i) compliance with the requirements of the Licensing Authority;
  - (ii) compliance with the requirements of the KPIs and Quality Standards;
  - (iii) a framework:
    - (A) for the State to use in assessing performance of the asset management and maintenance obligations by the State; and
    - (B) outlining reporting mechanisms and systems (including electronic contract management initiatives) that will enable the State to manage the Operator's obligations under this document, including delivery of accurate period reports in a timely manner;
  - (iv) provision of any necessary information required to facilitate state-wide reporting (including: waste volumes, Utility volumes etc.);
  - (v) implementation of an electronic asset management document storage system that will be made available to the Client Representative and that must be refreshed by the Operator annually;
  - (vi) ensuring that the Facility remains Fit for Intended Purpose at all times;
  - (vii) supporting clinical outcomes, through a strong focus on infection prevention and control;
  - (viii) maintaining a safe and secure environment that facilitates safe working practices;
  - (ix) maintaining a fresh and clean appearance (including odour control) of the Facility with specific emphasis on public areas and workplaces;
  - (x) notwithstanding any product differentiation in terms of the Private Patient Portion asset (which the Operator may undertake at its own cost, provided that it complies at all times with its obligations in respect of the State Asset), the Operator must ensure that the repair, maintenance and cleaning of the State Asset is undertaken to no less a standard than that undertaken in the Private Patient Portion;
  - (xi) ensuring that all plant and equipment, systems, buildings and Utilities function and do not cause or create any hazard to the Environment or any person at the Site;

- (xii) maintaining business continuity as to enable the delivery of the Services and any Disaster management requirements;
  - (xiii) undertaking planned preventative maintenance to avoid the need for reactive maintenance;
  - (xiv) achieving long-term reduction in life cycle costs;
  - (xv) optimising asset performance, service and life, including a schedule detailing the design service life of all Project components (including: structure and sub-structure elements, façade, roof, window structures, mechanical plant, building engineering systems, electrical plant, all pipework, ductwork, cabling, items of plant, FF&E and control systems and similar components);
  - (xvi) ensuring that asset support service staff and Subcontractors must not breach patient confidentiality;
  - (xvii) ensuring that asset support service staff and Subcontractor staff have the necessary police checks and working with children check (if applicable);
  - (xviii) optimising public perceptions of the Operator's service and safety standards with particular emphasis on any public areas including external landscape; and
  - (xix) ensuring the Operator's ability to comply with the Handover Condition and the Private Patient Portion Handover Condition and its other obligations under any Project Document;
- (c) the Operator's proposed approach to Lifecycle Refurbishment Works, including:
- (i) a schedule detailing the design service life of the Project (including all pipework, ductwork, cabling, items of plant, control systems, FF&E, IM&T and similar components);
  - (ii) the planned Lifecycle Refurbishment Works program for all Project components throughout the Operating Term; and
  - (iii) description of who will manage the lifecycle planning and works delivery and how, including:
    - (A) a detailed description of what costs are included in the lifecycle works costs (including: professional fees, preliminaries and security); and
    - (B) what costs (such as Project management) are covered under the maintenance management structure (if any);
  - (iv) the Operator's proposed approach and lifecycle fee so as to ensure that the Facility technology in respect of new FF&E and IM&T is renewed and refreshed to facilitate the life of the Term;
  - (v) the Operator's proposed approach to asset disposal and details of the types of items which the Operator anticipates may be disposed of during the Operating Term; and
  - (vi) the Operator's proposed approach to ensure the Handover Conditions and the Private Patient Portion Handover Conditions are met.

### 5.3 Project Plan Renewal Timeframe

An updated Asset Management Strategy must be provided six months prior to Operational Readiness.

The Asset Management Strategy must be renewed by the Operator in December every three years (as a minimum requirement) during the Term. The Asset Management Strategy must also be updated as to describe how the Operator will ensure that the Private Patient Portion remains Fit for Intended Purpose. This Plan is required to be updated regularly and as required 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 by the Operator and provided to the Client Representative for approval.

## 6. Asset Maintenance Plan

### 6.1 Purpose

The purpose of the Asset Maintenance Plan is to describe the Operator's approach to maintenance aspects of the Asset Management Strategy for the Facility throughout the Operating Term.

### 6.2 Minimum Project Plan Requirements

All Asset Maintenance Plans must be in a form approved by the Client Representative and must include:

- (a) all information to be articulated by portion i.e. Public Patient Portion, Private Patient Portion, Shared Portion, Associated Commercial Facilities and Car Park;
- (b) **(asset function)** a detailed description of the function described within the plan of the Project as a whole;
- (c) **(asset management resourcing)** details of the proposed resources and implementation approach for asset management activities;
- (d) **(asset recording and tracking)** a description of the Operator's systems and procedures that will be used to record and track the location of all assets attributable of the State Capital Payment for the Public Patient Portion and the Shared Portion (including all FF&E, Medical Equipment, Fixed Non-Medical FF&E and Consumables), some of which may be located in or used within the Private Patient Portion);
- (e) **(access provisions)** a description of the circulation routes and installed building elements to be used to facilitate safe and efficient access for significant maintenance, repairs, refresh and refurbishment activities, including details of equipment paths, removable façade elements and similar means of access;
- (f) **(performance outcomes)** details of what performance standards will be adopted by the Operator and how they will be met (including the standard and quality to be delivered, how they will objectively measured and reported such that the standard and quality has been achieved and how it will be reported and any non-conformances cured and or abated);
- (g) **(asset maintenance)** details of:
  - (i) the Operator's strategy for ensuring that the Project is maintained in good repair and condition in accordance with the Operator's obligations under any Project Document;
  - (ii) the Operator's systems and procedures that will be used to plan and manage maintenance work;
  - (iii) the Operator's programmed maintenance plan for the Project;
  - (iv) the Operator's strategy for minimising any requirement for reactive maintenance;

- (h) **(FF&E)** the Operator's proposed approach to maintenance of all items listed on the FF&E List to ensure compliance with any Project Document, including a schedule detailing the nature, extent and frequency of such maintenance; and
- (i) **(Site rules)** the Operator's proposed Site rules to be adhered to by all Subcontractors and Personnel in executing the asset maintenance and refurbishment works under any Project Document.

### 6.3 Project Plan Renewal Timeframe

An update of the Asset Maintenance Plan must be provided six months prior to Operational Readiness. The Asset Maintenance Plan must be renewed by the Operator in December every three years (as a minimum requirement) during the Term or as required to ensure accuracy and completeness as requirements are identified during the Project timeframe. Any deviations from the original Project Plan must be:

- (a) clearly identified by the Operator;
- (b) consistent with the Asset Management Strategy; and
- (c) provided to the Client Representative for approval.

## 7. Asset Lifecycle Plan

### 7.1 Purpose

The purpose of the Asset Lifecycle Plan is to describe the Operator's approach to asset lifecycle refurbishment or replacement aspects of the Asset Management Strategy for the Facility throughout the Operating Term.

### 7.2 Minimum Project Plan Requirements

The Asset Lifecycle Plan must be in a form approved by the Client Representative and include:

- (a) **(asset function)** a detailed description of the function described within the plan of the Project as a whole;
- (b) **(asset lifecycle service life)** a schedule detailing the design service life of all Project components (including all pipework, ductwork, cabling, items of plant, FF&E, control systems and similar components);
- (c) **(asset lifecycle management resourcing)** details of the proposed resources and implementation approach for asset lifecycle management activities;
- (d) **(asset lifecycle recording and tracking)** a description of the Operator's systems and procedures that will be used to record and track the location of all assets attributable of the Lifecycle Fee for the Public Patient Portion and the Shared Portion (including all FF&E, Medical Equipment, Fixed Non-Medical FF&E and Consumables), some of which may be located in or used within the Private Patient Portion);
- (e) **(Lifecycle Refurbishment Works)** the Operator's proposed approach to Lifecycle Refurbishment Works, including:
  - (i) a schedule of the items to be supplied, installed and commissioned by the Operator to form part of the Public Patient Portion and Shared Portion during the Operating Term as part of the Operator's planned Lifecycle Refurbishment Works program including the associated allowance within the Lifecycle Fee for each item;
  - (ii) the Operator's proposed approach and Lifecycle Fee as to ensure that the Facility technology in respect of new FF&E and IM&T is renewed and refreshed to facilitate the life of the Operating Term; and

- (iii) details of the how the Project will meet the Handover and what lifecycle regime will be put in place by the Operator for the Private Patient Portion Term at the end of Operating Term for each identifiable portion of the Project (including Private Patient Portion, landscape, Site access, FF&E, IM&T, Public Patient Portion, Shared Portion, Associated Commercial Facilities and the Car Park);
- (f) (**access provisions**) a description of the circulation routes and installed building elements to be used to facilitate access for lifecycle refresh, major / significant refurbishment or replacement activities, including details of equipment paths, removable façade elements and similar means of access; and
- (g) (**Site rules**) the Operator's proposed Site rules to be adhered to by all Subcontractors and Personnel in executing the asset lifecycle works under this document.

### 7.3 Project Plan Renewal Timeframe

An updated Asset Lifecycle Plan must be provided six months prior to Operational Readiness.

The Asset Lifecycle Plan must be renewed by the Operator in December every three years (as a minimum requirement) during the Term or as required 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 by the Operator and provided for the approval of the Client Representative and must be consistent with the Asset Management Strategy.

## 8. Annual Works Plan

### 8.1 Purpose

The purpose of the Annual Works Plan is to describe the Operator's approach to planning, implementation and funding of all asset management, asset maintenance and asset lifecycle replacement and refurbishment works for each year during the Operating Term.

### 8.2 Minimum Project Plan Requirements

The Annual Works Plan must be in with a form approved by the Client Representative and must:

- (a) be consistent with and include the relevant requirements of the Asset Management Strategy including the Asset Maintenance Plan and the Asset Lifecycle Plan;
- (b) outline any proposed deviations or variations from the Asset Management Strategy including the Asset Maintenance Plan and Asset Lifecycle Plan;
- (c) include, as a minimum:
  - (i) (**overview**) the nature, scope and scale;
  - (ii) (**location**) the location of any significant works and the asset component affected;
  - (iii) (**program**) projected timing and overall duration for each item of work;
  - (iv) (**business continuity plan**) the planning and strategy to ensure business continuity of the Services; and
  - (v) (**Lifecycle Fee funding requirement**) the proposed funding source and funding requirement of any proposed Lifecycle Refurbishment Works (noting that the asset maintenance is funded within the discount to the State Price);
- (d) include maintenance, replacement, refurbishment or purchase of Medical Equipment, Non-Medical FF&E and Consumables;
- (e) include any proposed building modifications, variations or expansion works to enable the delivery of the Services; and

- (f) contain details of the status of the previous year's Annual Works Plan, including:
  - (i) status of the previous year's Lifecycle Refurbishment Works;
  - (ii) confirmation that all planned preventative maintenance has been completed in accordance with the previous year's Annual Works Plan;
  - (iii) details of any significant breakdowns or failures for the previous year; and
  - (iv) details of all maintenance, replacement, refurbishment or purchase of FF&E, IM&T, Medical Equipment, Non-Medical FF&E and Consumables.

### **8.3 Project Plan Renewal Timeframe**

The Annual Works Plan must be submitted by the Operator to the Client Representative, for the following Financial Year on or before 28 or 29 February and prior to the commencement of the relevant Financial Year.

## **9. Handover Plan**

### **9.1 Purpose**

The purpose of the Handover Plan is to describe the Operator's approach to the Handover of the State Asset at the end of the Term.

### **9.2 Minimum Project Plan Requirements**

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

- (a) measures to be taken to manage a continuous and uninterrupted Public Patient service delivery, including any Transition Period arrangements, handover of required business systems, manuals, documents etc. (including training) required for business continuity;
- (b) details of how the Public Patient Portion and Shared Portion will meet the requirements of the Handover Condition;
- (c) fully detailed drawings or schematics and functional brief describing how the Public Patient Portion will access all Clinical Support Services and Non-Clinical Support Services;
- (d) a return brief elucidating how the Public Patient Portion and Shared Portion will deliver Services independently post Term;
- (e) detail of arrangements with Non-Clinical Support Services not turned over to the State post Term; and
- (f) detailed drawings and description of any works that may be required to secure the independence of a public facility.

### **9.3 Project Plan Renewal Timeframe**

The Handover Plan must be renewed by the Operator in December every five years (as a minimum requirement) or as required at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe. The Handover Plan should be renewed and submitted 12 months prior to the end of the Operating Term. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.

## 10. Private Patient Portion Handover Plan

### 10.1 Purpose

The purpose of the Private Patient Portion Handover Plan is to describe the Operator's approach to the handover of the Private Patient Portion at the end of the Private Patient Portion Term.

### 10.2 Minimum Project Plan Requirements

The Private Patient Portion Handover Plan must be in a form approved by the Client Representative and must include:

- (a) measures to be taken to manage a continuous and uninterrupted Private Patient Portion service delivery, including any Transition Period arrangements, handover of required business systems, manuals, documents etc. (including training) required for business continuity; and
- (b) how the Private Patient Portion and any other facilities associated with the Project such as Site access, landscape, Car Park, Associated Commercial Facilities will meet the requirements of the Private Patient Portion Handover Condition.

### 10.3 Project Plan Renewal Timeframe

The Private Patient Portion Handover Plan must be renewed by the Operator in December every five years (as a minimum requirement) or as required at shorter intervals to ensure accuracy and completeness as requirements are identified during the Project timeframe. The Private Patient Portion Handover Plan must be provided 12 months prior to the expiry of the Private Patient Portion Term. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.