



Capability Statement

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

Independent by design. Impactful by choice.

Program Partners Pty Ltd



WHO WE ARE

An independent partner, accountable for outcomes

Program Partners is a Queensland-owned 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 led major infrastructure projects and programs across health, justice, education and government. We bring particular depth in complex, staged and operational environments where multiple projects, stakeholders and delivery interfaces must be coordinated without disrupting essential services.

The experience of a major consultancy.

The accountability of a specialist partner.

The economic benefit of a Queensland-owned business.

AT A GLANCE

- Program Partners Pty Ltd
- ABN 82 662 376 025 / ACN 662 376 025
- Queensland-owned and independent
- Presence across Brisbane, Gold Coast, Sunshine Coast and Mackay
- Senior-led and always in attendance
- Health, justice, education and government infrastructure



Independent by design : Impactful by choice

Independent by design

Program Partners was established to give clients direct access to experienced infrastructure practitioners without the corporate layers, competing service lines or utilisation pressures of a large multidisciplinary consultancy.

Our advice is shaped by the client's objectives—not by opportunities to generate downstream design, engineering or other consulting work. Clients have direct access to the people responsible for the advice, the decisions and the outcome.

What this means for clients

- Objective, client-side advice
- Direct access to senior decision-makers
- Transparent deployment of resources
- No unnecessary layers or fixed overhead
- Clear organisational and personal accountability

Impactful by choice

We focus our effort where it will make the greatest difference: clarifying the investment case, establishing effective governance, resolving difficult decisions, solving problems through design thinking, protecting value and maintaining control through delivery.

Consistent senior leadership is supported by specialist expertise introduced at the point of need. We remain close to the work, identify issues early and convert complex project information into practical decisions and measurable outcomes.

What this means for clients

- Senior leadership that remains close to the work
- The right capability at the right time
- Earlier identification and resolution of risk
- Clear, evidence-based decision-making
- Outcomes and capability that endure beyond the commission

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 Assurance

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



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

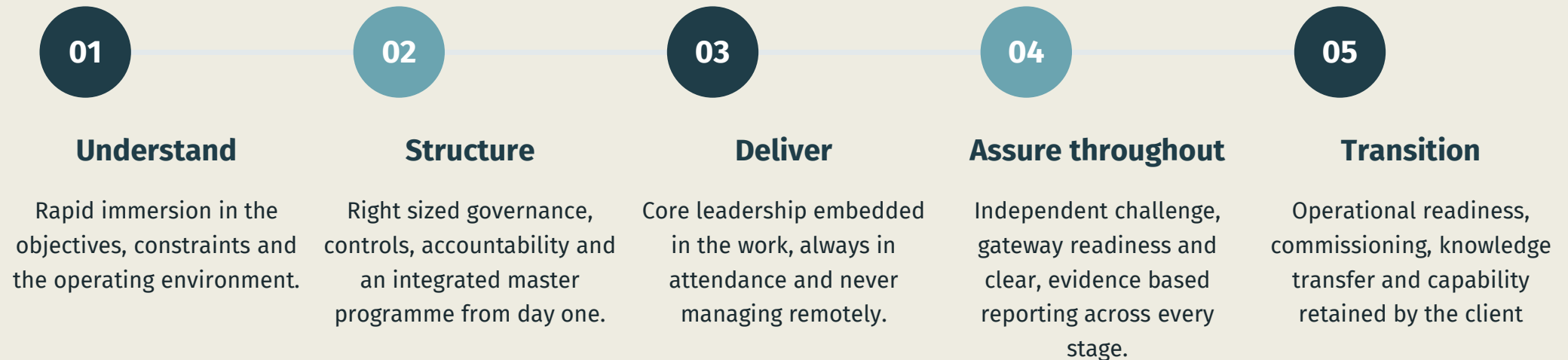
A schedule people can rely on

- 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.

OUR APPROACH

Simpler. Sharper. Accountable.



What this means for you

Our Adaptive Advisory Model keeps consistent core leadership in place and introduces named specialists at the point of need – providing the right capability at the right time without unnecessary fixed resource or overhead.



Selected Experience

Hospitals and health services

Major hospitals, health precincts and clinical facilities

Social and community infrastructure

Correctional centres, secure facilities and justice infrastructure portfolios

Education & Research

Schools, tertiary campus, research facilities and asset renewal programs

Live & Operational Environments

Complex brownfield works where essential services must continue throughout delivery

Programs, Portfolios and Precincts

Multiple interdependent projects requiring integrated governance, controls and sequencing



SELECTED PROGRAMME EXPERIENCE

- Queensland Health – Hospital Expansion Program
- Logan Hospital Expansion
- Mater Springfield Hospitals
- Roma Hospital Redevelopment
- Queensland Corrective Services - Infrastructure Portfolio
- QUT, UQ and Queensland education programs

TRACK RECORD

Evidence, not adjectives

\$21bn +

Major health 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

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



OUR PEOPLE

Senior practitioners, directly involved

Every engagement has direct director oversight, with senior leaders remaining close to the work throughout delivery. Core leadership stays consistent, supported by named specialists introduced at defined points where their expertise adds value

Core project leadership

Project executive, project and programme management., contract administration and delivery leadership.

Commercial, governance and controls

Procurement, transaction management, contract administration, cost management, PMO, governance, program controls and reporting

Named specialists

Business cases, strategic planning, design assurance, operational readiness, digital and ICT, FFE/MME, stakeholder engagement and gateway assurance.



Detailed CVs and project experience are available on request.



Experienced. Accountable

Single accountability

One integrated team, one governance framework and direct access to the senior people responsible for performance and outcomes.

Queensland Owned and local

A Queensland owned and led business, senior practitioners with local and regional capacity.

Guaranteed Maximum Price

We cap your exposure without locking you into the wrong team

Delivery certainty

Proven delivery across major programs, operational assets, staged brownfield works, multiple delivery packages and high-consequence stakeholder environments

Value for money

Deployed at the point of need, with the resource mix actively managed.

Program Partners Intelligence™

INTEGRATE

One source of truth. Earlier insight. Better decisions

Program Partners Intelligence™ brings together approved information from existing client systems, reports, registers and project records into a connected view of programme milestones, cost, contingency and forecast, risks, issues and changes, decisions, actions and approvals, and procurement and assurance status.

ANALYSE

It analyses this information to identify trends, dependencies and emerging pressure points, including critical paths and interfaces, cost and programme variance, overdue decisions and actions, risk movement and cross-project dependencies, before they become material impacts.

COMMUNICATE

It converts complex delivery information into concise, decision-ready outputs for executives, governance groups and project teams through dashboards, forward-looking reports, programme and portfolio views, and traceable supporting evidence.

Works with existing systems. Strengthens governance. Creates no parallel process

Ready to engage. Governed to deliver.

Compliant systems. Government-ready pathways. Audit-ready records.

ISO-CERTIFIED SYSTEMS

Program Partners operates under independently certified management systems for quality, environment and health and safety.

ISO 9001 | ISO 14001 | ISO 45001

PQC & GOVERNMENT PREQUALIFICATION

We are PQC registered (4297A) and prequalified for relevant Queensland Government professional services, supporting faster engagement and reduced onboarding risk.

PREQUALIFIED PATHWAYS

- Queensland Government professional services panel appointment and preferred supplier arrangements
- Independent assurance and gateway review capability

WHY IT MATTERS

Clients get a Queensland-owned delivery partner with recognised systems, established government pathways and defensible governance from day one.

Prequalified. ISO-certified. Queensland-owned. Ready to mobilise quickly.





Simpler. Sharper. More accountable.

Independent by design. Impactful by choice.

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