



Capability Statement

Independent infrastructure advisory and delivery for complex capital projects, programs and portfolios.

Independent by design : Impactful by choice.

Program Partners Pty Ltd | Est. 2022



About Program Partners

Program Partners is a Queensland-owned independent infrastructure advisory and delivery practice.

We work alongside asset owners, government agencies and institutional clients to plan, procure, deliver and assure complex capital projects, programs and portfolios where decisions about scope, cost, time and risk carry real consequences.

Our people have all led major infrastructure projects across health, corrections, education and government, including significant experience in staged, live and operational environments where essential services must continue throughout delivery.

Our promise is simple: the experience of a major consultancy, the accountability of a specialist partner and the economic benefit of a Queensland-owned business.

Independent by design : Impactful by choice.

An Independent Partner, Accountable for Outcomes

WHERE WE WORK

Brisbane

Head office

Gold Coast

Regional

Sunshine Coast

Regional

Mackay

Project office

AT A GLANCE

ABN 82 662 376 025

ACN 662 376 025

PQC registered 4297A

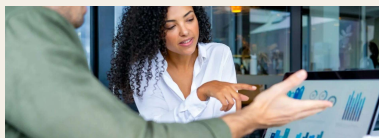
Queensland Government prequalified

ISO 9001 | 14001 | 45001

Independently certified systems

Senior-led

Always in attendance



Six capabilities, one accountable partner



01

Strategy, Planning & Business Cases

Infrastructure strategy, capital planning, investment logic, options analysis and business cases that establish a clear and defensible basis for investment.

02

Project & Program Management

Senior client-side leadership from initiation to close-out, integrating scope, design, cost, programme, procurement, delivery and operational requirements.

03

Procurement, Commercial & Contracts

Market-informed procurement, packaging, transaction management, commercial negotiation, tender evaluation, Superintendent services and contract administration.

04

PMO, Governance & Project Controls

Governance, integrated programmes, reporting, risk, change and decision controls that provide reliable information, clear accountability and early escalation.

05

Operational Readiness & Commissioning

Readiness planned from design through commissioning, training, activation, transition, handover and safe day-one service commencement.

06

Independent Assurance & Specialist Advice

Independent reviews and targeted expertise across design, commercial, cost, digital, FF&E/MME, gateway readiness and benefits realisation.

What is putting capital programs at risk

Unclear Scope

Requirements are set before outcomes are agreed, so change is priced late and repeatedly.

Cost Escape

Estimates are not validated, contingency is opaque and forecast at completion drifts.

Schedule Drift

Interfaces and decision dates are not visible until the critical path has already moved.

Governance Load

Reporting multiplies while accountability blurs and escalation happens too late.

Live Environments

Brownfield and operational constraints are underestimated in staging and access.

Readiness Gap

Operational readiness starts too late to protect a safe day-one service commencement.

Program Partners is built to remove these failure points: senior leadership in attendance, one integrated control environment, one reliable version of the truth.

HOW WE DELIVER

Scope, cost and time held together

SCOPE

Define it clearly, control it throughout

- Outcomes and requirements clearly defined
- Approved baseline with full traceability
- Disciplined change and impact control

COST

No surprises at decision points

- Validated estimates and cost plans
- Committed cost and forecast at completion
- Transparent contingency and change control

TIME

A schedule people can rely on

- Integrated master schedule
- Critical path and interface visibility
- Early warning, recovery and decision dates

One integrated control environment. One accountable team. One reliable version of the truth.

1

Strategy, Planning and Business Case



PROGRAM PARTNERS

Strategy, Planning and Business Cases

Investment decisions are only as good as the logic behind them.

We help clients establish why an investment is needed, what it must achieve and which option best delivers it, before commitments are made and options narrow.

Our work spans infrastructure strategy, capital and portfolio planning, service and demand analysis, options development and appraisal, and business cases prepared to Queensland Government.

We write business cases that survive scrutiny: clear investment logic, tested assumptions, defensible cost and risk allowances, and an implementation pathway the delivery team can actually execute.

We develop and tailor business cases to the needs of the project in collaboration with central agencies.

The result is a decision-ready case, an agreed scope and a delivery strategy aligned from day one.

WHAT WE OFFER OUR CLIENTS

Strategy and Planning

- Infrastructure and asset strategy
- Capital and portfolio planning
- Service demand analysis
- Master planning input

Options and Appraisal

- Options development
- Multi-criteria analysis
- Cost benefit and economics
- Preferred option definition

Business Cases

- Strategic assessment
- Preliminary and detailed cases
- Benefits and KPI frameworks
- Government approval support

Delivery Strategy

- Procurement strategy
- Packaging and staging
- Risk allocation
- Implementation roadmap

Decision-ready cases that hold up to scrutiny and set delivery up to succeed.

2

Project, Program and Portfolio Management

Project, Program and Portfolio Management



Senior client-side leadership, always in attendance.

We lead projects, programs and portfolios on behalf of the owner from initiation to close-out, integrating scope, design, cost, schedule, procurement, delivery and operational requirements into a single accountable structure.

Core leadership stays consistent for the life of the engagement. Named specialists are introduced at the point of need, so clients get the right capability at the right time without fixed overhead.

We are experienced in staged brownfield works, multiple delivery packages and high consequence stakeholder environments where essential services must continue throughout construction.

Clients deal directly with the people responsible for performance and outcomes.

WHAT WE OFFER OUR CLIENTS

Project Leadership	Program Delivery	Delivery Control	Close Out
● Project director and manager ● Client-side representation ● Design management ● Stakeholder leadership	● Multi-project sequencing ● Interface management ● Integrated master programme ● Resource and package planning	● Scope and change control ● Cost and forecast management ● Risk and issue management ● Progress and quality oversight	● Practical completion ● Defects and warranties ● Handover documentation ● Lessons and benefits capture

Consistent senior leadership, integrated control and direct accountability for outcomes.

3

Procurement, Commercial and Contracts

Procurement, Commercial and Contracts



Commercial outcomes are set long before a contract is signed.

We shape procurement around the market that will actually bid, the risk the clients can carry and the delivery outcome required, then run a transparent and defensible process to award.

Our team prepares packaging and contracting strategies, tender documentation, evaluation plans and negotiation positions, and supports probity, approvals and reporting throughout.

Post award, we provide Superintendent or Principals Representative services and contract administration, holding the contract firmly and fairly so entitlements, variations and time claims are assessed on evidence.

Market-informed strategy, disciplined process, contracts that hold through delivery.

WHAT WE OFFER OUR CLIENTS

Procurement Strategy

- Market sounding
- Packaging and contract models
- Risk allocation
- Probity and approvals

Tendering

- Tender documentation
- Evaluation planning
- Evaluation management
- Recommendation reports

Commercial

- Negotiation support
- Cost and price analysis
- Value management
- Commercial risk review

Contract Administration

- Superintendent services
- Variations and claims
- Extension of time assessment
- Payment certification

Market-informed strategy, disciplined process and contracts that hold through delivery.

4

PMO, Governance and Controls

PMO, Governance and Controls

Reliable information, clear accountability, early escalation.

We establish right-sized governance and a single integrated control environment so decisions are made on evidence rather than on the most recent verbal update.

That means one master programme, one cost and contingency position, one risk and issue register, and one reporting cycle that executives, governance groups and delivery teams all read from.

Our PMO services scale from a single project to a portfolio, and are designed to strengthen the client's existing systems rather than create a parallel process alongside them.

Governance that speeds decisions up instead of slowing delivery down.

WHAT WE OFFER OUR CLIENTS

Governance	Controls	Risk	Reporting
● Governance frameworks ● Delegations and decision rights ● Committee and board reporting ● Assurance calendar	● Integrated master schedule ● Cost control and forecasting ● Change and contingency control ● Earned value and trends	● Risk and opportunity registers ● Quantitative risk analysis ● Issue and escalation management ● Contingency drawdown logic	● Executive dashboards ● Portfolio and program views ● Forward-looking reporting ● Traceable evidence base

One programme, one cost position, one risk picture and one version of the truth.

5

Operational Readiness and Commissioning



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Operational Readiness and Commissioning

A building is not an outcome until it is safely in service.

We plan operational readiness from design onwards so that workforce, process, equipment, technology and training all converge on a safe day-one service commencement.

Our approach is used in live hospital, justice and education environments where transition must occur without interrupting essential services or compromising safety.

We coordinate commissioning, activation and transition alongside the construction programme, and hold the interfaces between builder, operator and client teams.

Day one is rehearsed, not hoped for.

WHAT WE OFFER OUR CLIENTS

Readiness Planning	Commissioning	Activation	Transition
● Readiness strategy and plan ● Operational model definition ● Workforce and process readiness ● Readiness governance	● Commissioning management ● FF&E and MME coordination ● ICT and digital enablement ● Testing and acceptance	● Migration and staging plans ● Training and orientation ● Trial and simulation ● Day-one command	● Handover and documentation ● Defects and warranty transition ● Post-occupancy support ● Benefits confirmation

A safe, rehearsed day-one service commencement in live operating environments.

6

Independent Assurance and Specialist Advice

Independent Assurance and Specialist Advice



Independent challenge, applied at the point it changes the outcome.

We provide independent reviews and targeted specialist advice for owners, funders and boards who need an objective read on whether a project is deliverable, affordable and adequately controlled.

Because we do not sell downstream design, engineering or construction services, our findings are shaped by the client's objectives and nothing else.

Reviews are evidence-based and practical: we test the baseline, the controls and the delivery capability, then set out prioritised actions with owners and dates attached.

Objective advice, no downstream agenda.

WHAT WE OFFER OUR CLIENTS

Assurance Reviews	Commercial Review	Specialist Advice	Recovery
● Gateway and readiness reviews ● Project health checks ● Baseline validation ● Deliverability assessment	● Cost and estimate review ● Contract and claims review ● Procurement probity review ● Value for money testing	● Design assurance ● Digital, ICT and data ● FF&E and MME ● Stakeholder and communications	● Diagnostic and root cause ● Recovery planning ● Governance reset ● Benefits realisation

Objective advice with no downstream agenda, and prioritised actions you can act on.

TRACK RECORD

Evidence, not adjectives

\$25bn +

Major infrastructure programs,
procurements and contracts supported

\$4bn +

Corrective Services portfolio
management

20 +

Major business cases and project
validation reports delivered

25 +

Years average senior experience

SELECTED EXPERIENCE

Queensland Health Hospital Expansion Program, 12 PVRs

Logan Hospital Expansion. Business Case and Project
Management

Mater Springfield Hospitals, Business Case and Project
Management

Roma Hospital Redevelopment, Business Case and Project
Management

Queensland Corrective Services, Portfolio Management

QUT, UQ and Queensland education programs, Project
Management

Sectors

Hospitals and health precincts
Correctional and justice facilities
Schools, tertiary and research
Social and community infrastructure

WHY PROGRAM PARTNERS

Program Partners value addition

01

SINGLE ACCOUNTABILITY

One integrated team, one governance framework and direct access to the senior people responsible for performance and outcomes. No handoffs between service lines and no diluted responsibility.

02

INDEPENDENT BY DESIGN

We sell no downstream design, engineering or construction work, so our advice is shaped only by your objectives. Clients speak directly to the people who give the advice and own the outcome.

03

DELIVERY CERTAINTY

Proven delivery across major programs, live operational assets, staged brownfield works, multiple delivery packages and high consequence stakeholder environments where services cannot stop.

04

QUEENSLAND OWNED VALUE

A Queensland-owned and led business with local and regional capacity, senior resources deployed at the point of need and a guaranteed maximum price option that caps exposure.

The experience of a major consultancy. The accountability of a specialist partner. The economic benefit of a Queensland-owned business.

Independent by design : Impactful by choice.



Simpler. Sharper.
More accountable.

Jonathan Hirst

Managing Director

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Program Partners = Advisory : Delivery : Assurance

About Program Partners

Program Partners is a Queensland-owned independent infrastructure advisory and delivery practice, with people in Brisbane, the Gold Coast, the Sunshine Coast and Mackay. We plan, procure, deliver and assure complex capital projects, programs and portfolios across health, justice, education and government, including live and operational environments where essential services must continue throughout delivery.

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\$21bn +

Health infrastructure supported

\$4bn +

Justice portfolio managed

20 +

Business cases delivered

4

Queensland office locations

Independent by design : Impactful by choice.