



**Project Brief Template for Projects
Valued at Less than \$10 million**

***This template forms part of the NSW Health Process of
Facility Planning - Guidelines for Projects Valued at less
than \$10 million***

About this Template

This template is mandated for the development of project briefs for projects valued at **less than \$10 million**. In this context, the term project is used to refer to either construction (capital works) or equipment procurement. Please refer to the NSW Health Process of Facility Planning (POFP) - Guidelines for Projects Valued at less than \$10 million prior to completing this template.

An electronic version of this document is available at www.health.nsw.gov.au/assets

Project Brief Approval Thresholds

This template is to be completed and submitted to the NSW Department of Health for approval, for construction and equipment projects valued greater than \$250,000 and less than \$10 million.

Projects valued at \$10 million and above must fulfil the requirements of the NSW Health POFP - Guidelines for Projects Valued \$10 million and above.

Content of the Project Brief

The goal of Project Briefs developed according to this template are that they:

- Display rigorous planning processes applicable to the project size
- Detail the project scope, budget, program and risks
- Provide sufficient information to support the approvals process, and
- Are useful base documents for informing project implementation.

The Project Brief is in four Parts:

- To align with NSW Health and NSW Treasury approval requirements.
- In acknowledgement that the level of detail required is dependent on the project's capital value.

Headings and descriptions have been provided to guide project managers or planners in considering all elements associated with the project. All projects will need to provide sufficient detail to demonstrate that a thorough planning process has occurred. More complex projects may need to provide additional information to properly define the scope and address the need for investment.

Executive Summary

This is a high level overview of relevant part/s of the project brief.

Part A: Project Description

Part A provides a description of the project and anticipated benefits, the service need, alignment with (organisational, service, asset and facility) planning, the strategy to meet the service need, project governance structure, project consultation process, and recommendations.

Completion of Part A is necessary for all projects valued less than \$10 million, and provides the basis for approval of projects valued less than \$1 million.

Part B: Options Analysis

Part B introduces the options development and assessment process. A short list of options will be developed (with a sufficient level of detail of each option such as the model of care, functional relationships, schedules of accommodation, preliminary capital cost estimates, preliminary recurrent cost estimates, concept plans). Options are analysed and a preferred option is confirmed.

Completion of Parts A and B is required for all projects valued between \$1 million and \$10 million. Parts A and B will be submitted to NSW Health for review and approval of the preferred option prior to proceeding to Part C.

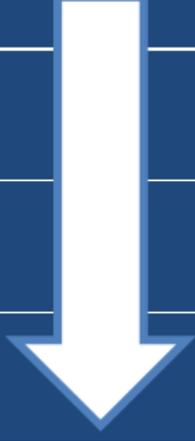
Part C: Definition of the Preferred Option

Part C requires further definition of the preferred option e.g. refinement of schedules of accommodation, development of detailed concept plans, development of room data sheets and furniture fittings and equipment lists, and refinement and confirmation of capital and recurrent costs. Full detail will also be provided on supporting strategies such as risk management, change management, operational policies, workforce, and communication and consultation.

Completion of Parts A, B, and C is required for approval of all projects valued between \$1 million and \$10 million.

The following figure illustrates the thresholds and transition points for projects valued less than \$10 million.

Figure 1: Overview of Project Brief content for projects <\$1 million and \$1 million to less than \$10 million

TEMPLATE	\$250,000 to less than \$1m	\$1m to \$10m
EXECUTIVE SUMMARY		
PART A PROJECT DESCRIPTION		
APPROVAL (PROJECTS LESS THAN \$1 MILLION)		
PART B OPTIONS ANALYSIS		
TRANSITION POINT TO CONFIRM THE PREFERRED OPTION (PROJECTS \$1 MILLION TO \$10 MILLION)		
PART C DEFINITION OF THE PREFERRED OPTION		
APPROVAL POINT (PROJECTS \$1 MILLION TO \$10 MILLION)		



Project Brief for Project Valued at Less than \$10 million

Insert Project Name

Insert Name Area Health Service

Insert Date

Insert Version

Area Health Service Contact Officer/Project Manager

Please include: Name, Position, Address, Phone and Fax numbers, e-mail address.

This template is to be used for all capital and equipment procurement projects valued at less than \$10 million. The nature and extent of information required will depend on the project's complexity and monetary value, as per Parts A, B and C

EXECUTIVE SUMMARY

Complete an Executive Summary for all projects less than \$10 million

The executive summary shall be a concise summary of the Project Brief covering:

- A description of the project
- A summary of the service need and alignment with other planning
- A description of the options assessment process and the preferred option
- A description of the preferred option and its:
 - anticipated benefits
 - capital cost
 - recurrent cost
 - workforce requirements
- Major risks of the preferred option
- Program for the preferred option
- Recommendations

PART A PROJECT DESCRIPTION

Complete this section for all projects less than \$10 million

The project is valued at less than \$10 million and is (please tick most appropriate category:

- A construction project greater than \$1 million
- A diagnostic or treatment equipment project funded through locally funded initiatives greater than \$250K
- An equipment project funded through Departmental loan arrangements
- An equipment project funded from the Health Technology Program
- An equipment project in excess of \$1 million not previously covered.

A.1 Project description

Provide a project description e.g. background, location, scope.

A.2 Service need and anticipated benefits

This section should:

- Identify the service drivers, existing service gaps and future needs (including an indication of current and projected activity including NAPOOS, patient separations and/or bed days etc).
- Describe the condition of existing infrastructure / equipment / functionality (if a refurbishment or upgrade project). Include details of any repairs or maintenance issues (including costs).
- Describe the implications of status quo.
- Describe the anticipated benefits of addressing the service need (e.g. improvements in efficiency).

A.3 Alignment with Strategic Planning

This should address the relationship of this project to relevant organisational, service, asset and facility planning documents (e.g. NSW Health Strategic Plan, NSW Health Policy documents; the Area Healthcare Services Plan; Local Clinical Services Plan; Area Asset Strategic Plan) and describe the relationship of this Project to other Area Health Service Facilities/Services.

A.4 Strategy to meet the Service Need (THIS SECTION SHOULD ONLY BE COMPLETED FOR PROJECTS VALUED LESS THAN \$1 MILLION)

Provide a brief description of:

- the options considered.
- the preferred option to address the service need.
- key change issues.
- major risks.
- capital cost estimate and cashflow.
- recurrent cost implications and the source of additional recurrent costs (e.g. consideration of additional revenues).
- workforce requirements.
- indicative implementation program.

A.5 Project governance structure

Provide a description of the governance structure which had oversight of the project (if required)

A.6 Project consultation process

Provide a concise description of the consultation process followed for the project (e.g. stakeholders consulted)

A.7 Recommendations

Outline recommendations

The Project Brief is complete for projects valued at less than \$1 million and may be submitted to NSW Health for approval.

Continue to Part B for projects valued between \$1 million and \$10 million.

PART B OPTIONS ANALYSIS

Complete this section for all projects valued at \$1 million to less than \$10 million

B.1 Options development

This section should provide a description of the options which have been considered to address the service need, including where relevant:

- service / model of care.
- functional relationships.
- general operational policies.
- draft schedules of accommodation.
- facility options.
- major risks to the options.
- concept plans.
- preliminary capital and recurrent cost estimates.
- workforce requirements.

The options development must include a base case option, and the option defined in the Area Health Service Asset Strategic Plan.

B.2 Options analysis

This section should provide a description of the:

- assessment criteria used to evaluate the options
- value management process and outcomes

B.3 Preferred option

Include a statement of the preferred option and summary of its benefits.

Upon completion of Parts A and B for Projects valued between \$1 million and \$10 million, the Project Brief will be submitted to NSW Health for review and approval of the preferred option prior to proceeding to Part C. This represents approval to progress to detailed project planning, not funding approval.

PART C DEFINITION OF THE PREFERRED OPTION

Complete this section for projects valued between \$1 million and \$10 million if NSW Health has reviewed Parts A and B and has given approval to progress to detailed project planning.

C.1 Detailed description of the preferred option

Details provided in this section will depend on the type and size of the project. It should be developed with the aim of giving cost certainty to NSW Health and NSW Treasury, and provide a robust framework for implementing the project.

This section will generally include (this will depend on the nature of the project):

- description of the model of care.
- internal and external functional relationships.
- detailed operational policies (to guide the operation and design of the Health Planning Unit).
- design requirements.
- refinement and finalisation of the schedule of accommodation.
- workforce requirements.
- room data sheets.
- furniture fittings and equipment (FFE) list.

C.2 Concept planning

C.2.1 Concept plan parameters

Describe the project concept plan parameters e.g.:

- access requirements.
- model of care.
- operational policies.
- existing site and building constraints.
- schedules of accommodation etc.
- environmental sustainable design requirements.
- others as appropriate.

C.2.2 Concept plans

Provide concept plans at 1:200 showing entries and exits, key functional areas, location on site etc

C.3 Key Supporting Strategies

Include a summary of key issues and strategies for each of:

- C.3.1 Change management
- C.3.2 Communication and consultation
- C.3.3 Engineering and building services
- C.3.4 Workforce development
- C.3.5 Benefits realisation

C.4 Other requirements applicable to the preferred option

This section should describe other pertinent issues to the preferred option. This will be project specific and may include:

- confirmation of land title
- traffic and car parking studies
- outcomes of discussions with council or statutory authorities
- details of service agreements with other providers
- conservation management plan

C.5 Capital cost

This section should include a summary of the project capital costs and cashflow (the full cost plan report should be appended).

C.6 Recurrent cost

This section should include a summary of the recurrent funding implications and the proposed source of any additional recurrent costs (the Financial Impact Statement should be appended which describes recurrent costs by major line items).

Where efficiencies are anticipated due to improved functional relationships or reduced maintenance costs, these should be clearly articulated and quantified.

C.7 Procurement methodology

This section should assess the advantages and disadvantages of different procurement methodologies, recommend a preferred option, and the reasons for selecting this method.

C.8 Project program

This section should include a summary of the major milestones in the program (the full program should be appended).

C.9 Project risk assessment

Include the Gateway Review Project Profile Assessment tool outcome.

Provide an overview of the risk management plan developed to identify and manage risks, including a summary of the major risk items. The risk management plan should be based on the Australian Standard 4360:2004 (table format illustrated below) and appended.

Risk item	Risk category	Risk description	Consequence rating	Likelihood rating	Combined rating	Responsibility	Mitigation / management strategy

The Project Brief Template is complete for projects valued between \$1 million and \$10 million and will be submitted to NSW Health and NSW Treasury for review and approval.

Appendices (Where appropriate)

- Design brief/s.
- Building condition report.
- Value management study report.
- Room data sheets.
- Furniture fittings and equipment lists.
- Financial Impact Statement.
- Economic Appraisal.
- Cost plan report.
- Geotechnical and contamination reports.
- Heritage impact statement.
- Engineering and building services briefs.
- Risk management plan.
- Workforce Strategy.