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Project Governance and Management

Fact Sheet

What is Governance?

Governance is the way an organisation is run or governed, over and above its legal obligations. The Institute of Governance of Australia has identified four components to governance:

- transparency
- accountability
- stewardship and
- integrity.

RHH Redevelopment Project Governance

Executive Steering Committee

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- Provides overall strategic leadership.
 - Reports to the Minister for Health and the Treasurer.
 - Membership includes an independent Chair; the Secretary of the Department of Health (DoH), the Chief Corporate Officer of the Tasmanian Health Service (THS), the Secretary of the Department of Treasury and Finance (DoTF), and an independent member with significant experience in large hospital construction.

Project Director

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- Directs all aspects of the project during construction and commissioning.
 - Ensures good project governance, accountability and reporting.
 - Works effectively with stakeholders, particularly the THS and DoH.
 - Manages the project team and the project manager.

Project Manager

- Day to day and performance management of the Managing Contractor and consultants.
- Responsibility for implementing the works program, staging and construction.
- Coordinates building certification, defect liability and certificates of completion.

Executive Steering Committee



Mr Rhys Edwards, Chair

Rhys Edwards is the principal of RDME Consulting, a boutique consulting firm working with governments, universities and the private sector.

Mr Edwards is an experienced organisational leader having worked at the highest levels of the public sector including six years as Secretary of the Department of Premier and Cabinet in Tasmania. He has a strong background in governance, leadership, economic development and major project facilitation.

Mr Edwards is a member of the University of Tasmania Council and chair of its finance committee. He is an honorary senior research fellow at Melbourne University, a fellow of the Australian Institute of Company Directors and a Salzburg Global Fellow.

He was a former Executive Director of the New Royal Project.



Ms Jo Thorley, independent member

Ms Thorley brings significant experience in hospital redevelopment, project management, and health services and asset planning, supported by dual qualifications in nursing and architecture.

She has provided project direction to the \$1.2 billion Royal North Shore Hospital and Community Health Services Redevelopment. Ms Thorley is currently the Project Director for the WA Country Health Service \$1.8+ billion redevelopment program of works that has projects in all stages of planning, design and delivery.

Ms Thorley is a Director of CBRE National Health and Higher Education Business Unit.

She was also a member of the RHH Redevelopment Rescue Taskforce.



Mr Tony Ferrall, representative of the Department of Treasury and Finance (DoTF)

Mr Ferrall is the Secretary of the DoTF.

Mr Ferrall's former positions include: Deputy Secretary Department of Treasury and Finance; Executive Director, Finance and Administration, University of Tasmania; and Director, Finance and Facilities, Department of Health and Human Services.

He is currently a Director of the Tasmanian Public Finance Corporation.



Mr Craig Watson, representative of the Tasmanian Health Service (THS).

Mr Watson is the Chief Corporate Officer for the THS.

Prior to his present role Mr Watson has held a number of senior and executive positions in a variety of state agencies during a 25 year career in the Tasmanian public service, including most recently the Chief Financial Officer for the THS. He is a former Chief Executive Officer of the Royal Hobart Hospital.



Mr Michael Pervan, Department of Health (DoH) representative.

Mr Pervan is Secretary of the Tasmanian DoH having previously been the Secretary of the Department of Health and Human Services and Deputy Secretary, System Purchasing and Performance.

He is an Adjunct Associate Professor with the School of Medicine at the University of Tasmania. He is a former Chief Executive Officer of the Royal Hobart Hospital and former Director of Western Australia's Health Reform Implementation Taskforce and held the statutory position of Commissioner of Health.

Professional Reference Group

A Professional Reference Group (PRG) was established to support the work of the Rescue Taskforce during its investigation.

The Executive Steering Committee agreed to re-establish the PRG to provide advice on key issues impacting on the project including those that affect their constituents.

The membership includes:

- Rhys Edwards, Chair
- Emily Shepherd, Australian Nursing and Midwifery Federation
- John Davis, Australian Medical Association
- Representative from the Master Builders Association TBA.
- Mr Andrew Wilkie MP, independent member for Denison.

Project Director



Mr Ben Moloney, Project Director, RHH Redevelopment.

Mr Moloney commenced as Project Director in May 2015 and is an engineer by profession and has focused his career on major Government infrastructure project management. This has ranged from coastal protection works, boat harbour infrastructure, quarry rehabilitation, building works and for the five years prior to joining the project, State roads and bridges.

He is the former New Royal Project Director, responsible for the development of the detailed business case that assessed the requirements of a new Royal Hobart Hospital (RHH) on a new site at an estimated cost of \$1.5 billion, and the evaluation of alternative options within the context of the global financial crisis and the Government's reduced financial position. This work was integral to the Government's decision to focus on a staged redevelopment of the RHH and a key source for the Rescue Taskforce's investigation.

Project Manager

Capital Insight provides project and contract management services for the project.

They bring significant hospital construction expertise, and commercial, consultant and contractor management experience needed to manage the relationship with the Managing Contractor.

Capital Insight is responsible for a range of activities including: coordinating procurement; completion and commissioning planning; and the day to day administration of the Managing Contractor, John Holland Fairbrother Joint Venture.

- an Executive Steering Committee, with an independent Chair, specialist hospital construction expertise; and representation from the Tasmanian Health Service (the client) to ensure a service delivery focus; the Department of Health and Human Services (the project and asset owner now known as the Department of Health); and the Department of Treasury and Finance, noting the financial significance of the project
- direct reporting from the Executive Steering Committee, through the independent Chair to the Minister for Health and the Treasurer
- a Project Director who is an employee of the State and is responsible for the delivery of the project within scope, budget and timeframes and the Project resources and processes and
- a Project Manager and project management resources with the necessary technical, contractual, and consultant and contractor management experience to deliver the project.

Background

The Tasmanian Government commissioned the Rescue Taskforce to investigate how best to continue the RHH Redevelopment project during 2014. The scope of their recommendations included governance and project management.

Their recommendations were accepted by Government in December 2014.

They included a governance and project management approach characterised by: