



PARLIAMENT OF TASMANIA

PARLIAMENTARY STANDING COMMITTEE OF PUBLIC ACCOUNTS

Follow-up of Auditor-General Report

No.2 of 2015-16 – Capital Works Programming and Management

Members of the Committee

Legislative Council

Hon Ruth Forrest MLC
(Chair)

Hon Luke Edmunds MLC
(from 21 May 2024)

Hon Bec Thomas MLC
(from 21 May 2024)

Hon Meg Webb MLC
(until 14 February 2024)

Hon Josh Willie MLC
(until 27 February 2024)

House of Assembly

Ms Lara Alexander MP
(until 14 February 2024)

Mr Simon Behrakis MP
(from 14 November 2023)

Dr Shane Broad MP
(until 14 February 2024)

Mr Mark Shelton MP
(from 23 May 2024)

Mr Josh Willie MP
(from 23 May 2024)

Mr Dean Young MP
(until 9 November 2023)

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Charter of the Committee

The Public Accounts Committee (the Committee) is a Joint Standing Committee of the Tasmanian Parliament constituted under the *Public Accounts Committee Act 1970* (the Act).

The Committee comprises six Members of Parliament, three Members drawn from the Legislative Council and three Members from the House of Assembly.

Under section 6 of the Act the Committee:

- **must** inquire into, consider and report to the Parliament on any matter referred to the Committee by either House relating to the management, administration or use of public sector finances; or the accounts of any public authority or other organisation controlled by the State or in which the State has an interest; and
 - **may** inquire into, consider and report to the Parliament on any matter arising in connection with public sector finances that the Committee considers appropriate; and any matter referred to the Committee by the Auditor-General.
-

Abbreviations and Acronyms

| | |
|----------------------|---|
| AMP | asset management plan |
| AT | Ambulance Tasmania |
| Audit Act | <i>Audit Act 2008</i> |
| AusHFG | Australasian Health Facility Guidelines |
| CIP | Capital Investment Program |
| COVID | Coronavirus Disease 2019 |
| DECYP | Department of Education, Children and Young People |
| DHHS | Department of Health and Human Services |
| DoE | Department of Education |
| DoH | Department of Health |
| DoTF | Department of Treasury and Finance |
| Hon | Honourable |
| HVAC | Heating, ventilation and air-conditioning |
| IOC | Infrastructure Oversight Committee |
| ITas | Infrastructure Tasmania |
| LGH | Launceston General Hospital |
| MLC | Member of the Legislative Council |
| MP | Member of Parliament |
| SAMP | strategic asset management plan |
| SCIF | Special Capital Investment Funds |
| SIIRP | Structured Infrastructure Investment Review Process |
| the Act | <i>Public Accounts Committee Act 1970</i> |
| the Committee | Parliamentary Standing Committee on Public Accounts |

Executive Summary

In line with section 6(2) of the *Public Accounts Committee Act 1970*, the Committee resolved to undertake a follow-up review of Department of Treasury and Finance (DoTF), Department for Education, Children and Young People (DECYP) and Department of Health (DoH) responses to the Auditor-General's recommendations contained within Report No.2 of 2015-16 – Capital Works Programming and Management.

The Committee acknowledges this Tasmanian Audit Office Report was completed almost ten years ago, and notes it is important that the recommendations made by the Tasmanian Audit Office are responded to and Departments held to account. The Committee further notes there have been significant organisational changes across the DoH, and the Department of Education (DoE) – becoming the Department for Education, Children and Young People (DECYP) since the release of this Auditor-General's Report.

The Committee made 37 findings that outline the progress that has been made and is continuing across these three departments in response to the Auditor-General's Report. In broad terms, the Committee acknowledges DoTF, DECYP and DoH have responded positively to all recommendations with actions completed or in progress to respond.

The Committee notes a number of the actions taken will be ongoing through the development of contemporary and linked asset management systems that are intended to deliver more comprehensive data sets to enable timely and more efficient asset management and planning for asset renewal and/or extending the life of some assets.

The Committee found that DECYP is now using a more objective, data-driven approach in identifying Priority 1 capital projects, relying on asset condition data, enrolment capacity data, and predictive modelling. This marks an improvement over previous practices, which relied more heavily on school-level advocacy.

The Committee made four recommendations across the departments: DECYP (1), DoTF (2) and DoH (1).

With regard to the recommendation related to the DECYP, the Committee recommends that in order to promote transparency and public visibility, the asset condition data and priority ranking for all schools be published on the Department's website and updated annually. This information should include an explanation of how the priority rankings are used to inform annual budget allocations.

With regard to the DoTF, the Committee notes the work done to separate the Treasury-based Structured Infrastructure Investment Review Process (SIIRP) and the Infrastructure Tasmania (ITas) assurance process. The Committee recommends this separation be maintained to avoid potential conflicts. The Committee also recommends the Department conduct periodic reviews, including a review of the 2015 changes to the SIIRP, to assess its effectiveness and identify areas for further streamlining.

With regard to the DoH, the Committee recommends the Government closely monitor and report on patient health outcomes related to DoH capital investment and the alignment of clinical service delivery.

A handwritten signature in black ink, appearing to read 'R. Forrest'.

Hon Ruth Forrest MLC
Chair

27 November 2024

Summary of Findings

With respect to the Capital Works Programming and Management performance audit, the Committee made the following 37 findings:

| Area | Finding |
|---|--|
| Department of Education | |
| A-G Rec 1 DoE undertakes a five-yearly statewide process to identify required capital projects for SIIRP processing and capital funding. | <p>F1. The Department for Education, Children and Young People (formerly Department of Education) undertakes an annual process to identify, review and recommend priority capital projects that form part of the Department's annual capital submission to Government.</p> <p>F2. The Department for Education, Children and Young People is now using a more objective, data-driven approach in identifying Priority 1 capital projects, relying on asset condition data, enrolment capacity data, and predictive modelling. This marks an improvement over previous practices, which relied more heavily on school-level advocacy.</p> <p>F3. The Department for Education, Children and Young People's new assets assessment process includes factors such as asset condition, mechanical ventilation, and other unseen infrastructure needs which is a more equitable and transparent process.</p> <p>F4. The Department for Education, Children and Young People's new asset management system is supported by active engagement with the school community and school associations.</p> |
| A-G Rec 2 DoE use asset register data to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives, the asset register should reflect the revised useful life. | <p>F5. The Department for Education, Children and Young People is now undertaking an annual process to identify, review, and recommend priority capital projects. This is a shift from a five-yearly process to an ongoing, systematic approach.</p> <p>F6. The Department for Education, Children and Young People have implemented a strategic asset management system in 2020, which records detailed asset condition data and allows for predictive modelling, enhancing short- and long-term capital planning.</p> |
| A-G Rec 3 DoE explicitly uses its criteria for evaluation and prioritisation of potential capital projects and documents both individual and comparative ratings. | <p>F7. The Department for Education, Children and Young People have implemented a more comprehensive process for effectively evaluating and prioritising potential capital projects.</p> <p>F8. The Department for Education, Children and Young People four weighted evaluation criteria for assessing submissions are:</p> <ol style="list-style-type: none"> demonstrating links to improved student learning outcomes by addressing space needs and/or optimising utilisation of facilities at the school or across schools (30 per cent) improving building condition; addressing significant occupational health and safety issues, disability access and infrastructure issues; and/or incorporating environmental sustainability (30 per cent) addressing strategic priorities and initiatives (consistent with the school's strategic plan and in line with Government direction and policies) (30 per cent), and |

| Area | Finding |
|--|--|
| | <p>d. demonstrating community benefits and extending use of school facilities (i.e., capacity of the local and wider community and education facilities, including network schools, to support education provision in the community) (10 per cent).</p> |
| <p>A-G Rec 4 DoE business cases for capital project funding include:</p> <ul style="list-style-type: none"> a. an explanation of why the service delivery should be continued b. a detailed explanation of the need for the proposed infrastructure and an outline of the impact of not doing the project c. information to show that the proposal is sufficient but not excessive to meet the need. | <p>F9. The Department for Education, Children and Young People have stated that their business cases for Treasury's consideration are now more comprehensive.</p> |
| <p>A-G Rec 7 DoE develops a register of required capital works projects with estimates of when the works should be commenced.</p> | <p>F10. The Department for Education, Children and Youth have stated that their strategic asset management system is better able to assess and respond to capital works needs.</p> <p>F11. Whilst all schools are priority listed, only those schools in Priority One are likely to be funded in the annual budget.</p> |
| Department of Treasury and Finance | |
| <p>A-G Rec 5 Treasury modify the SIIRP process to maximise its application to potential projects, including packaging of proposals and a timelier processing of individual stages.</p> | <p>F12. The Department of Treasury and Finance have revised their Structured Infrastructure Investment Review Process to be more streamlined and advised agencies of this change in October 2015.</p> <p>F13. The revised Structured Infrastructure Investment Review Process was reduced six steps to four, and does not duplicate the assurance process undertaken by Infrastructure Tasmania.</p> <p>F14. Since the release of the revised Structured Infrastructure Investment Review Process in 2015, the government has expanded Infrastructure Tasmania's role to include a project assurance function to monitor infrastructure delivery and capacity, resulting in the release of a Project Assurance Framework in 2021.</p> <p>F15. Infrastructure Tasmania now plays a larger role in the assurance and monitoring of infrastructure projects, providing a complementary function to the Treasury Structured Infrastructure Investment Review Process.</p> <p>F16. The Department of Treasury and Finance have indicated that new Structured Infrastructure Investment Review Process guidelines and templates will be made available to agencies in 2024.</p> <p>F17. The Department of Treasury and Finance have not undertaken a post-change review of those 2015 changes to the Structured Infrastructure Investment Review Process following the Auditor-General's report.</p> <p>F18. During the accelerated delivery of capital projects during COVID, alternate process to the Structured Infrastructure Investment Review Process were sometimes used. Post-COVID, the preferred default position by Treasury is the utilisation of the Structured Infrastructure Investment Review Process.</p> |

| Area | Finding |
|--|---|
| | F19. The Government has been progressively increasing the capability of Infrastructure Tasmania to provide a service to other departments in the assessment and assurance of capital projects, with the intention of developing greater in-house capability and reducing reliance on external consultants. |
| <p>A-G Rec 6 Treasury improves documentation of its analysis. We further recommend that SIIRP requirements explicitly include:</p> <ul style="list-style-type: none"> a. an explanation of why the service delivery should be continued b. a detailed explanation of the need for the proposed infrastructure c. an outline of the impact of not doing the project d. information to show that the proposal is sufficient but not excessive to meet the need. | <p>F20. Since the release of the revised Structured Infrastructure Investment Review Process in 2015, the Government has expanded Infrastructure Tasmania's role to include a project assurance function to monitor infrastructure delivery and capacity, resulting in the release of a Project Assurance Framework in 2021.</p> <p>F21. Treasury has undertaken a further revision of the Structured Infrastructure Investment Review Process as part of the Government's broader Asset Management Framework, to keep pace with evolving best practices and to ensure continued effectiveness.</p> <p>F22. Treasury is undertaking work to ensure the Structured Infrastructure Investment Review Process and Infrastructure Tasmania Assurance Framework are complementary to avoid duplication.</p> <p>F23. Infrastructure Tasmania has had increased resourcing in order to be an enabler of capital delivery and reduce reliance on external consultants.</p> <p>F24. Infrastructure Tasmania Assurance Framework is managed by the Department of State Growth.</p> |
| Department of Health | |
| <p>A-G Rec 8 DHHS use asset register data for both departmental and client assets, to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives the asset register should be amended.</p> | <p>F25. The Department of Health are in the process of implementing a new asset management information system to centralise and replace the legacy asset management systems across the Department.</p> <p>F26. Once implemented the Department of Health asset management system should ensure a more comprehensive data set to enable timely and more efficient asset management and planning for asset renewal and/or extending the life of some assets.</p> <p>F27. Once operational, a module will be included that will enable all staff to report a defect or a fault that is linked to the asset management system.</p> <p>F28. Whilst the Department of Health asset management system will be a dynamic rather than a static database, it is expected to be fully populated with the relevant data, within 18 months to 2 years.</p> <p>F29. The success of the Department of Health asset management system will be measured by a reduction in the rate of asset decline and the number of defects, and/or responsive maintenance requests. These outcomes will not be evident in the data for some time.</p> |
| <p>A-G Rec 9 DHHS include in its financial records both gross value and depreciated value of non-current assets to facilitate monitoring of the sufficiency of its long-term capital program.</p> | F30. From the financial year ending 30 June 2017, the Department of Health has disclosed in its financial statements both gross-value and depreciation-value of non-current assets. |

| Area | Finding |
|---|--|
| <p>A-G Rec 10 DHHS ensure all units create service plans and strategic asset management plans (SAMPs) and that capital assets are aligned with service delivery needs.</p> | <p>F31. The Department of Health stated it has established a strategic asset management plan (SAMP) which was approved by the Treasurer in 2021 for a period of two years. The SAMP applies to the Department and to its clients.</p> <p>F32. The Department of Health's critical services profiles are intended to inform the various site-based masterplans.</p> <p>F33. The Department of Health's asset management plans are intended to address the criticality of the asset from a service delivery perspective, to ensure maintenance activities and capital investment align. The success of this initiative will only become evident over time through the delivery of the site-based masterplans.</p> |
| <p>A-G Rec 11 DHHS business cases for capital project funding include information to show that the proposal is sufficient but not excessive to meet the need.</p> | <p>F34. The Department of Health stated it has implemented a range of contemporary planning and governance activities to ensure capital projects deliver assets that align to the service priorities and demand identified in the Long-Term Plan for Healthcare Tasmania 2040. The justification for capital investment is described in Structured Infrastructure Investment Review Process bids developed by the Department.</p> <p>F35. An Infrastructure Oversight Committee has been established. Members of the Committee include the Secretary, the relevant Associate Secretary (Chair), the Deputy Secretary, Hospitals and Primary Care, Deputy Secretary, Infrastructure, a number of Chief Executives Officers including the Chief Financial Officer.</p> <p>F36. The Australian Health Facilities Guidelines provides the standard for the physical design requirement for Department of Health facilities.</p> <p>F37. Any departure from the Australian Health Facilities Guidelines requires the approval by the internal Infrastructure Oversight Committee.</p> |

Summary of Recommendations

The Committee makes the following four (4) recommendations to the relevant Departments:

| Area | Finding |
|--|--|
| Department of Education | |
| A-G Rec 4 DoE business cases for capital project funding include: <ul style="list-style-type: none"> d. an explanation of why the service delivery should be continued e. a detailed explanation of the need for the proposed infrastructure and an outline of the impact of not doing the project f. information to show that the proposal is sufficient but not excessive to meet the need. | R1. To promote transparency and public visibility, the asset condition data and priority ranking for all schools be published on the Department for Education, Children and Youth website and updated annually. This information should include an explanation of how the priority rankings are used to inform annual budget allocations. |
| Department of Treasury and Finance | |
| A-G Rec 5 Treasury modify the SIIRP process to maximise its application to potential projects, including packaging of proposals and a timelier processing of individual stages. | R2. The separation of the Treasury based Structured Infrastructure Investment Review Process and the Infrastructure Tasmania assurance process be maintained to avoid potential conflicts. R3. The Department of Treasury and Finance conduct periodic reviews, including a review of the 2015 changes to the Structured Infrastructure Investment Review Process, to assess its effectiveness and identify areas for further streamlining. |
| Department of Health | |
| A-G Rec 10 DHHS ensure all units create service plans and strategic asset management plans (SAMPs) and that capital assets are aligned with service delivery needs. | R4. The Government closely monitor and report on patient health outcomes related to Department of Health capital investment and the alignment of clinical service delivery. |

Conduct of Review

In line with section 6(2) of the *Public Accounts Committee Act 1970*, the Committee resolved to undertake a review of Department of Treasury and Finance (DoTF), Department for Education, Children and Young People (DECYP) and Department of Health (DoH) responses to the Auditor-General's recommendations contained within Report No.2 of 2015-16 – Capital Works Programming and Management.¹

On 4 May 2023, the Committee advised the then Auditor-General of this undertaking.

To assist the Committee in its deliberations, the Committee wrote to following Ministers (who at the time of the Inquiry were responsible for the relevant portfolios), seeking their assistance in responding to questionnaires on the relevant Audit report:

| Date | Audit Report | Responsible Minister |
|-------------|--|--|
| 16 Nov 2023 | <u>Report No.2 of 2015-16 – Capital Works Programming and Management</u> | Hon Michael Ferguson MP Deputy Premier Treasurer Hon Roger Jaensch MP Minister for Education, Children and Young People Hon Guy Barnett MP Minister for Health |

Departmental responses to those questionnaires are included in this Report.

With the prorogation of Parliament and dissolution of the House of Assembly on 14 February 2024, in accordance with long standing practice and convention, Committee activity ceased.

Upon resumption of the 51st Parliament of Tasmania, both houses agreed to the reestablishment of the Committee. The Committee resolved to continue the Inquiry. Of note, Hon Jo Palmer MLC (Minister for Education, Children and Young People) took over the portfolio from Hon Roger Jaensch MP.

The Committee wrote to the relevant Ministers and invited them to attend the Committee's public hearings into the inquiry. The Committee notes the changes to the titles of two of the departments between the time of the Tasmanian Audit Office performance audit and the hearings. The Department of Health and Human Services (DHHS) become the Department of Health (DoH) and the Department of Education (DOE) became the Department for Education, Children and Young People (DECYP).

¹ See Tasmanian Audit Office, Report No.2 of 2015-16 – Capital Works Programming and Management, <https://www.audit.tas.gov.au/wp-content/uploads/Capital-works-programming-and-management.pdf> for copy of full report

The ministerial public hearings were held at Committee Room 2, Parliament House as follows:

Friday, 9 August 2024

Hon Michael Ferguson MP

Treasurer

Department of Treasury and Finance

Mr Gary Swain (Secretary)

Hon Jo Palmer MLC

Minister for Education

Department for Education, Children and Young People

Mr Tim Bullard (Secretary)

Mr Kane Salter (Deputy Secretary, Business Operations and Support)

Mr Todd Williams (Director, Facility Services)

Hon Guy Barnett MP

Minister for Health, Mental Health and Wellbeing

Department of Health

Mr Dale Webster (Acting Secretary)

Mr Andrew Hargrave (Deputy Secretary, Infrastructure)

Mr Shane Gregory (Associate Secretary)

On 17 August 2024, the Committee wrote to the various ministers with respect to the questions on notice taken during the hearings. Responses were received between 4 September and 12 September 2024.

Background

The Capital Works Programming and Management Auditor-General Report had been prepared subsequent to examinations conducted under section 23 of the *Audit Act 2008* (Audit Act). The objective of the performance audit was to assess the effectiveness of the State's capital works budgeting processes and departmental asset management.²

The report states 'appropriately maintaining our education and health infrastructure is an important element of service delivery while effective capital budgeting processes are fundamental in an environment of competing demands for available government resources'.³

The background to the report provides the following summary:

Infrastructure is a vital element of service delivery. Effective and efficient management of infrastructure investment is central in an environment where there are competing demands for government resources.

The Department of Treasury and Finance (Treasury) has responsibility for facilitating the preparation of the state's annual Budget in consultation with other government entities. Following consideration by the Cabinet, the Budget is then decided upon by government and approved by parliament.

The State provides funding for capital works through various funding sources including the Capital Investment Program (CIP)⁴ and a number of Special Capital Investment Funds (SCIFs)⁵. Capital works expenditure includes large-scale infrastructure projects such as the redevelopment of the Royal Hobart Hospital, the Brighton bypass, construction of the Risdon prison and smaller scale-projects that include minor road repairs or modifications to State-owned office buildings.

Prior to consideration as part of the annual Budget process, capital projects may be assessed using the Structured Infrastructure Investment Review Process (SIIRP)⁶, introduced by the Government in 2009-10.

The audit's focus was from the identification of capital projects by Departments (prior to SIIRP Stage 1), through to the review of projects by Treasury, at SIIRP Stage 3. Whilst SIIRP documents were an important source of information for the audit, the audit was not intended to be a review of the SIIRP process itself or of agency compliance with SIIRP.⁷

² See Tasmanian Audit Office, *Report No.2 of 2015-16 – Capital Works Programming and Management*

³ See Tasmanian Audit Office, *Report No.2 of 2015-16 – Capital Works Programming and Management*, p.vii

⁴ Tasmanian Government, *Government Services, Budget Paper Number 2, Volume 1, 2015–16*, Hobart, p.25

⁵ Tasmanian Government, *Government Services, Budget Paper Number 2, Volume 1, 2015–16*, Hobart, p.43. The Hospitals Capital Fund, the Royal Hobart Hospital Redevelopment Fund and the Housing Fund are all examples of SCIFs.

⁶ Department of Treasury and Finance, *Structured Infrastructure Investment Review Process (SIIRP)*. www.treasury.tas.gov.au

⁷ See Tasmanian Audit Office, *Report No.2 of 2015-16 – Capital Works Programming and Management*, p.2

The audit scope included capital budgeting data from 2009-10 to 2013-14. State entities included in the audit were the then Department of Education (DoE), Department of Health and Human Services (DHHS)⁸, and Department of Treasury and Finance (DoTF).

The audit criteria examined by this report included whether:

- DoE and DHHS were –
 - effectively identifying capital requirements
 - effectively evaluating and prioritising potential capital projects
 - preparing high-quality business cases for Treasury SIIRP Stage 3 consideration
 - maintaining a list of prioritised future capital projects including previously deferred projects, and
- DoTF was performing high-quality review of potential capital projects.

The report made 11 recommendations summarised thus:⁹

| Department | Recommendations |
|------------|---|
| DoE | <ul style="list-style-type: none"> • undertakes a five-yearly statewide process to identify required capital projects for SIIRP processing and capital funding (A-G Rec 1) • use asset register data to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives, the asset register should reflect the revised useful life (A-G Rec 2) • explicitly uses its criteria for evaluation and prioritisation of potential capital projects and documents both individual and comparative ratings (A-G Rec 3) • business cases for capital project funding include: <ul style="list-style-type: none"> ○ an explanation of why the service delivery should be continued ○ a detailed explanation of the need for the proposed infrastructure and an outline of the impact of not doing the project ○ information to show that the proposal is sufficient but not excessive to meet the need (A-G Rec 4), and • develops a register of required capital works projects with estimates of when the works should be commenced (A-G Rec 7). |
| DoTF | <ul style="list-style-type: none"> • modify the SIIRP process to maximise its application to potential projects, including packaging of proposals and a timelier processing of individual stages (A-G Rec 5), and • improves documentation of its analysis. We further recommend that SIIRP requirements explicitly include: <ul style="list-style-type: none"> ○ an explanation of why the service delivery should be continued ○ a detailed explanation of the need for the proposed infrastructure ○ an outline of the impact of not doing the project |

⁸ The Report noted: The scope included assets controlled or managed by DHHS, including assets controlled by the three Tasmanian Health Organisations (prior to 30 June 2015, now amalgamated into one entity) and Ambulance Tasmania, but managed by DHHS. However, assets controlled by Housing Tasmania were not included.

⁹ See Tasmanian Audit Office, [Report No.2 of 2015-16 – Capital Works Programming and Management](#), p.4-5

| Department | Recommendations |
|------------|---|
| | <ul style="list-style-type: none"> ○ information to show that the proposal is sufficient but not excessive to meet the need. <p>In the case of 'packaged' capital requirements, that documentation might take the form of evidence that the submitting agency had evaluated and prioritised the projects based on similar criteria (A-G Rec 6)</p> |
| DHHS | <ul style="list-style-type: none"> • use asset register data for both departmental and client assets, to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives the asset register should be amended (A-G Rec 8) • include in its financial records both gross value and depreciated value of noncurrent assets to facilitate monitoring of the sufficiency of its long-term capital program (A-G Rec 9) • ensure all units create service plans and strategic asset management plans (SAMPs) and that capital assets are aligned with service delivery needs (A-G Rec 10), and • business cases for capital project funding include information to show that the proposal is sufficient but not excessive to meet the need (A-G Rec 11). |

Departmental Responses

The Committee received the following responses through the relevant Ministers:

- Hon Roger Jaensch MP (Minister for Education, Children and Youth)¹⁰
- Hon Guy Barnett MP (Minister for Health),¹¹ and
- Hon Michael Ferguson (Deputy Premier and Treasurer).¹²

Overarching response to the Tasmanian Audit Office report

Department of Health

Hon Guy Barnett, Minister for Health, in response to the Tasmanian Audit Office report, noted the following:

Subsequent to the Auditor-General's recommendations, the Department of Health and Human Services segregated into two separate Tasmanian government departments, the Department of Health and Department of Communities. As part of the new Department of Health portfolio, Infrastructure Services is centralising the asset management functions for the Department [of Health] and its clients.¹³

At the 9 August 2024 public hearing, Minister Barnett made the following opening statement:

Mr BARNETT - ... First, I'm stating at the start our absolute commitment as a Government to build a better health system, ensuring our State has the infrastructure that Tasmania needs not just now but well into the future. Over the past 10 years, we've invested more than \$1 billion in new hospitals and health infrastructure as part of our 2030 Strong Plan for Tasmania's Future. We will spend \$1 billion more over the next decade to keep building a better health system for Tasmanians.

In terms of this specific report, I'd also like to acknowledge it was handed down nine years ago and there have been substantial changes in the way that the Department of Health is structured and broad improvements to its asset management practice, particularly as it relates to infrastructure. In 2019, the new secretary of the Department was appointed and the position deputy secretary of Capital Programming and Operations was also established. The aim of this was to improve how we deliver our ambitious plans and make it a whole-of-agency responsibility, replacing the previous structure that dispersed responsibility to operational health business units.

Further, I can advise that in 2020 the Department restructured its asset management services unit, with specific teams responsible for asset management, long-term strategic infrastructure planning, including the development of master plans, and also the day-to-day management of the Department's assets.

¹⁰ Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024)

¹¹ Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024)

¹² Letter to Chair from Hon Michael Ferguson MP (dated 13 February 2024)

¹³ Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024), p.1

We're delivering on multiple fronts and I do thank everyone involved in this effort as we all work to build the health infrastructure our State needs for the future while maintaining and ensuring our existing assets suit the needs of Tasmanian community. Further to this, in 2022, a strategic asset management plan, which you all have a copy with some tabling now, provides the Department with a road map to ensure our health facilities deliver the right care in the right place at the right time.

Finally, you might be aware we've developed a number of master plans to future proof our hospitals. We've already released one for the Royal Hobart Hospital and the LGH, and we'll release the north-west master plan shortly that lays out a 20-year vision for the region's two major hospitals. As we already announced during the election, we have already committed to the first stage of this with significant upgrades to the North West Regional Hospital and the Mersey Community Hospital as part of Stage One.

In closing, we've made significant progress in terms of building the health system our State needs for the present and the future and this will continue into the future.¹⁴

Department of Education

At the 9 August 2024 public hearing, Hon Jo Palmer MP (Minister for Education, Children and Young People) made the following opening statement in response to the Tasmanian Audit Office report:

***Ms PALMER** - ... I would like to broadly say that, as noted by the previous Minister, the most significant change in response to the Auditor-General's report has been the Department's implementation of its asset management system. This is a really great system and I think this is a really good step forward in how we assess capital projects.*

The system actually captures asset and infrastructure condition data, together with site capacity information. The data held by the system together with weighted assessment criteria is what we are using to assess the capital submissions that we receive from schools each year, also from our child and family learning centres and our libraries, and then we apply that so that we have a Priority ranking that is based on the level of need.

This process provides an important triaging mechanism for the Government to make investment decisions each year. So, the Government and the Department have been transparent in reporting of the Priority school rankings and this is an annual process: that information is sent out to our schools.

The annual process and budget deliberations by Government has seen considerable, if not record, investment in the Education portfolio and we have doubled down on our commitment to providing the best possible facilities for our learners to thrive, which includes \$188 million to deliver major upgrades for 15 schools: that is inclusive of the \$25 million for the redevelopment of Dodgers Ferry Primary School, \$45 million in additional funding to the North West Support School, \$15 million to build or upgrade teacher housing in our rural and remote communities, \$10 million for playground and

¹⁴ See Transcript of Evidence, [Public Hearings 9 August 2024 – Capital Works](#), DoH, p.1-2

sports courts upgrades in schools, \$32 million to deliver four new super-sized child and family learning centres - and they will be in Huonville, Smithton, Longford and Scottsdale - pretty amazing facilities that we have seen, making such an impact where we already have them.

We also have \$30 million investment for the VET Facilities Fund for new and upgraded VET facilities and industry-standard equipment at colleges, secondary schools and trade training centres. By way of an example, the 15 schools to have major upgrades, as announced in the recent election, have come directly from the Priority 1 list. That shows our Government's confidence in the work that is done and how those decisions are reached as to which schools are ranked in what order. We certainly have a lot of confidence in that. ...¹⁵

In response to a question on notice with respect to what improvements had been made as a result of adopting the recommendations out of the Auditor-General's report, Minister Palmer provided the following:

DECYP's asset management system captures the overall condition of its portfolio prior to and following capital investment. This allows DECYP to track overall asset condition across its portfolio as new assets are constructed and existing assets are renewed. As a direct result of significant capital investment since the asset management system was established in 2020, the average room condition across the portfolio has improved from 2.15 to 1.92.

The asset management system does not currently capture data sets that measure learner outcomes arising directly from capital investment in schools. DECYP does capture student wellbeing data via other mechanisms (such as student wellbeing surveys) and is looking at how data capture can be extrapolated to incorporate metrics such as linking capital investment directly with learner outcomes.

However, there is a raft of national and international studies that have directly linked contemporary classroom and school design with improved academic outcomes for learners. Drawing from these studies, DECYP developed a Built Environment Guide which is provided to all architectural consultants and project teams working on its capital projects. The Built Environment Guide contains guiding principles for best practice contemporary design of education facilities to ensure that new and upgraded facilities are flexible, fit for purpose and support high quality teaching and learning outcomes.¹⁶

At the public hearing, the Minister tabled the DECYP Capital Works Submission Process (Attachment A)

A copy of the DECYP's Built Environment Guide is provided as Attachment B.

¹⁵ See Transcript of Evidence, [Public Hearings 9 August 2024 – Capital Works](#), DoE, p.2

¹⁶ Letter to Chair from Hon Jo Palmer MLC (Minister for Education) dated 12 September 2024

Audit Criteria 1: DoE was effectively identifying capital requirements

Auditor-General Recommendation 1

DoE undertakes a five-yearly statewide process to identify required capital projects for SIIRP processing and capital funding

Department for Education Children and Young People

Departmental Response to Recommendation 1

The Department for Education, Children and Young People (DECYP) undertakes an annual process to identify, review and recommend priority capital projects that form part of DECYP's annual capital submission to Government. In addition, DECYP completed detailed building condition assessments in 2020-21 and plans to commence another detailed audit process during 2024-25 to inform capital requirements.¹⁷

At the public hearing, Minister Palmer, Mr Tim Bullard (Secretary, DECYP) and Mr Kane Salter (Deputy Secretary, Business Operations and Support – DECYP) provided further detail regarding the practical application applied to the prioritisation of capital works as part of DECYP's annual capital submission to Government:

Ms PALMER - ... To the methodology around determining the specific number of sites that DECYP is considering to be in a Priority 1 category, the Priority 1 sites are those that are identified with the highest needs based on asset condition and enrolment capacity data and the capital submissions for those sites are presented to Government for funding consideration each year. The schools put that forward and then we look at those submissions alongside the extraordinary amount of information that we gather through the audits that have been done.

Where there is no set number of sites considered Priority 1, the Department must make informed decisions in distinguishing those sites that have the greatest needs over others. The way it's been expressed to me is that the Department is aiming to find that right balance between presenting too many sites for funding consideration so that meaningful capital investments can be made in as many sites as possible within the available funding bucket. For more on that I'll turn to the Secretary.

Mr BULLARD - ... every site is audited, so it's not a request from a school. The asset management system holds asset reports for all sites that then allows that data to be used. We don't wait to be asked 'could you come out and have a look at us because we don't think that we're going so well'. That's a change from the previous process. ... it used to be principals who were very good at advocating, communities who are very good at advocating, that would be the main input and then that would then have led to a site review or a site visit to get a site situation report. So, we've shifted the dial the other way now.

Mr WILLIE - It is a fairer system now, isn't it?

¹⁷ Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024), p.2

Mr BULLARD - Well, it's much fairer because it's highly objective and what we saw was absolutely the schools that raised issues were issues that needed to be addressed, but we were never sure that they were the main issue that needed to be addressed because there might be principals that are just managing as best as they can or communities that are making sort of work-arounds, and so that's great.

The other thing is too, is that communities wouldn't advocate often for things like refurbishment of air conditioning units or sub-floor ventilation because they're just things that weren't seen. It was a lot around the general learning areas or new playgrounds, et cetera. Now the audit goes right to the heart of the mechanical ventilation, under floor ventilation, as well as some of the amenity of the learning areas.

CHAIR - With the process now, it's a proactive reaching-in process or every school being given the opportunity. When you get that information, what involvement, if any, does the parent body have, like the school board?

Mr BULLARD - ... So, we've gathered the data, it's in the asset management system. What happens next?

Mr SALTER - School associations are vital to be engaged through the process and in a lot of cases we know the Priority 1s, there is engagement with the school association because there's a heavy need to, to provide a solution. If I use Dodges Ferry as a current example, the school association was, I suppose, in partnership in acknowledging the issue and acknowledging that we were working on a solution to put the submission forward. The school involvement and school association involvement is absolutely critical in that.

CHAIR - It would be fair to say, ... that some school associations are much more capable and able to put a case. They will see things that might include ventilation, whereas other school associations might be ensuring their child can get into the school, for example. Is there a weighting process here that acknowledges the capacity of some of the school associations in very small rural schools, or even our larger more disadvantaged area schools?

Mr BULLARD - I think there's been a delineation between what needs to be attended to and the how. So, we were relying on school associations to advocate for the what, and now the system brings that to our attention. So objective data informed, we know what needs to be done. That then allows the energy to go into engaging school associations on the how.

If you went back to when this audit was undertaken, that would absolutely have been driven by the capacity of the school association to be able to advocate or engage. But now we've got a team in facilities whose job it is to engage with communities, school leaders, school communities, parents, and learners around the how.

So, we know there's an issue here. We know that if there's a capacity issue or an upgrade issue, we put the energy of the Get Involved team into actually working and activating

*those communities to actually have a say and to guide the how we are going to remediate or fix the problem or build the new bit of kit.*¹⁸

Committee Findings

- F1. The Department for Education, Children and Young People (formerly Department of Education) undertakes an annual process to identify, review and recommend priority capital projects that form part of the Department's annual capital submission to Government.
- F2. The Department for Education, Children and Young People is now using a more objective, data-driven approach in identifying Priority 1 capital projects, relying on asset condition data, enrolment capacity data, and predictive modelling. This marks an improvement over previous practices, which relied more heavily on school-level advocacy.
- F3. The Department for Education, Children and Young People's new assets assessment process includes factors such as asset condition, mechanical ventilation, and other unseen infrastructure needs which is a more equitable and transparent process.
- F4. The Department for Education, Children and Young People's new asset management system is supported by active engagement with the school community and school associations.

Audit Criteria 1: DoE was effectively identifying capital requirements

Auditor-General Recommendation 2

DoE use asset register data to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives, the asset register should reflect the revised useful life.

Departmental Response to Recommendation 2

*DECYP implemented a strategic asset management system in 2020 which records detailed asset data, including room level condition and school capacity information. This system includes a predictive modelling platform to allow for short- and long-term capital planning, taking into account asset condition, age and strategic importance. Asset condition data is updated in the system when a change has occurred e.g., redevelopment works and predictive models adjusted accordingly.*¹⁹

At the public hearing, Mr Bullard and Mr Todd Williams (Director, Facility Services – DECYP) provided further information regarding condition assessments:

¹⁸ See [Public Hearings \(9 August 2024\) - Capital Works](#) pp.2-4

¹⁹ Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024), p.2

Ms THOMAS - You have talked about the asset management system and the audit and the information that is fed into that. I imagine then the condition assessment will provide a useful life of different assets, which must be a pretty complex system because schools are made up of a number of different assets and asset classes.

Is that framework based on the Institute of Public Works Engineering Australasia framework or what sort of system? Where does that come from?

Mr WILLIAMS - The system is Assetic now called Brightly System Recognised Asset Management system, used internationally. We went through an open tender process to get that. Absolutely all the key principles of asset management are embedded in the life cycle, the condition, the space use. Absolutely, that is front and centre in what we do. We have had that system independently audited to share with the Department of Treasury and Finance, the implementation of the system to have an independent view it was correctly implemented and the data analysis was appropriate also.

Absolutely. It is robust. Every room, every building condition is a part of that system.

Ms THOMAS - In terms of the data provided in there, ... Does that system then have the capability for a response to communities when they are asking for renewal or new assets to be delivered? To say we have this data in the system, that asset is due for renewal in 2028. ...

Mr BULLARD - The mechanics of how it works in Government is an annual cycle of putting forward. The Department could never commit to say we will get to you in 2028. What we do say to communities is yes, we understand you are a Priority one and we will be putting forward submissions on behalf of those communities to be considered in a Budget process. But, also managing the expectations of schools and communities on a Budget process for capital. That, we are in a pool that is also wanting to build hospitals and roads and other facilities. Some of it is expectation management, but it is also an acknowledgement where that is warranted of the position of the school.

We know schools get very passionate about their infrastructure. Todd's team aren't shy about going on site and meeting with parent groups. Sometimes it comes from students who want to see changes at their school. Of course, we are open to all of those discussions, but framed within the reality of being in a Budget process.

Ms THOMAS - ... Is there a condition, like a rating? You have talked about priorities. You understand the condition of all of the Education Department assets. Is there a condition level that is considered acceptable and not acceptable in terms of reaching those priorities? Is there some sort of graphic or representation that shows the percentage of assets that meet an acceptable condition level?

Mr WILLIAMS - Yes, there is. That data is available and we use that internally as well. A quick statistic, 38 per cent of our assets are over 70 years old. The life cycle system is

*suggesting renewal is coming and we are very pleased to be able to renew the top 15 of our list.*²⁰

In response to a question on notice with respect to the DECYP's asset management system, Minister Palmer provided the following:

*The Department for Education, Children and Young People's (DECYP) Brightly asset management system contains a range of fields to capture key data sets to improve management of its asset portfolio. The dashboard graphic that Committee members viewed on the Brightly website during the recent hearing was a concept produced by Brightly for presentation of DECYP's asset management system, and not indicative of the final dashboard solution used by DECYP.*²¹

Attachment C is a graphic from DECYP's asset management dashboard that shows the then current status of its asset portfolio.

Committee Findings

- F5. The Department for Education, Children and Young People is now undertaking an annual process to identify, review, and recommend priority capital projects. This is a shift from a five-yearly process to an ongoing, systematic approach.
- F6. The Department for Education, Children and Young People have implemented a strategic asset management system in 2020, which records detailed asset condition data and allows for predictive modelling, enhancing short- and long-term capital planning.

Audit Criteria 2: DoE was effectively evaluating and prioritising potential capital projects

Auditor-General Recommendation 3

DoE explicitly uses its criteria for evaluation and prioritisation of potential capital projects and documents both individual and comparative ratings.

Departmental Response to Recommendation 3

DECYP has a multi layered evaluation and prioritisation process, which includes:

- DECYP sites being notified of the annual capital submission process each year and provided with information and guidance to support a capital submission for consideration.*
- All proposals received are evaluated for feasibility and costs estimated by DECYP's Facility Services staff. Knowledge of the site, building condition data and known*

²⁰ See [Public Hearings \(9 August 2024\) - Capital Works](#) pp.5-6

²¹ Letter to Chair from Hon Jo Palmer MLC (Minister for Education) dated 12 September 2024

maintenance, health, safety, or other issues are considered, and relevant commentary included as applicable for each proposal. The evaluation also includes consideration of the capacity of the site against current and projected enrolments or resourcing needs.

- *A list of all submissions with commentary is provided to DECYP's Learning Services team, for assessment against the following four weighted evaluation criteria:*
 - *Demonstrating links to improved student learning outcomes by addressing space needs and/or optimising utilisation of facilities at the school or across schools (30 per cent)*
 - *Improving building condition; addressing significant occupational health and safety issues, disability access and infrastructure issues; and/or incorporating environmental sustainability (30 per cent)*
 - *Addressing strategic priorities and initiatives (consistent with the school's strategic plan and in line with Government direction and policies) (30 per cent)*
 - *Demonstrating community benefits and extending use of school facilities (i.e., capacity of the local and wider community and education facilities, including network schools, to support education provision in the community) (10 per cent).*
- *The total assessment result against all criteria (shown as a percentage in the 'Department Weighting' column on the submission) determines the initial ranking of submissions.*
- *The submission priorities are then reviewed by DECYP's Asset Strategy Executive Committee.*
- *The ranked list of the highest priority submissions is then reviewed and approved by DECYP's Executive to ensure alignment with Departmental priorities.*

Non-school submissions and priorities are assessed against similar criteria, with DECYP presenting a school and non-school priority list for consideration.²²

Further information was provided during the public hearing:

CHAIR - ... *I note in your response the weighting process here. It says improving building condition, assessing significant occupational health and safety issues, disability access and infrastructure issues, and incorporating environmental sustainability has a rating of 30 per cent. ... I'm interested in how those percentages are reached because I would have thought health and safety were pretty important. ...*

Mr WILLIAMS - *There is a large amount of elements in that particular criteria in weighting. I suppose the important part there is that's generally about all of the building condition data that we pull in. The criteria are obviously designed to get the right balance of the four criteria we have with learning focus, building condition focus and the other criteria. There is a lot of data to consider with that and that's where the assessment come through on the building rating and help provide an outcome that we pull together to get a holistic view.*

CHAIR - *So, I go to the next area then, another 30 per cent is addressing strategic priorities and initiatives consistent with the school strategic plan - fine - and in line with*

²² Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024), p.2-3

Government direction and policies. This is where politics can come into it. ... I'm just interested in why addressing 'in line with Government direction and policies' would have a 30 per cent weighting. Hence the risk of politics coming into play.

Mr BULLARD - *Really, what that's attending to is where we need to do something with our physical infrastructure to implement a Government initiative. If we took some examples around - I think a few years ago there was an announcement about upgrading kindergarten infrastructure to be compliant with the expectations. Obviously safeguarding is very live, where we're looking at the deployment of facilities to achieve safeguarding outcomes.*

To the Department that means those type of policy directions. It doesn't mean 'Let's give lots more money to, you know, the North East'. It's attending to where do we need to change our kit to ensure that we can deliver the kindergarten announcement or the preschool for three-year-olds announcement or the safeguarding announcement...²³

In response to a question on notice with respect to a more detailed breakdown of the percentages that sat behind the Department's prioritisation of capital works for schools, Minister Palmer provided the following:

In applying the weightings to each capital submission assessment criterion, DECYP aims to strike the right balance between capacity needs (ensuring schools have the contemporary learning areas they require for their enrolment trajectories), and improving building condition/addressing site issues, with ensuring each submission aligns with the school's priorities and the broader community benefit. The four weighted criteria are:

- 1. Demonstrating links to improved student learning outcomes by addressing space needs and/or optimising utilisation of facilities at the school or across schools (30%)*
- 2. Improving building condition; addressing significant occupational health and safety issues, disability access and infrastructure issues; and/or incorporating environmental sustainability (30%)*
- 3. Addressing strategic priorities and initiatives (30%)*
- 4. Demonstrating community benefits and extending use of school facilities (10%).*

These weightings allow DECYP to apply a score to each criterion for capital submissions against data and known issues contained in its asset management system. There is an acknowledged level of subjectivity in the application of these weightings, and DECYP continues to engage with its sites to ensure the capital submission criterion weightings are appropriate.²⁴

Mr Bullard and Mr Williams added the following with respect to the involvement of learning services engagement in the assessment and feedback process:

²³ See [Public Hearings \(9 August 2024\) - Capital Works](#) pp.11-12

²⁴ Letter to Chair from Hon Jo Palmer MLC (Minister for Education) dated 12 September 2024

Mr BULLARD - I will just say, in relation to those criteria that you are referring to under Recommendation 3. That is actually what we are asking learning services. That is what we are asking the operational layer of the agency to provide some commentary and feedback on. What we are trying to do is get their on-ground intel. We have the asset management system: we have what we know strategically as an agency. This is, you are there every day in learning service operations and we are looking for some commentary to assist us also.

Mr WILLIAMS - ... That is a vital part of what we do, having learning services involved. You are going to have all the building data you know is very useful, of course, but it also needs to match up with the learning needs.

CHAIR - And the outcomes for the students.

Mr WILLIAMS - Absolutely, yes. That is where through that assessment and the application of the criteria, learning services are front and centre.²⁵

Committee Findings

- F7. The Department for Education, Children and Young People have implemented a more comprehensive process for effectively evaluating and prioritising potential capital projects.
- F8. The Department for Education, Children and Young People four weighted evaluation criteria for assessing submissions are:
- demonstrating links to improved student learning outcomes by addressing space needs and/or optimising utilisation of facilities at the school or across schools (30 per cent)
 - improving building condition; addressing significant occupational health and safety issues, disability access and infrastructure issues; and/or incorporating environmental sustainability (30 per cent)
 - addressing strategic priorities and initiatives (consistent with the school's strategic plan and in line with Government direction and policies) (30 per cent), and
 - demonstrating community benefits and extending use of school facilities (i.e., capacity of the local and wider community and education facilities, including network schools, to support education provision in the community) (10 per cent).

²⁵ See [Public Hearings \(9 August 2024\) - Capital Works](#) p.13

Audit Criteria 3: DoE was preparing high-quality business cases for Treasury SIIRP Stage 3 consideration

Auditor-General Recommendation 4

DoE business cases for capital project funding include:

- g. an explanation of why the service delivery should be continued*
- h. a detailed explanation of the need for the proposed infrastructure and an outline of the impact of not doing the project*
- i. information to show that the proposal is sufficient but not excessive to meet the need.*

Departmental Response to Recommendation 4

DECYP's prioritisation process includes reviewing each high priority submission for feasibility, taking into account existing and future service delivery needs, and includes reviewing existing infrastructure and the potential to deliver within the existing infrastructure envelope. Many of DECYP's projects relate to existing infrastructure that is ageing and unable to provide the intended service delivery outcome. The majority of DECYP's asset portfolio are school sites and with the provision of education changing significantly into the 21st century, many schools are unable to provide the infrastructure to deliver the required service needs. High priority projects include a masterplan to ensure any funding provided will provide maximum benefit and can be delivered in a staged process, with components of each project ranked in priority order.²⁶

In response to a question on notice with respect to an example of how the assessment of the of capital works for schools is prioritised, Minister Palmer provided the following:

As part of the assessment of capital submissions to inform its Structured Infrastructure Investment Review Process (SIIRP) to Government for the 2024-25 State Budget, DECYP assessed a capital submission received from Clarence High School. Applying the weighted criteria [aforementioned], the assessment scored the submission a total weighted rating of 93 per cent, which placed it equal top of the Priority 1 list.

Based on this assessment, Clarence High School was one of 15 schools announced in the Government's 'School Building Blitz' 2024 election commitment to receive funding for a capital project.²⁷

Attachments D and E illustrate the capital submission and the scores applied by DECYP to each criterion.

Committee Findings

- F9. The Department for Education, Children and Young People have stated that their business cases for Treasury's consideration are now more comprehensive.

²⁶ Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024), p.3

²⁷ Letter to Chair from Hon Jo Palmer MLC (Minister for Education) dated 12 September 2024

Audit Criteria 5: DoE was maintaining a list of prioritised future capital projects including previously deferred projects

Auditor-General Recommendation 7

DoE develops a register of required capital works projects with estimates of when the works should be commenced

Departmental Response to Recommendation 7

Through its strategic asset management system, DECYP continues to develop and review both short- and long-term capital requirements based on detailed and maintained condition and capacity data, up to date industry construction rates and Departmental strategic requirements. DECYP's high priority capital projects include costings which are reviewed annually to reflect construction rates and expected timeframes to deliver. In addition, DECYP has long term capital models that highlight capital funding required to deliver service delivery to maintain an acceptable standard of infrastructure for the community.²⁸

The Committee sought further detail as to the assessment and prioritisation of school capital works programs:

Mr EDMUNDS - *The Priority rankings on the document you have tabled, do they have definitions? The 1, 2, 3, 4?*

...

Mr WILLIAMS - *The rankings are simply in numerical order, 1 being the highest priority, 5 being the lowest of the priority.*

...

Mr BULLARD - *The question is how would you describe a Priority 1 school? It has these attributes.*

Mr WILLIAMS - *Within the 1s there is an attribute that triggers them being a 1. Capacity, building condition, amenity, safety. Yes, within those 1s -*

Mr EDMUNDS - *There is criteria within the Department that assesses whether something is a 1, 2, 3, 4 or 5?*

Mr WILLIAMS - *That is part of the evaluation and the criteria process we work through to determine that, yes.*

...

Ms THOMAS - *That would be a part of the asset management system, right? The data goes into the Brightly system, then that would come out with a condition assessment rating?*

Mr WILLIAMS - *Yes, it is part of the asset data.*

...

²⁸ Letter to Chair from Hon Roger Jaensch MP (dated 8 February 2024), p.3-4

Mr WILLIAMS - ... the asset management system drives and spits out an outcome of priority order that goes through the assessment process, through the evaluation with learning services to make sure learning is involved in that.

There is an assessment in the Department to determine what's a Priority 1 and Priority 2. Again, as the Minister mentioned in her opening statement, there is a judgment call, where, you can't have everyone in Priority 1. There is that judgment call to find that right fit of the highest need in Priority 1.

Mr SHELTON - I take it that the Priority 1s are various values of the upgrades. They are not all in Priority 1 because it is a significant upgrade. It is because it is an essential upgrade and it might just be a safety issue, a one-classroom issue or a one-building issue, but they are there and so with various costs.

...

Mr SHELTON - ... where they are not complete rebuilds or major rebuilds. ... but a one-room upgrade for a school can be a Class 1 because it is a very high Priority. For whatever reason, safety of the children or Occupational Health and Safety reasons or whatever, it could be a class of high priority, a Priority 1. ...

Mr BULLARD - I think there are a couple of things that you raised which are really pertinent. One is, are we looking for the big projects in that Priority 1? Not necessarily. You're right, it's looking at safety, it's looking at amenity, it's looking at learning outcomes and balancing those out.

I think the other is, to be clear, this is not the only process that's running to attend to upgrades either, so if there's something that's hyper-urgent, important, pertains to the safety of learners or staff, we don't sit around and go, 'We'll wait 'til we've come up with that and we'll pop it in the Priority one list', there's an operational stream that's running as well around facilities upgrades and minor maintenance.

Mr WILLIAMS - There are things happening on school sites every day and in our recurrent budget allocations we have funding to address those around our key components of keeping schools operational.

CHAIR - Broken windows happen often enough.

Mr WILLIAMS - They do, absolutely. Yes, there is activity ongoing every day. I have a team as a 24/7 on-call officer. We have contractors on standby too, as things occur, we make the decision to act, which we have to do because the focus is schools need to be operational and every day matters.

Mr SALTER - ... the Government has also invested in programs, so contemporary school class upgrades, safer student bathrooms. Some of those elements you described might be of a smaller nature, but they're done through a program basis to still meet high needs.

Mr BEHRAKIS - ... What's the difference in treatment between Priority 1, 2 and 3? Is there an expectation that all the Priority 1s will get done before you touch on the Priority 2s? What's the algorithm there, so to speak?

Mr BULLARD - We've got to attend to the fact that it's year on year, constant reassessment, so they do shift. Sometimes ones will come off because they're funded. Sometimes ones may drop back because there's an interim fix or there's something else that's happened that allows us to say, 'Well, that's acquitted'. Sometimes 2s or 3s will even rush up the list if something if there's a fatal failure. ... The annual assessment means that it's very live and that schools will change category year on year with some coming off but others coming on.

Mr BEHRAKIS - Does that mean something that's in Priority 3 or Priority 2 would have to get elevated to Priority 1 for it to then get to put in the pipeline to get done?

Mr BULLARD - They're all in the pipeline to get done. That's why we try and show them all. But are you in this budget if you're not in Priority 1? Probably not, but it's giving us that sense of 'this is what we need to attend to and it's making us really structured in how we go through those priorities'.²⁹

The Minister tabled the then current Priority list (see [Attachment F](#)).

Committee Findings

- F10. The Department for Education, Children and Youth have stated that their strategic asset management system is better able to assess and respond to capital works needs.
- F11. Whilst all schools are priority listed, only those schools in Priority One are likely to be funded in the annual budget.

Committee Recommendations

- R1. To promote transparency and public visibility, the asset condition data and priority ranking for all schools be published on the Department for Education, Children and Youth website and updated annually. This information should include an explanation of how the priority rankings are used to inform annual budget allocations.

Audit Criteria 3: DoE was preparing high-quality business cases for Treasury SIIRP Stage 3 consideration

Auditor-General Recommendation 5

Treasury modify the SIIRP process to maximise its application to potential projects, including packaging of proposals and a timelier processing of individual stages.

²⁹ See [Public Hearings \(9 August 2024\) - Capital Works](#) pp.13-15

Department of Treasury and Finance

Departmental Response to Recommendation 5

In response to the Tasmanian Audit Office's audit of capital works programming and budgeting, a number of specific improvements to SIIRP have been implemented. These improvements include: restructuring the SIIRP to reduce the administrative burden on agencies and Treasury; improving the timing and flexibility of the SIIRP to enhance the information provided to Government; changing agency information requirements to improve project development, assessment and links to Government policy priorities; and the involvement of Infrastructure Tasmania with the SIIRP. The SIIRP initially provided for a six-stage process. The revised SIIRP provides for a more streamlined four-stage process that is currently used to assess infrastructure proposals. Treasury wrote to agencies on 30 October 2015 advising of these changes.³⁰

At the public hearing, the Committee heard from Hon Michael Ferguson MP (Treasurer) and Mr Gary Swain (Secretary, Department of Treasury and Finance) with respect to the changes that had been undertaken to improve the SIIRP:

***Mr SWAIN** - ... The process had been an annual process which has moved to a continuous process that can happen at any time. It didn't explicitly cover maintenance programs - that was included. It was also changed to move from a six-step process to a four-step process, which I can come back to, and probably the bit that's now live is we're also continuing on to do some further work with Infrastructure Tas to make sure that the process gels optimally with infrastructure assurance process and also having regard to changes to Infrastructure Australia's process. We're trying to make sure that this complements other capital-related projects - or processes - in Government.*

So, the SIIRP process used to have six steps. It now has the four, which are project initiation and investment concept, option analysis, business case and investment readiness. It is used to support business case development at the early phases of projects and I think it's particularly in the space where you've got a bespoke project, not a repeat business kind of project. Roads, for example, sit outside of the SIIRP because they're subject to other processes with the Commonwealth Government that review how they work...³¹

...

***CHAIR** - In terms of the changes that have been made, acknowledging that there is still work going on in that area, and the world has moved on, things have changed, but what have been the outcomes of the change process to date? ...*

***Mr SWAIN** - I think what it means is that the information requirements are probably less demanding than they used to be in terms of the level of detail that you have to provide, but they still - the reason I am hesitating is because at the front end of any project, you always have limited information. I think what the SIIRP process is trying to establish is the base case for the project, but you are still going to have refinement through the assurance process.*

³⁰ Letter to Chair from Hon Michael Ferguson MP (dated 13 February 2024), p.1

³¹ See [Attachment G](#) - Alignment of Proposed Updated SIIRP with Infrastructure Tasmania and Infrastructure Australia Frameworks

CHAIR - Just bringing it back, I am talking about the outcomes we have seen. It is all about outcomes. When you take it back to the recommendation, it talks about the application of the SIIRP process to potential projects, including packaging proposals and a timely processing. Have there been changes in that space? This is what the intention of the recommendation was, to enable that.

Mr SWAIN - Because I have not lived through that process over the last five years it's hard for me to comment specifically on that.

...

CHAIR - So we expect the guidelines to be released sometime later this year?

Mr SWAIN - Towards the end of the calendar year is the aim.

CHAIR - ... and would they be published on the Treasury website or where will they be?

Mr SWAIN - They will be both - the SIIRP guidelines will be on the Treasury website: the ITas guidelines will be on their website.

CHAIR - I assume all Departments will be provided with a copy of those guidelines once available.

Mr SWAIN - Yeah, if there are any changes to them, we would, as a matter of course, write to agencies to advise them.³²

The Committee requested evidence of the change recommended by the Auditor-General's Recommendation 5 including:

- a copy of any former guidelines or templates that were utilised immediately before the Auditor-General's report being tabled, and any new guidelines or templates that resulted from meeting the Auditor-General's recommendations, and
- written evidence of any improvement to processes and evidence of collaboration with other agencies that resulted from adopting the Auditor-General's recommendations.

Attachments H - J include the SIIRP Guidelines prior to and following the Auditor-General's report and a summary of the consultation and outcomes following the 2015 SIIRP Review.

Committee Findings

F12. The Department of Treasury and Finance have revised their Structured Infrastructure Investment Review Process to be more streamlined and advised agencies of this change in October 2015.

³² See [Public Hearings \(9 August 2024\) - Capital Works](#), p.4-5

- F13. The revised Structured Infrastructure Investment Review Process was reduced six steps to four, and does not duplicate the assurance process undertaken by Infrastructure Tasmania.
- F14. Since the release of the revised Structured Infrastructure Investment Review Process in 2015, the government has expanded Infrastructure Tasmania's role to include a project assurance function to monitor infrastructure delivery and capacity, resulting in the release of a Project Assurance Framework in 2021.
- F15. Infrastructure Tasmania now plays a larger role in the assurance and monitoring of infrastructure projects, providing a complementary function to the Treasury Structured Infrastructure Investment Review Process.
- F16. The Department of Treasury and Finance have indicated that new Structured Infrastructure Investment Review Process guidelines and templates will be made available to agencies in 2024.
- F17. The Department of Treasury and Finance have not undertaken a post-change review of those 2015 changes to the Structured Infrastructure Investment Review Process following the Auditor-General's report.
- F18. During the accelerated delivery of capital projects during COVID, alternate process to the Structured Infrastructure Investment Review Process were sometimes used. Post-COVID, the preferred default position by Treasury is the utilisation of the Structured Infrastructure Investment Review Process.
- F19. The Government has been progressively increasing the capability of Infrastructure Tasmania to provide a service to other departments in the assessment and assurance of capital projects, with the intention of developing greater in-house capability and reducing reliance on external consultants.

Committee Recommendations

- R2. The separation of the Treasury based Structured Infrastructure Investment Review Process and the Infrastructure Tasmania assurance process be maintained to avoid potential conflicts.
- R3. The Department of Treasury and Finance conduct periodic reviews, including a review of the 2015 changes to the Structured Infrastructure Investment Review Process, to assess its effectiveness and identify areas for further streamlining.

Audit Criteria 4: Treasury was performing high-quality review of potential capital projects

Auditor-General Recommendation 6

Treasury improves documentation of its analysis. We further recommend that SIIRP requirements explicitly include:

- e. an explanation of why the service delivery should be continued*
- f. a detailed explanation of the need for the proposed infrastructure*
- g. an outline of the impact of not doing the project*
- h. information to show that the proposal is sufficient but not excessive to meet the need.*

In the case of 'packaged' capital requirements, that documentation might take the form of evidence that the submitting agency had evaluated and prioritised the projects based on similar criteria.

Departmental Response to Recommendation 6

The 2015 SIIRP improvements included the provision of new SIIRP guidelines which encompassed requirements under Recommendation 6. The existing agency SIIRP business case guidelines and template were amended to improve the quality of information collected and to assist in improving Treasury's assessments of business cases.

Since the release of the revised SIIRP in 2015, the Tasmanian Government has expanded Infrastructure Tasmania's (ITas) role to include a project assurance function to monitor infrastructure delivery and capacity, resulting in the release of a Project Assurance Framework in 2021. In addition, the Australian Government, through Infrastructure Australia, completed a major refresh of its Assessment Framework.

There have also been significant changes and advancements in project assessment methodologies. These changes have necessitated the need to undertake a further revision of the SIIRP as part of the Government's broader Asset Management Framework, to keep pace with evolving best practices and to ensure the continued effectiveness and relevance of the process.

New guidelines and templates are expected to be made available to agencies in 2024.

This update is expected to provide greater consistency with ITas Infrastructure Project Assurance Framework and Infrastructure Australia's Project Assessment Framework.³³

At the public hearing, Mr Swain provided further detail related to this recommendation:

Mr SWAIN - *The SIIRP process is really geared at primarily developing business cases that then help inform the budget process to make decisions on capital allocation. The assurance process is more about once you have made a decision, how you make sure the project stays on track. There is some overlap at the moment between the two. The ITas Assurance Project has a project registration justification process which overlaps with the*

³³ Letter to Chair from Hon Michael Ferguson MP (dated 13 February 2024), p.2

initiation and option analysis. I think where that is going to head towards is the SIIRP process looking at whether this capital project needs to occur in relation to the agency's strategic asset management plan and their service delivery priorities that is more in what is the nature of the solution? Is it a capital solution or is it some other solution?

Once you are into the ITas framework, you have generally made the decision and you are probably talking about this kind of hospital development or another kind of hospital development. You are sort of within a class of solution as opposed to working out what the overarching solution is. The information that was required to be adopted in relation to the recommendations has been reflected in guideline updates.

...

CHAIR - *They have not been updated since then?*

Mr SWAIN - *No, they have, they were updated back in 2015. The chronology basically was really in parallel with the original audit report, there was work done in relation to the SIIRP process and that reflected that it was a four to five-year-old process at the time, which is probably why the Auditor looked at it at that point.*

There were then decisions by the Treasurer of the day that led to update to guidelines and other documentation, that was communicated to agencies by letter. Then the next bits I have been talking about have come post-2022 because it was at that point that Infrastructure Tasmania did a review of best of assurance around Australia and picked, essentially, the New South Wales model. They refined that back so it was the maximum benefit for the minimum resource input and now we are going through an alignment process which, we are hoping, will result in another refinement to the guidelines by the end of this calendar year.

Before that can happen, there is a bit of work that ITas needs to do on their arrangements so we can make sure the two processes dovetail and do not duplicate.

CHAIR - *... so the guidelines themselves have not actually been updated since 2015?*

Mr SWAIN - *They were updated after the audit report.*

...

Mr SWAIN - *They were updated to address the issues in the audit report, specifically Recommendations 5 and 6, but what I am saying is the world has moved on since then with the assurance framework coming into play and there have also been updates to the Infrastructure Australia processes. So, now we are really going through a collaborative process with ITas to make sure we do not have duplication across these processes.*

CHAIR - *There will be a single set of guidelines developed. Is that what you are saying?*

Mr SWAIN - *No, I am just saying they will be complementary. The SIIRP guideline is more aimed at, or the initial phases of SIIRP, are really aimed at, should this capital project be supported through the budget process, it was meant to support budget decisions. The assurance framework is more on, once you have made that decision, are you managing the project well?*

It is intended to provide periodic checkpoints that alert the project director and the governance that sits above the project director, steering committee or whatever you happen to have alerts that if there is anything not being managed as well as it could, you can take corrective action before there is a problem and then head that off.

They have complementary but different purposes. We want to make sure it is as streamlined as it can be and we are not asking agencies to do the same work under a SIIRP process they will then have to do under an ITas process and making sure those two things work together.

CHAIR - *To be clear, ... the guidelines will guide the process for the SIIRPs, not for ITas' work?*

Mr SWAIN - *It will. Yes, but they will have their own guideline and we will make sure the two talk to each other.*³⁴

At the public hearing, the Committee heard from the Treasurer and Mr Swain with respect to the outcomes that resulted or will result from the SIIRP review:

Mr SWAIN - *I'm not aware that we've done a post-change review of those outcomes, but that would possibly be something that we look at in the future anyway, because we've come through quite a strange period in terms of capital delivery where a lot of stuff through COVID, there was a lot of accelerated capital delivery at State and Federal levels, and some of that did not eventuate through this process. It came through other processes. I suspect that in another year or two from where we end up at the end of this year, with the alignment with ITas, might be a sensible time to have a further look at how the process is running.*

CHAIR - *There is an expectation, now that the immediacy of the challenges that COVID presented have passed, that the SIIRP process would be one that's the default position for these sorts of projects?*

Mr SWAIN - *Strategic asset management plans, which the projects that come to SIIRP should relate to, are in various stages of maturity, but generally have been upgraded across agencies off the back of that unusual period. You know, we're getting those back. I think the only thing - I totally agree with the premise. I think projects coming through the SIIRP, particularly when they're not repeat business - when they are bespoke or new, is very desirable.*

*The only word of caution I have is there have been examples at the national level with Infrastructure Australia where, really, decisions have been made and then the process is a kind of validation or, you know, retrofitting. I would suggest that if you're in that situation, and the decision has really been made, it would be better to assess those projects through the assurance process, which then picks up: are you really clear on what you're building and why you're building it and what the service outcome is?*³⁵

³⁴ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 2-4

³⁵ See [Public Hearings \(9 August 2024\) - Capital Works](#), p.6

The Committee also heard from the former Treasurer and Mr Swain with respect to ITas and their assurance framework:

CHAIR - *Treasurer, is your preferred process to have the upfront SIIRP process, particularly for new projects or would you be happy for ITas to be undertaking the assurance process?*

Mr FERGUSON - *The model we're moving to, because we've been progressively increasing the capability of ITas in my other portfolio, to have a greater ability to provide a service to their sibling Departments to be able to deliver capital projects where they might not have that in-house capability. So, we're trying to build that central resource that agencies - Education, Health, Justice, Police - could reach in and utilise that capability.*

CHAIR - *So, go through an assurance process rather than the SIIRP process?*

Mr FERGUSON - *No, in a complementary fashion, not to replace one or the other. But we have been moving to a greater resource of ITas. When we formed ITas ... 10 years ago, nearly, it was a pretty small agency of Government, tiny, three people. But over the passage of time, it's increasingly been looked to as a central enabler for capital delivery.*

Over time, I hope that it can, in actuality, in part, replace the role of external consultants, develop more of that capability in-house, more or less as a service to other Government agencies to help with the risk mitigation, to help with those gateway reviews, which we now really encourage more and more, so that agencies with the best intentions in the world in the past haven't always had that. Well, frankly they haven't had it. And now that they can get that more or less independently from them, that uncomfortable process of receiving honest feedback from the gateway reviewers that has been provisioned through ITas to hear the good, the bad and the ugly about their project. In many cases, it's all green, keep going. But sometimes it is: you need to pause, you need to fix this before we are prepared to support you going further. I say uncomfortable because everybody is enthusiastic about getting their project moving. But sometimes it is the truth you need to hear is that you are actually not quite ready: we need you to resolve these matters, otherwise, you are going to have escalations that you cannot afford.

Mr SWAIN - *... There is an important point in there that if ITas is doing bespoke delivery and the assurance framework, then I think it would not be able to run the SIIRP process, which is why I believe the SIIRP process needs to sit separately in Treasury, because you could argue that ITas would be conflicted if it had that role. It is really a Treasury role anyway because it is to support the budget. That is why you need to keep both processes, but we need to make sure that they sit in the right place to manage any potential conflicts.*

CHAIR - *That has been the body of work that has been going on?*

Mr SWAIN - *That is happening now.*³⁶

³⁶ See [Public Hearings \(9 August 2024\) - Capital Works](#), p.6-7

The former Treasurer provided the following response with respect to the ITas Project Assurance Framework:

Treasury does not administer this Framework, and that it is available from the ITas website: http://www.infrastructure.tas.gov.au/policy_and_advice/project_assurance_framework.³⁷

A copy of the ITas Project Assurance Framework is at Attachment K.

Committee Findings

- F20. Since the release of the revised Structured Infrastructure Investment Review Process in 2015, the Government has expanded Infrastructure Tasmania's role to include a project assurance function to monitor infrastructure delivery and capacity, resulting in the release of a Project Assurance Framework in 2021.
- F21. Treasury has undertaken a further revision of the Structured Infrastructure Investment Review Process as part of the Government's broader Asset Management Framework, to keep pace with evolving best practices and to ensure continued effectiveness.
- F22. Treasury is undertaking work to ensure the Structured Infrastructure Investment Review Process and Infrastructure Tasmania Assurance Framework are complementary to avoid duplication.
- F23. Infrastructure Tasmania has had increased resourcing in order to be an enabler of capital delivery and reduce reliance on external consultants.
- F24. Infrastructure Tasmania Assurance Framework is managed by the Department of State Growth.

Audit Criteria 1: DHHS was effectively identifying capital requirements

Auditor-General Recommendation 8

DHHS use asset register data for both departmental and client assets, to flag assets approaching the end of their recorded useful lives for assessment of condition and possible capital expenditure. Where condition assessments indicate that assets are likely to exceed their recorded useful lives the asset register should be amended.

³⁷ Letter to Chair from Hon Michael Ferguson MP (Treasurer) dated 4 September 2024

Department of Health

Departmental Response to Recommendation 8

The Department is implementing a new asset management information system to centralise and replace the legacy asset management systems across the Department and its clients.

Assets will be managed with remaining useful life as one of the core metrics for determining future capital replacement requirements.

The asset useful life will be informed by regular condition assessments, to ensure the asset register continues to reflect the actual state of the asset base.³⁸

At the public hearing, Hon Guy Barnett MP (then Minister for Health, Mental Health and Wellbeing) provided further information to the Committee.

***Mr BARNETT** - In terms of this specific report, I'd also like to acknowledge it was handed down nine years ago and there have been substantial changes in the way that the Department of Health is structured and broad improvements to its asset management practice, particularly as it relates to infrastructure. In 2019, the new secretary of the Department was appointed and the position Deputy Secretary of Capital Programming and Operations was also established. The aim of this was to improve how we deliver our ambitious plans and make it a whole-of-agency responsibility, replacing the previous structure that dispersed responsibility to operational health business units.*

Further, I can advise that in 2020 the Department restructured its asset management services unit, with specific teams responsible for asset management, long-term strategic infrastructure planning, including the development of master plans, and also the day-to-day management of the Department's assets.

...

... Further to this, in 2022, a strategic asset management plan, which ... provides the Department with a road map to ensure our health facilities deliver the right care in the right place at the right time.

Finally, you might be aware we've developed a number of master plans to future proof our hospitals. We've already released one for the Royal Hobart Hospital and the LGH, and we'll release the north-west master plan shortly that lays out a 20-year vision for the region's two major hospitals. As we already announced during the election, we have already committed to the first stage of this with significant upgrades to the North West Regional Hospital and the Mersey Community Hospital as part of Stage One.³⁹

³⁸ Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024), p.1

³⁹ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 1-2

At the public hearing, Minister Barnett tabled the following documents:⁴⁰

- Royal Hobart Hospital Masterplan Review Vol 1 & 2
- Royal Hobart Hospital Masterplan 2020-2050 - CPT Advice and Recs (19 March 2019)
- Launceston General Hospital Precinct Masterplan (October 2021)
- Launceston General Hospital Precinct Masterplan Implementation Program (March 2022)
- Draft North West Hospitals Masterplan (April 2023)
- Strategic Asset Management Plan - 2021-2023
- GHD Asset Management Maturity Audit - Assessment Report and Improvement Plan (June 2021)
- Memo from Treasurer to Minister for Health - SAMP 2021-23 Extension

With specific reference to the delivery of the Auditor-General's Recommendation 8, Mr Andrew Hargrave (then Deputy Secretary, Infrastructure – Department of Health (DoH)) and Mr Shane Gregory (Associate Secretary – DoH) provided the following additional information:

***Mr GREGORY**... we're implementing an IT system. The recommendation was to go from just being a list of assets to including in that register dates of end-of-life renewal cycles and so on. That's best not done in a static register, but in an asset information system. The system we're using is the one that was implemented by the then Department of Education four or five years ago, we're in the process of implementing that. It is a complete register of the assets, but it also breaks them down into critical asset components.*

For example, at the Royal we would have critical components including HVAC,⁴¹ medical gases, water, heat and so on and linking to all of those would be an asset condition assessment, a deterioration rate renewal cycle. Through that whole process, we can actually project out when assets or components of those assets will require renewal or replacement, we can put a value on that. We'll be able to project out a funding profile, we'll know exactly when things need to be renewed. We can monitor condition and also by doing that, understand if something's approaching the end of its life cycle. We can make sure we have closer scrutiny and more frequent inspections and maintenance regimes associated with that. That is what we are implementing at the moment.

***CHAIR** - So it's not complete yet?*

***Mr GREGORY** - No. We have the system and the system is in place. The step is then to populate all of the register and, importantly, the asset condition assessments. We are rolling through a cycle of that. We have brought in all of the Primary Health buildings at this stage, then we are moving on to the major facilities. The reason that we did that, the Primary Health being much smaller facilities, is that we can get those in more quickly. Getting all the information, say, for the Royal is quite a big task to work through.*

⁴⁰ See Tabled Papers, Follow-Up Audits: Capital Works Programming and Management, and Rostering of Medical Specialists, <https://www.parliament.tas.gov.au/committees/joint-committees/standing-committees/public-accounts-committee/inquiries/follow-up-audits-contract-procurement-and-rostering-of-medical-specialists>

⁴¹ Heating, ventilation and air-conditioning

CHAIR - When did this rollout of the new information system commence?

...

Mr HARGRAVE - Eighteen months to two years, Chair.

CHAIR - I will take you back to the fact that this is an old report, which you acknowledged yourself, Minister. It has taken a while to get to this process. Is there a reason for the delay?

Mr GREGORY - ... I think an important point to make to the Committee is the situation - the environment in 2015 compared to 2024 is chalk and cheese. The audit report was done at a time when the Department had a very dispersed management structure and organisational structure. What's referred to as DHHS actually had a fairly small footprint of responsibility. Most buildings were actually being managed by AT⁴² or Primary Health or Oral Health.

...

Mr GREGORY - It was a very different environment. ... there were some early changes, including changes to the way the accounting was being done. But a critical change, as the Minister has mentioned, was the appointment of a new Secretary in 2019 and some organisational changes within the Department to sweep together all of those dispersed management responsibilities into a central approach and take a truly whole-of-organisational view of assets.

As we kicked that off, when I joined the Department in February of 2020, we kicked off that process. We recognised, without even having to dissect the audit report, that the approach wasn't adequate. We had the independent asset management maturity assessment done. We had flagged that there were just things that didn't fit. Of course, we then ran into COVID⁴³, so a lot of our attention went to responding and managing infrastructure around COVID. So, we lost a couple of years and then we kicked on again.

CHAIR - ... You've talked here about, 'assets we managed with remaining useful life as one of the core metrics'. How do you determine what the remaining useful life, or the useful life of any asset is?

Mr GREGORY - Some are quite clearly defined. When you procure an asset, it might be an asset component like an HVAC system. It might be that this has a 20-year life cycle if it is managed effectively. Some of those are very clearly defined ... structure, you would have a design life of 50 years. Very few buildings last only the 50 years, but that is your starting point. Then, you work through a cycle of a regular asset conditioning inspections. For a major building you would be looking at doing some non-destructive analysis of the beams and the floors and the columns. And it is a bit of a moving cycle. Your asset condition assessment might extend the useful life or reduce the useful life.

...

CHAIR - You also said that the asset useful life will be informed by regular condition assessment. You talked about the non-destructive assessment of buildings, ... When you say regular condition assessment, is there a program that guides that and how often? ...

⁴² Ambulance Tasmania

⁴³ Coronavirus disease 2019

Mr GREGORY - There are sort of fairly standard ways of looking at things. A major concrete structure you might look at every five to six years in terms of the structural components. There will be fixtures and fittings that you are assessing, effectively, every day, based on faults and defects arising. That is more a case of tracking how many times there is a defect with a particular system. You reach a threshold where it is no longer effective to maintain and you move into replacement. So, there's no single way necessarily of saying here's the cycle that you would use. When you are talking about medical equipment, it would be really structured around the equipment manufacturer's recommendations around maintenance and renewal cycles.

CHAIR - Is that all documented in the system as well - for all medical equipment and everything?

Mr GREGORY - Yes.

CHAIR - In terms of doing the non-destructive assessment, how do you do that? What are the techniques you use to facilitate that?

Mr GREGORY - Yes. There's a whole range. That can be just a visual inspection. Electricians can come in and do current testing, they can check if circuits are operating effectively. If you're talking about paint, a lot of it's a visual assessment. You can check the flow of heating, ventilation and air conditioning systems. You can do checks on the temperature actually getting out of the system compared to what it should be. If you start to talk about concrete structures, that can be a visual inspection. If you're looking at a car park and the columns in a car park. You can also do ground penetrating radar - but not into the ground - into the slabs, into the column. There's a whole range of different ways you can do that.

You need to tailor that inspection regime to the building and how it was built.

...

Mr SHELTON - There would be a program of annually, six monthly or two monthly inspections where you get tradespeople in and go around the air conditioning systems and tick a box and fill in. I presume that process would take place.

Mr GREGORY - Yes. Once we've all of the assets in. What we're referring to now is a specific asset management plan. We have a strategic asset management plan that says this is how we manage the asset in totality and this is our philosophy and approach. Then with core assets, we have a specific asset management plan that says for a fire system, it needs to be inspected on this frequency, it needs to be tested on this frequency. That lays out that regime and that will vary from asset component to asset component.⁴⁴

In response to a question on notice with respect to evidence of DoH's asset management system being updated and managed, Minister Barnett provided screenshots from the DoH Assetic Asset Management System (see [Attachment L](#)).⁴⁵

⁴⁴ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 3-6

⁴⁵ Letter to Chair from Hon Guy Barnett MP (Minister of Health, Mental Health and Wellbeing) dated 11 September 2024

When asked about outcome measures related to the use of the new system, Mr Gregory and Mr Hargrave informed the Committee it was a little too early to assess outcomes at this stage:

Mr GREGORY - ...*The real test of that will be reduction in the number of reported unexpected faults. The maintenance management system is a sort of third layer. We need to populate the database, we need to get the asset condition assessments in, we need the asset management plans. Then we'll have a module that any staff member can report a defect or a fault.*

What you really need is a body of those to see the numbers reducing so that you're doing less what we call break and fix or responsive maintenance. We're only going to get that over time with some data, so it is probably a little bit early yet.

...

Mr GREGORY - *We do have an old system where staff can report complaints. It pretty much stands alone: it doesn't connect to the asset modelling, whereas in the new system everything will connect together and we will be able to look at an asset and say 'well, how many faults have been reported on that asset? What's that been costing us? How many times have we called out the fire service contractor, what did they do?' The system will give us all of that. So, staff can report faults now -*

CHAIR - *But it is not linked.*

Mr GREGORY - *No, it is not linked at the moment.*

CHAIR - *So, do you have an expected time line for it to have full functionality?*

Mr HARGRAVE - ...*so the next 12 months will really be about putting in the critical health facilities, so the major hospitals. That is our focus over the next 12 months. It is really a 12-to-18-month process. The process that Shane's outlined in relation to the development of the specific or the asset management plans, which is the next step down below your strategic asset management plan, is really going to drive that process of improvement, that once you implement your inspection regimes, that is fed into the system, defects are picked up as part of that process. It takes a period of time, once you have implemented the system, you are doing your routine condition assessments and, out of that, you are identifying where you are spending your maintenance money.*

Over time, you should see the condition of that asset being maintained or the rate at which it is declining being reduced and the number of defects, or break-and-fixes, as Shane has described it, as reducing. So, it takes some time for that to happen. As Shane has mentioned, the asset inventory is not complete yet. That is the piece we need to do and we are continuing to do that and, as we build the inventory, we are also bringing in that condition data so that we can then start doing those, whether it is annual or two-yearly, five-yearly, it is really based on risk that the frequency of that inspection regime is based on, on managing risk. It takes some time. An exact timeline I could not actually give you, our focus is really on building the inventory and getting the condition data in the system at this stage.

CHAIR - *Do you have a timeframe for when you think it might be completed...?*

Mr HARGRAVE - It is a bit hard to assess. What I'd say is that it is never actually complete. You are always gaining new assets; you are disposing of assets, so your inventory isn't a static thing. It changes over time, but we would like to be in a position in the next couple of years where we are running a proper asset management system in terms of having, we have our critical infrastructure asset management plans: they are based on the useful life or the condition of the asset, and that informs, in the asset management plan, a long-term financial plan for the operations, maintenance, and renewal of the asset.

So, the next couple of years is a critical piece of work we need to do to consolidate the asset, build the asset management plans and implement that asset management cycle or that system of building our condition, our inventory, undertaking our condition assessments, implementing our work programs over time and then, every three to five years you review your asset management plan, you are implementing improvements that you have identified that you need to make. Effectively, what you are trying to do in all of this is have that asset continue to provide an acceptable level of service; that is effectively what they are there to do. So, a couple of years away, yes.⁴⁶

Committee Findings

- F25. The Department of Health are in the process of implementing a new asset management information system to centralise and replace the legacy asset management systems across the Department.
- F26. Once implemented the Department of Health asset management system should ensure a more comprehensive data set to enable timely and more efficient asset management and planning for asset renewal and/or extending the life of some assets.
- F27. Once operational, a module will be included that will enable all staff to report a defect or a fault that is linked to the asset management system.
- F28. Whilst the Department of Health asset management system will be a dynamic rather than a static database, it is expected to be fully populated with the relevant data, within 18 months to 2 years.
- F29. The success of the Department of Health asset management system will be measured by a reduction in the rate of asset decline and the number of defects, and/or responsive maintenance requests. These outcomes will not be evident in the data for some time.

⁴⁶ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 6-7

Audit Criteria 1: DHHS was effectively identifying capital requirements

Auditor-General Recommendation 9

DHHS include in its financial records both gross value and depreciated value of non-current assets to facilitate monitoring of the sufficiency of its long-term capital program.

Departmental Response to Recommendation 9

The Department has disclosed in its financial statements both gross-value and depreciation-value of non-current assets from the financial year ending 30 June 2017.⁴⁷

Committee Findings

F30. From the financial year ending 30 June 2017, the Department of Health has disclosed in its financial statements both gross-value and depreciation-value of non-current assets.

Audit Criteria 2: DHHS was effectively evaluating and prioritising potential capital projects

Auditor-General Recommendation 10

DHHS ensure all units create service plans and strategic asset management plans (SAMPs) and that capital assets are aligned with service delivery needs.

Departmental Response to Recommendation 10

The Department has established a SAMP which was approved by the Treasurer in 2021 for a period of 2 years. The SAMP applies to the Department and to its clients.

The Department is currently seeking a 12-month extension of the SAMP from the Treasurer.

As part of the implementation of the new asset management information system the Department is preparing Asset Management Plans (AMPs) for the various asset categories within the portfolio. Each AMP will address the criticality of the asset from a service delivery perspective, ensuring maintenance activities and capital investment aligns to ensure the provision of an acceptable level of service for the delivery needs.⁴⁸

At the public hearing, Mr Gregory and Mr Hargrave provided additional detail with respect to progress on this recommendation:

CHAIR - ... the Department is establishing a strategic asset management plan that was approved by the Treasurer in 2021 for two years, and that you had applied for a 12-month extension of that. That has passed and that is complete?

⁴⁷ Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024), p.1-2

⁴⁸ Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024), p.2

Mr HARGRAVE - So, we are in the process of revising the strategic asset management plan. We are waiting for some additional guidance from Department of Treasury and Finance. Their requirements around what they would like to see in strategic asset management plans have changed a little bit. We will have our strategic asset management plan completed before the end of the year.

CHAIR - ... We had the Treasurer in earlier and he did mention that he's providing guidance before the end of the year.

Mr HARGRAVE - Yes, so we're working on it now. We're not waiting for that.

Mr GREGORY - It might help so there is clarity, we didn't seek an exemption of 12 months to finish the plan. We had a complete plan approved for the next iteration and we just saw the Treasurer's approval roll that over.⁴⁹

With regard to meeting service delivery needs through the clinical service profiles, Mr Dale Webster (then Acting Secretary, DoH) provided more detail:

Mr WEBSTER - ... the way we've developed doing that over the last five years is that we have a series of documents called the clinical services profiles. We have them for each of the regions, but we also have them specifically for Statewide Mental Health Services, Oral Health, and we've recently done one for Ambulance Tasmania.

That actually maps what the service needs might be over the next three to five years. Then, sitting above that we have the long-term health plan which gives us the service needs out to 2040. They sit then behind the master plans that we've tabled today. The master plans are informed by the fact that we will need, for instance, these type of buildings in the north-west over the next, ..., 15 years. So, therefore, let's start planning for where they may be.

That's what that talks about. Again, because the structure of the Department has changed massively, and we've centralised a lot of this, we don't have them specifically in each service. We have documents that are created at the State level, The Minister has launched the St. John's Park master plan discussion process. Again, another asset that we believe we should have a master plan for so that we're looking at the needs of the south outside of the Royal and what we can do to supplement that from St. John's Park. It all comes together as a series of much bigger plans if you like, rather than service by service. Clinical services profiles are available on our website. We published those alongside that the long-term health plan, and then they inform the master plans.⁵⁰

Committee Findings

F31. The Department of Health stated it has established a strategic asset management plan (SAMP) which was approved by the Treasurer in 2021 for a period of two years. The SAMP applies to the Department and to its clients.

⁴⁹ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 7-8

⁵⁰ See [Public Hearings \(9 August 2024\) - Capital Works](#), p. 8

F32. The Department of Health's critical services profiles are intended to inform the various site-based masterplans.

F33. The Department of Health's asset management plans are intended to address the criticality of the asset from a service delivery perspective, to ensure maintenance activities and capital investment align. The success of this initiative will only become evident over time through the delivery of the site-based masterplans.

Committee Recommendations

R4. The Government closely monitor and report on patient health outcomes related to Department of Health capital investment and the alignment of clinical service delivery.

Audit Criteria 3: DHHS was preparing high-quality business cases for Treasury SIIRP Stage 2 consideration

Auditor-General Recommendation 11

DHHS business cases for capital project funding include information to show that the proposal is sufficient but not excessive to meet the need.

Departmental Response to Recommendation 11

The Department has implemented a range of contemporary planning and governance activities that ensure capital projects deliver assets that align to the service priorities and demand identified in the Long-Term Plan for Healthcare Tasmania 2040,⁵¹ and its supporting regional Clinical Services Profiles.

Decision making associated with capital investment is informed by factors such as asset condition, useful life referenced in the Asset Management plans: and facility masterplans which are develop[ed] by considering service planning or demand forecasting such as the Long-Term Plan for Healthcare Tasmanian 2040. The justification for capital investment is described in SIIRP bids developed by the Department.

To further ensure the Department is not over specifying project requirements, the Australasian Health Facility Guidelines (AusHFG) have been adopted as a mandatory infrastructure design Standard for capital investment projects. Adoption of this document as a Standard provides a consistent, nationally endorsed, and contemporary approach to health facility design and fitout.

⁵¹ See Department of Health, [Long-Term Health Plan for healthcare in Tasmania 2040](https://www.health.tas.gov.au/sites/default/files/2023-08/DOH8956%20Long%20Term%20Plan_June%202023_Final.pdf), https://www.health.tas.gov.au/sites/default/files/2023-08/DOH8956%20Long%20Term%20Plan_June%202023_Final.pdf [Accessed 5 March 2024]

*The Department's Infrastructure Oversight Committee (IOC) provides high level corporate governance regarding the adoption and departures from the Standard if necessary. Reference to the AusHFG and its application are referenced in SIIRP bids produced.*⁵²

At the public hearing, Mr Webster and Mr Gregory provided further information that demonstrates any given proposal is sufficient, but not excessive, to meet the need and governance arrangements:

Mr WEBSTER - ... the clinical services profile is at the base of this pyramid, if you like. It actually looks at what are likely needs going to be, that we will need to have in a particular region or a particular service and then says to us, 'Okay, these are the types of assets you may need'. Then we give it to the infrastructure planning team to build that into their business case for the master plan, and then from the master plan, the individual building or individual service area that we need to build.

It's a series of building blocks. I can assure you it's what we need is what we get, rather than we're being excessive. We have through clinical services profiles on the long-term health plan, we now have a picture of what it is that we need. It is important that we update them every three to five years because there are demographic changes happening across Tasmania. ... for instance, for the North-West Coast, there is a definite shift east of the population base there. The growth of Latrobe particularly is notable over the last five years. That's informed by the Mersey master plan and the North-West master plan about where we need to actually deliver services.

CHAIR - ... The Department of Infrastructure Oversight Committee ... provides high-level corporate governance regarding the adoption and departures from the standard, if necessary.

Can you tell me a bit about that Committee, and have there been departures from that identified?

Mr WEBSTER - The Australian Health Facilities Guidelines, or AusHFG as we generally call them, is a guideline for the sorts of size a consultation room is, the size a bedroom is in our facilities. It's been adopted here in Tasmania and also in Queensland as not just a guideline but, in fact, a standard. The Infrastructure Oversight Committee (IOC) is the Committee within the Department.

...

An instance of that is, in fact the Child and Adolescent Mental Health Service consultation rooms. The AusHFG says that consultation rooms have one entry, but where we're actually having children going into rooms, we actually have multiple entries to the room so that parents can come in and out, clinicians can come in and out through different ways. That's a variation from the standard that IOC has ticked off on for our CAMHS buildings and there are other examples of that.

CHAIR - Who sits on the IOC?

⁵² Letter to Chair from Hon Guy Barnett MP (dated 9 February 2024), p.2

Mr WEBSTER - The Infrastructure Oversight Committee is chaired by the Associate Secretary and the Secretary sits on that, the Deputy Secretary, Hospitals and Primary Care, one of our chief executives - all three of them, actually, now I think about it, obviously Deputy Secretary, Infrastructure, and I think that's it. Oh, Chief Financial Officer as well.

...

Mr GREGORY - The strength of the AusHFG is it defines the standard for if you want a particular type of unit, how many rooms you should have, how many consulting rooms, how many bedrooms, how many treatment spaces.

...

Mr GREGORY - We take the view this is the standard that has been developed through a national process. It is all jurisdiction's representatives get together and do regular reviews. Our position is that is the standard. If there is a departure either up or down, that has to be documented and signed off by the Committee. If it is a departure down, it has to have a very clear explanation of how do you manage the risks if you are going to have something that is a lower standard than the guidelines.

Mr WEBSTER - Probably, an example of going down is because we have a number of existing buildings, some of which are heritage listed. Occasionally, we have to compromise because otherwise we are not going to be able to use the building. A few of our Child Health and Parenting Service centres in small areas are examples of those.⁵³

A copy of an example of a room layout sheet from the Australasian Health Facility Guidelines was provided to the Committee (see [Attachment M](#)).

Committee Findings

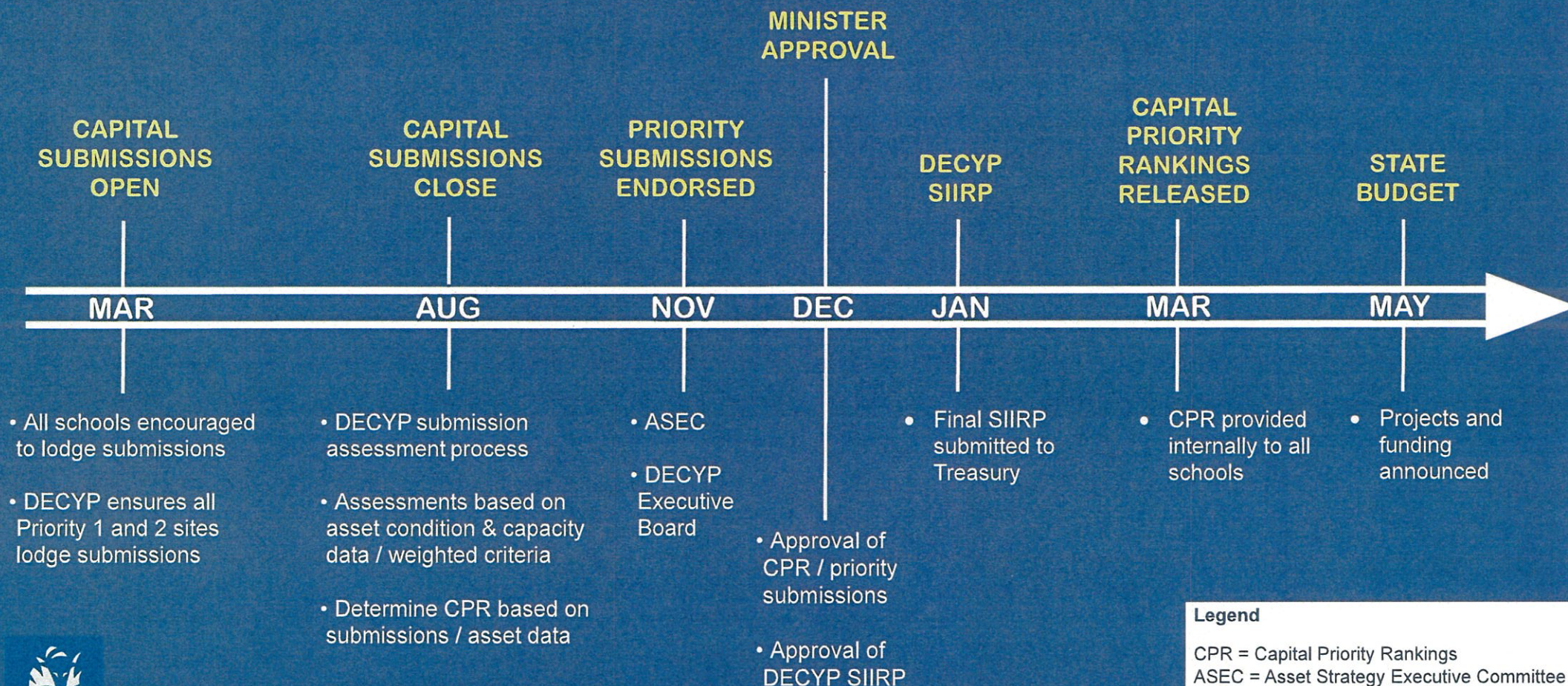
- F34. The Department of Health stated it has implemented a range of contemporary planning and governance activities to ensure capital projects deliver assets that align to the service priorities and demand identified in the Long-Term Plan for Healthcare Tasmania 2040. The justification for capital investment is described in Structured Infrastructure Investment Review Process bids developed by the Department.
- F35. An Infrastructure Oversight Committee has been established. Members of the Committee include the Secretary, the relevant Associate Secretary (Chair), the Deputy Secretary, Hospitals and Primary Care, Deputy Secretary, Infrastructure, a number of Chief Executives Officers including the Chief Financial Officer.
- F36. The Australian Health Facilities Guidelines provides the standard for the physical design requirement for Department of Health facilities.
- F37. Any departure from the Australian Health Facilities Guidelines requires the approval by the internal Infrastructure Oversight Committee.

⁵³ See [Public Hearings \(9 August 2024\) - Capital Works](#), pp. 9-11

Summary of Attachments

| | |
|--------------|---|
| Attachment A | DECYP – Capital Works Submission Process |
| Attachment B | DECYP – Built Environment Guide |
| Attachment C | DECYP – Asset Portfolio Snapshot |
| Attachment D | DECYP – 2023 Capital Works Submission Assessment (Clarence High School) |
| Attachment E | DECYP – Condition Matrix |
| Attachment F | DECYP – 2024 Capital Works Review Priority List |
| Attachment G | Treasury – Alignment of Proposed Updated SIIRP with Infrastructure Tasmania and Infrastructure Australia Frameworks |
| Attachment H | Treasury – SIIRP Guidelines Prior to Auditor-General Report |
| Attachment I | Treasury – SIIRP Guidelines Following Auditor-General Report |
| Attachment J | Treasury – Summary of Consultation and Outcomes regarding the 2015 Review of the SIIRP |
| Attachment K | Treasury – ITas Project Assurance Framework |
| Attachment L | DoH – Screenshots of Assetic Asset Management System |
| Attachment M | DoH – AUSHFG Room Layout and Data Sheet - Example |

DECYP CAPITAL WORKS SUBMISSION PROCESS



Legend

CPR = Capital Priority Rankings
 ASEC = Asset Strategy Executive Committee
 SIIRP = Structured Infrastructure Investment Review Process



DEPARTMENT FOR EDUCATION,
CHILDREN AND YOUNG PEOPLE

BUILT ENVIRONMENT GUIDE

ACKNOWLEDGEMENTS

This Built Environment Guide has been prepared by Facility Services, Department for Education, Children and Young People, Tasmania. Facility Services operates across the state and provides specialised services, support and advice in relation to the built environment of the Department for Education, Children and Young People. Aspects of the framework and the development of content for this guide have been formed through concepts and understanding sourced from design guides from international, other state jurisdictions and current academic research.

Specific acknowledgement to:

Government Architect NSW
Design Guide for Schools, 2018

NSW Government
Schedule 4 of the Education SEPP
(State Environment Planning Policy) 2017
Design Quality Principles

Catholic Education Melbourne, Catholic Education Diocese of Parramatta and the Learning Environments Applied Research Network (LEaRN)
Learning Environment Design and Use
Towards Effective Learning Environments:
An Evidence-based Approach, 2018

Disclaimer

The information contained in this guide is general in nature and should not be considered as professional advice. While every precaution to ensure that the content of the guide is current, and accurate, the Department for Education, Children and Young People assumes no responsibility or liability for errors or omissions in the content. The guide is intended for non-commercial use and the user accepts responsibility for its use.

Contact Information

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Cover photo:

Montagu Bay Primary School
M2 Architecture
Image: Adam Gibson

Authorised by: Todd Williams

Director Facility Services

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Cooee Primary School

GHD Woodhead

Image: Aaron Jones Photography





INTRODUCTION

The Department for Education, Children and Young People (DECYP) is committed to ensuring that all children and young people are known, safe, well and learning. We want learners of all ages to grow as connected, creative, and curious thinkers. We want them to have big aspirations for their lives, engaged and learning more every day. This is visionary work, and we need physical environments that best support our learners and set them up for success.



Waimea Heights Primary School
M2 Architecture
Image: Matt Sansom

We have a diverse range of facilities and assets that help us to deliver public education, library, and youth services. This includes schools, school farms, Child and Family Learning Centres, youth justice facilities, libraries, education and care centres, and offices.

These spaces play important and diverse roles in our communities. They are places of growth, learning, and inclusion. They need to be safe, comfortable, inclusive, and practical, but also support innovative and flexible ways of working and learning. We know that design can make a big difference to teaching and learning. Contemporary learning facilities should support contemporary pedagogy and adapt as required as best practices continues to evolve. Our commitment is to provide the best possible facilities that instil a sense of pride, identity, and ownership for everyone who uses them.

The Built Environment Guide provides practical guidance for designing facilities that will serve the communities of today and tomorrow. Working together with consultants and communities, this guide will shape planning and decision making in capital works projects.

It is founded on seven best practice design principles:

- *Place*
- *Sustainable*
- *Accessible*
- *Safe and Secure*
- *Aesthetics*
- *Amenity*
- *Adaptive and Flexible.*

These principles will help ensure our facilities are places where children, young people, learners, and staff can feel safe and supported, flourish and engage in learning. Visionary work needs visionary spaces, and by working together with our young people, educators, consultants, and the community, we can create spaces that we can all be proud of.



Tim Bullard

Secretary, Department
for Education, Children and Young People

2. PURPOSE

*Montrose Bay High School
HBV Architects
Image: Jonathan Wherrett*



2.

PURPOSE

The Built Environment Guide promotes design excellence, and supports the delivery of new and refurbished contemporary learning and support facilities delivered by DECYP.

This guide has been prepared to support and advise educators, consultants, project working groups, communities and other DECYP stakeholders.

The Built Environment Guide has been developed to more accurately reflect DECYP's current thinking on best practice learning spaces, and captures many of the recurrent post-occupancy issues dealt with by the Department.

It is for any stakeholder who participates in the project delivery cycle. The guide establishes the project stage basics for those stakeholders and consultants that are unfamiliar with DECYP's development processes, procedures and expectations at the four key design and development stages until construction. These are explained further in Section 6 of this document.



*Austins Ferry Primary School
X-Squared Architects
Photographer: Thomas Ryan*

3. CORE OBJECTIVES AND RESPONSIBILITIES

*Windermere Primary School
M2 Architecture
Image: Matt Samson*



3.

CORE OBJECTIVES AND RESPONSIBILITIES

Four key components form the pillars of the guide: principles, aspirations, stage checklists, and design verification statements.



Seven principles are defined and are to be used as a guiding set of values. These principles offer a language to facilitate a common understanding for all involved when designing DECYP environments. Refer to **Definitions** for further clarification of terminology.

Under the principles sit a set of aspirations which provide further detail on the intent of each principle. They are an essential tool to support decision-making and help deliver a holistic and integrated built outcome.

Checklists are relevant to four project stages. They detail performance standards required to be considered by the Design Team at defined **Project Stages**: Master Planning; Schematic Design; Design Development; and Documentation. These checklists are online forms provided to the Lead Consultant via web links and are to be completed and returned to the DECYP Capital Works Project Manager. Project Working Groups (PWGs) can also use the checklists to measure design outputs against guide requirements.

To close out each stage and for quality assurance, the Lead Consultant is required to submit a Design Verification Statement to validate the design response to the checklist and project scope. It provides the opportunity for consultants to demonstrate and justify key design considerations and responses to the guide and the Return Brief. The Design Verification Statement is also an online form and is located at the end of each project stage checklist.

East Launceston Primary
School Kindergarten
ARTAS Architects
Image: Aaron Jones

4. BUILT ENVIRONMENT GUIDE FRAMEWORK

*Parklands High School
ARTAS Architects
Image: Aaron Jones*



4.

BUILT ENVIRONMENT GUIDE FRAMEWORK

1. DESIGN PRINCIPLES

Seven principles are to be applied to the design and decision-making process.

Principles facilitate PWG discussion and assessment of the proposed design.

Design decisions made by the PWGs should be guided by the principles.

2. ASPIRATIONS

Specific aspirations to be applied to project design, decision making and approvals stages.

Aspirations will help ensure the design meets the objectives of the principles and project stage requirements.

The PWG should use the aspirations to understand what to expect at each project stage and to review them against the stage design deliverables ensuring an integrated design review process.

Other stakeholders can use the aspirations to understand what to expect of a well-designed DECYP learning environment.

3. CHECKLISTS

The checklists are a quality assurance tool for approval to progress the design to the next stage.

Checklist items must be considered and if not applied, justification must be provided by the consultant.

4. DESIGN VERIFICATION STATEMENT

The consultant is to complete the Design Verification Statement at the end of each project stage.

This process will confirm that the principles and aspirations have been applied to the design.

5. DESIGN PRINCIPLES

*East Launceston Primary
School Kindergarten
ARTAS Architects,
Image: Aaron Jones*



5.

DESIGN PRINCIPLES

The principles establish the philosophy that underpin the guide and capture the spirit in which projects will be developed. The principles are to be used by all involved in a new building or refurbishment project and establish a common dialogue and understanding at the commencement of each project.

Under each principle are a suite of aspirations. These aspirations provide guidance on how the principles can be met. Design teams, PWGs and broader communities can use the aspirations to interrogate a learning environment design, having regard to delivering value-for-money with the available funding.



PLACE

Enhances the connections between people and places, and the integration of the learning environment into the social, natural, built, historic and local contexts.



SUSTAINABLE

Embraces environmental, social and economic design to create healthy learning environments, and minimise the environmental impact and consumption of resources through the construction process, and over the life of the building.



ACCESSIBLE

The built environment puts the learner at the centre and promotes inclusion and diversity by being able to be used, accessed, and reached by all learners, and the wider community, with dignity and ease.



SAFE AND SECURE

Provides a safe and secure environment in line with Child Safe Standards for the wellbeing of learners, staff and visitors.



AESTHETICS

Creates a welcoming, engaging and attractive learning environment.



AMENITY

Provides a comfortable, convenient and supportive environment that facilitates learning.



ADAPTIVE AND FLEXIBLE

Spaces that cater for a range of users, learning styles and group sizes. Provides flexibility for multiple uses and changes of use over time.

*New Town Primary School
Bence Mulcahy Architecture
Image: Adam Gibson*

PLACE

- Embed the design appropriately in its surroundings by responding to and enhancing its physical context, the natural environment, scenic values and local landscape setting.
- Design buildings that contribute to the community by respecting and responding to local character, streetscape quality, scale, form and existing buildings, architectural language of the area, local tradition, heritage, local materials and construction techniques.
- Create a sense of belonging and ownership for users, consider a signature element in the heart of the facility.
- Recognise First Australians people and culture, school and community histories, diversity, traditions and customs.
- Engage with the natural and constructed landscape through views, including views between interior and exterior spaces.
- Contribute to a 'sense of place' that effectively indicates to users the function of each building.
- Plan and develop sites in a manner that minimises undue disturbance of the existing site, landscaping is to be integrated and enhance the associated environmental value of the site.
- Location, orientation and spaces between buildings should be informed by topography, sun, views, prevailing winds, weather and microclimate use of existing and future buildings and outdoor spaces and contributes positively to identity.
- Optimise community connections and learning opportunities.
- Create dynamic social and physical environment that is welcoming and accessible and has a positive effect on all users including students, teachers and the wider community.



SUSTAINABLE

- Design that considers innovation and promotes sustainability in the built environment. Demonstrate environmentally sustainable design (ESD) principles delivering high environmental performance, return on investment, is adaptable and resilient and allows for future flexibility and modification.
- Optimise site potential, minimise non-renewable energy consumption, use environmentally preferable products, protect and conserve water, enhance indoor environmental quality and optimise operational and maintenance practices throughout the design. Avoid using natural gas, LPG or products containing HFC refrigerants.
- Consider highly visible sustainable concepts involving students, staff and the community that can be used as a teaching tool to inspire and educate during construction and over the life of the building.
- Where possible, integrate highly visible user-friendly monitoring systems with real time data available for all building users to assess energy use, production and export and water and waste production. A system that captures and stores data to build a library of building system functionality and allows for future modelling.
- Low-maintenance building forms and construction techniques. Design to minimise the use of material resources and avoid pollutants, choose materials from sustainable sources, recycled content, recyclable, non-toxic and non-petroleum based, are robust and durable and aesthetically pleasing. Consider embodied energy and emissions.
- Design building systems, finishes, furnishings and equipment that consider life cycle values including recurrent and replacement costs. A whole-of lifecycle approach when designing services, construction methods and selecting materials and considering cost over time.
- Maximise opportunities for safe walking, cycling and public transport access, provision of showers, change rooms, secure bag lockers and bicycle storage and a community re-charge unit/s for electric car/bikes.
- Sustainability audit undertaken early in the design and post build to calculate carbon footprint and ensure the build minimises harm and enhances the quality of the local environment. Including management of waste streams during demolition and construction to reduce waste to landfill.
- Onsite stormwater management, with a focus on treatment, and re-use to reduce water consumption.
- Consider a sustainability consultant as part of the design team on major projects.



ACCESSIBLE

- Delivers an equitable and inclusive learning and working environment by responding to diverse and unique needs of users and ensuring that all users can participate in all activities in an inclusive manner.
- Consider equitable access for all users, including non-able-bodied, and sight/hearing impaired.
- The design is engaging, welcoming, appropriate for users and enables everyone to participate equally, confidently and independently in everyday activities across the whole site.
- When developing the design, engage with users including students, teachers and the community to understand their unique needs and views.
- Encourage opportunities for community access, engagement, participation and use of facilities after hours.
- Teacher support spaces are centrally located and easily accessible with appropriate storage for learning and teaching resources at the point of use.
- Provide intuitive site and building layout with effective wayfinding, clearly defined signage and considered transition from public to private space for both vehicle and pedestrians.



SAFE AND SECURE

- Strong focus on Child Safe Design that responds to the findings of the Tasmanian Royal Commission into Institutional Responses to Child Sexual Abuse.
- Design to enable the everyday users and the wider community to gather in an inclusive environment where they feel safe and secure.
- Passive surveillance and design for crime prevention principles embedded through a whole of site strategy with consideration to after-hours use. For example, good sightlines, active frontages, security and access lighting.
- Spaces designed to be age and size appropriate.
- Circulation spaces that avoid bottlenecks and overcrowding during peak student movement.
- Toilet and change facility location, number, proximity and design focus on anti-bullying and providing choice for safe use by different age groups, abilities, and genders including gender neutral options.
- Unobstructed sightlines through the internal and external learning environments with visual and physical links, allowing observation and movement between indoor and outdoor settings. Spaces should be well-lit and minimise blind spots and hidden spaces that are difficult to monitor.
- Balance between optimised security and safety with a welcoming and accessible environment.
- Site and building layout with differentiation of buildings and spaces that provide natural surveillance and legibility of wayfinding. Visible and accessible exits and entries with direct links to pathways.
- Consider the Public, Privileged and Private access hierarchy during master planning so that usage zones are clearly defined and located accordingly.



AESTHETICS

- Built form is well proportioned and of appropriate scale, with balanced composition of elements including use of colour, texture and materials, creating a welcoming, nurturing, safe and stimulating environment that suit their intended use and users.
- Encourages imagination and inspires students, teachers and the broader community.
- Provides appropriate internal and external scale of learning environments with use of form, materials, texture and colour.
- Achieves a style that complements existing architecture, responds to positive elements for the site and surrounding area and is tailored to each facility.
- Aims to have a positive impact on the quality and character of the local area, is enjoyed by users and promotes pride among students, staff and the community.
- Takes advantage of the site and allows for natural light, sun, views to the outside and access the natural environment.
- Seek end-user views when creating spaces to ensure spaces are shaped by those who will utilise them.
- Design that considers the diverse range of user responses e.g., bright and stimulating or calm and relaxing as appropriate, demonstrating the ways in which the spatial aesthetic impacts on the occupants and users.



AMENITY

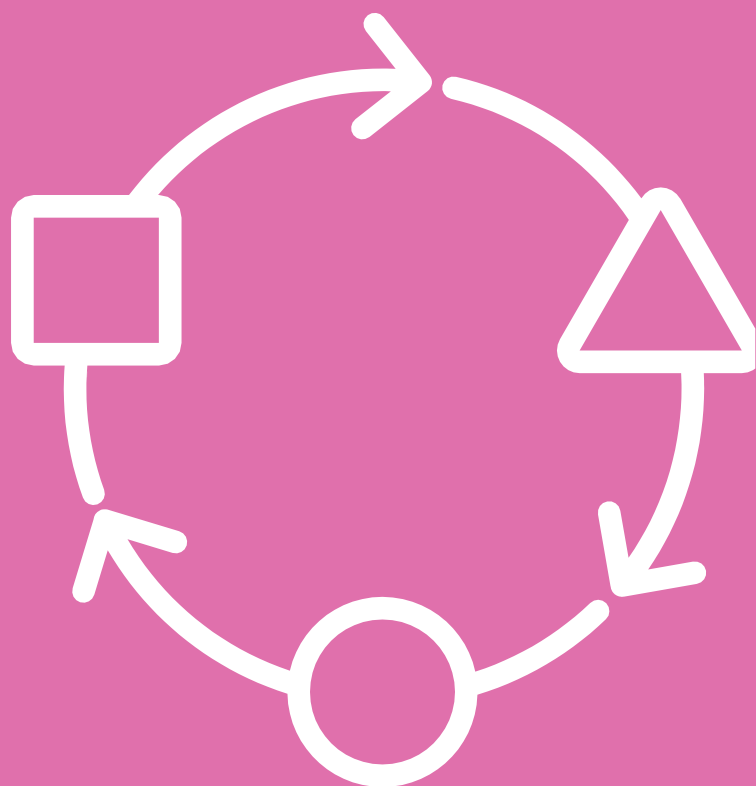
- Acoustic performance to suit the intended use that considers distraction, intelligibility of speech, hearing, noise levels and allows adjoining spaces to be effectively used when connected (opened) and when separated (closed).
- Provide thermal comfort for teaching and learning considering building thermal quality,
- Strong emphasis on natural ventilation, air quality and flow to support health and wellbeing for all users.
- The light quality provides a comfortable setting for teaching and learning minimising reflection and glare and is zoned to enable modification of natural and artificial light to suit different settings and activities.
- Learning environments have access to natural light, sun and visual outlook, with protection from sun and rain and excessive solar gain, reflection and glare.
- A range of learning environments and settings are provided (e.g. 'campfires', 'caves', and 'watering holes', indoor and outdoor learning), with connections between them that provide flexibility and ease of transition.
- Learning environments are well- proportioned, adequate, age appropriate with efficient circulation that enable easy movement within the spaces and support the desired learning activities.
- Provide adequate size of learning environment that aligns with the desired pedagogies and learning activities and supports discrete supervision.
- Uncluttered environments with adequate provision of storage for student belongings, teacher and shared resources and display for 2 and 3-dimensional artwork.
- Provision of Internet services, and location of digital and display technologies affords access for various indoor and outdoor learning settings.

- Furniture is to scale, purposeful and appropriate for the learning settings and types of activities to be undertaken.
- Easily maintained and cleaned.



ADAPTIVE AND FLEXIBLE

- Ensure maximum flexibility and ease of adaptation, to accommodate multiple uses and ability to respond to changing needs over time.
- Demonstrates opportunities for buildings and outdoor spaces to be learning tools in themselves.
- Responds to a master plan that includes the testing of options for future potential growth. Provides flexible spaces for growth and contraction, future adaptation to accommodate new teaching and learning approaches and integration of new technologies.
- Indoor and outdoor environments that feature a variety of learning and social settings to accommodate diverse activities and allow opportunities for instruction, interaction, activities and reflective retreat and provides the option for students to move between settings when required.
- Enables tasks to be undertaken in a variety of settings beyond the main learning area with good visual connection.
- Easily reconfigurable furniture allows new layouts in support of different sized settings and provides cues about how the learning setting could be used.
- Durable, resilient and adaptable structure and services enabling evolution over time to meet future requirements.
- Building systems that facilitate future refurbishment or remodelling as needs change.



6. PROJECT STAGES

*Parklands High School
ARTAS Architects
Image: Aaron Jones*



6.

PROJECT STAGES

Every new or building refurbishment project follows certain steps to ensure a successful outcome. The project stage diagram (see overleaf) outlines the typical stages of a DECYP building project.

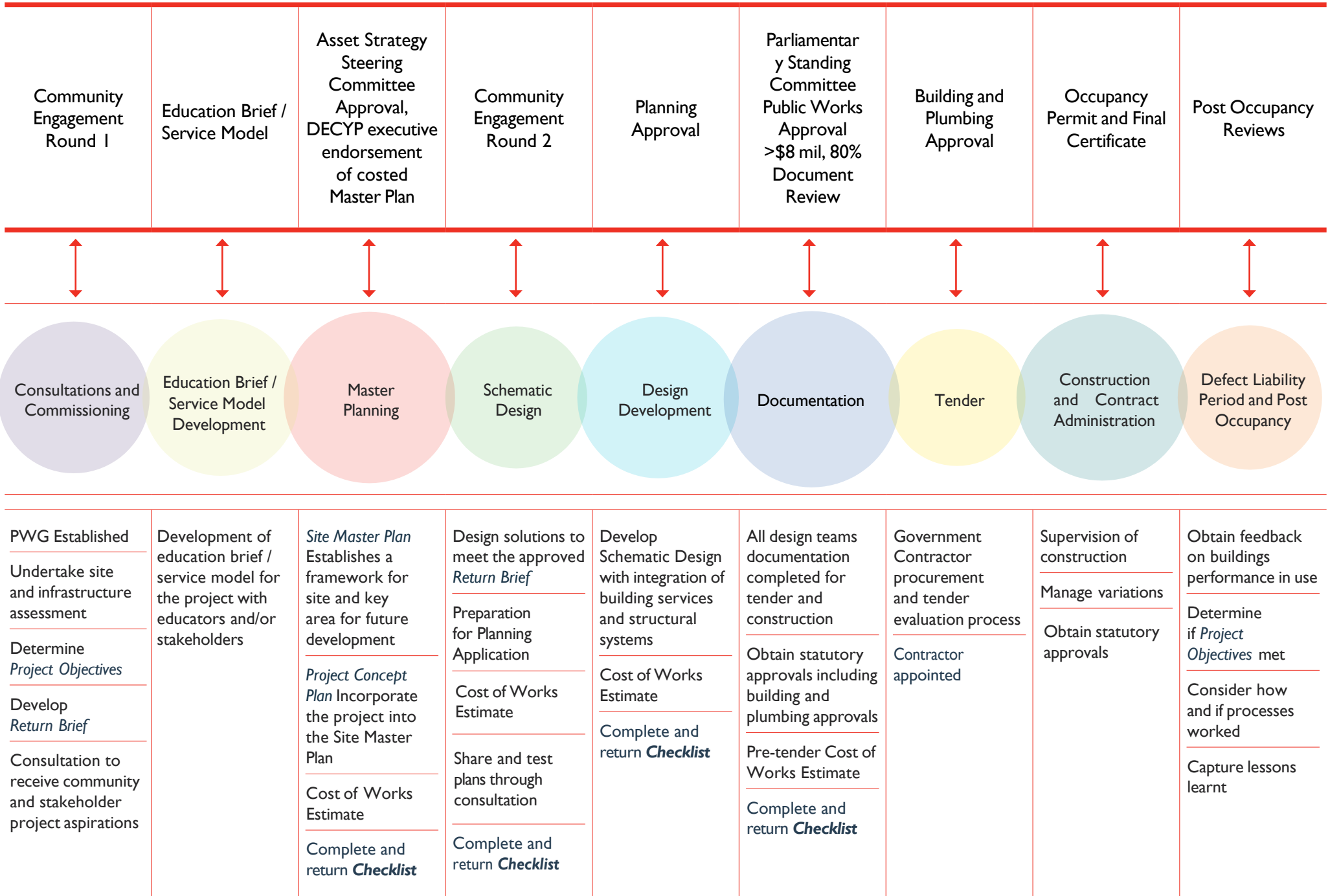
The Built Environment Guide checklists are to be used by the PWG, and the Lead Consultant, as a guide throughout the defined stages. The checklist and verification statement are completed by the Lead Consultant and submitted to the Capital Works Project Manager at the end of the relevant stage.

Projects vary in size, budget, delivery times and number of stakeholders, and the Capital Works Project Manager may amend the checklist submission requirement accordingly.

*Tasmanian eSchool North
Robert Carroll & Associates Architects
Image: MSP Photography*



PROJECT STAGES



7.

DEFINITIONS

*Lenah Valley Primary School
Architects: Designhaus*



Asset Strategy Steering Committee

A committee of senior DECYP representatives appointed to provide strategic oversight and direction to the Secretary and Executive on activities related to the Department's asset portfolio.

Built Environment Guide Checklist

A quality assurance tool and checklist of requirements to be verified at defined staged approval submissions to the PWG and the Design Review Committee. It contains key considerations forming a set of basic criteria for a design to meet minimum compliance standards.

Commissioning Brief

A document providing details to prospective consultancies for the purposes of procuring consultancy services. The Commissioning Brief provides essential background information, and outlines services and deliverables to be provided by the Lead Consultant.

Concept Design

A range of design concepts explored to define the solution to meet the Return Brief and includes for example schematic floor plans, site plans and building elevations and computer renderings expressing spatial relationships, scale, form and material use. Statutory requirements are investigated, consideration of the integration of building services and structural systems and initial cost estimates are further considered based design options and anticipated complexity.

Consultation and Commissioning (Project Stage)

First project stage after Lead Consultant commissioned. During this stage the PWG is formed, all site information established, sub-consultants commissioned, DECYP Built Environment Guide, Project and Education Brief / Service Model considered, and a Return Brief delivered by the Consultant to the PWG for approval.

Contract Administration

The task or function of ensuring that a construction contract is executed in accordance with the terms of the contract.

Defects Liability Period

Is the period of time following the completion of construction or practical completion during which a building contractor remains responsible under the building contract for attending to and rectifying any defects which become apparent in the completed works.

Design Development

The stage during which the schematic design is refined to produce the final design. This includes the integration of building services with architectural and structural systems, verification of cost estimate, verification of time program, finishes, fixtures and materials are specified, fully dimensioned site plan, floor plan, elevations and sections.

Documentation

Documentation of the final design, including preparation of specification and tender drawings, final integration with structural and building services, statutory approvals as appropriate. Architectural documents are combined with structural, mechanical, hydraulic and electrical drawings and have all details required for pricing and construction.

Education Brief

Sets out the methods and practice of teaching and learning, and aspirations for the project's learning spaces. The educational vision of the school is key to developing the Educational Brief. Other DECYP documents, for example: School Improvement Plans, Pedagogy Frameworks, School Vision Statements and the Early Years Learning Environment Design Brief can provide additional information about teaching and learning practices and spatial aspirations. Key elements are integrated into the project brief.

Environmentally Sustainable Design (ESD)

The intention is to eliminate negative environmental impacts completely through skilful, sensitive design. Principles include, low impact material use, energy efficiency, durability, reuse and recycle, renewable resources and design impact.

Parliamentary Standing Committee on Public Works

A committee comprising members of State Parliament responsible for scrutinising major government public works projects, and specifically the necessity or advisability of carrying out the project and the present and prospective public value of the work. Applicable for projects over \$8 million.

Pedagogy

The method and practice of teaching. The function or work of teaching: the art or science of teaching, education instructional methods. (Department of Education, Employment and Workplace Relations (DEEWR), 2009a, p.42)

Bridgewater Library and Child and Family Learning Centre,
Liminal Studio

Image: Jonathan Wherrett



Chigwell Child and Family Learning Centre

Morrison & Breytenbach Architects

Image: Ray Joyce

Post Occupancy Review

A review undertaken after a building is occupied to obtain feedback on a building's performance in use. It checks whether the design process worked, establishes lessons learned, occupant feedback, and closes the loop on the objectives of the Built Environment Guide.

Practical Completion

The point where all building work is complete or almost complete, in accordance with the contract, and the building is fit for occupation.

Project Brief

The consolidation of preliminary briefing and scoping information developed by DECYP. It outlines the aspirations for the project and links the desired vision for learning, design solutions and the facility.

Project Description

Formal project description from State Government Budget Papers or DECYP that defines a high-level scope and budget.

Project Master Plan

The Project Master Plan illustrates the proposed project works and how it fits in the context and considers the strategic future development of the site.

Project Objectives

Key project outcome requirements that are established and approved in the Project Plan.

Project Plan

A document prepared by the Capital Works Project Manager in consultation with key site stakeholders, establishing specific requirements for the project and includes site information, budget, scope, timeframes, opportunities, identified issues, stakeholder engagement strategies, project methodology, governance requirements, and risk mitigation strategies.

*Montagu Bay Primary School
M2 Architecture
Image: Adam Gibson*



Project Stages

Typical stages that most building projects whether simple or complex go through to ensure successful project outcomes. These include Consultation and Commissioning; Master Planning; Schematic Design; Design Development; Documentation and Tender; Construction and Contract Administration; and, Post-Occupancy and Defects Liability Period.

Project Working Group (PWG)

A group of representatives of interested parties and stakeholders responsible for key project decision making relating to the appointment of the Lead Consultant, design outcomes and scope priorities.

Return Brief

A statement from the Lead Consultant back to the PWG, prepared in response to the commissioning brief. It outlines the design ambitions without prescribing a solution. The Return Brief confirms project requirements and responds to the Design Guide, and outlines key functions, considerations and learnings identified from collaboration and investigation during the Consultation and Commissioning stage.

Schematic Design

Also known as Concept Design and is the range of design concepts explored to define the solution to meet the Return Brief and includes for example schematic floor plans, site plans and building elevations and computer renderings expressing spatial relationships, scale, form and material use. Statutory requirements are investigated, integration of building services and structural systems and initial cost estimates are further considered based design options and anticipated complexity.

Service Model

Sets out the types of activities, services and functions to be delivered that will inform development of the site / project master plan and design of facilities.

Site Master Plan

A high-level plan showing the intended site and/or building layout over the longer term (i.e. beyond the scale of a single project). Establishes the spatial framework and aligns the school's vision for the site and key areas for future development. The site master plan is a stand-alone deliverable and considers the whole site and provides options including infrastructure requirements that will ensure future utilisation or otherwise of the existing structures and/or areas will not be compromised.

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Hellyer College
Michael Wilkinson Architect
Image: Grant Wells



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Lilydale District School Kindergarten
CMK Architects
Image: Aaron Jones

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Hobart College Theatre
Cumulus Studio
Image: Adam Gibson





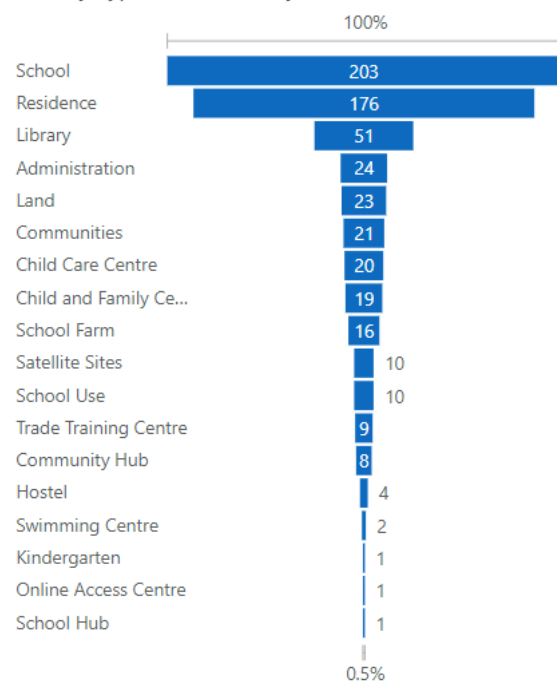
*East Launceston Primary School
ARTAS Architects
Image: Aaron Jones*

Department for Education, Children and Young People

State of Assets

As At 28 August 2024

Facility Type Breakdown by Asset Class



4.42bn **1752**

Asset Value

No. of Buildings

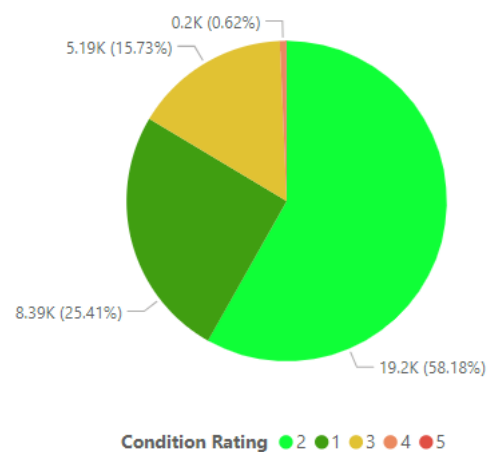
34.95K

No. of Rooms Modelled

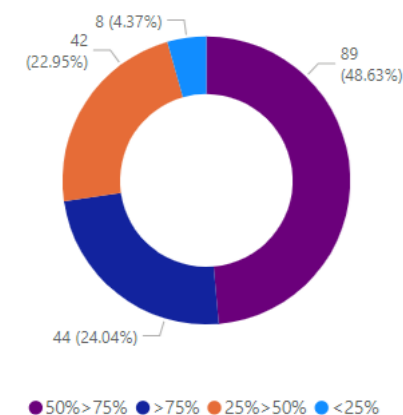
1.92

Overall Condition Rating

Overall State by Condition Rating



Summary of School Occupancy by Occupancy Band



*Room condition ratings are ranked 1-5. 1=Very good, 2=Good, 3=Average, 4=Poor, 5=Very poor

| Site Name | 2023 Capital Ranking | 2024 Proposed Capital Ranking | Submitted In | Learning Area Condition Summary (1-5) refer to condition | No. Condition 4/5 Rooms | Occupancy | Capacity | DECYP Notes |
|----------------------|----------------------|-------------------------------|--------------|--|-------------------------|-----------|----------|--|
| Clarence High School | 1 | 1 | 2019 | Site average room condition rating of 2.5 | 1 | 71% | 900 | Recent visit. Very poor condition across majority of site. |

School Capital Works Summary

Clarence High School has a strong and established HPE and Drama curriculum which is delivered in old and failing buildings. Our music/bands program is highly regarded around the State as is our HPE program with a number of students who achieve State and National standards. The style of construction of the facilities added to the original school in 1980 are steel framed and unfortunately results in all noise emanating from the music area to resonate throughout the entire building, thus disrupting classes adjacent to and below the music area. It was at this time that the existing three quarter size gymnasium was constructed and this is now proving inadequate for both school and community use. Our recent partnership with Clarence Council which has provided superb grounds and athletics facilities would be greatly enhanced by a higher quality gymnasium and a Performing Arts Centre with access available for after-hours use, and will support the continued growth in our numbers.

Major Components

- 1 Full sized gym and change rooms with sprung floor or similar.
- 2 Fitness room and screen
- 3 Performing Arts Centre
- 4 Dance space/studio and screen
- 5 Attached classrooms with screen
- 6 Storage spaces
- 7 Office space
- 8 Staff toilet/shower

Criteria 1

Demonstrating links to improved student learning outcomes by addressing space needs and/or optimising utilisation of facilities at the school or across schools.

The current gymnasium is not supporting the HPE program and will inhibit future developments in the HPE curriculum in line with the Aus. Curriculum. Physical activity has been proven to enhance students learning outcomes and it is important all students have the facilities to enhance their physical literacy. Teaching methodology has changed greatly and now requires more indoor spaces e.g., dance studios, fitness equipment, movement spaces to reflect the changing nature of the way students learn and how our society views fitness and activity; which is very much gym based. The gym, ovals, netball courts are used by primary schools and the community. We see this linking to the Australian curriculum in the following ways;

Provide and apply feedback to develop and refine specialised movement skills in a range of challenging movement situations (ACPMP099)

Develop, implement and evaluate movement concepts and strategies for successful outcomes with and without equipment (ACPMP101)

Analyse the impact of effort, space, time, objects and people when composing and performing movement sequences (ACPMP103)

The existing small classrooms on the northern side of Block 1A were constructed in 1956 with additions made in 1980 to the southern side. These rooms do not adequately accommodate current learning delivery or provide for flexible learning spaces. The current sound problems which emanate from the Music area drastically affect the learning areas located either close by or below on the ground floor.

CHS is part of teggana collective that can further develop the partnerships and provide further learning opportunities if we had the resources. The Performing Arts Centre would provide a much needed learning and community environment that could support the Eastern Shore. A number of primary students already use our antiquated music space.

Criteria 2

**Improving building condition; addressing significant occupational health and safety issues, disability access and infrastructure issues; and/or incorporating environmental sustainability
(30%)**

In the gymnasium, sections of the floor have moved away from the underlying framework creating "dead" spots. Splits and dents in gym floor. Heaters and air vents are presenting as a regular Health and Safety issue as they break loose. Toilets and change rooms are substandard and create a negative working environment for students. Lack of disabled access to stage area. The existing Music area has OHS issues with regard to acoustics and Block 4 is an external toilet/storage single storey block with poor hygiene provision and no disabled access. Poor design has resulted in too much noise impacting on adjacent spaces, and lack of sound control in the space itself. One side of Building 1A has single glazed rusting steel framed windows, the roof is the of the inappropriate butterfly design, floor finishes are varied and include asbestos based tiles and heating is non-existent or not cost effective. The other side of the building is constructed of concrete block, single glazing and structural steel framing with classrooms too small to provide any flexibility in teaching methodology. Please see accompanying document for photographs.

Criteria 3

Addressing strategic priorities and initiatives.

Consistent with, and be reflected in the schools strategic plan and in line with Government direction and policies (30%)

The SIP, in line with the DoE Strategic Plan, focusses on the further development of a strong collegial culture and an emphasis on trust and interaction focused on learning and wellbeing of students through PLC's and inquiry.

The current gym is ¼ size. Teaching more than 1 class in the area is extremely problematic and highly stressful for staff and unable to support current pedagogy and Australian Curriculum standards. Our proposal supports the DoE's Learner's First strategy with a key driver being positive learning environments. The HPE and Music staff at Clarence High School deliver a modern, innovative program focussing access, participation and engagement. This should be supported with the necessary facility improvement to ensure positive learning outcomes to address the literacy and numeracy demands within these areas.

Criteria 4

Demonstrating community benefits and extending use of school facilities. (10%)

Clarence High has demonstrated an ongoing commitment to extending the use of school facilities to the wider community for many years. We currently host a band training program for local primary schools after hours. This came about following the reduction in load allocation for special teachers and recognises the importance of supporting student participation in music/band learning programs as well as encouraging students to continue with this aspect of their learning. The PAC would extend the teggana opportunities and provide a resource for the community.

Clarence High (together with the Education Department) has already partnered with Clarence City Council to provide high standard football and cricket fields, athletics track and field facilities as well as change rooms/kiosk/timekeeper amenities which are available to the wider community outside of school hours. This has been a highly successful initiative which has prompted many inquiries from other schools around the State on the process followed to achieve this community partnership.

Community use would increase exponentially with full size gym, dance/fitness studio facilities and music/band practice and performance spaces. The current gym facility is already used regularly by the community but with new facilities the link to the community would be greatly increased.

| Additional school comments | | Supporting files associated with submission | Criterion 1 30% | Criterion 2 30% | Criterion 3 30% |
|--|--|--|--------------------|--------------------|--------------------|
| <p>We see Health, Physical Education and Music as areas that can enrich students' lives and education and contribute in a positive way to their lifelong learning. We are aspirational in endeavouring to provide purpose built facilities for the wider community and the future students of this school as we address the DoE priorities of Literacy & Numeracy, Access, Participation and Engagement and Wellbeing.</p> | | <p>https://s3.amazonaws.com/files.formstack.com/uploads/3370255/74860677/496731706/74860677_photos_-_capital_works_submission.zip</p> | <p><u>9</u></p> | <p><u>10</u></p> | <p><u>9</u></p> |

| Criterion 4 10% | DECYP Capital Works Total Weighted Rating |
|--------------------|--|
| <u>9</u> | 93% |

| RATING | CONDITION | DESCRIPTION | ACTION REQUIRED | MAINTENANCE TYPE |
|--------|-----------|---|----------------------------------|-----------------------|
| 1 | Very Good | The component or building is either new or has recently been maintained, does not exhibit any signs of deterioration | Planned Preventative Maintenance | Normal Maintenance |
| 2 | Good | The component or building exhibits superficial wear and tear, minor defects, minor signs of deterioration to surface finishes and requires maintenance/servicing. It can be reinstated with routine scheduled or unscheduled maintenance/servicing. | Condition-based Maintenance | |
| 3 | Average | Significant sections or component require repair, usually by a specialist. The component or building has been subjected to abnormal use or abuse, and its poor state of repair is beginning to affect surrounding elements. Backlog maintenance work exists. | Repairs | "Backlog" Maintenance |
| 4 | Poor | Substantial sections or component have deteriorated badly, suffered structural damage or require renovations. There is a serious risk of imminent failure. The state of repair <u>has</u> a substantial impact on surrounding elements or creates a potential health or safety risk. | Rehabilitation | |
| 5 | Very Poor | The component or building has failed, is not operational or deteriorated to the extent that does not justify repairs, but should rather be replaced. The condition of the element actively contributes to the degradation of surrounding elements or creates a safety, health or life risk. | Replacement | |

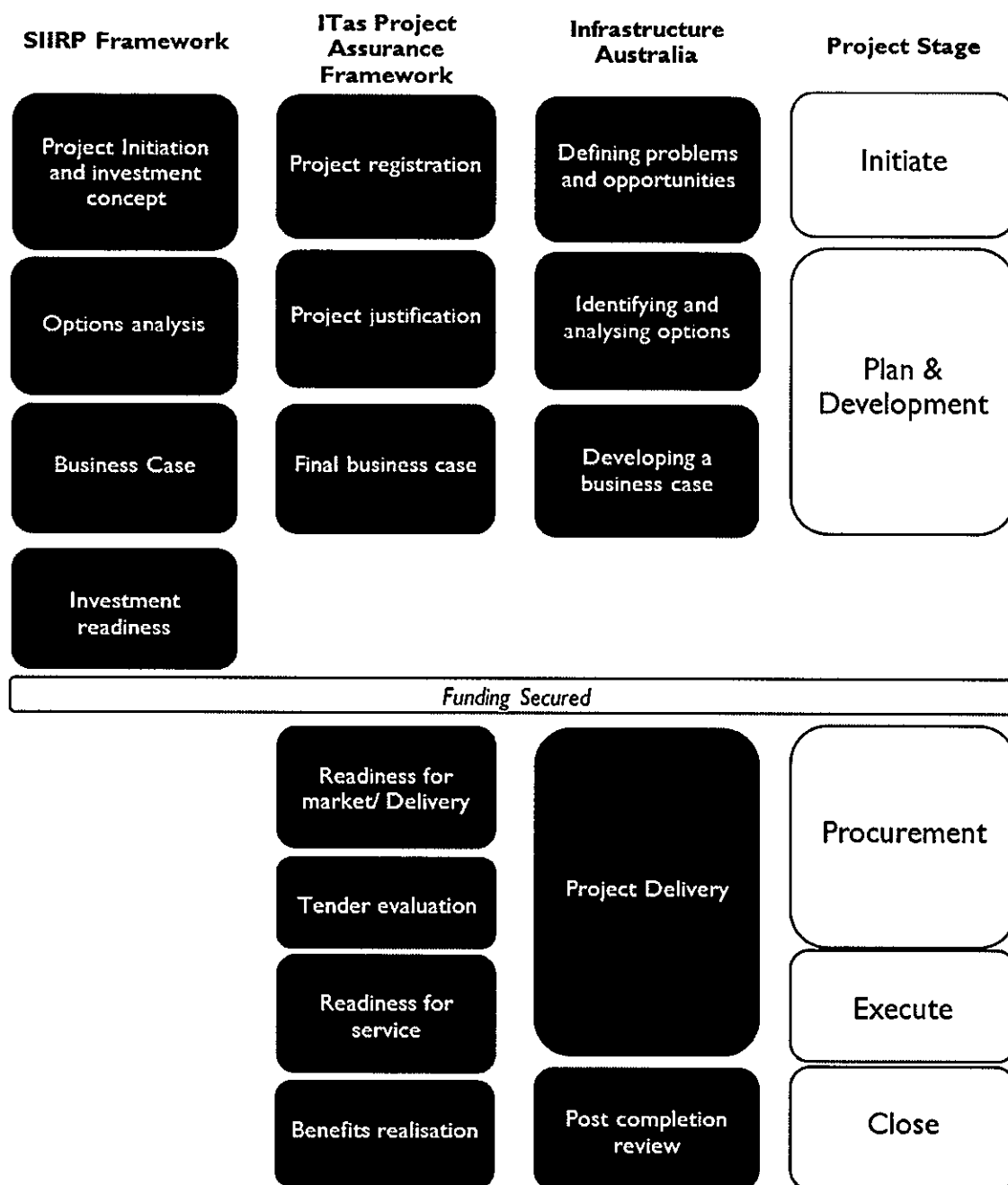
| 2024 Capital Works Review Process - Priority List | | | |
|---|------------------------|-----------------------|---------------------|
| School Name | Latest Priority Rating | Movement 2023 to 2024 | Reason for Movement |
| Burnie Primary School | 1 | Nil | N/A |
| Campbell Town District High School | 1 | Nil | N/A |
| Clarence High School | 1 | Nil | N/A |
| Deloraine High School | 1 | Nil | N/A |
| Dodges Ferry Primary School | 1 | Nil | N/A |
| Havenview Primary School | 1 | Nil | N/A |
| JRLF - East Derwent Primary School | 1 | Nil | N/A |
| Lindisfarne North Primary School | 1 | Nil | N/A |
| Mowbray Heights Primary School | 1 | Nil | N/A |
| Hobart City High School | 1 | Nil | N/A |
| Port Dalrymple School | 1 | Nil | N/A |
| Princes Street Primary School | 1 | Nil | N/A |
| Ringarooma Primary School | 1 | Nil | N/A |
| Risdon Vale Primary School | 1 | Nil | N/A |
| Rosetta Primary School | 1 | Nil | N/A |
| South George Town Primary School | 1 | Nil | N/A |
| South Hobart Primary School | 1 | Nil | N/A |
| Albuera Street Primary School | 2 | Nil | N/A |
| Bagdad Primary School | 2 | Nil | N/A |
| Baconsfield Primary School | 2 | 3 to 2 | Condition |
| Bellerive Primary School | 2 | Nil | N/A |
| Franklin Primary School | 2 | Nil | N/A |
| Glen Dhu Primary School | 2 | Nil | N/A |
| Glenora District School | 2 | Nil | N/A |
| Hellyer College | 2 | Nil | N/A |
| Hobart College | 2 | 3 to 2 | Capacity |
| Howrah Primary School | 2 | Nil | N/A |
| Huonville High School | 2 | Nil | N/A |
| Launceston College | 2 | 3 to 2 | Condition |
| Lilydale District School | 2 | Nil | N/A |
| Moonah Primary School | 2 | Nil | N/A |
| Mount Nelson Primary School | 2 | Nil | N/A |
| Norwood Primary School | 2 | Nil | N/A |
| Perth Primary School | 2 | Nil | N/A |
| Punchbowl Primary School | 2 | Nil | N/A |
| Queechy High School | 2 | Nil | N/A |
| Richmond Primary School | 2 | Nil | N/A |
| Snug Primary School | 2 | Nil | N/A |
| Taroona High School | 2 | Nil | N/A |
| Taroona Primary School | 2 | Nil | N/A |
| Waverley Primary School | 2 | Nil | N/A |
| West Launceston Primary School | 2 | Nil | N/A |
| Blackmans Bay Primary School | 3 | Nil | N/A |
| Bridport Primary School | 3 | Nil | N/A |
| Chigwell Child & Family Centre | 3 | Nil | N/A |
| Cygnat Primary School | 3 | Nil | N/A |
| Devonport Primary School | 3 | Nil | N/A |
| Dover District School | 3 | Nil | N/A |
| Forest Primary School | 3 | Nil | N/A |
| Glen Huon Primary School | 3 | Nil | N/A |
| JRLF Senior School | 3 | Nil | N/A |
| Kingston Primary School | 3 | 5 to 3 | Condition |
| Longford Primary School | 3 | Nil | N/A |
| Miandetta Primary School | 3 | Nil | N/A |
| Mount Stuart Primary School | 3 | Nil | N/A |
| Nixon Street Primary School | 3 | Nil | N/A |
| Ptunarra Derwent Valley Child & Family Centre | 3 | Nil | N/A |
| Scottsdale High School | 3 | Nil | N/A |
| St Helens District School | 3 | 5 to 3 | Condition |
| Trevallyn Primary School | 3 | Nil | N/A |
| Ulverstone Secondary College | 3 | Nil | N/A |
| Wynyard High School | 3 | Nil | N/A |
| Bayview Secondary College | 4 | Nil | N/A |

17
25
20
13
114

| School Name | Latest Priority Rating | Movement 2023 to 2024 | Reason for Movement |
|------------------------------------|------------------------|-----------------------|---------------------|
| Elizabeth College | 4 | Nil | N/A |
| Glenorchy Primary School | 4 | Nil | N/A |
| Goulburn Street Primary School | 4 | Nil | N/A |
| Lindisfarne Primary School | 4 | Nil | N/A |
| Newstead College | 4 | Nil | N/A |
| Rokey Primary School | 4 | Nil | N/A |
| Rose Bay High School | 4 | Nil | N/A |
| Rosny College | 4 | Nil | N/A |
| Southern Support School | 4 | Nil | N/A |
| St Marys District School | 4 | Nil | N/A |
| Tasman District School | 4 | Nil | N/A |
| Yolla District High School | 4 | Nil | N/A |
| Bowen Road Primary School | 5 | Nil | N/A |
| Brighton Primary School | 5 | Nil | N/A |
| Bruny Island District School | 5 | Nil | N/A |
| Burnie High School | 5 | Nil | N/A |
| Campania District School | 5 | Nil | N/A |
| Campbell Street Primary School | 5 | Nil | N/A |
| Claremont College | 5 | Nil | N/A |
| Clarendon Vale Primary School | 5 | Nil | N/A |
| Collinsvale Primary School | 5 | Nil | N/A |
| Coose Primary School | 5 | Nil | N/A |
| Cressy District High School | 5 | Nil | N/A |
| Deloraine Primary School | 5 | Nil | N/A |
| Don College | 5 | Nil | N/A |
| East Devonport Primary School | 5 | Nil | N/A |
| Fairview Primary School | 5 | Nil | N/A |
| Forth Primary School | 5 | Nil | N/A |
| Hagley Farm Primary School | 5 | Nil | N/A |
| Huonville Primary School | 5 | Nil | N/A |
| Invermay Primary School | 5 | Nil | N/A |
| JRLF Herdsmans Cove Primary School | 5 | Nil | N/A |
| King Island District High School | 5 | Nil | N/A |
| Kingston High School | 5 | Nil | N/A |
| Latrobe High School | 5 | Nil | N/A |
| Margate Primary School | 5 | Nil | N/A |
| Mole Creek Primary School | 5 | Nil | N/A |
| Oatlands District High School | 5 | Nil | N/A |
| Orford Primary School | 5 | Nil | N/A |
| Parklands High School | 5 | Nil | N/A |
| Prospect High School | 5 | Nil | N/A |
| Ravenswood Heights Primary School | 5 | Nil | N/A |
| Sandy Bay Infant School | 5 | Nil | N/A |
| Sassafras Primary School | 5 | Nil | N/A |
| Sheffield School | 5 | Nil | N/A |
| Sorell High School | 5 | Nil | N/A |
| Strahan Primary School | 5 | Nil | N/A |
| Swansea Primary School | 5 | Nil | N/A |
| Summerdale Primary School | 5 | Nil | N/A |
| Tagara Lia (Bridgewater CLFC) | 5 | Nil | N/A |
| Triabunna District School | 5 | Nil | N/A |
| Waimea Heights Primary School | 5 | Nil | N/A |
| Warrane Primary School | 5 | Nil | N/A |
| West Ulverstone Primary School | 5 | Nil | N/A |
| Westbury Primary School | 5 | Nil | N/A |
| Windermere Primary School | 5 | Nil | N/A |
| Winnaleah District High School | 5 | Nil | N/A |
| Woodbridge School | 5 | Nil | N/A |
| Youngtown Primary School | 5 | Nil | N/A |
| Zeehan Primary School | 5 | No Submission | N/A |
| Bicheno Primary School | 5 | No Submission | N/A |
| Bothwell District High School | 5 | No Submission | N/A |
| Cosgrove High School | 5 | No Submission | N/A |
| East Launceston Primary School | 5 | No Submission | N/A |
| Illawarra Primary School | 5 | No Submission | N/A |

| School Name | Latest Priority Rating | Movement 2023 to 2024 | Reason for Movement |
|------------------------------------|------------------------|-----------------------|---------------------|
| Kings Meadows High School | 5 | No Submission | N/A |
| Lauderdale Primary School | 5 | No Submission | N/A |
| Molesworth Primary School | 5 | No Submission | N/A |
| Mountain Heights School | 5 | No Submission | N/A |
| New Norfolk Primary School | 5 | No Submission | N/A |
| Sprenst Primary School | 5 | No Submission | N/A |
| Sprenst Primary School | 5 | No Submission | N/A |
| Springfield Gardens Primary School | 5 | No Submission | N/A |
| St Leonards Primary School | 5 | No Submission | N/A |
| Ulverstone Primary School | 5 | No Submission | N/A |
| Wilmot Primary School | 5 | No Submission | N/A |
| Andrews Creek Primary School | 5 | No Submission | N/A |
| Austins Ferry Primary School | 5 | No Submission | N/A |
| Boat Harbour Primary School | 5 | No Submission | N/A |
| Bracknell Primary School | 5 | No Submission | N/A |
| Brooks High School | 5 | No Submission | N/A |
| Cambridge Primary School | 5 | No Submission | N/A |
| Cape Barren Island School | 5 | No Submission | N/A |
| Devonport High School | 5 | No Submission | N/A |
| Dunalley Primary School | 5 | No Submission | N/A |
| East Tamar Primary School | 5 | No Submission | N/A |
| East Ulverstone Primary School | 5 | No Submission | N/A |
| Edith Creek Primary School | 5 | No Submission | N/A |
| Evandale Primary School | 5 | No Submission | N/A |
| Exeter Primary School | 5 | No Submission | N/A |
| Flinders Island District School | 5 | No Submission | N/A |
| Geeveston Primary School | 5 | No Submission | N/A |
| Goodwood Primary School | 5 | No Submission | N/A |
| Hillcrest Primary School | 5 | No Submission | N/A |
| JRLF - Gagebrook Primary School | 5 | No Submission | N/A |
| Kempton Primary School | 5 | No Submission | N/A |
| Lansdowne Crescent Primary School | 5 | No Submission | N/A |
| Latrobe Primary School | 5 | No Submission | N/A |
| Launceston Big Picture School | 5 | No Submission | N/A |
| Lenah Valley Primary School | 5 | No Submission | N/A |
| Montagu Bay Primary School | 5 | No Submission | N/A |
| Montello Primary School | 5 | No Submission | N/A |
| Montrose Bay High School | 5 | No Submission | N/A |
| Natone Primary School | 5 | No Submission | N/A |
| New Norfolk High School | 5 | No Submission | N/A |
| New Town Primary School | 5 | No Submission | N/A |
| Northern Support School | 5 | No Submission | N/A |
| Ouse District School | 5 | No Submission | N/A |
| Penguin District School | 5 | No Submission | N/A |
| Port Sorell Primary School | 5 | No Submission | N/A |
| Redpa Primary School | 5 | No Submission | N/A |
| Reece High School | 5 | No Submission | N/A |
| Riana Primary School | 5 | No Submission | N/A |
| Ridgley Primary School | 5 | No Submission | N/A |
| Riverside High School | 5 | No Submission | N/A |
| Riverside Primary School | 5 | No Submission | N/A |
| Romaine Park Primary School | 5 | No Submission | N/A |
| Rosebery District High School | 5 | No Submission | N/A |
| Scottsdale Primary School | 5 | No Submission | N/A |
| Smithton High School | 5 | No Submission | N/A |
| Smithton Primary School | 5 | No Submission | N/A |
| Somerset Primary School | 5 | No Submission | N/A |
| South Arm Primary School | 5 | No Submission | N/A |
| Stanley Primary School | 5 | No Submission | N/A |
| Table Cape Primary School | 5 | No Submission | N/A |
| Westerway Primary School | 5 | No Submission | N/A |

Alignment of proposed updated SIIRP with Infrastructure Tasmania and Infrastructure Australia frameworks



Structured Infrastructure Investment Review Process (SIIRP)

Investment Concept Outline Guidelines (Point 1)

November 2011

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Part A: Structured Infrastructure Investment Review Process

Overview

The Structured Infrastructure Investment Review Process (SIIRP) involves a staged review and assessment process for General Government Sector infrastructure investment proposals.

Infrastructure investment proposals will be subject to a series of decision points prior to being considered for funding and will be required to meet reporting requirements during the development and following the completion of the project.

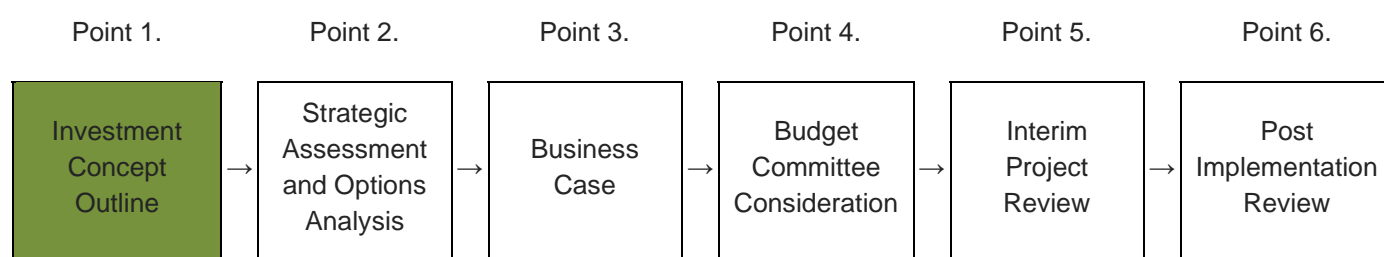
At each of the points an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for assessment, or be abandoned.

There are six decision/reporting points:

- Investment Concept Outline;
- Strategic Assessment and Options Analysis;
- Business Case;
- Budget Committee Consideration;
- Interim Project Review; and
- Post Implementation Review.

These guidelines address the requirements of Point 1. Figure 1 illustrates the SIIRP.

Figure 1: Structured Infrastructure Investment Review Process



Objective

The objective of the Structured Infrastructure Investment Review Process is to ensure that infrastructure projects funded from the State Budget:

- appropriately meet the needs of the community;
- have been appropriately scoped and planned; and
- are based on reliable and realistic cost estimates.

The effective and efficient management of general government sector infrastructure investment is fundamental in an environment where there are competing demands for Government resources.

The SIIRP will facilitate infrastructure investment decision making by requiring agencies to rigorously evaluate project proposals for infrastructure investment at the earliest stages and review the project proposal all through the development of the infrastructure.

Part B: Investment Concept Outline Guidelines

Purpose

The Investment Concept Outline of the SIIRP commences with a high level assessment of a problem and how the project proposal will solve it.

The purpose of the Investment Concept Outline is to provide the Treasurer with a high level overview of the project proposal to allow the Treasurer to determine whether the project proposal will advance to Point 2 of the SIIRP - Strategic Assessment and Options Analysis.

Before Getting Started

Part C provides the Investment Concept Outline template.

A template must be completed for each project proposal. Each project proposal must be **no longer than two pages**.

Do not remove any headings from the template. All sections must be completed.

The information provided is to be high level and concise.

Completing the Template

An outline of the information to be provided in each section of the template follows.

Title

- Provide the short title of the project proposal.

Description

- Provide a sentence to succinctly describe the project proposal. One sentence only.

Responsible Officer

- Provide the contact details of the responsible officer for the project proposal.

Reason for Project Proposal

- Identify the problem that needs to be solved.
- Identify the opportunity to be undertaken.
- Outline any assumptions that have been made about the project proposal.
- Outline the reason the project proposal should be considered further.

Relationship to Government's Policy Priorities

- What Government policies and agency outcomes are supported by the project proposal?
- What is the primary policy to which this project proposal will contribute?
- Demonstrate that the project proposal is consistent with agency strategic goals and priorities.

Benefits/Outcomes to be Achieved

- Detail some of the specific high level benefits and outcomes to be achieved by this project proposal.

Risks

- What risks are associated with the project proposal?
- Identify risks if the project proposal is not successful.
- Risks to consider include political, social, economic, ethical, financial, industrial, human resources and/or environmental.

Timeframe

- When is it expected that this project proposal can be commenced? Take into consideration that the project proposal must first successfully complete the SIIRP.
- How long will the project proposal take to be completed?

Capital Cost

- What is the estimated capital cost for this project on a total and annual basis.
- Complete the table (insert or delete columns as necessary).

Recurrent Costs

- What recurrent costs are associated with the project proposal?
- Demonstrate how the Department will manage these recurrent costs within its existing Budget and Forward Estimates allocation?

Funding for Advancement to Point 2

- How much funding is required to advance this Project Proposal to the Strategic Assessment and Options Analysis - Point 2 of the SIIRP.
- What purpose is the funding required for?

Part C: Investment Concept Outline Template

Title

Description

Responsible Officer

Reason for Project Proposal

Relationship to Government's Policy Priorities

Benefits/Outcomes to be Achieved

Risks

Timeframe

Capital Cost

| Year | Y1 | Y2 | Y3 | Y4 | Total |
|---------|--------|--------|--------|--------|--------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital | | | | | |

Recurrent Costs

Funding for Advancement to Point 2

Endorsed/Not Endorsed
Secretary

Structured Infrastructure Investment Review Process (SIIRP)

Strategic Assessment and Options Analysis Guidelines (Point 2)

November 2011

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Part A: Structured Infrastructure Investment Review Process

Overview

The Structured Infrastructure Investment Review Process (SIIRP) involves a staged review and assessment process for General Government Sector infrastructure investment proposals.

Infrastructure investment proposals will be subject to a series of decision points prior to being considered for funding and will be required to meet reporting requirements during the development and following the completion of the project.

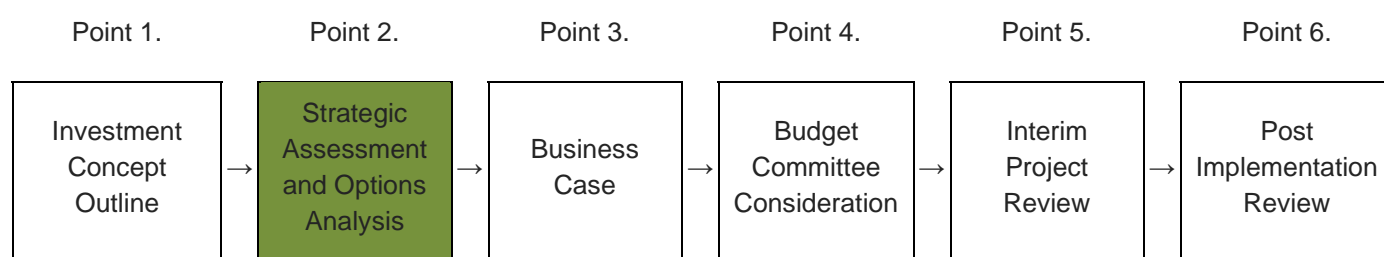
At each of the points an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for assessment, or be abandoned.

There are six decision/reporting points:

- Investment Concept Outline;
- Strategic Assessment and Options Analysis;
- Business Case;
- Budget Committee Consideration;
- Interim Project Review; and
- Post Implementation Review.

These guidelines address the requirements of Point 2. Figure 1 illustrates the SIIRP.

Figure 1: Structured Infrastructure Investment Review Process



Objective

The objective of the Structured Infrastructure Investment Review Process is to ensure that infrastructure projects funded from the State Budget:

- appropriately meet the needs of the community;
- have been appropriately scoped and planned; and
- are based on reliable and realistic cost estimates.

The effective and efficient management of general government sector infrastructure investment is fundamental in an environment where there are competing demands for Government resources.

The SIIRP will facilitate infrastructure investment decision making by requiring agencies to rigorously evaluate project proposals for infrastructure investment at the earliest stages and review the project proposal all through the development of the infrastructure.

Part B: Strategic Assessment and Options Analysis Guidelines

Purpose

The purpose of the Strategic Assessment and Options Analysis of the SIIRP is to determine the direction and planned outcomes of the project proposal and ensure that it is aligned with the Government's policy priorities.

The Strategic Assessment and Options Analysis will provide the Treasurer with a more thorough project proposal and identify the preferred option for project advancement. This information will enable the Treasurer to determine whether the project proposal will advance to Point 3 (Business Case) of the SIIRP.

Before Getting Started

Part C provides the Strategic Assessment and Options Analysis template.

A template must be completed for each project proposal.

Do not remove any headings from the template. All sections must be completed.

The information provided is to be detailed.

Completing the Template

An outline of the information to be provided in each section of the template follows.

OVERVIEW

Title

- Provide the short title of the project proposal.

Description

- Provide a sentence to succinctly describe the project proposal. One sentence only.

Responsible Officer

- Provide the contact details of the responsible officer for the project proposal.

Reason for Project Proposal

- Review and update where necessary the information that was provided in the Investment Concept Outline. Ensure the following is addressed:
 - Identify the problem that needs to be solved.
 - Identify the opportunity to be undertaken.
 - Outline any assumptions that have been made about the project proposal.
 - Outline the reason this investment should be considered further.

Relationship to Government's Policy Priorities

- Review and update where necessary the information that was provided in the Investment Concept Outline. Ensure the following is addressed:
 - What Government policies and agency outcomes are supported by the project proposal?
 - What is the primary policy to which this project proposal will contribute?
 - Demonstrate that the project proposal is consistent with the agency strategic goals and priorities.

Benefits/Outcomes to be Achieved

- What are the specific benefits and outcomes to be achieved by this project proposal?
- Provide an analysis of the gap between the current situation and the benefits/outcomes to be achieved.

RISKS AND DEPENDENCIES

Risks

- Review and update where necessary the information that was provided in the Investment Concept Outline. Ensure the following is addressed:
 - What risks are associated with the project proposal?
 - Identify risks if the project proposal is not successful.
 - Are the identified risks significant?
 - Risks to consider include political, social, economic, ethical, financial, industrial, human resources and/or environmental.

External Conditions and Critical Success Factors

- What external conditions (dependencies) are critical to the need for this investment? These external conditions may include heritage, planning or environmental issues and/or relationships with external parties.
- Identify the critical success factors. These are the essential areas of activity that must be performed if the mission, objectives or goals of the project proposal are to be achieved.
- What are the complexities of the project proposal?
- Outline how the external conditions, critical success factor and complexities of the project proposal will be managed.

OPTION ANALYSIS

This section should provide detailed information.

Identify at least two options and a 'do nothing' option.

For each option:

Description

- Provide a brief description of the proposed option.

Advantages and Disadvantages

- Outline the advantages and disadvantages of the option.

Capital Cost

- What is the estimated capital cost for this option on a total and annual basis?
- What are the confidence levels of this estimated cost?
- Complete the table insert or delete columns as necessary.
- What processes have been identified for estimating, monitoring and controlling project expenditure?

Recurrent Costs

- What are the estimated recurrent costs for this option on an annual basis?
- What recurrent costs have been considered? I.e. additional staff, training needs etc.
- Demonstrate how the Department will manage these recurrent costs within its existing Budget and Forward Estimates allocation?

Funding Sources

- What alternative funding sources have been investigated?
- How much funding can be sourced from alternative sources?

Timeframe

- When is it expected that this project proposal can be commenced? Take into consideration that the project proposal must first successfully complete the SIIRP.
- How long will the project proposal take to be completed?

Justification of Preferred Option

- Identify the preferred option and justify why the option is preferred.

PROJECT AND STAKEHOLDER MANAGEMENT

Project Management

- What effect will the implementation of the project proposal have upon existing services, processes and people?
- Identify whether the resources are available with the appropriate skills and experience to implement the project proposal.

Stakeholder Management

- What stakeholders have been identified?
- To what extent have the stakeholders been consulted with?
- For building infrastructure project proposals that have a value greater than \$5 million, the State Architect must be consulted during the development of the Strategic Assessment and Options Analysis submission.

FUNDING FOR ADVANCEMENT TO POINT 3

- How much funding is required to advance this project proposal to the Business Case - Point 3 of the SIIRP.
- How will the funding be utilised?

Part C: Strategic Assessment and Options Analysis Template

OVERVIEW

Title

Description

Responsible Officer

Reason for Project Proposal

Relationship to Government's Policy Priorities

Benefits/Outcomes to be Achieved

RISKS AND DEPENDENCIES

Risks

External Conditions and Critical Success Factors

OPTION ANALYSIS

Option 1: <Title> (Preferred Option)

Description

| Advantages | Disadvantages |
|------------|---------------|
| | |
| | |
| | |

Capital Cost

| Year | Y1 | Y2 | Y3 | Y4 | Total |
|--------------|--------|--------|--------|--------|--------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital Cost | | | | | |

Recurrent Cost

Funding Sources

Timeframe

Option 2: <Title> (Not Preferred Option)

Description

| Advantages | Disadvantages |
|------------|---------------|
| | |
| | |
| | |

Capital Cost

| Year | Y1 | Y2 | Y3 | Y4 | Total |
|--------------|--------|--------|--------|--------|--------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital Cost | | | | | |

Recurrent Cost

Funding Sources

Timeframe

Option 3: <Title> (Not Preferred Option)

Description

| Advantages | Disadvantages |
|------------|---------------|
| | |
| | |
| | |

Capital Cost

| Year | Y1 | Y2 | Y3 | Y4 | Total |
|--------------|--------|--------|--------|--------|--------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital Cost | | | | | |

Recurrent Cost

Funding Sources

Timeframe

Justification of Preferred Option

PROJECT AND STAKEHOLDER MANAGEMENT

Project Management

Stakeholder Management

FUNDING FOR ADVANCEMENT TO POINT 3

Endorsed/Not Endorsed
Secretary

Structured Infrastructure Investment Review Process (SIIRP)

Business Case Assessment Guidelines (Point 3)

November 2011

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Part A: Structured Infrastructure Investment Review Process

The Structured Infrastructure Investment Review Process (SIIRP) involves a staged review and assessment process for General Government Sector infrastructure investment proposals.

Infrastructure investment proposals will be subject to a series of decision points prior to being considered for funding and will be required to meet reporting requirements during the development and following the completion of the project.

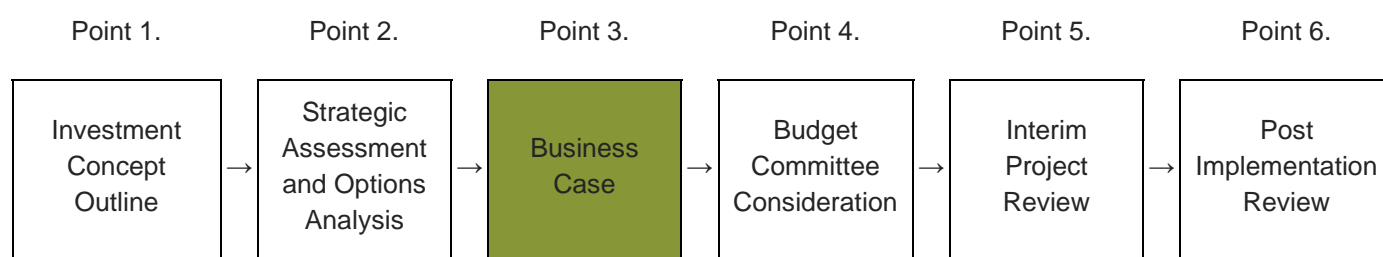
At each of the points an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for assessment, or be abandoned.

There are six decision/reporting points:

- Investment Concept Outline;
- Strategic Assessment and Options Analysis;
- Business Case;
- Budget Committee Consideration;
- Interim Project Review; and
- Post Implementation Review.

These guidelines address the requirements of Point 1. Figure 1 illustrates the SIIRP.

Figure 1: Structured Infrastructure Investment Review Process



Part B: Business Case – Assessment Guidelines

Purpose

The Business Case of the SIIRP is to develop a compelling business case for the preferred option presented in the Strategic Assessment and Options Analysis.

When a Business Case project proposal is received by Treasury, Treasury will assess the project proposal against a range of assessment criteria.

Based upon the assessment, a recommendation will be made to the Treasurer about the advancement of the project proposal to Point 4 of the SIIRP – Budget Committee Consideration.

Assessment Criteria

The following assessment criteria will be used to assess SIIRP Business Case project proposals.

1. Scope

Indicators to consider include:

Is the project proposal within the scope of the SIIRP?

The assessment needs to consider whether the project proposal is within the scope of the SIIRP.

Project proposals within the SIIRP scope include:

- major building works;
- major infrastructure; and
- major information technology assets.

Project proposals excluded from the SIIRP scope include:

- roads and civil construction;
- statutory maintenance;
- annual maintenance;
- replacement of minor equipment;
- non General Government Sector projects;
- projects already announced and funded prior to the implementation of SIIRP; and
- replacement or upgrading of operational information technology systems.

2. Reason for Project Proposal

The assessment needs to consider the reason for the proposal.

Indicators to consider include:

- Is there a compelling reason for this investment?
- Has the reason been clearly identified?
- Has an opportunity been identified to correct the problem?
- Is the project still required?

3. Relationship to Government's Policy Priorities

The assessment needs to consider the policy concerns surrounding the proposal.

Indicators to consider include:

- Does the project proposal demonstrate a relationship to the Government's policy priorities?
- Is it a primary policy to which this project proposal will contribute?
- Has the agency demonstrated that the project proposal is consistent with its strategic goals and priorities?

4. Benefits/Outcomes to be Achieved

The assessment needs to consider whether the project proposal will achieve the desired benefits/outcomes.

Indicators to consider include:

- Is there a clear understanding of the benefits and outcomes to be delivered by the project proposal and are they soundly based?
- Are the benefits and outcomes to be achieved by this project proposal realistic and achievable?

5. Risks

The assessment needs to consider whether risks of the project proposal have been addressed.

Indicators to consider include:

- Have major risks associated with the project been identified?
- Are there processes to identify, assess, allocate, manage and monitor current, anticipated and emerging risks and issues?
- Has an appropriate risk management plan been developed?
- Does the preliminary assessment indicate that any risks can be successfully managed?

6. External Conditions and Critical Success Factors

The proposal needs to consider any external conditions (dependencies) and critical success factors that have a potential impact.

Indicators to consider include:

- Have the external conditions (dependencies) critical to the need for this investment been identified?
- Have the critical success factors been identified?
- Have the complexities of the project proposal been identified?
- Is there an appropriate plan to manage these factors?

7. Implementation Strategy

The assessment needs to consider whether an implementation strategy for the project proposal has been developed.

Indicators to consider include:

- Have the key project milestones been identified?
- Is the timeframe for the key project milestones reasonable?
- Is the expected timeframe realistic based on the information provided?
- Is the commencement date of the project proposal realistic considering the size and complexity of the project and its position in the SIIRP?
- Is it clear what is in and out of the scope of the project proposal?
- Has the project proposal been broken down into small steps where possible?

8. Organisational Change

The assessment needs to consider the potential impact of the project proposal on the organisation.

Indicators to consider include:

- Has the impact on existing services, processes and people been identified?
- Is it detailed how the current business/work practices will be improved/enhanced and or changed?
- Have legislative, policy and regulatory issues been identified?
- Does it appear that the impact of the project proposal will be managed efficiently and effectively?

9. Resources

The assessment needs to consider the resources required for the project proposal.

Indicators to consider include:

- Have the required skills and capabilities for the project proposal been identified?
- Are these resources available?
- Have any training requirements been identified?

10. Stakeholder Analysis

The assessment needs to consider the stakeholders of the project proposal.

Indicators to consider include:

- Have all stakeholders been identified?
- Has the impact of the stakeholders been identified?
- Are the stakeholders supportive of the project proposal?
- Do any of the stakeholders have concerns?

11. Stakeholder Analysis

The assessment needs to consider the stakeholder management of the project proposal.

Indicators to consider include:

- Is there a framework in place to manage the stakeholders?
- Is there a communication plan?

12. Markets Research

The assessment needs to consider the market research on the project proposal.

Indicators to consider include:

- Has adequate market research been undertaken?
- Is the project proposal attractive to the market?
- Can the market meet the requirements of the project proposal?

13. Tender

The assessment needs to consider the tender requirements of the project proposal.

Indicators to consider include:

- Have the tender documents been identified?

14. Recurrent Cost

The assessment needs to consider the recurrent costs of the project proposal.

Indicators to consider include:

- Have all recurrent costs been identified?
- Do the recurrent costs seem appropriate and realistic?
- Has the Department identified how it will manage these recurrent costs within its existing Budget and Forward Estimates allocation?

15. Capital Cost

The assessment needs to consider the capital cost of the project proposal.

Indicators to consider include:

- Do the costs for the options seem appropriate and realistic?
- What are the confidence levels of the estimated costs?

16. Funding Sources

The assessment needs to consider any alternative funding sources of the project proposal.

Indicators to consider include:

- Have alternative funding sources been investigated?

17. Proposed Evaluation Method

The assessment needs to consider the proposed evaluation method of the project proposal.

Indicators to consider include:

- Has an evaluation method been identified?
- Is the proposed evaluation method reasonable?
- Have methods and processes been identified to measure the outcomes of the project proposal?

Structured Infrastructure Investment Review Process (SIIRP)

Point 1 Guidelines Investment Concept and Options Analysis

October 2015

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Part 1: Structured Infrastructure Investment Review Process

Overview

The Structured Infrastructure Investment Review Process (SIIRP) is a review and assessment process for General Government Sector infrastructure investment proposals.

Infrastructure investment proposals will be subject to a series of decision points prior to being considered for funding and will be required to meet reporting requirements during the development, and following the completion of, the project.

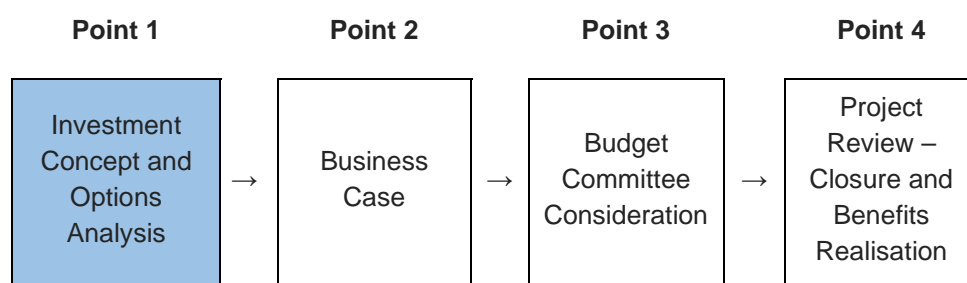
At each of the points an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for assessment, or be abandoned.

The SIIRP consists of four decision/reporting points:

- Investment Concept and Options Analysis;
- Business Case;
- Budget Committee Consideration; and
- Project Review – Closure and Benefits Realisation.

These guidelines address the requirements of Point 1. Figure 1 illustrates the SIIRP.

Figure 1: Structured Infrastructure Investment Review Process



Objective

The objective of the Structured Infrastructure Investment Review Process is to ensure that infrastructure projects funded from the State Budget:

- appropriately meet the needs of the community;
- provide clear and strong links to specific government policy priorities and the Government's strategic direction;
- demonstrate strong evidence of prioritisation, within the context of an agency's competing priorities, an agency's requirements and its capacity to deliver;
- demonstrate direct links with specific agency asset management strategies, including objectives outlined in Strategic Asset Management Plans;
- have been appropriately scoped and planned;

- are based on reliable and realistic cost estimates; and
- are able to be delivered by agencies in accordance with the specified timeframes and within the project Budget allocations.

The effective and efficient management of general government sector infrastructure investment is fundamental in an environment where there are competing demands for Government resources.

The objectives of the SIIRP will facilitate infrastructure investment decision making by requiring agencies to:

- rigorously evaluate infrastructure investment project proposals at the initial stage of the SIIRP to ensure that a proposal has:
 - strong links to specific Government policy priorities;
 - provides strong evidence of prioritisation within the context of an agency's other projects, its requirements and its capacity to deliver; and
 - demonstrates direct links between SIIRP proposals and specific asset management strategies and objectives outlined in Strategic Asset Management Plans;
- provide high quality project business cases to assist in Government decision making, including a focus on analysis of a project's value for money relative to alternatives; and the benefits of projects in the context of potential savings and efficiencies to be achieved. This includes obtaining Ministerial approval prior to submitting business cases for consideration, to ensure continued alignment with Government priorities; and
- review the implementation of projects so that the benefits can be shared and realised across government. The Review phase will include monthly Budget Committee monitoring of the overall status of funded infrastructure projects.

Part 2 of these Guidelines details the purpose of Point 1 Investment Concept and Options Analysis.

Part 2: Investment Concept and Options Analysis

Purpose

The Investment Concept and Options Analysis point of the SIIRP includes:

- a) a rigorous assessment of: the concept of a problem/need; whether this is strongly linked to the specific policy priorities of Government; the proposal in the context of the agency's current environment and priorities; and how the project proposal would solve the problem/need; and
- b) strategic analysis of all the alternative options available including: advantages and disadvantages; timeframes; the capital and recurrent costs involved; identification of the risks involved; and recommendations in relation to the option or options to be investigated in further detail as part of the Business Case.

Preferred Option

At Point 1 the preference is for agencies to outline the investment concept, conduct options analysis and recommend a preferred option to be pursued in Point 2 Business Case.

However, Treasury acknowledges that it may not be possible to arrive at a single preferred option until further investigation and analysis is undertaken during the Business Case phase. Therefore, at Point 1 agencies should:

- outline the investment concept; conduct options analysis; and recommend a preferred option that would be pursued in Point 2 Business Case; or
- outline the investment concept; conduct options analysis; and advise of the options considered suitable that would be further investigated and analysed as part of the business case.

Treasury's Role

Treasury will analyse and assess Point 1 submissions and provide a recommendation to the Treasurer from its perspective on whether a project should advance to Point 2 Business Case. The Treasurer's decision may result in the following outcomes for projects proposals:

- Proceed – approval for the project to advance to Point 2 Business Case;
- Further Assessment - a request for further details to be provided and for issues to be resolved before re-submitting at Point 1; or
- Not Proceed – the project is not supported at the present time.

Agency Information Requirements

Part 3 of these Guidelines outlines the information requirements for Point 1 Investment Concept and Options Analysis. The information requirements are to guide agencies in preparing submissions and reflect the base level of information required. The following should be noted:

- a separate submission must be completed for each project proposal; or each package of interrelated or closely similar projects (e.g. a strategic program of maintenance);
- as a minimum, agencies must provide a response to all of the base level information requirements;
- the information must be timely and accurate at the time of the submission; and
- any supporting documentation and additional information should be attached to accompany the Point 1 submission.

The information requirements for Point 1 are detailed below.

Part 3: Agency Information Requirements

Important Notes:

- These requirements are indicative only and reflect the base level of information required, and are not intended to be limiting to agencies or restrict the level of information that can be submitted. There is an expectation that agencies should include all relevant information to enable Treasury and the Government to make an informed decision.
- Where information provided is considered to be insufficient, Treasury will go back to agencies to request a sufficient level of detail, which is likely to prolong the development and consideration of a project.
- Treasury acknowledges that a case-by-case approach may be required for some projects or groups of projects. Where an agency believes that the information requirements for a project or group of projects are unique and differ to those outlined below, it is recommended that agencies discuss any issues with Treasury initially before providing submissions to ensure that there is a common understanding between Treasury and the agency of the level of information required.

1. PROJECT INFORMATION

Title

- Provide a descriptive title for the project proposal.

Description

- Provide succinct description of the purpose of the project proposal.

Responsible Officer

- Provide the contact details of the responsible officer for the project proposal including: Name; Position Title; Phone No.; Email; Address; and relationship to the project.

2. PROJECT JUSTIFICATION

Reason for Project Proposal

- Clearly identify the problem that needs to be solved and explain the need for the proposed infrastructure.
- Identify the opportunity to be undertaken.
- Outline any assumptions that have been made about the project proposal.
- Outline the reason the project proposal should be considered further.
- Identify the impact of not doing the project.

Benefits/Outcomes to be Achieved

- Detail the specific benefits and outcomes to be achieved by undertaking the project.
- Provide an analysis of the gap between the current situation and the benefits and outcomes to be achieved.
- Demonstrate that the benefits/outcomes of the project proposal would be sufficient but not excessive in meeting its objectives.

Links to Government Policy Priorities**

- Clearly detail the links between the project and specific Government policy priorities, and alignment with the Government's strategic direction.

Prioritisation and direct links to strategic asset management**

- Provide strong evidence of prioritisation within the context of the agency's other projects, its competing priorities and requirements and its capacity to deliver the project.
- Demonstrate the direct links between SIIRP proposals and specific asset management strategies including objectives outlined in Strategic Asset Management Plans.

Note: **Project submissions must clearly meet all of these criteria in order to proceed to the Business Case phase.

3. RISKS AND DEPENDENCIES

Risks

- Provide details of any risks to the achievement of the project, regardless of the option pursued, including: implementation risks and risks if the project is not undertaken.
- What are the significant risks which could prevent the completion of the project within timeframe and Budget
- Provide an assessment of the significance and consequence of the identified risks (low, medium or high) considering all risk types (political; social; economic; financial, environmental, industrial and human resources).

External Conditions and Critical Success Factors

- What external conditions (dependencies) are critical to the need for this investment? These external conditions may include heritage, planning or environmental issues and/or relationships with external parties.
- Identify the critical success factors and detail the essential areas of activity that must be performed if the mission, objectives or goals of the project proposal are to be achieved.
- What are the complexities associated with the project proposal which are critical to implementation?
- Outline how the external conditions, critical success factors and complexities of the project proposal will be managed and or overcome.

4. PROJECT MANAGEMENT AND IMPLEMENTATION

Project Management

Regardless of the option being pursued, the following should be considered in relation to the overall project.

- Agency impact - What effect will the implementation of the project have upon the agency's existing resources, service delivery, internal processes and people?
- Provide an assessment of the risks of undertaking the project, and the implementation risks which could prevent the achievement of the project; and
- Agency capacity - Identify whether the necessary resources are available to the agency, in the context of other competing projects, and whether the agency has the appropriate skills and experience to implement the project proposal.

Stakeholder Management

Regardless of the option being pursued, the following should be considered in relation to the overall project.

- Who are the key stakeholders identified in relation to the project?
- Provide details of the consultation that has occurred with these key stakeholders to date, and any planned consultation yet to be undertaken.
- Are there any specific technical or legislative requirements for consultation to occur due to the size or nature of the project? Examples could include:
 - the Public Works Committee which is required to consider and report upon public works proposed to be undertaken by agencies where the estimated cost of completing the works exceeds \$5 million; and
 - the ICT Policy Development and Implementation section within the Department of Premier and Cabinet should be consulted prior to the preparation of Business Cases for ICT related projects.
- Are there any stakeholder related risks that could impact the achievement of the project?

5. OPTIONS ANALYSIS

It is preferable to identify at least an alternative option, a 'do nothing' option and the recommended option.

Note: In the event that an alternative option cannot be provided, this should be justified by the agency. It should also be noted that projects cannot proceed to Point 2 without a recommended preferred option; or by specifying the options to be further investigated and analysed in Point 2 Business Case.

For each option the following information is required.

Description

- Provide a brief description of the proposed option.

Advantages and Disadvantages

- Outline the advantages and disadvantages of the option.

Timeframe

- Taking into account that the project proposal must first successfully progress through the SIIRP, provide realistic and best estimate of timeframes for commencing and completing all options.
- Advise of the estimated due dates for the key milestones for each option which may include: approval of requirements; finalisation of the Request for Tender; appointment of contractor; approval of design; commencement of works; completion of works; completion of implementation review.
- Identify the key risk factors that would impact on the achievement of the milestones for each option.
- What are the risks that could cause delays in specific milestones, or risks that could prevent the project from being completed within the estimated timeframe or Budget?

Capital Cost

- What is the estimated capital cost for this option over the full period of the project, and on an annual basis?
- What are the key risks that the option will not be completed within the estimated capital cost? Quantify any potential increase in capital costs.
- What processes have been identified for estimating, monitoring and controlling project expenditure?
- Provide a table containing the estimated capital expenditure cash flows by inserting or deleting columns as necessary based on the example below.

| Year Financial Yr | Y1 (20xx-xx) | Y2 (20xx-xx) | Y3 (20xx-xx) | Y4 (20xx-xx) | Total |
|----------------------|-----------------|-----------------|-----------------|-----------------|--------|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital | | | | | |

Note: If the project timeframe is beyond four years, please provide cash flows for the full period of the project.

Recurrent Costs

- What are the estimated recurrent costs associated with this option over the full period of the project, and on an annual basis? Include breakdowns of Salary and Non-Salary expenditure where applicable.
- What are the key risks that the option will not be completed within the estimated recurrent costs? Quantify any potential increase in recurrent costs.
- Quantify all expected movements in recurrent costs. I.e. Advise if higher recurrent costs are anticipated initially due to set-up and implementation etc, and are then expected to reduce to an ongoing annual recurrent cost?
- Demonstrate how the Department will manage these recurrent costs within its existing Budget and Forward Estimates allocation should the option be pursued.

Comparative Benefits/Costs of the Option

- Determine the net financial impact of the recommended option (or multiple options being analysed). Include consideration of any:
 - costs that would be avoided by completing the project;
 - savings which would be achieved by the investment in the project; and
 - revenues that would be generated once the project is implemented;
- Consider the benefits in comparison with the estimated costs to provide an assessment of the value for money of the recommended option (or multiple options being analysed) and whether net benefits would be achieved.
- Demonstrate why the recommended option provides superior value for money in comparison to the alternative options; or demonstrate the value for money of each of the suitable options.

Funding Sources

- Advise of the alternative funding sources which have been investigated.
- Quantify the funding to be sourced from alternative sources.

Project Management

- Would the option have any specific impact on the agency's existing resources, service delivery, internal processes and people?
- Provide an assessment of the risks of undertaking the option, and the implementation risks associated; and
- Identify whether the necessary resources are available to the agency, in the context of other competing projects, and whether the agency has the appropriate skills and experience to implement the option.

Stakeholder Management

- Who are the key stakeholders relevant to the option?
- Provide details of the consultation that has occurred with these key stakeholders to date, and any planned consultation yet to be undertaken.
- Are there any specific technical or legislative requirements requiring consultation in relation to the option?
- Are there any stakeholder risks that could impact the achievement of the option?

6. RECOMMENDATION

It is preferable that a recommended option be identified, which would then be further analysed and considered in the business case.

In the event that multiple options require further analysis in the business case, this should be justified by the agency. Ultimately, the business case must recommend the preferred option to Budget Committee to enable the preferred option for a project to be considered for funding.

7. OTHER INFORMATION

Attachments and Supporting Documentation

Any relevant attachments and supporting documentation should be provided to accompany the Point 1 submission.

Endorsement of Submissions at Point 1

Point 1 Investment Concept and Options Analysis submissions must be endorsed in writing by the Head of Agency. Agencies are required to provide signed hard copy and electronic copies of submissions.

Agencies should also note that at Point 2, business cases must be endorsed by the Head of Agency, and by the relevant Minister, in writing prior to submitting to Treasury.

8. SIIRP FUNDING REQUIRED FOR ADVANCEMENT TO POINT 2 BUSINESS CASE

- Is SIIRP funding required by the agency to prepare the project business case?
- If yes, quantify the SIIRP funding required to prepare the business case at Point 2, and provide the details of how the funding would be utilised and when the funding would be expended (it should not be assumed that funding approved for expenditure in a particular year will automatically be available in subsequent years if not expended as originally envisaged).
- If no, identify and quantify the agency resources which would be utilised internally to progress the project and prepare the business case.

Note: This section refers to the limited provision of SIIRP funding held within Finance-General which is available for allocation to agencies to assist in progressing the development of project proposals, not the funding of infrastructure projects. Projects can only be funded at Point 3 Budget Committee consideration.

Structured Infrastructure Investment Review Process (SIIRP)

Point 2 Guidelines Business Case

October 2015

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Part 1: Structured Infrastructure Investment Review Process

Overview

The Structured Infrastructure Investment Review Process (SIIRP) is a review and assessment process for General Government Sector infrastructure investment proposals.

Infrastructure investment proposals will be subject to a series of decision points prior to being considered for funding and will be required to meet reporting requirements during the development, and following the completion of, the project.

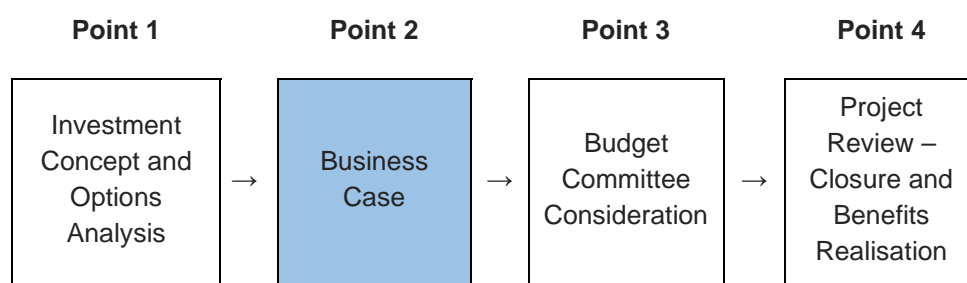
At each of the points an assessment is made as to whether the project should proceed to the next stage or be required to undertake further work for assessment, or be abandoned.

The SIIRP consists of four decision/reporting points:

- Investment Concept and Options Analysis;
- Business Case;
- Budget Committee Consideration; and
- Project Review – Closure and Benefits Realisation.

These guidelines address the requirements of Point 2. Figure 1 illustrates the SIIRP.

Figure 1: Structured Infrastructure Investment Review Process



Objective

The objective of the Structured Infrastructure Investment Review Process is to ensure that infrastructure projects funded from the State Budget:

- appropriately meet the needs of the community;
- provide clear and strong links to specific government policy priorities and the Government's strategic direction;
- demonstrate strong evidence of prioritisation, within the context of an agency's competing priorities, an agency's requirements and its capacity to deliver;
- demonstrate direct links with specific agency asset management strategies, including objectives outlined in Strategic Asset Management Plans;
- have been appropriately scoped and planned;

- are based on reliable and realistic cost estimates; and
- are able to be delivered by agencies in accordance with the specified timeframes and within the project Budget allocations.

The effective and efficient management of general government sector infrastructure investment is fundamental in an environment where there are competing demands for Government resources.

The objectives of the SIIRP will facilitate infrastructure investment decision making by requiring agencies to:

- rigorously evaluate infrastructure investment project proposals at the initial stage of the SIIRP to ensure that a proposal has:
 - strong links to specific Government policy priorities;
 - provides strong evidence of prioritisation within the context of an agency's other projects, its requirements and its capacity to deliver; and
 - demonstrates direct links between SIIRP proposals and specific asset management strategies and objectives outlined in Strategic Asset Management Plans;
- provide high quality project business cases to assist in Government decision making, including a focus on analysis of a project's value for money relative to alternatives; and the benefits of projects in the context of potential savings and efficiencies to be achieved. This includes obtaining Ministerial approval prior to submitting business cases for consideration, to ensure continued alignment with Government priorities; and
- review the implementation of projects so that the benefits can be shared and realised across government. The Review phase will include monthly Budget Committee monitoring of the overall status of funded infrastructure projects.

Part 2 of these Guidelines details the purpose of Point 2 Business Case.

Part 2: Business Case

Purpose

In Point 1 Investment Concept and Options Analysis, the preferred option for a project has been identified by the agency; or multiple options to be further analysed and considered in a business case have been established. Where the Treasurer has approved an agency's Point 1 submission, the next step is to prepare the Business Case.

The purpose of Point 2 is to develop a comprehensive business case to present all of the relevant information on the project to enable consideration for funding at Point 3 Budget Committee Consideration.

Ultimately, the business case must recommend the preferred option to Budget Committee to enable the project to be considered for funding. The business case should:

- build on the information provided in Point 1;
- define the business need or problem;
- present detailed analysis on the recommended option or options identified in Point 1;
- provide comprehensive assessments of the costs, benefits and risks, and
- based on the findings of the business case, recommend the preferred option for the project proposal to the Treasurer and Budget Committee to enable the project to be considered for funding as part of the annual Budget process.

Treasury's Role

Treasury will analyse and assess Point 2 business cases and provide a recommendation to the Treasurer from its perspective on whether a business case should advance to Point 3 Budget Committee Consideration to be considered for funding. The Treasurer's decision may result in the following outcomes for projects proposals:

- Proceed – approval for the project to advance to Point 3 Budget Committee Consideration;
- Further Assessment - a request for further details to be provided and for issues to be resolved before re-submitting at Point 2 Business Case; or
- Not Proceed – the project is not supported at the present time.

Business Case Requirements

Part 3 of these Guidelines outlines the information requirements for Point 2 Business Case. The information requirements are to guide agencies in preparing business cases and reflect the base level of information required. The following should be noted:

- business cases must be Ministerially endorsed prior to submitting to Treasury;
- a separate business case must be completed for each project proposal; or each package of interrelated or closely similar projects (E.g. a strategic program of maintenance);

- where approval to proceed to Point 2 has been subject to the provision of certain information the business case must provide a suitable response to information requested;
- the information provided in the business case must be timely and accurate at the time of submitting the business case;
- if any information regarding the project has changed from that presented at Point 1, and or is no longer timely, this should be made clear in the section at the beginning of the Business Case;
- as a minimum, agencies must provide a response to all of the base level business case requirements;
- any supporting documentation and additional information which could assist in the decision making process of the Government should be attached to accompany the business case.

The business case requirements for Point 2 are detailed below.

Part 3: Business Case Requirements

Important Notes:

- If there have been any changes to the project concept; the preferred option or suitable options; or changes to any key information approved at Point 1, please provide the specific details at the beginning of the business case.
- These requirements are indicative only and reflect the base level of information required, and are not intended to be limiting to agencies or restrict the level of information that can be submitted. There is an expectation that agencies should include all relevant information to enable Treasury and the Government to make an informed decision.
- Where information provided is considered to be insufficient, Treasury will go back to agencies to request a sufficient level of detail, which is likely to prolong the development and consideration of a project.
- Treasury acknowledges that a case-by-case approach may be required for some projects or groups of projects. Where an agency believes that the information requirements for a project or group of projects are unique and differ to those outlined below, it is recommended that agencies discuss any issues with Treasury initially before providing submissions to ensure that there is a common understanding between Treasury and the agency of the level of information required.

For each option being analysed in the business case the following information must be provided.

PROJECT INFORMATION

Project Title:

Provide the short title of the project proposal.

Description

Provide a succinct high level description of the project proposal to summarise the problem and the need, and the intended outcome of the project.

Information Update since Point 1

Provide the details of any changes to the project concept; the recommended option or options being analysed; or changes to any information approved at Point 1.

Business Case Sponsor and Responsible Officer

Who is sponsoring the development of the Business Case, and who is responsible for the preparation of the business case?

PROJECT JUSTIFICATION

Benefits/Outcomes

- What is the goal of the project? Detail the specific benefits and outcomes to be achieved.
- Define the problem and the need which requires a solution, and the gap between the current situation and the stated objectives.
- Explain what has been done previously to address the problem, what the current status and opportunity is and why the project is required.
- Demonstrate why the project should be considered for investment including the advantages and disadvantages of the option.
- Demonstrate that the benefits/outcomes of the project proposal would be sufficient but not excessive in meeting its objectives.
- Ensure that it is clear what is in scope and out of scope.

Links to Government Policy Priorities

- Confirm the links between the project and specific Government policy priorities, and alignment with the Government's strategic direction which have been identified in Point 1.

Prioritisation and direct links to strategic asset management

- Confirm the prioritisation of the project within the context of the agency's other projects, its competing priorities and requirements and its capacity to deliver the project.
- Confirm that there are direct links between the project and the agency's specific asset management strategies, including objectives outlined in Strategic Asset Management Plans. All projects should relate to, and produce results to assist in achieving, pre-defined strategic goals.

RISKS AND DEPENDENCIES

Risks

- Confirm the risks to the achievement of the project (implementation risks and risks if the project is not undertaken).
- Confirm the significant risks which could prevent the completion of the project within timeframe and Budget.
- Provide a final assessment of the significance and consequence of all identified risks (low, medium or high) for all risk types (political; social; economic; financial, environmental, industrial and human resources).

Technical Standards or Legislative Requirements

- Identify the key technical standards or legislative requirements which the project will be required to meet?
- Does the project comply with all technical standards or legislative requirements?
- Are there risks that technical standards or legislative requirements could impact the achievement of the project?

External Conditions and Critical Success Factors

- Clearly state any assumptions made during the planning process which the project is dependent on.
- Identify any requirements for specialist resources or skills and any dependencies that exist with other projects or initiatives.
- What are the external environment conditions (and dependencies) which are critical to the project? Have any external conditions changed since the project was approved at Point 1?
- Confirm the critical success factors and the essential areas of activity that must be performed if the goals, benefits and outcomes of the project are to be achieved.
- Confirm the complexities associated with the project proposal which are critical to implementation?
- Confirm the specific strategies for how the external conditions, critical success factors and complexities of the project proposal will be managed and or overcome.

PROJECT MANAGEMENT AND IMPLEMENTATION

Implementation Strategy

- Determine the governance structure for the project and identify the parties which will fulfil each role including: Project Sponsor; Project Manager; Project Team; Reference Groups; Working Groups; and External Consultants.
- Identify the key project milestones. Advise who is accountable and detail these in the table provided. For each milestone, record the date and responsible person or party.
- Describe the approach to quality management and list measures which will be used to measure success, i.e. methodologies and standards, review and acceptance procedures.

Organisational Change

- Describe the approach to managing organisational change throughout the project. Including:
 - What effect will the implementation of the project proposal have upon existing services, processes and people?
 - Outline how current internal business processes or service delivery will be enhanced/improved and/or changed as a result of implementation of the project proposal.

- Identify legislation, policy and regulatory issues.
- Identify change, issue, and problem management strategies.

Resources

- Outline the skills and capabilities required for completing the project. Are these available, taking into account the Department's current commitments and capacity to deliver?
- Identify the training requirements and how these will be addressed.

Stakeholder Analysis

- Identify the key stakeholders. For each key stakeholder group (or individual stakeholders) provide an assessment of the potential positive or negative impacts on the project including:
 - how could the stakeholder impact the project?
 - how could the stakeholder be impacted by the project?
 - is the stakeholder supportive of the project, and why?
 - does the stakeholder have any concerns, if so, provide details?

Stakeholder Management

- Outline the framework that is in place for managing stakeholders.
- Outline the communication plan that ensures staff and stakeholders are kept informed.

MARKETS AND TENDER

Market Research

- Detail the market research that has been undertaken.
- Outline whether the results indicate that the project will be attractive to the market.
- Outline whether there is adequate capacity and capability in the market to deliver the requirements of the project.
- Outline whether the market research results would support a decision by the Government to invest in the project.

Tender

- Provide an overview of the Request for Tender process to be undertaken, and any specific issues and requirements of potential tenderers. Provide an overview of the tender documentation to be required.
- Is the agency confident that there will be a suitable level of interest in the market to drive a competitive tender process to achieve value for money for the Government?

TIMEFRAME

- The business case should confirm to the Treasurer, and to Budget Committee, the estimated timeframes for commencement and completion of the project, from the date of a decision to fund the project.

For example, if a project was funded as part of the 2016-17 Budget and the agency was advised in its Budget Allocation Advice in May 2016, from that date, when would the project commence and when would the project be completed?

The established timeframes must be realistic and achievable for commencing and completing all options.

- Advise of the estimated due dates for the key milestones for each option which may include: approval of requirements; stakeholder engagement; planning approval; finalisation of the Request for Tender; appointment of contractor; approval of design; commencement of works; completion of works; completion of implementation review. It should be noted that close attention will be paid to whether established timeframes and milestones are considered to be realistic and achievable.
- Identify the key risk factors that would impact on the achievement of the milestones for each option.
- What are the risks that could cause delays in specific milestones, or risks that could prevent the project from being completed within the estimated timeframe or Budget?

FUNDING

All capital and recurrent cost estimates must be detailed in the business case as the business case is the basis for the Treasurer's and Budget Committee's decision making. Project costs must be advised for project management and implementation costs, as well as the costs of the actual project. While it is understood that cost estimation is often a difficult process it is expected that such estimates are able to be subject to rigorous testing and analysis.

Capital Cost

- Finalise the estimated capital cost for the project over the full period of the project, and on an annual basis?
- Confirm the key risks that could prevent the project from being completed within the estimated capital cost? Quantify potential increases in capital costs.
- Confirm the processes to be used for estimating, monitoring and controlling project expenditure? Are there any provisions for contingencies factored into the Budget?
- Confirm the estimated capital expenditure cash flows.

Recurrent Costs

- Finalise the estimated recurrent costs associated with the project over the full period of the project, and on an annual basis? Include breakdowns of Salary and Non-Salary expenditure where applicable.
- Confirm the key risks that could prevent the project from being completed within the estimated recurrent costs? Quantify the potential increase in recurrent costs.

- Quantify all expected movements in recurrent costs. I.e. Advise if higher recurrent costs are anticipated initially due to set-up and implementation etc, and are then expected to reduce to an ongoing annual recurrent cost?
- Demonstrate how the Department will manage these recurrent costs within its existing Budget and Forward Estimates allocation should the option be pursued.

Funding Sources

- Confirm the funding to be obtained from alternative sources.

Cost/Benefits Analysis

- Confirm the net financial impact of the recommended option (or multiple options being analysed). Include consideration of any:
 - costs that would be avoided by completing the project;
 - savings which would be achieved by the investment in the project; and
 - revenues that would be generated once the project is implemented;
- Provide a final assessment of the value for money of the recommended option (or multiple options being analysed) and whether net benefits would be achieved.
- Demonstrate that the recommended option provides superior value for money in comparison to the alternative options.

RECOMMENDED OPTION

- The recommended option should be confirmed by the agency, and the following information requirements fulfilled. However, if multiple options require further analysis, agencies must fulfil the information requirements for each option.

ACHIEVEMENT OF PROJECT SUCCESS

- In Point 4 Project Review - Closure and Benefits Realisation, the implementation of projects will be reviewed to ensure that learnings can be applied across Government to improve the development of future infrastructure projects.
- Key Performance Indicators should be developed to enable the success of the project to be assessed. These performance indicators will be used as the basis for assessing the success of a project during its implementation, and once the project is completed.
- The KPIs and any other methodology that will be used to assess the success of the project and to assist in benefits realisation should be documented within the business case.

APPENDICES

Include any detailed documents as appendices to the business case. These could include more detailed:

- financial and economic impact statements;
- risk analysis statements;
- social and environmental studies; and
- relevant strategic asset management documents.

Part 4: Business Case Template

A business case template is provided below to assist agencies in preparing business cases at Point 2 of the SIIRP.

<Project Title> Business Case

Version 0.A (dd mm yyyy)

<Organisational Unit>
<DEPARTMENT OF....>

DOCUMENT ACCEPTANCE and RELEASE NOTICE

This document is release/version <X.X> of the <Project Title> Business Case.

This is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

PREPARED: _____ DATE: ____/____/____
(for acceptance) (<name>, Responsible Officer)

ACCEPTED: _____ DATE: ____/____/____
(for release) (<name, title>, Business Case Sponsor)

ENDORSED: _____ DATE: ____/____/____
(for submission to Minister) (<Head of Agency, Department of X>)

ENDORSED: _____ DATE: ____/____/____
(for submission to Treasury) (<Minister for X >)

PROJECT INFORMATION

Project Title:

Description

Information Update since Point 1

Business Case Sponsor and Responsible Officer

PROJECT JUSTIFICATION

Benefits/Outcomes

-
-

Links to Government Policy Priorities

-
-

Prioritisation and direct links to strategic asset management

-
-

RISKS AND DEPENDENCIES

Risks

-
-

| Risk Description | Consequence | Likelihood | Mitigation Strategies |
|------------------|-------------|------------|-----------------------|
| | | | |
| | | | |

(Format the project risks register as required)

Technical Standards or Legislative Requirements

-
-

External Conditions and Critical Success Factors

-
-

PROJECT MANAGEMENT AND IMPLEMENTATION

Implementation Strategy

-
-

| Project Milestone | Date | Responsible Person |
|-------------------|------|--------------------|
| | | |
| | | |

(Format project milestones as required)

Organisational Change

-
-

Resources

-
-

Stakeholder Analysis

-
-

Stakeholder Management

-
-

MARKETS AND TENDER

Market Research

-
-

Tender

-
-

TIMEFRAME

-
-

FUNDING

Capital Cost

-
-

| Year | Y1 | Y2 | Y3 | Y4 | Total |
|----------------|-----------|-----------|-----------|-----------|--------|
| Financial Yr | (20xx-xx) | (20xx-xx) | (20xx-xx) | (20xx-xx) | |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Capital item 1 | | | | | |
| Capital item 2 | | | | | |
| | | | | | |

NOTE: If the period exceeds four years, please quantify the full cash flows for the project.

Recurrent Costs

- Salary expenditure?
- Non-salary expenditure?
-
-

Funding Sources

-
-

Cost/Benefits Analysis

-
-

RECOMMENDED OPTION

ACHIEVEMENT OF PROJECT SUCCESS

APPENDICES

-
-
-

Summary of Consultation and Outcomes regarding the 2015 review of the Structured Infrastructure Investment Review Process (SIIRP)

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Outcomes specific to the recommendations of *Report of the Auditor-General No.2 of 2015-16 - Capital works programming and management*

Recommendation 5

Treasury modify the SIIRP process to maximise its application to potential projects, including packaging of proposals and a timelier processing of individual stages

At the time of the Auditor-General's report, Treasury noted it was finalising the outcomes of a review of the SIIRP and that it was expected that updates to the SIIRP Guidelines would be made which would be consistent with the Report's Recommendation 5 (see page 13 of the *Report of the Auditor-General No. 2 of 2015-16 - Capital works programming and management*).

Outcomes specific to the 2015 review of SIIRP are listed in the **Outcomes specific to the 2015 Treasury review of the SIIRP Guidelines** section of this document.

Recommendation 6

Treasury improves documentation of its analysis. We further recommend that SIIRP requirements explicitly include: an explanation of why the service delivery should be continued; a detailed explanation of the need for the proposed infrastructure; an outline of the impact of not doing the project; information to show that the proposal is sufficient but not excessive to meet the need. In the case of 'packaged' capital requirements, that documentation might take the form of evidence that the submitting agency had evaluated and prioritised the projects based on similar criteria.

At the time of the Auditor-General's report Treasury noted and accepted the recommendation that Treasury improve its documentation of its analysis (see page 14 of the *Report of the Auditor-General No. 2 of 2015-16 - Capital works programming and management*).

Where relevant, Treasury has made reference to other sources of information more explicit in its analysis.

In relation to the additional criteria detailed in Recommendation 6, Treasury noted that these criteria are able to be addressed within the [then] existing SIIRP assessment criteria, including: Scope; Reason for the Project Proposal; Relationship to Government's Policy Priorities; Benefits/Outcomes to be Achieved; Risks; and External Conditions and Critical Success Factors (see page 14 of the *Report of the Auditor-General No. 2 of 2015-16 - Capital works programming and management*).

In its submission to the Auditor-General's report, Treasury further noted that it would include reference to the issues such as those proposed in general guidance to agencies. This resulted in the outcomes listed in Table 1.

Table 1: Outcomes resulting from the Auditor-General's report

| Pre-AG Report Guidelines | Reference 2015 SIIRP | Change to Guidelines post AG Report |
|---|----------------------|--|
| No specific reference to the packaging of projects | Point 1 - Page 6 | The Agency Information Requirements highlights that a separate submission must be completed for each project proposal; or each package of interrelated or closely similar projects (e.g. a strategic program of maintenance). |
| Reference to identifying the problem that needs to be solved in the Reason for Project Proposal section of Point 1 | Point 1 - Page 7 | Within the Project Justification section, the agency should clearly identify the problem that needs to be solved and explain the need for the proposed infrastructure. |
| The stated purpose of the Investment Concept Outline notes that this phase commences with a high level assessment of a problem and how the project proposal will solve it. | Point 1 - Page 5 | Within the Purpose section, the agency should include: <ul style="list-style-type: none"> a rigorous assessment of: the concept of a problem/need; whether this is strongly linked to the specific policy priorities of Government; the proposal in the context of the agency's current environment and priorities; and how the project proposal would solve the problem/need; and strategic analysis of all the alternative options available including: advantages and disadvantages; timeframes; the capital and recurrent costs involved; identification of the risks involved; and recommendations in relation to the option or options to be investigated in further detail as part of the Business Case. |
| The Investment and Concept Outline includes the requirement to outline the reason why this investment should be considered further. | Point 1 - Page 7 | Within the Project Justification section, the agency should identify the impact of not doing the project. |
| The stated objective of the SIIRP including ensuring that infrastructure projects funded from the State Budget appropriately meet the needs of the community; have been appropriately scoped and planned; and are based on reliable and realistic cost estimates. | Point 1 - Page 8 | Within the Benefits/Outcomes to be Achieved section, the agency should demonstrate that the benefits/outcomes of the project proposal would be sufficient but not excessive in meeting its objectives. |
| The Relationship to Government's Policy Priorities section of Point 1 required demonstration of the consistency of the project proposal with an agency's strategic goals and priorities. | Point 1 - Page 6 | Within the Agency Information Requirements section, the agency must provide: any supporting documentation and additional information should be attached to accompany the Point 1 submission. |
| | Point 1 - Page 8 | Within the Prioritisation and direct links to strategic asset management , the agency must: <ul style="list-style-type: none"> provide strong evidence of prioritisation within the context of the agency's other projects, its competing priorities and requirements and its capacity to deliver the project; and demonstrate the direct links between SIIRP proposals and specific asset management strategies including objectives outlined in Strategic Asset Management Plans. |

Outcomes specific to the 2015 Treasury review of the SIIRP Guidelines

Following the commencement of the Treasury review process, the Tasmanian Audit Office advised Treasury that it intended to conduct an audit of the SIIRP to date (resulting in *Report of the Auditor-General No. 2 of 2015-16 - Capital works programming and management*). Treasury provided information to the Tasmanian Audit Office as part of the early stages of its review process.

The 2015 review, which included consultation with the major agencies involved in the SIIRP (those being the Departments of Health and Human Services, Education, Justice, State Growth and Police and Emergency Management), identified issues and potential improvements under the following major headings:

- achievement of objectives;
- prioritisation and alignment with Government policy;
- resourcing requirements and administrative burden;
- timing and flexibility of the SIIRP;
- the relationship between Strategic Asset Management Plans (SAMPs) and the SIIRP; and
- the Scope of the SIIRP.

The results and outcomes of each of these topics is further described below.

Further to the detailed outcomes, the review also recognised that Infrastructure Tasmania was yet to be fully established - including the role that ITas would have in the SIIRP.

Treasury continues to work with ITas including with regards to regular data and information sharing as well as in relation to various infrastructure Frameworks, especially the SIIRP, SAMP and Project Assurance Frameworks.

Achievement of objectives

The review found that the SIIRP had achieved its establishment objectives in that there was an evidence-based improvement in the level of planning being undertaken by agencies in relation to infrastructure investment than pre-SIIRP. However, it was noted there remained scope for further improvement particularly in relation to the justification and prioritisation of investment proposals.

Prioritisation and alignment with Government policy

Prior to the 2015 review, it was possible for projects to progress through the SIIRP without being strongly linked to the Government's policy priorities and not specifically linking a project to Government policy was insufficient to reject the project from being received into the SIIRP.

The updated 2015 Guidelines specifically extended the objective of the SIIRP process to include links to Government policy and strong evidence of prioritisation (see Table 2).

Table 2: Changes to the Objective of the SIIRP specific to the 2015 Treasury review

| Objective of 2011 SIIRP | Objective of 2015 SIIRP |
|--|---|
| <p>The objective of the Structured Infrastructure Investment Review Process is to ensure that infrastructure projects funded from the State Budget:</p> <ul style="list-style-type: none"> • appropriately meet the needs of the community; • have been appropriately scoped and planned; and • are based on reliable and realistic cost estimates. | <p>The objective of the Structured Infrastructure Investment Review Process (SIIRP) is to ensure that infrastructure projects funded from the State Budget:</p> <ul style="list-style-type: none"> • appropriately meet the needs of the community; • provide clear and strong links to specific government policy priorities and the Government's strategic direction; • demonstrate strong evidence of prioritisation, within the context of an agency's competing priorities, an agency's requirements and its capacity to deliver; • demonstrate direct links with specific agency asset management strategies, including objectives outlined in Strategic Asset Management Plans; • have been appropriately scoped and planned; • are based on reliable and realistic cost estimates; and • are able to be delivered by agencies in accordance with the specified timeframes and within the project Budget allocations. |

Resourcing requirements and administrative burden

The review identified the administrative burden for both agencies, as the applicant, and Treasury, as the administrator, through the SIIRP.

A source of administrative burden identified by both Treasury and agencies was the provision of identical information at different points in the process.

Treasury noted that the information gathered by SIIRP was used in the full assessment of infrastructure projects and responded to the review's findings through a restructure of the SIIRP from a six-point process to a four-point process (see Table 3). This outcome streamlined the process and supported the timelier processing of individual stages.

The streamlining included:

- The combination of Point 1 - Investment Concept Outline and Point 2 - Strategic Assessment Options Analysis (Point 2) from the 2011 Guidelines into a new Point 1 - Investment Concept and Options Analysis in the 2015 Guidelines, reflecting the Treasury assessment stages of the SIIRP.
- The combination of Point 5 - Interim Project Review and Point 6 - Post Implementation Review in the 2011 Guidelines with Point 4 - Project Review - Closure and Benefits Realisation in the 2015 Guidelines (these stages are not assessed by Treasury).

Table 3: SIIRP Streamlining 2011 to 2015

| Point | 2011 SIIRP (6 Stage) | Point | 2015 SIIRP (4 Stage) |
|-------|---|-------|--|
| 1 | Investment Concept Outline | 1 | Investment Concept and Options Analysis |
| 2 | Strategic Assessment and Options Analysis | 2 | Business Case |
| 3 | Business Case | 3 | Budget Committee Consideration |
| 4 | Budget Committee Consideration | 4 | Project Review – Closure and Benefits Realisation |
| 5 | Interim Project Review | | (Replaced with monthly Budget Committee monitoring of overall status of funded infrastructure projects). |
| 6 | Post Implementation Review | | NA |

Timing and flexibility of the SIIRP

Prior to 2014, agencies were limited to submitting SIIRP submissions in late July each year, after the Budget Development process had concluded, and well in advance of the next Budget Process.

The review determined that this ‘round based’ application exacerbated the potential for a disconnect between the SIIRP and Budget Development processes. A ‘round based’ approach also resulted in peaks of required assessment effort by Treasury which could ultimately reduce the timeliness of the provision of information to Government and restrict the development of projects. Delays in assessment of SIIRP submissions also increased uncertainty for agencies, due to potential delays in receiving feedback regarding compliance and quality of proposals.

As a result of the review, the SIIRP transitioned from a ‘round based’ to a ‘rolling’ process. This outcome has resulted, compared with the 2011 iteration of the process, in:

- SIIRP proposals being received by Treasury at any time of the year;
- mitigation of backlogs in assessments;
- an increased timeliness of feedback from Treasury to agencies; and
- an increased timeliness of SIIRP projects to Government.

The relationship between Strategic Asset Management Plans and the SIIRP

Prior to 2015, the majority of agencies indicated that their SAMPs were the key driver for all infrastructure projects submitted through the SIIRP.

Linking to the principles behind the Auditor-General’s Recommendations 5 and 6, an outcome of the 2015 review was to specifically reinforce the relationship between an Agency’s SAMP and infrastructure projects submitted through the SIIRP in the updated SIIRP Guidelines (see Table 4).

Table 4: Links to SAMP included in 2015 SIIRP Guidelines

| Section | Contents |
|--|--|
| Objective of SIIRP | <p>The objective of the Structured Infrastructure Investment Review Process (SIIRP) is to ensure that infrastructure projects funded from the State Budget:</p> <ul style="list-style-type: none"> • appropriately meet the needs of the community; • provide clear and strong links to specific government policy priorities and the Government's strategic direction; • demonstrate strong evidence of prioritisation, within the context of an agency's competing priorities, an agency's requirements and its capacity to deliver; • demonstrate direct links with specific agency asset management strategies, including objectives outlined in Strategic Asset Management Plans; • have been appropriately scoped and planned; • are based on reliable and realistic cost estimates; and • are able to be delivered by agencies in accordance with the specified timeframes and within the project Budget allocations. |
| Project Justification: Prioritisation and direct links to strategic asset management | <p>Confirm that there are direct links between the project and the agency's specific asset management strategies, including objectives outlined in Strategic Asset Management Plans. All projects should relate to, and produce results to assist in achieving, pre-defined strategic goals.</p> |
| Appendices | <p>Recommendation that agencies include any detailed documents as appendices to the business case, specifically indicating relevant strategic asset management documents were suitable for this purpose.</p> |

The Scope of the SIIRP

The review recognised that maintenance projects had been specifically determined to be outside the scope of the SIIRP on the basis that maintenance is by nature an ongoing operational cost.

However, agency maintenance activities were evolving to include major asset renewal or maintenance programs which were relatively analogous in complexity and magnitude to one-off infrastructure investment project proposals.

To this end, the SIIRP was expanded in 2015 to include major infrastructure renewal and maintenance programs associated with groups of agency assets.

This outcome is evidenced through:

- increasing the information required to be provided by agencies in Point 1 of the SIIRP to include the requirement of a separate submission, and a separate business case, for each package of interrelated or closely similar projects e.g. a strategic program of maintenance; and
- increasing the connection of the SIIRP to the SAMP.

This outcome resulted in major infrastructure renewal and maintenance programs receiving the same level of justification, planning and scrutiny as new infrastructure projects progressing through the same stages of the SIIRP.

Project Assurance Framework



Document control and approval

| No | Version | Date | Approval | Role | Variations |
|----|---------|------------|--------------|-----------------------------|--|
| 1 | 1.0 | 07/05/2021 | Martin Blake | CEO Infrastructure Tasmania | |
| 2 | 1.1 | 13/06/2024 | Ben Goodsir | CEO Infrastructure Tasmania | The document clarifies roles and responsibilities, strengthens information and confidentiality, clarifies payment and provides for incidental amendments |

Contact(s) for enquiries and proposed changes

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Glossary

| Term | Definition |
|---|---|
| Assurance reviews | Refers to gateway, health check and deep dive reviews. |
| Deep dive reviews | Deep dive reviews are similar to health check reviews but focus on a specific and often specialised or technical issue. These reviews are usually undertaken in response to an issue raised by stakeholders. |
| Delivery agency | The Government agency tasked with developing and/or delivering a project applicable under this framework. |
| Gate | Key decision point(s) in a project/program's lifecycle when a gateway review may be undertaken. |
| Gateway review | <p>A review of a project/program by an independent team of experienced practitioners at a specific key decision point (gate) in the project/program lifecycle.</p> <p>A gateway review is a short, focused, independent expert appraisal of the project/program that highlights risks and issues, which if not addressed may threaten successful delivery. It provides a view of the current progress of a project/program and assurance that it can proceed successfully to the next stage if any critical recommendations are addressed.</p> |
| Health check | A health check is an independent review carried out by a team of experienced practitioners seeking to identify issues in a project/program which may arise between gateway reviews. |
| Program | <p>Programs provide an umbrella under which related projects and activities can be coordinated. A program is likely to be longer term and have a life that spans several years.</p> <p>Projects that form part of a program may be grouped together for a variety of reasons including co-location, similar nature (for example, agency capital program or road upgrades) or shared outcome.</p> <p>The component parts of a program are usually individual projects or smaller groups of projects (sub-programs). In some cases, these individual projects or sub-programs may have a different project tier to the overall program.</p> |
| Project | <p>A project is a group of interrelated activities that are planned and then executed in a particular sequence to achieve planned and agreed outcomes, within a predetermined timeframe. A project has the following characteristics:</p> <ul style="list-style-type: none"> • defined scope and finite resources • has a definable start and end dates • introduces a change • creates a unique result, product or service • has its own governance structure <p>A particular project may or may not be part of a program.</p> |
| Project assurance | The governance, reporting and expert project review process that assesses the health and viability of a project. Project assurance can provide investors and other stakeholders with the confidence that the project can deliver to time, budget and quality. |
| Project Assurance Services Panel | Established and managed by Infrastructure Tasmania, the panel includes experts with skills, experience and capability across infrastructure sectors and project delivery. The project assurance service panel ensures quick mobilisation and coordination of review teams and the consistent application of the project assurance framework. |
| Project tier | The project tier classification is comprised of three project tiers, where Tier 1 encompasses projects deemed as being the highest risk profile (Tier 1 – high value, high risk projects), and Tier 3 with the lowest risk profile. Tier classification considers a project's overall risk profile and the project's estimated total budget. |
| Regular infrastructure project reporting | Routine reporting of projects prepared by the Department of Treasury and Finance and provided to Government. |
| Assurance Review Team | A team of expert independent reviewers, sourced from the project assurance services panel engaged by Infrastructure Tasmania to undertake a gateway review, health check or deep dive review. |
| Senior Responsible Officer (SRO) | The delivery agency secretary or deputy secretary with strategic responsibility and the single point of overall accountability for a project/program. The Senior Responsible Officer (SRO) is the owner of the business case, accountable for all aspects of governance and delivery of benefits. Some project management methodologies refer to this role as the Project Executive, Sponsor or Client. |

Background and purpose

Over the past two decades jurisdictions across Australia have adopted the gateway process to project assurance to inform investment decisions and obtain increased oversight throughout project development and delivery.

The Tasmanian Government expanded Infrastructure Tasmania's (ITas) role in November 2020 to include a project assurance function to monitor infrastructure delivery and delivery capacity.

Key objectives of this function include:

- the establishment of a framework for undertaking project assurance activities across the Government's infrastructure investment projects
- regular monitoring and reporting of infrastructure project/program delivery
- coordination and commissioning of assurance activities in line with a newly defined framework.

This document outlines the ITas Project Assurance Framework (the Framework), ITas' role in coordinating project assurance activities and its responsibilities for the management and delivery of the Framework.

Purpose of the Framework

Project assurance is a critical part of identifying and managing project and program risk to ensure objectives and outcomes are being delivered.

For the purposes of the Framework, project assurance is defined as the governance, reporting and independent expert project review process that assesses the health and viability of a project. Project assurance helps manage risk and improves delivery confidence.

This Framework provides a structured approach for the independent assessment of the health and viability of projects/programs and focuses on the following assurance activities:

- gateway assurance reviews
- health checks and deep dives
- infrastructure project reporting.

Project assurance is not an audit, approval or endorsement process. It is a process that supports project development and delivery to minimise the risk of project failure and improve project management skills and systems.

Considerations in developing this Framework

- Building on and leveraging from existing processes where possible.
- Considering constraints in terms of agencies' capacity to implement and participate in new processes.
- Ensuring proposed activities and structures are discussed with key stakeholders and reviewed on a regular basis.

Assessment of existing processes and resources

Throughout the development of this Framework existing processes and guidance material was leveraged where possible. Infrastructure bodies such as iNSW, the Victorian Government and Infrastructure South Australia have published extensive guidance material and have well established processes in place. In addition to material published through interstate agencies, this Framework was informed by documentation from the Infrastructure and Projects Authority of the United Kingdom Government.

Framework implementation

Acknowledging the constraints in capacity and resource availability, this Framework will be implemented through a staged approach. This allows stakeholders to provide feedback early and enables ITas to consider improvements throughout the implementation.

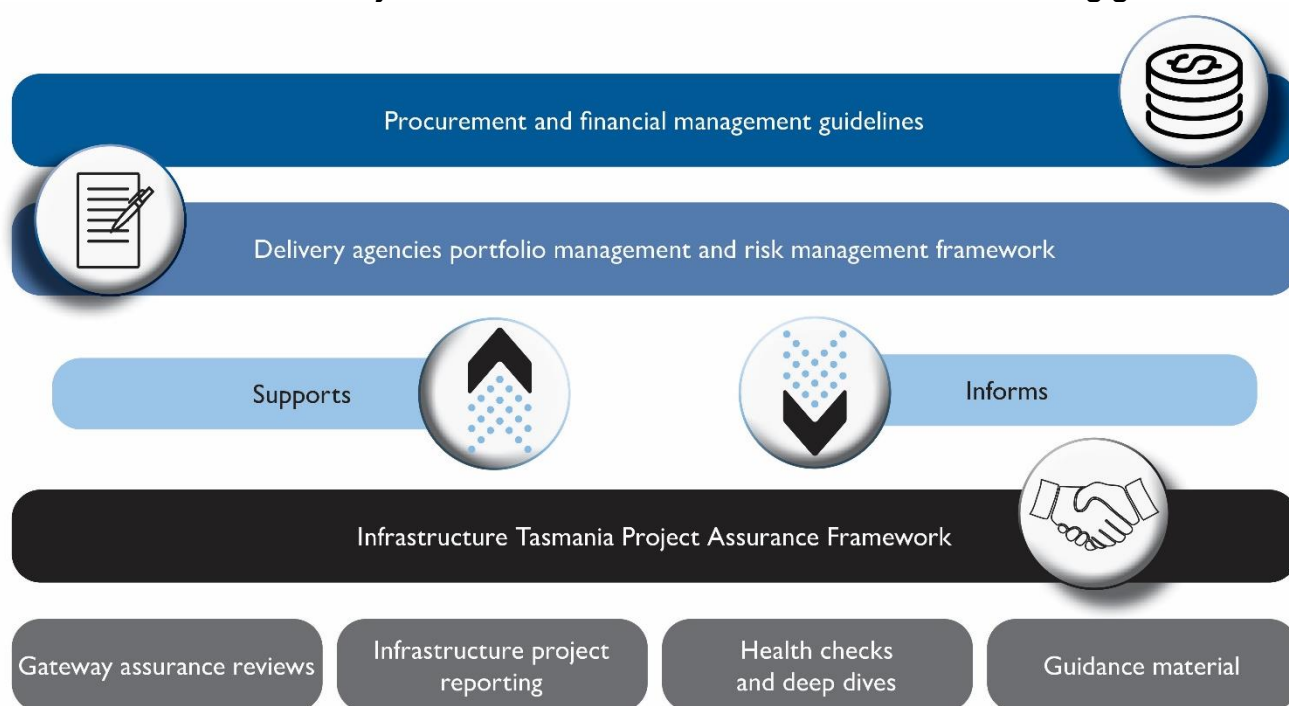
Framework objectives

This Framework has been developed to achieve the following objectives:

1. A single source of independent assurance across all infrastructure projects/programs – providing strong advice to Government.
2. Informed decision making – supporting Government as an investor through improved data collection and analytics.
3. A flexible risk-based approach – to focus on what matters considering project/program specific needs.
4. Continuous improvement – monitoring and reporting allows the review and improvement of existing processes and policies.
5. Collaboration and support for agencies – sharing resources, processes and insights across agencies to improve delivery and to learn from experience.
6. Value to agencies – identifying issues early and providing practical advice.

The Framework does not take away from delivery agencies' requirements to comply with Government governance and procurement requirements.

Infrastructure Tasmania Project Assurance Framework in the context of existing guidelines



Benefits

Implementing a consistent approach to project assurance across all major government infrastructure projects will achieve the following benefits for the Tasmanian Government and the public.

- Transparency in project/program planning and delivery risks and progress, which allows for informed decision making.
- Consistent application of good practice methodologies and principles in delivery, which improves project and program management capability within the public sector.
- Early identification of risks and issues that may impact project/program outcomes or viability.
- A focus on delivering outcomes from infrastructure investments, rather than just outputs.
- Experience and lessons learned can be shared across Government.
- Increased confidence in the timely provision of value for money infrastructure that meets community needs.

Framework application

The Framework application is not mandatory, however it provides guidance in line with good practice and reflects assurance practices that are already in place across other states. Over the years assurance requirements have evolved in other states and have highlighted the benefits from implementing overarching assurance functions specifically for infrastructure projects/programs.

The Framework was developed to focus on infrastructure projects with a total estimated cost above \$5 million. Agencies can elect to participate in the assurance activities outlined in this Framework at their discretion throughout the life of their project.

The Framework does not operate in isolation and is intended to complement existing risk controls that are already in place at an agency level. It has been developed with the objective to support better outcomes when delivering infrastructure projects and programs.

Infrastructure Tasmania's role

ITas reports to the ITas Steering Committee which advises Government on the current and emerging Tasmanian Government Infrastructure Investment Program. This will include common trends and insights identified through the implementation of the Framework.

The following aspects of the Framework will be phased in, depending upon the resources available to ITas and the support of delivery agencies:

- risk profile assessment tool
- assurance reviews (gateway reviews and deep dives) across all stages of the project lifecycle
- project health checks
- regular infrastructure project reporting.

Assurance reviews

The Framework includes four key components:

- gateway reviews (Gate 0-6)
- health checks
- deep dives
- regular infrastructure Project Progress Reporting.

Reviews are linked to specific stages of the project lifecycle to inform key decisions before progressing to the next stage. Similarly, health checks can have a specific focus in common delivery issues or risks to inform the readiness for the next project stage.

Assurance activities across the project lifecycle

| Project phase | Initiate | Plan and development | | Procurement | | Execute | Close |
|-----------------|--|-------------------------------------|-----------------------------|---|---------------------------------|--|------------------------------------|
| Lifecycle phase | Establish mandate | Strategic analysis | Investment decision | Prepare for Market | Competitive procurement | Award contract and deliver project | Benefits realisation |
| Gateway reviews | Gate 0 Project registration | Gate 1 Project justification | Gate 2 Business case | Gate 3 Readiness for market/ Delivery strategy | Gate 4 Tender evaluation | Gate 5 Readiness for market/delivery strategy | Gate 6 Benefits realisation |
| Health checks | Preferred options | | | Market engagement Procurement strategy | Preferred options | Delivery | Lessons learned |
| Deep Dives | Technical and specific scope as required | | | | | | |
| Reporting | Infrastructure projects progress reporting | | | | | | |

Treatment of projects and programs

The Framework applies to programs as it applies to projects. An initial risk profile assessment provides an indication of the overarching assurance needs.

However once programs are more progressed and have an approved business case in place (Gate 2) the program can be separated into individual projects with each having individual timing, funding and staging requirements. The individual projects will be assessed using the risk profiling tool to assess their assurance requirements. The separated projects will then be consolidated back into a program at Gate 6 to assess the benefits of the program in its entirety.

Project registration and risk profile assessment

Assurance activities can be tailored to the specific projects using a risk-based approach. To do this, a risk profile assessment is conducted as part of projects registering for assurance reviews with ITas. The assessment considers the following criteria:

- government priority
- agency capability and capacity
- funding and procurement complexity
- project interface complexity
- stakeholders and approvals complexity
- environmental and sustainability complexity.

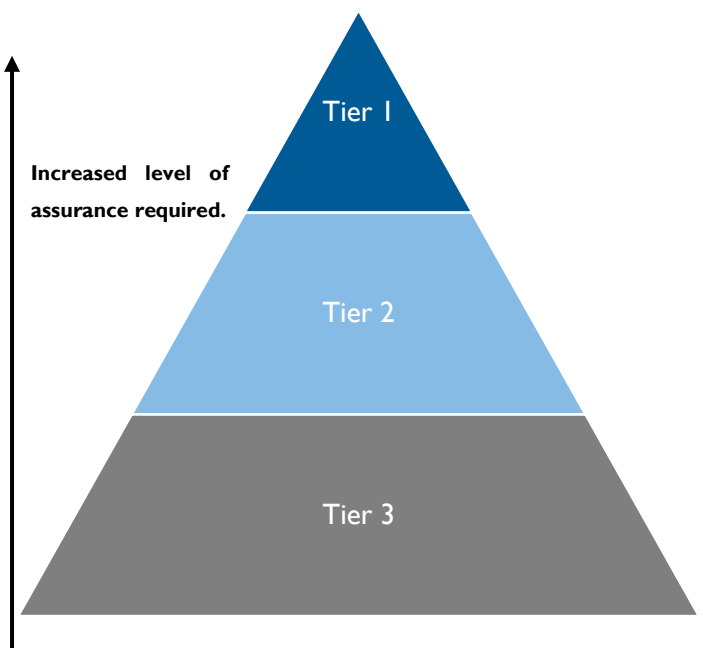
Based on the weighted risk score across these criteria and the total estimated budget, projects can be grouped into risk-based tier.

The risk-based tiers are as follows:

- Tier 1 – High value and high risk
- Tier 2 – Medium risk
- Tier 3 – Low risk

Based on the tier, an assurance plan is developed to outline which gateway reviews, number of health checks and deep dives are relevant to the individual project or program. Following this structure, a higher level of scrutiny is recommended for Tier 1 – High value and high risk projects.

See **Appendix C** for the project tier weighted risk score matrix and detailed risk criteria.



Example: This means a 'community centre upgrade' project with a budget of \$30 million, delivered by an agency with significant experience successfully delivering similar projects, and minimal project risks may be classed as a Tier 3 project. At the same time, a new 'stadium upgrade' project with a \$30 million budget could be classed as a Tier 1 project based on multiple external stakeholder partners involved in delivery and uncertain approval and procurement complexities adding to the project risk profile.

Gateway reviews, health checks and deep dives

Gateway reviews are intended to provide a series of short, focused, independent expert reviews at key decision points of the project lifecycle. The reviews will highlight risks and issues which are likely to threaten successful delivery. The reviews are supported by guidance material to ensure a standardised and robust approach is applied consistently.

Health checks may be conducted at any stage of the project lifecycle but are most likely to be of value when there are long durations between gateways. Health checks are relevant to identify any emerging issues between key decision points and are undertaken by an independent Assurance Review Team.

Deep dives focus on more project specific issues at a certain point in the project lifecycle and can provide a more technical assessment of issues faced by a project.

Recommended Assurance Reviews across project tiers

There is currently no mandatory requirement for projects to complete gateway reviews. This framework identifies key gates that are recommended to be completed (in line with the assessed project tier). However, the standard practice is to assess the need for further gateway reviews at each gateway review. In this context, it is unlikely that all Tier 1 projects would be required to undertake all 6 gateway review.

| Gateway reviews | Tier 1 | Tier 2 | Tier 3 |
|--|--------|--------|--------|
| Gate 0 – Project registration | R | R | R |
| Gate 1 – Project justification | R | R | O |
| Gate 2 – Business case | R | R | O |
| Gate 3 – Readiness for market/ Delivery strategy | R | O | O |
| Gate 4 – Tender evaluation | R | O | O |
| Gate 5 – Readiness for market/delivery strategy | R | O | O |
| Gate 6 –Benefits realisation | R | R | R |
| Health checks | | | |
| Delivery | R | R | O |
| Deep dives | | | |
| Any phase | O | O | O |
| Other assurance activities | | | |
| Regular progress reporting | R | R | R |

R= Recommended; O= Optional

Overview of gateway review focus across project and program delivery

| | | | |
|----------------------|---|---|--|
| Initiate | Activities | ▶ | Gate 0 – Project registration |
| | Establish mandate <ul style="list-style-type: none"> Decision to initiate project | | <ul style="list-style-type: none"> evidence that the problem and service needs exist registration with ITas completion of Gate 0 template including risk profile assessment and preliminary project assurance plan |
| Plan and development | Activities | ▶ | Gate 1 – Project justification |
| | Strategic analysis <ul style="list-style-type: none"> develop strategic case consider options conduct investment logic mapping | | <ul style="list-style-type: none"> well defined service need evidence of how the project scope meets the service need appropriate level of options and cost/benefit analysis |
| | Activities | ▶ | Gate 2 –Business case |
| | Develop Business Case <ul style="list-style-type: none"> identify and appraise options establish affordability, deliverability and value for money develop program or project brief develop procurement strategy | | <ul style="list-style-type: none"> completed final business case including detailed risk plan, cost plan and cost benefit analysis |
| Procurement | Activities | ▶ | Gate 3 – Readiness for market/ Delivery strategy |
| | Prepare for Market <ul style="list-style-type: none"> specify requirements finalise procurement documentation | | <ul style="list-style-type: none"> scope definition procurement documentation and commercial approach evaluation strategy/plan probity plan |
| | Activities | ▶ | Gate 4 – Tender evaluation |
| | Competitive Procurement <ul style="list-style-type: none"> release tender evaluate bids and select or confirm supplier confirm final costing include contingencies and update business case | | <ul style="list-style-type: none"> evaluation report probity report summary of variations evidence of delivery readiness and handover approach |
| Execute | Activities | ▶ | Gate 5 – Readiness for market/delivery strategy |
| | Award Contract and deliver project <ul style="list-style-type: none"> award contract and commence contract management construct or deliver asset establish handover plans obtain independent verifier report confirms scope delivery | | <ul style="list-style-type: none"> independent verifier reports confirming scope delivery testing and commissioning documentation operational readiness documentation handover strategy |
| Close | Activities | ▶ | Gate 6 – Benefits realisation |
| | Benefits realisation <ul style="list-style-type: none"> evidence of operational performance records of lessons learnt report against benefits realisation plan | | <ul style="list-style-type: none"> evidence of operational performance records of lessons learnt benefits realisation plan and reporting against benefits completed Gate 6 template |

Improving infrastructure outcomes

ITas will use trends and insights from assurance reviews to work with agencies, industry and review teams to identify how to best address challenges at a whole of government level. ITas will explore opportunities to share lessons and insights across government agencies and the project management community.

Framework operations

Assurance review process

The process flow below provides a high-level overview of the key steps involved from project registration to finalising an assurance review.

1. Project registration

- Risk profile assessment tool shared by Senior Responsible Officer (SRO) with ITas.
- ITas validates assessments and confirms project Tier with agency/SRO.

2. Assurance plan agreed

- ITas proposes set review as part of assurance plan and confirms with SRO.
- Assurance plan includes timeframe and proposed number of reviews.

3. Assurance reviews initiated

- ITas confirms readiness for review with SRO/project manager.
- ITas selects Assurance Review Team in consultation with SRO/project manager and initiates Terms of Reference.
- ITas coordinates planning meeting between review team, SRO and project manager.
- Agreement of interview schedule, key issues to consider, timing of review completion.

4. Assurance reviews conducted

- Project documentation and interview schedule provided to review team by agency/SRO.
- Review preparation meeting held with project manager and SRO.
- Review conducted and daily debriefs with SRO/project manager held as agreed.
- Review report finalised including agency response to recommendations.

5. Review outcomes

- ITas tracks progress against recommended actions.
- Review feedback survey results consolidated.
- Analysis of common themes and trends reported to Government.
- The assurance review report will be shared with the review team of the next gateway review.

Assurance roles and responsibilities

The framework applies the following roles and associated responsibilities.

| | Role | Responsibility |
|--|--|--|
| ITas Steering Committee | To advise on current and emerging risks and issues to the Tasmanian Government Infrastructure Investment Program, identified through assurance reviews. | <ul style="list-style-type: none"> Receive updates on the assurance reviews conducted, common issues, common themes, data trends and analytics identified through assurance reviews. |
| Interdepartmental Infrastructure Delivery Committee (IDC) | To collaborate and address mutual challenges and delivery of the Tasmanian Government's Infrastructure Investment Program, and to provide advisory advice to ITas and ITas steering committee. | <ul style="list-style-type: none"> Receive updates with analytics constructed from aggregated assurance reviews. Define potential solutions to infrastructure project delivery challenges. Provide advice on common themes, data trends and analytics identified through assurance reviews. |
| ITas (Infrastructure Tasmania) | To administer and review the framework. | <ul style="list-style-type: none"> Work with delivery agencies to ensure that a project is risk profiled and assigned a risk-based tier rating. Establish and administer project assurance panels which include experts with skills, experience and capability across relevant infrastructure sectors and project delivery. Appoints assurance review teams with specific expertise. Guide and coordinate the gateway review, health check or deep dive. Monitor quality, scope and consistency of assurance reviews. Provide data for the annual report. Provide regular high-level performance reports to the ITas Steering Committee, IDC and to government, including commentary on recommendations. Collect and analyse data and insights to identify common issues, common themes, data trends and analytics. Work with agencies, industry and assurance review teams on how to best address challenges at a whole of government level. Explore opportunities to share lessons and insights across government agencies and project management communities. |

| | Role | Responsibility |
|---|---|---|
| | | <ul style="list-style-type: none"> • Maintain and continuously review policy, process and provide advice. |
| Assurance Review Team | To undertake a gateway review, health check or deep dive in line with the agreed terms of reference. | <ul style="list-style-type: none"> • Undertake a confidential, independent assurance review in line with the terms of reference. • Write a draft and final report setting out the findings and reasoning for the assurance review and share with ITas and the SRO. |
| Senior Responsible Officer (SRO) | The delivery agency executive (secretary or deputy secretary) with strategic responsibility, who is the single point of overall accountability for project, including responsibility for governance and of benefits. The SRO is normally the secretary or deputy secretary. | <ul style="list-style-type: none"> • Delegate (in writing) appropriate work activities to the project team. • Endorse the project risk profiling assessment, and agree the terms of reference, names of interviewees and documents which are shared with ITas. • Actively engage with ITas and the assurance review team, including fact checking queries. • Provide responses to the draft report recommendations. • Owns and is responsible for addressing or remedying any recommendations in the final report. |
| Delivery agency | To develop and/or deliver a project that will undergo a gateway review, health check or deep dive. | <ul style="list-style-type: none"> • Nominate an SRO. • Make resources available to support successful delivery of the project. |

Assurance review distribution protocols for review reports

For consistency and quality purposes the following three protocols will apply across all types of assurance reviews:

Recommendation action plan

The Final draft review report (Protocol 2) will include a set of recommendations supported by a report outlining key findings. A recommendation action plan is prepared by agencies to address these recommendations. The objective of the recommendation action plan is to provide detail of how the project/agency will close-out recommendations.

Over time, ITas will monitor progress towards the closing out of actions and recommendations. Common themes across recommendation action plans will also inform regular reporting to Government.

Protocol 1 - Draft review for report (for discussion)

The review team prepares a preliminary draft review report for discussion with the SRO and ITas at the completion of the review.

Protocol 2 - Final draft review report (for agency response)

Review team provides updated final draft review report including recommendations to ITas and the SRO.

SRO provides delivery agency response to recommendations (recommendation action plan) to review team.

Protocol 3 - Final review report - including response (for submission to Government)

Review team provides final review report (including agency responses) to ITas and SRO or agency Secretary.

ITas reports to Government on completion of review and as relevant, outcomes of assurance reviews.

Information and confidentiality

Ownership

All project information is owned by the delivery agency, even when the information has been supplied to ITas. The delivery agency owns the assurance review reports prepared by the assurance review team.

Confidentiality

The assurance review process and associated documentation, including the report, is confidential between the SRO and ITas.

Confidentiality is essential to ensure the review outcomes are reliable and credible, and so government as the investor can make appropriate decisions. Confidentiality allows interviewees to openly raise issues, and allows the government and investor to have confidence that issues and identities will not be disclosed. Confidentiality assists the project to build internal capability based on the non-release of reports. It also creates an environment where appropriate mitigations can be developed and actioned immediately.

Disclosure

The effectiveness of assurance reviews is reliant on the contents of the report not being disclosed. If participants assume their comments will be disclosed, it may reduce their candour. Disclosure of a report would create a future risk that undermines the integrity and validity of the assurance review and its purpose, which is to provide clear and honest advice.

ITas treats the report as protected information, and not to be disclosed, as it was communicated in confidence within the realm of undertaking Government business. ITas retains a copy of the reports for reporting purposes. ITas does not distribute the reports without the written consent of the SRO.

The assurance review team destroys all documentation following the assurance review.

Use

ITas is committed to the confidential nature of the assurance review report. It uses information collected from reports in two ways.

1. ITas keeps a copy of the report for the purpose of reporting on metrics and analytics from aggregated project assurance reviews. ITas also identifies trends affecting the performance of infrastructure projects, key drivers of risk, challenges and opportunities associated with the infrastructure investment program.
2. ITas may keep a copy of the report to monitor the recommendations and follow up with delivery agencies and SROs the status of addressing those recommendations. The report may also be used as background for a subsequent assurance for the same project.

Security

ITas limits staff with access to project assurance records as an added confidence that the assurance review process and the report is confidential. Only staff with a direct role to manage or coordinate assurance reviews can access records. The records that are kept relate to administrative process associated with the assurance review and the report. ITas does not keep information collected from interviews or source documents which informed the drafting of the report.

Payment

The costs of an assurance review are borne by the delivery agency. ITas invoices the delivery agency following receipt of the final report. Payment is to be made within 14 days of receipt of the invoice.

Appendix A - Assurance review reporting and rating

Every Review Report will provide an overall confidence rating and include recommendations with a criticality rating using a Red, Amber, Green status.

Red Amber Green (RAG) definition

There are two levels of RAG Status for a project that must be given, using the colour-coded indicators Red, Amber or Green described below.

- Red (Low), Amber (Medium) or Green (high) delivery confidence assessment for the overall project.
- Red (critical), Amber (essential) and Green (good practice) for individual recommendations.

Overall rating key

| | | |
|---------------|---|---|
| Low | Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent additional action is needed. | The project may need re-baselining and/or the overall viability reassessed. |
| Medium | Successful delivery is feasible but significant issues exist which require timely management attention. | These issues appear resolvable at this stage and, if addressed promptly, should not impact on cost, time or quality |
| High | Successful delivery of the project to time, cost and quality appears highly likely. | There are no major outstanding issues that at this stage appear to threaten successful delivery. |

Individual recommendations (criticality)

Individual recommendations are now classified as either critical (red) or essential (amber) as per the diagram below. Green is used for recommendations strengthening good practice.

| | |
|----------------------|--|
| Critical | Action required. This item is critical and urgent. The project team should take action immediately. |
| Essential | The recommendation is important but not urgent. The project team should take action before further key decisions are taken. |
| Good practice | The recommendation is not considered critical or urgent but the project development may benefit from implementing this recommendation. |

This ensures recommendations are focussed on criticality for project success while still capturing opportunities to embed good practice across project delivery and leadership.

Key focus areas

Each report will provide an assessment of the following key focus areas:

- service need, value for money and affordability
- governance
- risk management
- stakeholder management
- asset owner's needs and change management
- social, economic and environmental sustainability
- review of current phase and readiness for next phase

Appendix B – Role of the SRO

Infrastructure projects generally include three key parties with a governance and oversight function. These include a sponsor, a deliverer and an asset owner/manager or operator. The SRO may come from either the sponsoring agency, delivering agency or the asset manager/owner agency depending on the stage of the project lifecycle. At any point in time it should be easy to identify who holds the role of SRO.

The SRO is a key stakeholder for the successful delivery of gateway reviews. They are expected to be available to meet with the review team as well as support the review of all necessary information requested.

Typical holder of the SRO role across the project lifecycle

| | | | | | | | |
|-----------------|---|---------------------------------|-------------------------------|--|-----------------------------|---------------------------------|--------------------------------|
| Project stage | Initiate | Plan & Development | | Procurement | | Execute | Close |
| Gateway Reviews | Gate 0 Project Registration (alternative start Gate) | | | | | | |
| | Gate 0 Project registration | Gate 1 Project justification | Gate 2 Final business case | Gate 3 Readiness for market/ Delivery strategy | Gate 4 Tender evaluation | Gate 5 Readiness for service | Gate 6 Benefits realisation |
| SRO | Sponsor agency | | | Delivery agency | | | |
| | | | | | | Asset manager / owner operator | |

Appendix C - Overview of risk profile criteria

Project-tier weighted risk score matrix

ITas has developed a Risk Profiling Assessment Tool which is completed by delivery agencies when registering a project for assurance reviews. The process involves giving each project a score against a set of risk assessment criteria and providing key information such as total estimated cost.

The assessment considers the following criteria:

- government priority (20%)
- agency capability and capacity (20%)
- funding and procurement complexity (15%)
- project interface complexity (20%)
- stakeholders and approvals complexity (15%)
- environmental and sustainability complexity (10%).

The six risk assessment criteria are scored (ranging from 5 (very high) to extremely low (0)) using the Risk Profiling Assessment Tool. To assist agencies, indicators are provided to consider when defining a score. The Risk Profiling Assessment Tool calculates the weighted risk score and determines the risk based project tier in line with the matrix below.

| Weighted risk score | Estimated total cost range | | | | |
|---------------------|----------------------------|-------------|--------------|---------------|---------|
| | \$5M – \$10M | \$10M-\$50M | \$50M-\$100M | \$100M-\$500M | >\$500M |
| 0.0 - 2.0 | Tier 3 | Tier 3 | Tier 2 | Tier 2 | Tier 2 |
| 2.1 - 2.2 | Tier 3 | Tier 3 | Tier 2 | Tier 2 | Tier 1 |
| 2.3 - 2.4 | Tier 3 | Tier 2 | Tier 2 | Tier 1 | Tier 1 |
| 2.5 - 2.9 | Tier 2 | Tier 2 | Tier 1 | Tier 1 | Tier 1 |
| 3.0 – 3.9 | Tier 2 | Tier 1 | Tier 1 | Tier 1 | Tier 1 |
| 4.0 – 5.0 | Tier 1 | Tier 1 | Tier 1 | Tier 1 | Tier 1 |

Table 1 weighted risk score matrix



Department of State Growth

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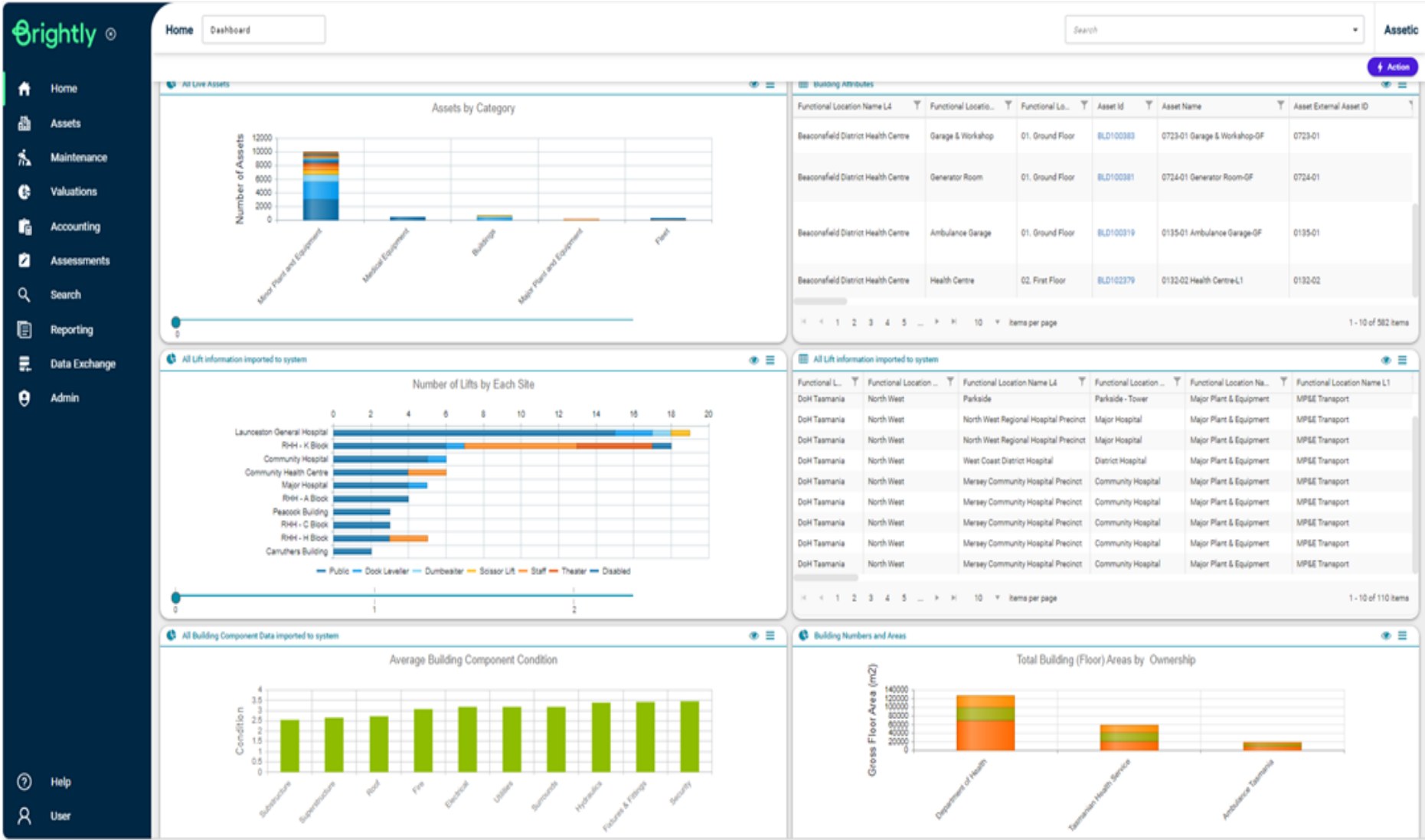
Web: www.stategrowth.tas.gov.au/infrastructure_tasmania

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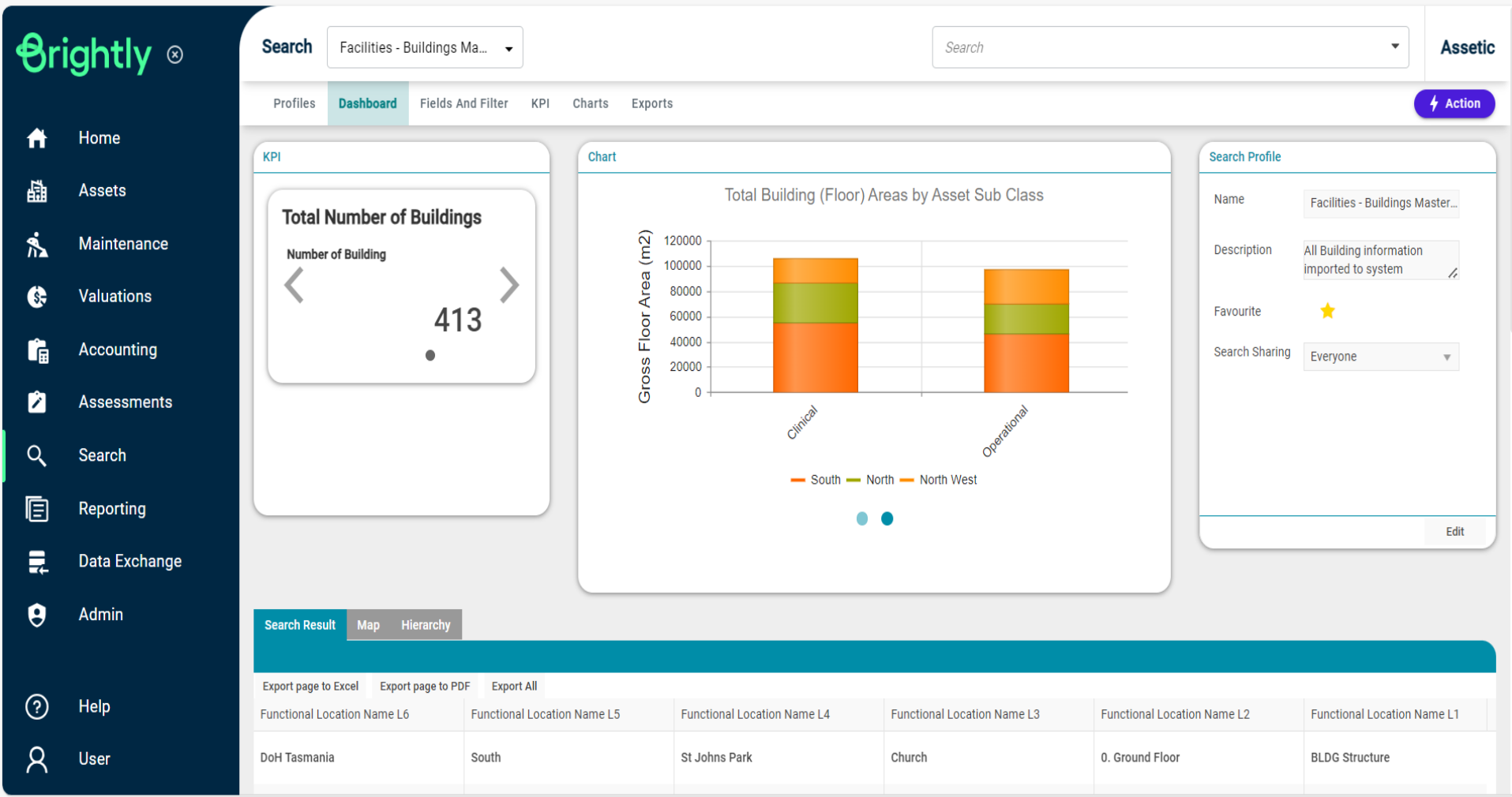


Subject:
Follow -up of Auditor- General Report No.2 of 2015-16- Capital works Programming and Management.

Screenshots 1 and 2 below show some of the available dashboards of the “Assetic” strategic asset management system, where portfolio detail is presented graphically. Each dashboard can be customised to the individual user’ preference. In this instance, the page quickly identifies the number of building assets held in the register and a breakdown of the gross floor area with a clinical vs operational split by region.



SCREENSHOT 1



SCREENSHOT 2

Screenshot 3 demonstrates the component-based approach to the management of building assets. This approach acknowledges the varied building materials and differing design lives of these components and the differing rate of deterioration or consumption in their everyday environment.

Managing a building in this manner supports targeted programs of renewal or replacement at the component level, optimising the life of each element and therefore the associated budget whilst also reducing the replacement of assets before they reach end of life.

Brightly

Home

Assets

Maintenance

Valuations

Accounting

Assessments

Search

Reporting

Data Exchange

Admin

Help

Search

Facilities - Building Com...

Profiles

Dashboard

Fields And Filter

KPI

Charts

Exports

Action

Category

Component Index

Add Fields

Remove All Fields

Reset Field List

Formula Type

Field

Module

Category

None

Asset Id

Assets

Assets

None

Asset Name

Assets

Assets

None

Component Name

Components

Components

None

Component Index

Components

Components

None

Component Type

Components

Components

Filters

AND OR

Asset Category

Buildings

Buildings

Asset Status

Active

Active

Add rule

Add group

Delete

Delete

Search

Functional Location Name L4

Functional Location Name L3

Functional Location Name L2

Component Name

Component Index

Component Design Life

Component Primary

Campbell Town Ambulance Station

Ambulance Station

01. Ground Floor

Floor Covering

2.0000

20.0000

Carpet

Campbell Town Ambulance Station

Ambulance Residence

01. Ground Floor

Floor Covering

2.0000

20.0000

Carpet

Campbell Town Ambulance Station

Ambulance Residence

01. Ground Floor

Fire

2.0000

20.0000

Fire Extinguishers

Campbell Town Multipurpose Service Centre

Nurses Home

01. Ground Floor

Security

1.0000

20.0000

Sensored Lighting

Campbell Town Multipurpose Service Centre

Multipurpose Service Centre

01. Ground Floor

Electrical

1.0000

20.0000

Light, Power & Circ

Campbell Town Multipurpose Service Centre

Store / Workshop

01. Ground Floor

Fire

1.0000

20.0000

Fire Extinguishers

Campbell Town Multipurpose Service Centre

MPSC - (old Ambulance station)

01. Ground Floor

Superstructure

3.0000

100.0000

Campbell Town Multipurpose Service Centre

Nurses Home

01. Ground Floor

Fire

1.0000

20.0000

Complete Fire Syst

Campbell Town Multipurpose Service Centre

Multipurpose Service Centre

01. Ground Floor

Fixtures & Fittings

2.0000

20.0000

Internal Fitments

Campbell Town Multipurpose Service Centre

Multipurpose Service Centre

01. Ground Floor

Fire

1.0000

20.0000

Complete Fire Syst

Campbell Town Multipurpose Service Centre

MPSC - (old Ambulance residence)

01. Ground Floor

Substructure

4.0000

100.0000

Concrete

Campbell Town Multipurpose Service Centre

MPSC - (old Ambulance station)

01. Ground Floor

Fixtures & Fittings

5.0000

30.0000

Campbell Town Multipurpose Service Centre

MPSC - (old Ambulance residence)

01. Ground Floor

Fixtures & Fittings

2.0000

20.0000

Internal Fitments

Campbell Town Multipurpose Service

Store / Workshop

01. Ground Floor

Surrounds

3.0000

40.0000

Curtilaoe, Pavino &

100 items per page

201 - 300 of 5868 items

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SCREENSHOT 3

Page 2 of 5

Screenshot 4 demonstrates the component-based approach to the management of vertical transport (lift) assets. Managing the lifts in this manner provides similar management capability and opportunity as described above for buildings.

Brightly

Search

Assets

Profiles
Dashboard
Fields And Filter
KPI
Charts
Exports
Action

Fields

Module: Components
 Category: Component Index

[Add Fields](#)
[Remove All Fields](#)
[Reset Field List](#)

| <input type="checkbox"/> | Formula Type | Field | Module | Category |
|-------------------------------------|--------------|-----------------------------------|------------|------------|
| <input type="checkbox"/> | None | Component External ID | Components | Components |
| <input type="checkbox"/> | None | Component Network Measure Purpose | Components | Components |
| <input type="checkbox"/> | None | Component NM Value | Components | Components |
| <input type="checkbox"/> | None | Component Dimension Unit | Components | Components |
| <input checked="" type="checkbox"/> | None | Component Design Life | Components | Components |

Filters

AND OR
+ Add rule
+ Add group

IT Asset Category

equals

Major Plant and Equipment

Delete

IT Asset Status

equals

Active

Delete

Search

Search Result

[Export page to Excel](#)
[Export page to PDF](#)
[Export All](#)

| Functional Location Name L5 | Functional Location Name L4 | Functional Location Name L2 | Asset Name | Component Name | Component Design Life | Component Referer |
|-----------------------------|--------------------------------------|-----------------------------|--|----------------|-----------------------|-------------------|
| North | Launceston General Hospital Precinct | Major Plant & Equipment | DEM Tunnel-Lift 25 | Door Sensors | 15.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | DEM Tunnel-Lift 25 | Motor | 20.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Level 2 Loading Dock F&E-Lift 2 | Lift Car | 30.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Cafe Area -Lift 13 | Control System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Cafe Area -Lift 13 | Gearbox | 20.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Level 1 Food Services- | Control System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Level 1 Food Services- | Safety System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Cafe Area -Lift 12 | Control System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Pathology-Lift 17 | Gearbox | 20.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Pathology-Lift 17 | Door Operator | 30.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Pathology-Lift 17 | Door Sensors | 15.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Kitchen-Lift 21 | Safety System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | D Block-Lift 15 | Gearbox | 20.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Northern Integrated Care Service (NICS)-Lift 1 | Rope | 30.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Northern Integrated Care Service (NICS)-Lift 1 | Door Sensors | 15.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | LGH Multi Storey Car Park -Lift 26 | Safety System | 10.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | LGH Multi Storey Car Park -Lift 26 | Door Sensors | 15.0000 | |
| North | Beaconsfield District Health Centre | Major Plant & Equipment | Beaconsfield Hospital-Lift 1 | Power Supply | 30.0000 | |
| North | Launceston General Hospital Precinct | Major Plant & Equipment | Cafe Area -Lift 11 | Power Supply | 30.0000 | |

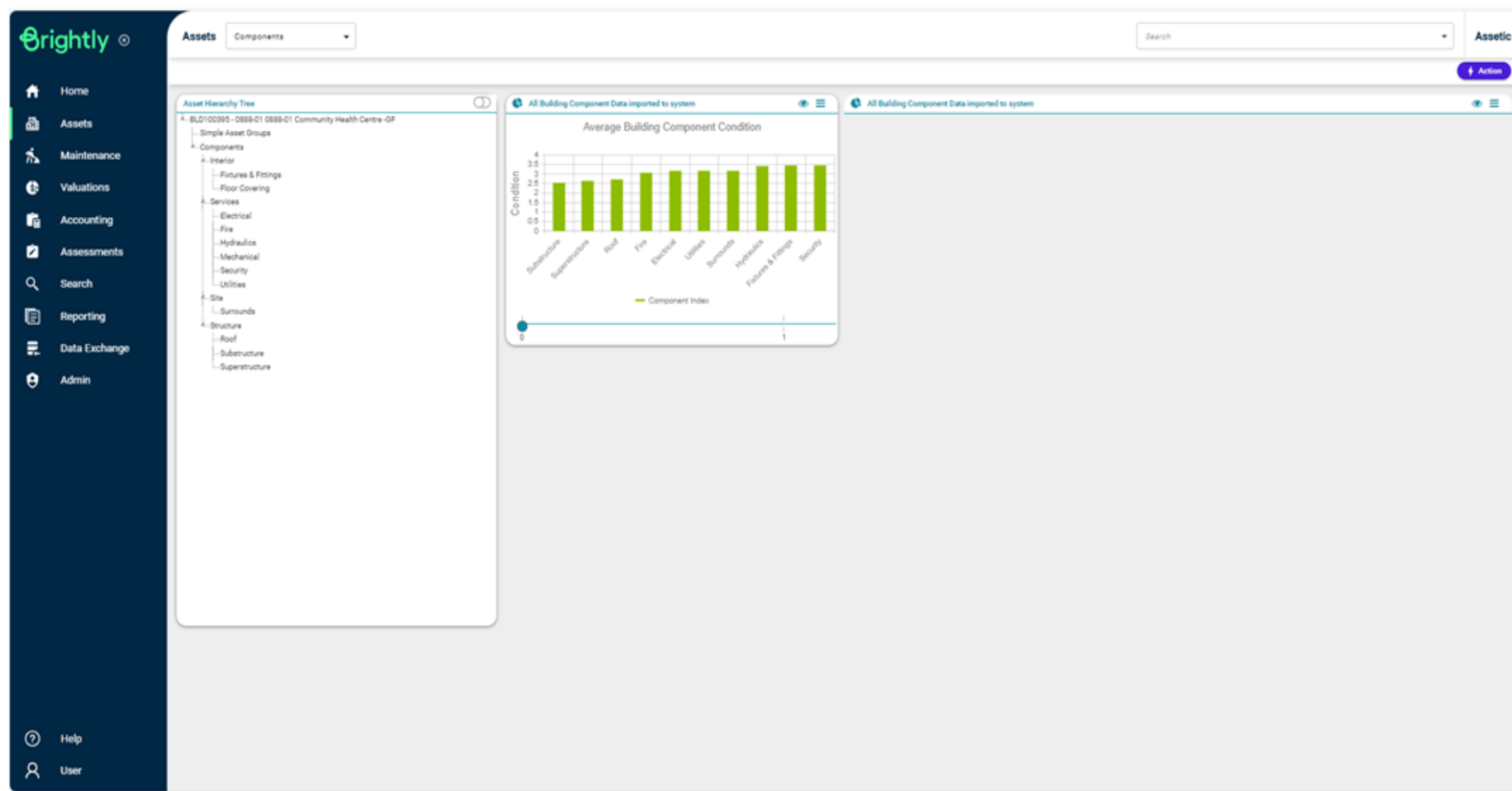
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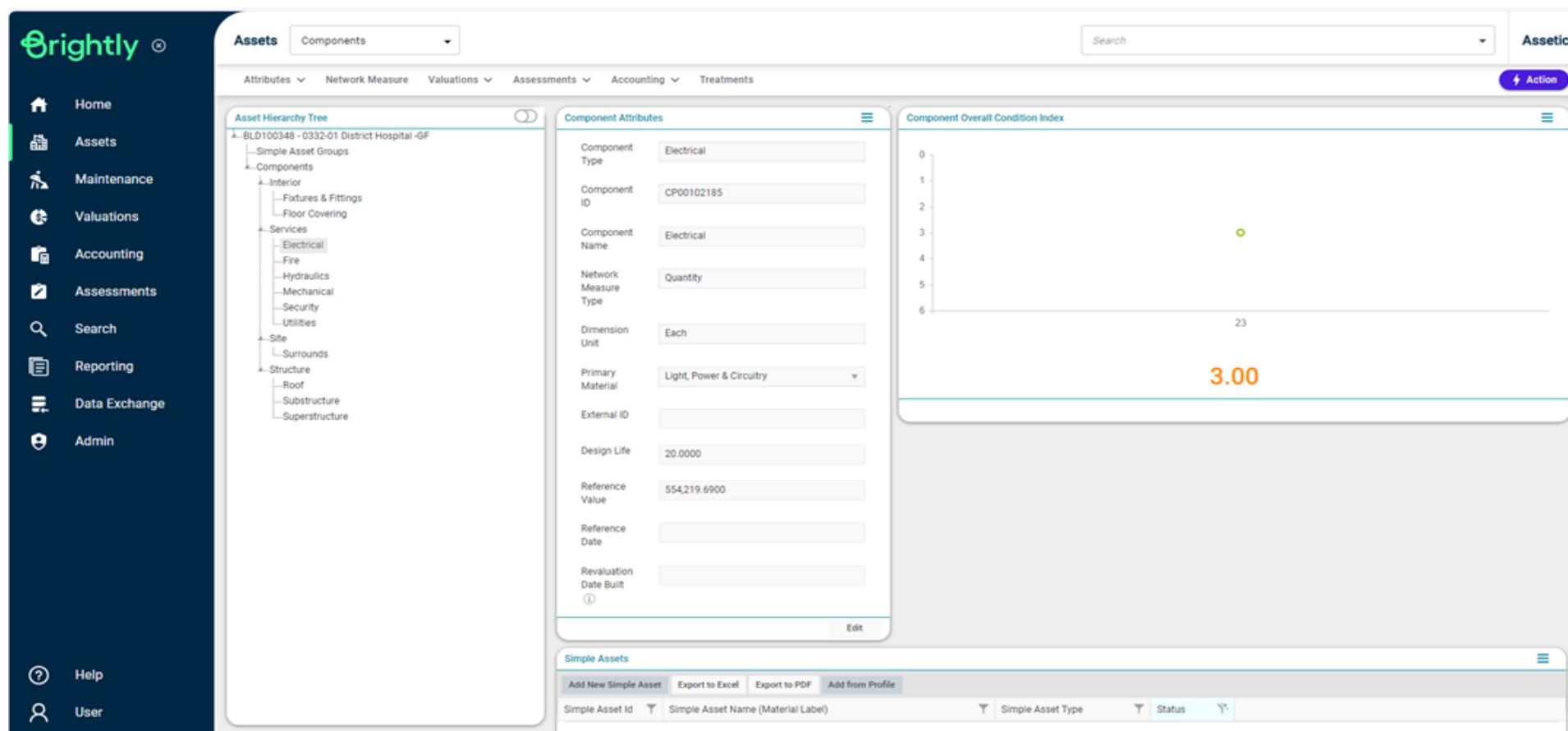
SCREENSHOT 4

Screenshot 5 depicts a graphical display of the various building component condition ratings.



SCREENSHOT 5

Screenshot 6 depicts a detailed display of the “electrical system” building component, containing detail of estimated replacement value, historical condition rating and design life etc. Over time, this detail will be refined through inspection, assessment, and capital treatments. All these interactions will be held for future modelling and interrogation to support capital works programming.



SCREENSHOT 6

Room Name | 1 Bed Room - Isolation - Negative Pressure, Type 1 | Room Number 1BR-IS-N1
Revision | 4

Issue Date | 05.04.18

BRIEFING
Briefed Area | 15.00 m²
Hours of Operation | 24 Hours

Occupancy | 1 patient; 1-2 staff; 1-2 visitors

Acoustics | Acoustic privacy is required

Remarks
Description / Special Requirements

A 1 Bed Room - Isolation (Negative Pressure) will accommodate one patient requiring respiratory isolation to prevent the transmission of infection. The room will be capable of delivering a range of clinical care and treatment. The room will have an attached Anteroom which will be used by staff and visitors so they can don PPE. The patients will be transferred in and out of the room via the patient doors, rather than the Anteroom. This arrangement also makes the room easier to use when not needed for negative pressure isolation. The spatial allowance will accommodate: staff working at either side of the bed however it is assumed that nursing care will predominately occur at the side of the bed closest to the entry door. The arrangement of the medical services panel reflects this assumption - the movement of equipment around all sides of the bed (e.g. a mobile hoist) and a ceiling mounted hoist. While the ceiling mounted hoist is shown, inclusion will be dependent on jurisdictional policies. Natural light and outlook is essential and the patients will requirement outlook from either the bed or chair, preferably both. Door glazing and an internal window is recommended with this option but will depend on the location of the Ensuite. For further information relating to specific requirements, refer to AusHFG Isolation Rooms - Engineering and Design Requirements. Notes applied to floor ratings respond to current AS 4586 and associated HB198 requirements - compliance with current regulations and jurisdictional policy must be verified by project teams on each project.

SERVICES
General Requirements

BODY PROTECTED = Yes

CARDIAC PROTECTED = No

Air

AIRCONDITIONING = No

AIRCONDITIONING: hepa filtered = No

AIRCONDITIONING: positive pressure = No

AIRCONDITIONING: negative pressure = Yes

EXHAUST: room exhaust = No

VENTILATION = No

Lighting

LIGHTING: colour corrected = Yes

LIGHTING: dimmable = No

LIGHTING: downlights = No

LIGHTING: downlights, dimmable = No

LIGHTING: fluorescent/LED, downlights = No

LIGHTING: fluorescent/LED, flush with ceiling, tamper proof = No

LIGHTING: fluorescent/LED, general = No

LIGHTING: indirect = No

Nurse Call

NURSE CALL SYSTEM = Yes

Room Fabrics

| AusHFG code | Description | Comment |
|-------------|--|---|
| CLGE-001 | CEILING: plasterboard, bulkhead, paint | joinery can optionally be used as bulkhead above cupboard |
| CLFS-006 | CEILING: plasterboard, flush set, suspended, paint, washable | tiles may also be acceptable dependent upon acuity of patient |
| CLCN-008 | CORNICE: square set flush between wall and ceiling, paint | |
| DWGL-033 | DOOR: 1400mm c/o, 1 1/2 leaf, observation panel, solid core/glass, paint | door closer required. Obs panel could alternatively be provided in wall |
| DWPR-005 | DOOR PROTECTION: protection plate to 900 AFFL | |
| DWPR-010 | DOOR PROTECTION: to door frame, PVC, prefinished | optional |
| FLVY-007 | FLOOR FINISH: vinyl, seamless, coved, standard slip resistant | floor finish must be minimum slip rating R10; Pendulum P3 |

Room Name | **1 Bed Room - Isolation - Negative Pressure, Type 1** **Room Number** 1BR-IS-N1

| AusHFG code | Description | Comment |
|-------------|--|--|
| | | or agreed equivalent to extend under basin |
| DWOB-003 | OBSERVATION: internal window, alum/glass, double glazed, integral venetian blind, powdercoat | optional |
| FLSK-010 | SKIRTING: vinyl, floor vinyl coved, 150H, prefinished | |
| WLWA-004 | WALL FINISH: paint, acrylic, washable | |
| WLWA-010 | WALL FINISH: splashback, vinyl | to basin |
| WLPR-001 | WALL PROTECTION: bed protection wall panel | |
| DWWH-005 | WINDOW | natural light & outlook essential |

Fittings, Furniture and Equipment (FF&E) Items

| AusHFG code | Description | Group | Qty | Comment |
|-------------|--|-------|-----|---|
| MMGE-002 | ADAPTER: suction | 3 | 1 | |
| HYBA-010 | BASIN: handwash, Type B | 1 | 1 | refer to BHWS-B (similar) |
| MMBE-010 | BED: patient, electric with mattress | 3 | 1 | |
| FQCW-016 | BIN: waste, general, 20L | 3 | 1 | to basin |
| DWWD-007 | BLIND: venetian, integral | 1 | 1 | to window |
| FIHR-004 | BRACKET: for display screen, ceiling mounted | 1 | 1 | |
| FIHR-019 | BRACKET: for suction bottle | 2 | 1 | |
| MMGE-019 | CHAIR: patient | 3 | 1 | |
| FQBS-030 | CHAIR: visitor, patient | 3 | 1 | |
| FIJO-130 | CUPBOARD: tall, single door, adj shelves and clothes rail | 1 | 1 | wardrobe |
| FQGE-010 | CURTAIN: privacy screen | 3 | 1 | |
| FIDI-001 | DISPENSER: alcohol based hand rub | 2 | 1 | |
| FIDI-014 | DISPENSER: disposable glove | 2 | 1 | to basin |
| FIDI-022 | DISPENSER: moisturiser | 2 | 1 | to basin |
| FIDI-025 | DISPENSER: paper/hand towel | 2 | 1 | to basin |
| FIDI-030 | DISPENSER: soap | 2 | 1 | to basin |
| FIDI-031 | DISPENSER: soap antiseptic | 2 | 1 | to basin |
| ITBU-012 | DISPLAY SCREEN: patient entertainment system | 1 | 1 | |
| MGFP-002 | FLOWMETER: medical air | 3 | 1 | |
| MGFP-004 | FLOWMETER: oxygen | 3 | 1 | |
| MMBE-052 | LIFTER: patient, ceiling mounted, cassette motor for track | 1 | 1 | optional, for patient lifter track |
| MMBE-054 | LIFTER: patient, ceiling mounted, sling component | 3 | 1 | optional, for patient lifter motor |
| MMBE-056 | LIFTER: patient, ceiling mounted, track, linear | 1 | 1 | optional, consideration of sealing of ceiling fixing required |
| FQSN-051 | LOCKER: 2 drawers, open under, lockable, mobile | 3 | 1 | |
| MMGE-100 | SUCTION BOTTLE | 3 | 1 | |
| FQTA-013 | TABLE: overbed | 3 | 1 | |
| HYTP-037 | TAPWARE: mixer, elbow levers | 1 | 1 | to basin; sensor mixer optional |

Room Name | **1 Bed Room - Isolation - Negative Pressure, Type 1** **Room Number** 1BR-IS-N1

| AusHFG code | Description | Group | Qty | Comment |
|-------------|---|-------|-----|---------|
| ITNE-049 | TELEPHONE: handset, desktop | 3 | 1 | |
| FIRT-040 | TRACK: curtain, privacy, L shaped, angled | 1 | 1 | |
| FIBM-019 | WHITEBOARD: fixed, magnetic | 2 | 1 | |

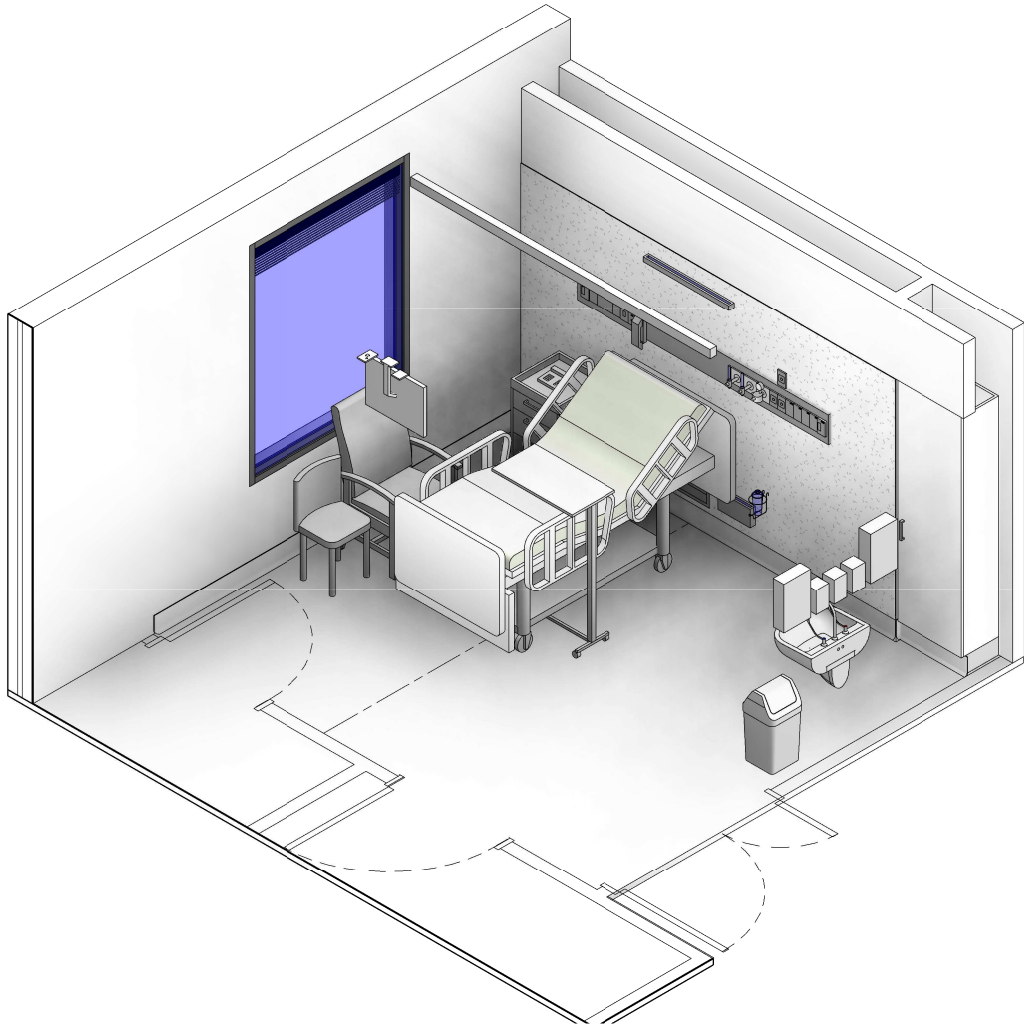
Engineering Services

| AusHFG code | Description | Group | Qty | Comment |
|-------------|--|-------|-----|---|
| ITCL-004 | BUTTON: nurse call, emergency | 1 | 1 | + indicator button & light |
| ITCL-006 | BUTTON: nurse call, patient to staff | 1 | 1 | on services panel, + indicator button & light |
| ITCL-008 | BUTTON: nurse call, staff assist | 1 | 1 | on services panel, + indicator button & light |
| MEEX-008 | EXHAUST: low level | 1 | 1 | |
| ELGP-208 | GPO: double, wall mounted | 1 | 1 | bedhead low level, for electric bed |
| ELGP-122 | GPO: emergency power, single, on services panel | 1 | 4 | on services panel |
| ELGP-101 | GPO: single, ceiling mounted | 1 | 1 | for ceiling mounted display screen |
| ELGP-105 | GPO: single, on services panel | 1 | 4 | on services panel |
| ELGP-109 | GPO: single, wall mounted | 1 | 1 | |
| ELGP-110 | GPO: single, wall mounted, cleaner | 1 | 1 | |
| ITCL-028 | HANDSET: nurse call, with patient to staff call button | 1 | 1 | on services panel, + light switch on the handset |
| LIFX-017 | LIGHT: night light | 1 | 1 | |
| LIFX-011 | LIGHT: reading light | 1 | 1 | up/down light |
| ITIN-025 | OUTLET: data, double RJ45, on services panel | 1 | 1 | on services panel, 1 outlet for telephone |
| ITIN-070 | OUTLET: MATV | 1 | 1 | for patient entertainment system. May be replace with data outlet, decision to be made at project level |
| MGAS-022 | OUTLET: medical air (MA), on services panel | 1 | 1 | on services panel |
| MGAS-042 | OUTLET: oxygen (O2), on services panel | 1 | 1 | on services panel |
| MGAS-062 | OUTLET: suction, on services panel | 1 | 1 | on services panel |
| ELPR-006 | RCD: residual current device | 1 | 2 | on services panel |
| MMSP-026 | SERVICES PANEL: wall mounted | 1 | 1 | |
| ELBO-015 | SWITCH: light, single | 1 | 1 | on services panel |
| ELBO-015 | SWITCH: light, single | 1 | 4 | |

AUSTRALASIAN HFG STANDARD COMPONENTS

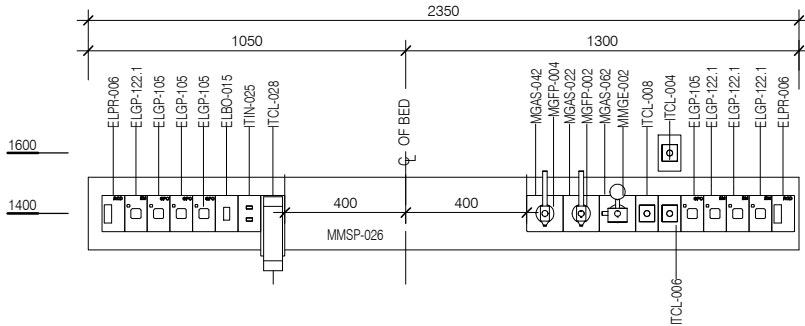
Room Layout Sheet

RLS Room Code: 1BR-IS-N1

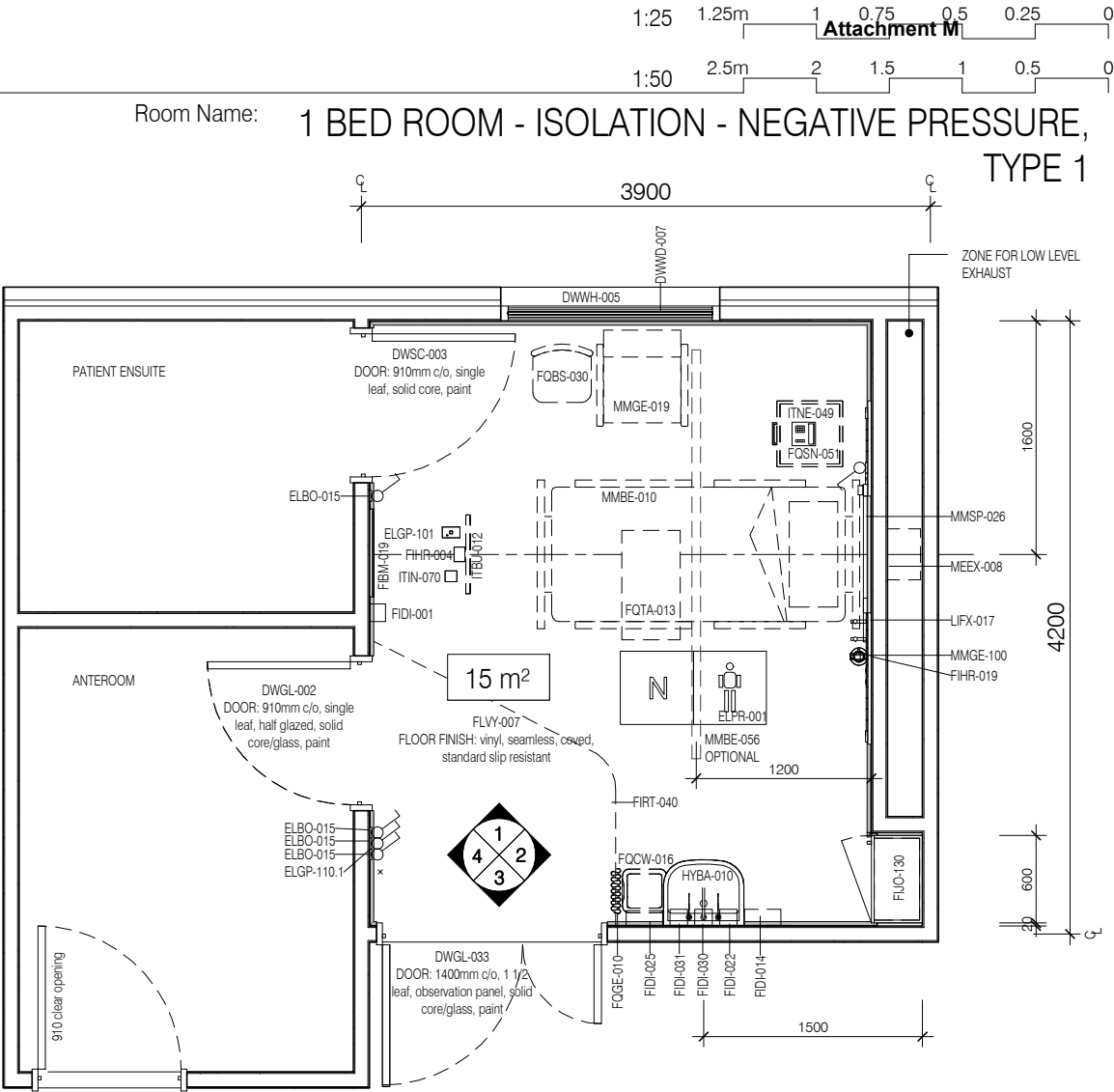


| CODE | DESCRIPTION |
|------------|---|
| CLGE-001 | CEILING: plasterboard, bulkhead, paint |
| DWPR-005 | DOOR PROTECTION: protection plate to 900 AFFL |
| DWWD-007 | BLIND: venetian, integral |
| DWWH-005 | WINDOW |
| ELBO-015 | SWITCH: light, single |
| ELGP-101 | GPO: single, ceiling mounted |
| ELGP-105 | GPO: single, on services panel |
| ELGP-109.1 | GPO: single, wall mounted (V) |
| ELGP-110.1 | GPO: single, wall mounted, cleaner, vertical |
| ELGP-122.1 | GPO: emergency power, single, on services panel (V) |
| ELGP-208.1 | GPO: double, wall mounted (V) |
| ELPR-001 | BODY PROTECTED ELECTRICAL AREA |
| ELPR-006 | RCD: residual current device |
| FIBM-019 | WHITEBOARD: fixed, magnetic |
| FIDI-001 | DISPENSER: alcohol based hand rub |
| FIDI-014 | DISPENSER: disposable glove |
| FIDI-022 | DISPENSER: moisturiser |
| FIDI-025 | DISPENSER: paper/hand towel |
| FIDI-030 | DISPENSER: soap |
| FIDI-031 | DISPENSER: soap antiseptic |
| FIHR-004 | BRACKET: for display screen, ceiling mounted |
| FIHR-019 | BRACKET: for suction bottle |
| FUO-130 | CUPBOARD: tall, single door, adj shelves and clothes rail |
| FIRT-040 | TRACK: curtain, privacy, L shaped, angled |
| FLSK-010 | SKIRTING: vinyl, floor vinyl coved, 150H, prefinished |
| FLVY-007 | FLOOR FINISH: vinyl, seamless, coved, standard slip resistant |
| FQBS-030 | CHAIR: visitor, patient |

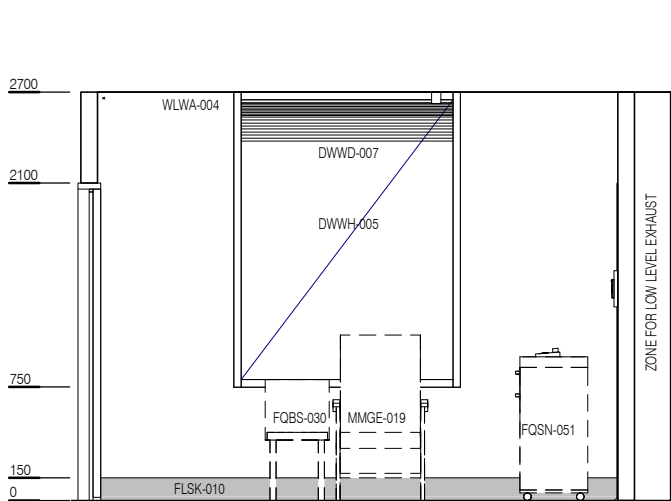
| CODE | DESCRIPTION |
|-----------|--|
| FQCW-016 | BIN: waste, general, 20L |
| FOGE-010 | CURTAIN: privacy screen |
| FQSN-051 | LOCKER: 2 drawers, open under, lockable, mobile |
| FQTA-013 | TABLE: overbed |
| HYBA-010 | BASIN: handwash, Type B |
| HYTP-037 | TAPWARE: mixer, elbow levers |
| ITBU-012 | DISPLAY SCREEN: patient entertainment system |
| ITCL-004 | BUTTON: nurse call, emergency |
| ITCL-006 | BUTTON: nurse call, patient to staff |
| ITCL-008 | BUTTON: nurse call, staff assist |
| ITCL-028 | HANDSET: nurse call, with patient to staff call button |
| ITIN-025 | OUTLET: data, double RJ45, on services panel |
| ITIN-070 | OUTLET: MATV |
| ITNE-049 | TELEPHONE: handset, desktop |
| LIFX-011 | LIGHT: reading light |
| LIFX-017 | LIGHT: night light |
| MEEEX-008 | EXHAUST: low level |
| MGAS-022 | OUTLET: medical air (MA), on services panel |
| MGAS-042 | OUTLET: oxygen (O2), on services panel |
| MGAS-062 | OUTLET: suction, on services panel |
| MGFP-002 | FLOWMETER: medical air |
| MGFP-004 | FLOWMETER: oxygen |
| MMBE-010 | BED: patient, electric with mattress |
| MMBE-056 | LIFTER: patient, ceiling mounted, track, linear |
| MMGE-002 | ADAPTER: suction |
| MMGE-019 | CHAIR: patient |
| MMGE-100 | SUCTION BOTTLE |
| MMSP-026 | SERVICES PANEL: wall mounted |
| WLPR-001 | WALL PROTECTION: bed protection wall panel |
| WLWA-004 | WALL FINISH: paint, acrylic, washable |
| WLWA-010 | WALL FINISH: splashback, vinyl |



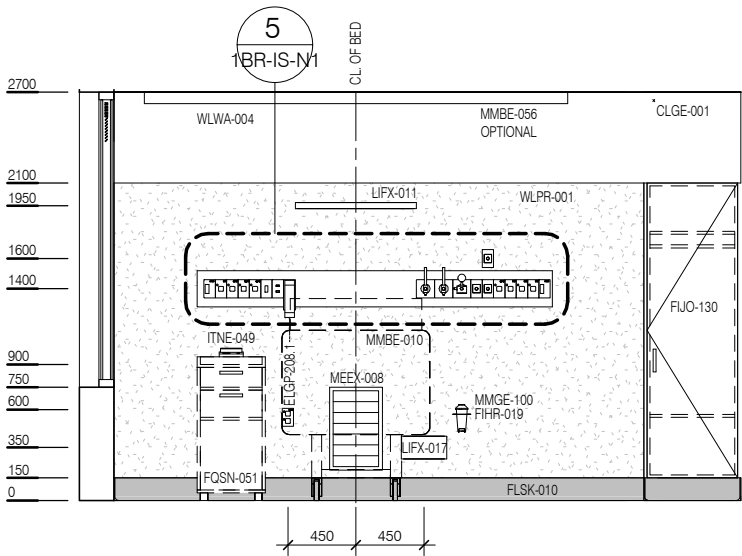
ELEVATION 5 (1 : 25 @ A3)



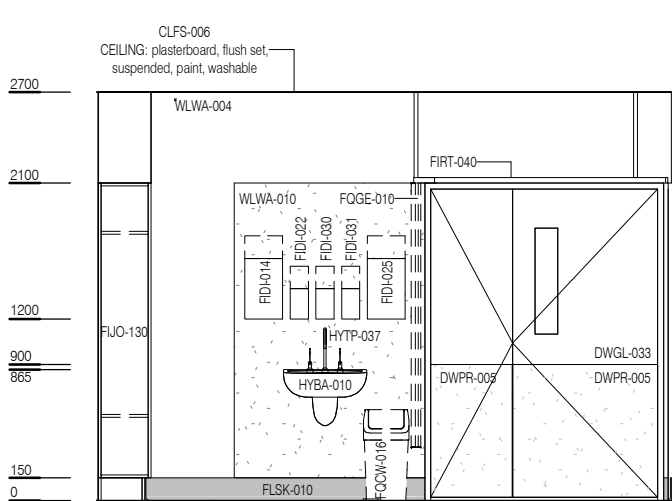
PLAN



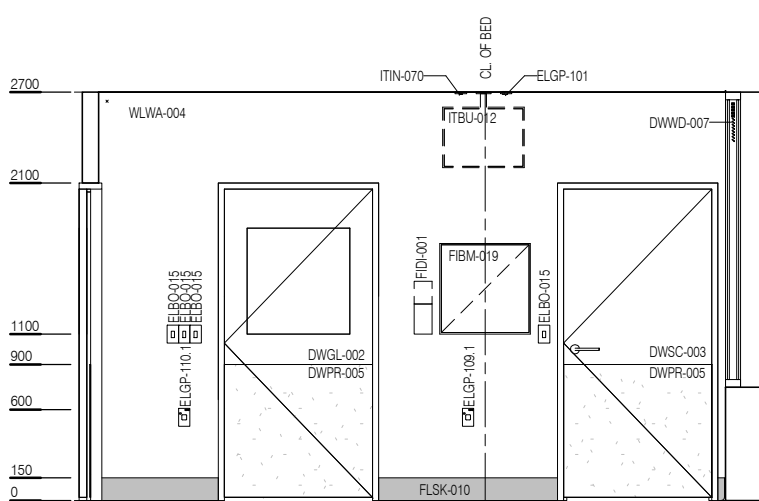
ELEVATION 1



ELEVATION 2



ELEVATION 3



ELEVATION 4