



BYFORD TAFE AND HEALTH HUB PRE-FEASIBILITY STUDIES

Issue: Draft 1

Project Execution Strategy

TABLE OF CONTENTS

1.	DOCUMENT CONTROL SHEET	2
1.1	APPROVALS	2
1.2	RECORD OF ISSUES	2
1.3	DISTRIBUTION LIST	3
2	PURPOSE AND PROJECT DESCRIPTION.....	4
2.1	GENERAL INFORMATION	4
2.2	BACKGROUND / CONTEXT	4
2.3	PURPOSE & SCOPE	5
2.4	STRATEGIC ALIGNMENT.....	6
2.5	PROJECT DESCRIPTION & TIMELINES	6
2.6	STAKEHOLDER LIST	7
2.7	CRITICAL SUCCESS FACTORS	8
3	MANAGEMENT PLAN.....	8
3.1	PROJECT MANAGER	8
3.2	PROJECT SPONSOR	9
3.3	KEY PROJECT STAKEHOLDER.....	9
3.4	RISK ASSESSMENT	9
3.5	OWNERSHIP.....	10
3.6	COMMUNICATIONS.....	10
4	FINANCIAL MANAGEMENT & PROJECT BUDGET.....	11
5	MILESTONES	12
6	SIGNATURES.....	13

1 DOCUMENT CONTROL SHEET

1.1 Approvals

Drafted By:	Position	Organisation
Kristie Tonkin	Principal Regional Development Officer	Peel Development Commission

1.2 Record of Issues

Issue No	Issue Date	Nature of Amendment
Draft 1	19 May 2020	Draft for circulation

Draft 2	4 June 2020	Amended based on PDC feedback
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1.3 Distribution List

Name	Position and Organisation
Paul Martin	Chief Executive Officer, Shire of Serpentine Jarrahdale
Andrew Ward	Chief Executive Officer, Peel Development Commission

2 PURPOSE AND PROJECT DESCRIPTION

2.1 General Information

Title:	Byford TAFE and Health Hub Project Development
Brief Description:	Undertake project development to assess the need, feasibility and business case for the proposed Byford TAFE and Byford Health Hub. Progression to each step of development will be subject to success in the preceding step.
PDC Role / Responsibility	Funder and guidance
PDC SPA:	Kristie Tonkin, Principal Regional Development Officer
Commencement date:	July 2020
Expected completion date:	November 2020
PDC Funding	\$40,000 allocated 50% of total project cost (Note - minimum of 50% required)
Document last updated:	04/06/2020

2.2 Background / Context

The Shire of Serpentine Jarrahdale continues to be the fastest growing LGA in Western Australia and third fastest growing in Australia. This growth presents both opportunities and challenges for the Shire in provision of services to its residents into the future.

Funding has been committed for the Byford rail extension as part of the State Government's Metronet project. This will see an additional eight kilometres added to the Armadale Line, extending it out to Byford creating a public transport solution to the growing population.

The Shire is working to ensure that the investment in rail infrastructure achieves the best possible outcome for the locality including options for wrap around services and facilities to make a vibrant town centre for Byford.

In addition to Shire led community facilities the Shire is exploring the potential for the following:

- TAFE campus. The need for a new large TAFE in the South East Metropolitan region is identified in Perth Peel 3.5 for the SJ Shire. The Shire wishes to explore the opportunity of the State Govt building a new large TAFE in the Byford area and can see the merit in having a large TAFE campus in Thornlie and then a second large campus in the Byford area servicing the South East Metro corridor. The Shire has had initial meetings with South Metro Tafe and the Department of Training and Workplace Development.
- Byford Health Hub, The Dept. of Health and GP Down South using funding from both the State and Federal Governments have constructed Health Hubs around the metro area and the Shire anticipates a need for such a facility in the Byford area. Shire staff have had some very positive discussions with representatives from the Department of Health

who have indicated a desire to be accommodated within a health hub at the Byford Station Precinct that focusses on childhood allied health and community health to meet the needs of the rapidly growing young population.

2.3 Purpose & Scope

The purpose of the initiative is to undertake project development for the proposed Byford TAFE Campus and Byford Health Hub initiatives.

Project development for each initiative will progress through a three stage development process with each step being reliant on the previous steps success. Separable portions will allow the contract to be stopped or changed at any time based on the information in the stages.

Stage 1 - Needs analysis

- Desktop review to identify the need – population demographics, population projections, service demand and current supply data, population health data, skills shortages, current services, surrounding services, fit with local / regional / State priorities and plans, spatial analysis.

Stage 1b – Opportunity

- Why SJ and Byford?
- In the competition for scarce public resources, why is this project better than all the others – why will it deliver on the Governments priorities better than other projects
- Initial economic and health/social well-being modelling
- Review of potential sites and recommendation
- If a convincing and compelling argument can't be made for progressing the project, then it shouldn't progress to feasibility

Stage 2 - Feasibility

- Review of similar models– business and governance models
- Options analysis
- Stakeholder engagement
- Governance – including proponent and key partners identification
- Infrastructure requirements and operating model
- Financial modelling
- Report of findings

Stag 3 - Business case – bringing together and building on the feasibility study

- Confirmation of need
- Options analysis
- Options assessment
- Preferred option scoping
- Cost benefit analysis

2.4 Strategic Alignment

PDC Strategic Plan	<input type="checkbox"/> Resource & energy sector development <input checked="" type="checkbox"/> Industry diversification	<input checked="" type="checkbox"/> Normalise regional living standards <input type="checkbox"/> Normalise Aboriginal economic development <input type="checkbox"/> Organisational excellence
Peel Regional Investment Framework	<input checked="" type="checkbox"/> Thriving Industry <input type="checkbox"/> Agriculture and Food <input type="checkbox"/> Tourism Excellence	<input checked="" type="checkbox"/> Capable People <input checked="" type="checkbox"/> Strong and resilient communities
Our Priorities (WA Govt)	<input type="checkbox"/> A Strong Economy <input checked="" type="checkbox"/> A Bright Future <input type="checkbox"/> A Liveable Environment	<input type="checkbox"/> A Safer Community <input type="checkbox"/> Aboriginal Wellbeing <input checked="" type="checkbox"/> Regional Prosperity

2.5 Project Description & Timelines

Scope of works minimum outputs required for each project development initiative (Byford TAFE Campus and Byford Health Hub). Two reports will be produced – Byford TAFE and Byford Health Hub, including the following stages within each

#	Output	Factors to address
1.	Needs Analysis Report	<ul style="list-style-type: none"> Desktop review to identify the need – population demographics, population projections, service demand and current supply data, population health data, skills shortages, current services, surrounding services, fit with local / regional / State priorities and plans, spatial analysis. Strategic alignment and framework <p>Stage 1b – Need and Opportunity</p> <ul style="list-style-type: none"> Why SJ and Byford? In the competition for scarce public resources, why will this project deliver better outcomes and achieve State Government priorities better than other proposals Initial economic and health/social well-being modelling Review of potential sites and recommendation Opportunities for partnership Recommendation to proceed to feasibility <p>If need is established and agreed by stakeholders progress to step 2.</p>
2.	Feasibility Report	<p>Contingent on need being established.</p> <ul style="list-style-type: none"> Review of similar models– business and governance models Options analysis

		<ul style="list-style-type: none"> • Stakeholder engagement • Governance – including proponent and key partners identification • Infrastructure requirements and operating model • Financial modelling – construction & operations • Report of findings <p>If feasibility is established and agreed by stakeholders proceed to step 3.</p>
3.	Business Case	<p>Contingent on feasibility being established.</p> <ul style="list-style-type: none"> • Bringing together and building on the first two steps • Confirmation of need • Options analysis • Options assessment • Preferred option scoping • Cost benefit analysis

The following outlines key deliverables for the project:

#	Deliverable:	Completed by:
1.	Project Execution Strategy signed – Payment milestone \$40,000	16 June 2020
2.	Contract awarded	24 July 2020
3.	Draft Needs report provided – Hold Point (PDC approval)	28 August 2020
4.	Final Needs report provided	4 September 2020
5.	Draft Feasibility report provided – Hold Point (PDC approval)	16 October 2020
6.	Final Feasibility report provided	23 October 2020
7.	Draft Business Case provided	27 November 2020
8.	Final Business Case provided	4 December 2020
9.	Project Acquittal report provided	February 2021

2.6 Stakeholder List

The key stakeholders for the project are:

- South Metropolitan TAFE
- Department of Training and Workforce Development
- Department of Health (State & Federal)
- WA Primary Health Alliance
- GP down south

- South East Metropolitan Health Services
- Peel Health and Wellbeing Taskforce
- Regional Development Australia Peel
- Metronet project team
- Peel Development Commission

Other stakeholder groups may include:

- Department of Education
- State Library

2.7 Critical Success Factors

The successful outcome of this project will be determined by the following:

1. Comprehensive and regular communication is established to ensure that all parties are kept up-to-date on project progress and have access to relevant stakeholders and data.
2. Regular consultation and project monitoring are undertaken with parties appointed to deliver the Outputs as outlined in section 2.5 Project Description / Timelines.
3. Procurement processes are adhered to and commensurate with local government policies.
4. Stakeholders are engaged at all levels.
5. Local Content principles are applied, where applicable.
6. All project documentation kept as per local government policy and available to key/relevant stakeholders upon request.
7. Project deliverables delivered to time, cost and quality.

3 MANAGEMENT PLAN

3.1 Project Manager

Project management will be led by Samantha Stewart, Coordinator Community Facilities and Projects (Shire of Serpentine Jarrahdale). Roles and responsibilities include:

- Undertake tasks and activities as per this Project Execution Strategy;
- Preparing scope of works and managing procurement of the Consultant, adhering to Local Government processes;
- Managing the appointed consultants and contractual arrangements for the delivery of works (timeframes, budget, invoicing, milestones, quality of work etc);
- Organise meetings including agendas, minutes, venues etc. as required;
- Determine the most effective communication engagement/strategy within resource and time limitations;
- Ensure project tasks and deliverables are undertaken and completed on time;
- Update project documentation as required and communicate major changes to the Project Sponsor and Team, and relevant stakeholders;

- Management of consultants and/or contract staff involved in this project;
- Keep the Project Team and Project Sponsor regularly informed (monthly) of project implementation;
- Ensure records are maintained in accordance with organisational policy; and
- Ensure that any funds receipt and expenditure is managed in accordance with organisational policy and regulations;
- Liaise with PDC regarding regular project progress, funds expenditure, acquittal report and payment.

3.2 Project Sponsor

Project sponsorship will be undertaken by Paul Martin (CEO, Shire of SJ). Roles and Responsibilities include:

- Resolve disputes beyond the project officer level
- Approve funds expenditure based on milestones in consultation with PDC
- Approve any required project variations in consultation with PDC
- Liaise with Senior Officials and the media if required
- Approve and sign required project management documents.

3.3 Key Project Stakeholder

The PDC is a key project stakeholder as funder of 50 per cent of the project. The PDC point of contact will be Kristie Tonkin, Principal Regional Development Officer and roles and responsibilities include:

- Member of and contribution to the Project Working Group
- Review, input and approval of documentation at each draft stage
- Attend meetings with key stakeholders regarding the project if required
- Keep the PDC CEO regularly informed of project progress and financial management
- Acquittal of the PDC's financial contribution to the project.

3.4 Risk Assessment

The below table lists the minimum risk considerations. Additional risks that may arise are to be managed by the project team.

RISK	LIKELIHOOD	MITIGATION STRATEGY
Timeline: Inability to execute and deliver the project activities within deadlines	Low	Appropriate staff resources are committed to the project, any variations will be discussed with the project sponsor and team, regular monitoring of project outputs to ensure on schedule.
Engagement: Insufficient commitment / response from stakeholders	Moderate	Early communication with key stakeholders to confirm commitment to project intent and their involvement.

Reputational risk: Project fails to deliver expected outcomes	Low	The project is well planned and relationships with key stakeholders established.
Budget: Consultant quote is over budget	Low	Indicate budget through RFQ process. Consider reduction of scope if required.
Project scope: Changes in the project team members	Medium	Each organisation within the team will ensure that at least one other staff member in their respective organisation will be familiar with the project. Where a project team member permanently leaves they will ensure a hand over with their organisations incoming representative.
Project Progression: Project not progress past stage 1 or 2 due to lack of stakeholders support of identified need	Medium	Early engagement with stakeholders. Funding committed to milestones and ability to discuss adjustments if this occurs.

3.5 Ownership

The Shire of Serpentine Jarrahdale, as the Project Manager and PDC as project sponsor, will own the research, data collected, reports and planning documents for this project. Deliverables will be provided to the project working group, including key external stakeholders.

3.6 Communications

All **public** communications regarding the **project** require correct reference to and acknowledgement of the funding bodies as follows;

The project development for Byford TAFE and Health Hub Pre-Feasibility Studies has been made possible with funding from the State Government, supported by Royalties for Regions.

Examples of where acknowledgement of funding should be used;

- Media releases
- Corporate publications
- Signage
- Lunches / openings
- Speeches and presentations
- Online and email communication
- Advertising material relating to the funded project

Draft media statements prepared by the project manager are to be forwarded to the PDC for approval and inclusion of quotations. The funding agencies must be acknowledged as provided in the preceding paragraphs

All proofs will need to be approved via the Peel Development Commission (PDC) project contact officer.

The PDC regularly shares information with the region on our project partners through our e-newsletter, website and social media and including visuals is a great way to promote your project and organisation. You are invited to send us photographs, articles, news, milestones, achievements etc as they come up so that we can include them in our e-news, social media and possibly upcoming editions of the Peel magazine.

For communications support, approval of media releases, plaques and other collateral, as well as providing material for Peel Development Commission publications, please contact our Corporate Communications Coordinator, Andrea Kelly at andrea.kelly@peel.wa.gov.au or call 9535 4140

4 FINANCIAL MANAGEMENT & PROJECT BUDGET

External projects - The PDC will commit up to \$40,000 conditional on an additional matched co-contribution of at least \$40,000 from the Shire of Serpentine Jarrahdale, to make a total of at least \$80,000 for the project. PDC will transfer \$40,000 upon execution of the document and receipt of a tax invoice (addressed to the Peel Development Commission), conditional on the commitments of all parties outlined in this document.

Funding for the project will be provided by the Key Stakeholders as follows:

Agency	Funding secured	Budget (ex GST)
Peel Development Commission	Yes	\$40,000
Shire of Serpentine Jarrahdale	Yes	\$40,000
Total		\$80,000

Peel Development Commission contribution will not exceed 50% of the costs associated with each stage of works as identified in 2.3 Purpose and Scope.

Expenditure of funds is to be commensurate with public sector procurement processes. The Project Manager will authorise expenditure based on milestones in this Project Execution Strategy and related contracts with external parties appointed to deliver the project.

The funds are required to be spent on the outputs outlined in section 2.3 Purpose and Scope and 2.5 Project Description and Timelines. If the Shire of SJ spend the funds on items outside of the scope without authorisation, the Shire of SJ will be required to repay the funds to the Peel Development Commission.

Should savings be identified after the deliverables outlined in this agreement are completed to the satisfaction of the Project Sponsor, the savings can be spent on additional works that relate to the intent of the project with all funding body approvals.

Should either project not proceed through the project development process due to failure at a step in the process a variation to the agreement will be discussed and agreed between the parties.

An Acquittal Report (template provided) must be provided within twelve weeks of the end of the project detailing project outcomes achieved and expenditure of funds. The report will be considered by the PDC project contact and an acquittal acceptance letter provided to the partner organisation.

Any variations to scope require written approval by the CEO of the Peel Development Commission and CEO of the Shire of Serpentine Jarrahdale.

5 MILESTONES

The Project Sponsor and Project Team will have the opportunity to review the project at each milestone and confirm commitment to progress.

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6 SIGNATURES

Approved by	
Paul Martin Chief Executive Officer Peel Development Commission	<hr/> Signature and date
Andrew Ward Chief Executive Officer Peel Development Commission	<hr/> Signature and date