Private (and non-government) sector involvement in the provision of a public infrastructure need or service is encouraged. The delivery of such projects shall:

- ensure tangible benefits and minimise risk through the robust investigation of the impact on Queensland Health real property assets
- be approved by the Deputy Director-General, Health Planning and Infrastructure Division.

Third Party Infrastructure Partnership Policy

Implementation Standard for Investigation and Agreement in-Principle

1. Purpose
This Implementation Standard identifies the minimum requirements that evidence the implementation of the Third Party Infrastructure Partnership Policy in relation to the effective investigation, planning, management, and agreement of the use of Queensland Health real property assets. This Standard identifies individual position accountabilities and responsibilities in relation to these requirements.

2. Scope
This Implementation Standard applies to all Queensland Health employees responsible for the investigation, negotiation, planning, approval and management of third party partnership agreements related to the development of infrastructure involving the use of Queensland Health real property assets.

3. Supporting documents

Authorising Policy:
- Third Party Infrastructure Partnership Policy

Protocols, Procedures, Guidelines
- Implementation Standard for Project Delivery

Forms and templates
- Health service district and division guidance for project initiation and assessment
- Preliminary Assessment Criteria – Capital Delivery Program
- Preliminary Assessment Criteria – Planning Branch
- Preliminary Assessment Criteria – Land Use and Transaction Unit
- Land Use and Transaction Unit Work Request Form
4. Related documents

- Clinical Services Capability Framework v3, Queensland Health (2011)
- National Partnerships Agreement on Hospital and Health Workforce Reform, Commonwealth Government (2009)
- Project Assurance Framework, Queensland Health (2007)
- Towards Q2: Tomorrow’s Queensland, Queensland Government (2009)

5. Requirements

5.1 Developing a third party infrastructure project

To enable the investigation, planning, agreement for and management of, the use of Queensland Health real property assets in the development of third party infrastructure partnership projects, there are a number of minimum requirements undertaken by both the health service district (HSD) and Health Planning and Infrastructure Division (HPID).

Appendix 1 outlines the process flow and illustrates the connections between decision points.

5.2 An agreement in-principle to proceed

5.2.2 All approaches by a third party shall initially be considered by the Chief Executive Officer of the HSD (DCEO).

5.2.3 The HSD shall consider the preliminary business case (or similar documentation) provided by the third party and determine if the project is achievable and likely to deliver sufficient benefit to Queensland Health.

5.2.4 Specific criteria assessed by the HSD shall include:

- service need
- impact on the future delivery of services
- ability for the third party to develop and provide services over time
- level of HSD involvement required to ensure a successful outcome.

5.2.5 The DCEO shall determine whether to proceed with the proposed third party project. An agreement in-principle to proceed is given if there is a determination to proceed with the third party project.
5.3 Initial assessment phase

5.3.1 Once the DCEO provides an agreement in-principle to proceed, the HSD completes a work request seeking Land Use and Transaction Unit, Asset and Properties Services Branch (APSB) to coordinate the progression of a preliminary assessment.

5.3.2 The minimum information required to complete this preliminary assessment includes:

- an outline of the proposed project
- a site map marking the proposed building site
- a copy of any proposed building plans (if available).

5.3.3 APSB shall undertake a preliminary assessment ensuring the minimum considerations required are fulfilled when determining the commitment of Queensland Health to the proposed third party project. These assessments are summarised in Table 1.

<table>
<thead>
<tr>
<th>Planning and Infrastructure Unit</th>
<th>Element evaluated</th>
<th>Tool Kit Contents</th>
<th>Example of the factors evaluated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset and Properties Services Branch (APSB)</td>
<td>Real Property – Land</td>
<td>Preliminary Assessment Criteria - APSB</td>
<td>size of the parcel of land required, site selection, implications of cultural heritage or native title, land to be leased or gifted</td>
</tr>
<tr>
<td>Asset and Properties Services Branch (APSB)</td>
<td>Assets other than Land</td>
<td>Preliminary Assessment Criteria - APSB</td>
<td>building, building size and space, building going to be owned or leased, what infrastructure services will the building require</td>
</tr>
<tr>
<td>Planning Branch (PB)</td>
<td>Future Use</td>
<td>Preliminary Assessment Criteria - PB</td>
<td>service and infrastructure planning</td>
</tr>
<tr>
<td>Capital Delivery Program (CDP)</td>
<td>Capital Delivery</td>
<td>Preliminary Assessment Criteria - CDP</td>
<td>existing or proposed projects undertaken within the health service district that may influence or be impacted on by this decision</td>
</tr>
</tbody>
</table>

5.3.4 Where it is identified that there may be impacts on services beyond the use of real property (e.g. an impact on statewide service plans or a need for strategic direction or additional resources), advice shall be sought from other Corporate Divisions, such as the Oral Health Unit.

5.3.5 APSB shall provide a Preliminary Assessment Report to the DCEO based on the information attained from these preliminary assessments and any additional advice sought. Attached to the report will be a site map confirming the proposed building site.

5.3.6 The HSD shall review this Preliminary Assessment Report, the outlined recommendations, and confirm the proposed building site.
5.3.7 Following this consideration the HSD shall prepare a brief for the Deputy Director-General, HPID. APSB shall provide to the HSD standard wording that may be incorporated into the brief and a standard 'letter of acknowledgement', addressed to the third party, to be attached to the brief for DDG HPID sign off.

5.3.8 The brief shall:

- outline the third party project proposal
- identify the benefits for Queensland Health and the HSD
- address the recommendations noted in the Preliminary Assessment Report
- have as an attachment the Preliminary Assessment Report, a map of the proposed building site, the project proposal from the third party, and any further documentation (e.g. correspondence entered into or meeting minutes) that will assist in the decision making process
- have as an attachment the standard 'letter of acknowledgement' that requires the DDG sign off.

5.3.9 In some instances initial support and/or approval has already been gained from Queensland Health’s Director-General and/or the Minister of Health, in relation to the proposed project prior to the preliminary assessment process being undertaken. If this is the case, and to avoid the duplication of further work, the HSD shall provide a copy of any correspondence entered into by the third party and Queensland Health when requesting the progression of a preliminary assessment.

5.3.10 The HSD will be notified through the normal correspondence pathway as to the outcome of the submitted brief.

5.3.11 Where the DDG HPID provides a 'letter of acknowledgement' and an approval to proceed, the HSD shall request from APSB a copy of the standard legal documentation to be used when entering the project delivery phase.

5.3.12 These standard legal documents have been developed to manage and minimise the potential risks for Queensland Health and incorporate:

- the management of the refurbishment/construction of the infrastructure
- the occupation of the property once the infrastructure works are completed.

6. Review

This Standard is due for review on: 27 September 2013

Date of Last Review: 27 September 2011

Supersedes: Third Party Infrastructure Partnership Implementation Standard – Investigation and Agreement in-Principle v1.1
7. **Business Area Contact**

Land Use and Transaction Unit  
Asset and Properties Services Branch  
Health Planning and Infrastructure Division

8. **Responsibilities**

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
</tr>
</thead>
</table>
| Chair, Health Infrastructure and Projects Executive Committee (HIPEC) | • Endorse the standard.  
• Provide direction on key issues related to the standard. | • Accountable for documenting decisions.  
• Endorsement is provided within governance agreements.  
• HIPEC minutes reflect the consideration and endorsement of the standard. |
| Deputy Director-General, Health Planning and Infrastructure Division | • Approval of the standard.  
• Evaluation of information and endorsement of project. | • Accountable for approving the standard and its promotion through HIPEC.  
• Accountable for the final decision in the delivery of a ‘letter of acknowledgement’ to the third party recognising their request for the use of QH real property assets. |
| Senior Director, Planning Branch | • Act as policy custodian.  
• Manage the review of the standard as required. | • Accountable for managing the review of the policy as required. |
| Health Planning and Infrastructure Division staff | • Provide to the HSD the preliminary assessment report regarding: real property – land, assets other than land, capital delivery, future use.  
• Provide standard wording for use within the DDG brief and support the HSD in the development of the brief.  
• Provide the standard ‘letter of acknowledgement’. | • Accountable for the preparation, in agreed timeframes, of the documents as described in the policy documents.  
• Accountable for providing any reasonable support as requested from the health service district.  
• Accountable for providing correct and relevant information in a timely manner. |
| Health Service District CEO (or their delegate) | • Ensure health service district and Queensland Health criteria are addressed in selection of projects for assessment.  
• Provide effective and efficient communication to occur between the HSD and HPID.  
• Provide an agreement in-principle prior to approving the proposed project to proceed. | • Accountable for reviewing the project to ensure benefit to Queensland Health.  
• Accountable for the consideration of the recommendations and approval of the final brief to the DDG requesting approval for the project to proceed.  
• Accountable for the delivery of third party infrastructure partnership projects in compliance with the policy.  
• Accountable for communicating with HPID and meeting agreed timeframes. |
9. Definitions of terms used in this policy and supporting documents

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement in-Principle</td>
<td>An agreement between Queensland Health and a third party as to high level principles supporting the proposed partnership and may cover possible terms for a future contract or project should it become funded or approved to proceed.</td>
<td>Health Planning and Infrastructure Division</td>
</tr>
<tr>
<td>Built Infrastructure</td>
<td>Refers to buildings, structures and other infrastructure which can be defined as real property. It includes the establishment or expansion of garden and landscaped areas such as memorial gardens.</td>
<td>Project Management – Glossary of Terms</td>
</tr>
<tr>
<td>Director-General Delegations</td>
<td>Queensland Health’s delegations provide officers with the appropriate authority to enable them to validly perform their duties effectively and in accordance with legislative and policy requirements. The delegation is (as the policy dictates at this time), the Corporate Real Estate Delegations v8 (Sept 2008).</td>
<td>Queensland Health Finance Division</td>
</tr>
</tbody>
</table>
| Partnership Agreement             | For the purpose of this policy partnership agreement refers to any arrangement where a third party has an agreement with Queensland Health for the use of Queensland Health real property. This may include agreement for:  
  - collocated hospitals  
  - university research, health services, and education and training facilities  
  - staff and student accommodation  
  - GP Superclinics  
  - retail and commercial precincts  
  - accommodation facilities  
  - laundry facilities.                                                                                     | Health Planning and Infrastructure Division                             |
| Procedure                         | An agreed set of practices - generally sequential – that are developed to support consistency and quality in the performance of an activity or delivery of a service across more than one work unit. They may be flexible or mandatory.              | Policy Management Policy                                               |
| Real Property                     | Real property is defined as land and all that is affixed permanently thereto, including buildings and other immoveable property.                                                                                                     | Office of State Revenue, Queensland Government                          |
| Third Party                       | An entity external to Queensland Health and other state government departments. Third parties may include:  
  - local government authorities  
  - universities  
  - specialist providers (e.g. car park provider, child care provider)  
  - not-for-profit organisations  
  - for-profit organisations  
  - non-government organisations.  
  Third Party projects in relation to this policy include but are not limited to:  
  - collocated hospitals  
  - university research/health services/education and training facilities                                                                                   | Health Planning and Infrastructure Division                             |
Queensland Health: Implementation Standard for Investigation and Agreement in-Principle

10. Approval and Implementation

Policy Custodian
Senior Director
Asset and Properties Services Branch
Health Planning and Infrastructure Division

Responsible Executive Team Member:
Deputy Director-General
Health Planning and Infrastructure Division

Approving Officer:
Deputy Director-General
Health Planning and Infrastructure Division

Approval date: 27 September 2011
Effective from: 27 September 2011

- staff and student accommodation
- GP Superclinics
- health precincts
- energy plants
- retail and commercial precincts
- laundry facilities.
10. Appendices

Appendix 1


**APPRAOCH**
Third Party Partner approaches a Health Service District (HSD) or Division

**Agreement in Principle**
The CEO/DDG and HSD/Division evaluate the proposed project (factsheet)

**Agreement in Principle not granted**

**Agreement in Principle granted**

**END**

**INITIAL ASSESSMENT PHASE**

- HPID – APSB
  - Real Property - Land (e.g. size of parcel, site selection, ownership/lease) (template)
  - Assets other than land (e.g. building space, location, ownership/lease) (template)

- HPID – CDP
  - Capital Delivery Implications (e.g. fit for purpose, standards met, campus fit, future planning) (template)

- HPID – HSDPSU
  - Future Use (e.g. service and infrastructure planning) (template)

- Work Request Form to LUTU, APSB (template)

**Further Analysis with Divisions external to HPID**
- Policy Strategy and Resourcing Division
- Clinical and statewide Services
- Office of the Chief Health Officer
- Centre for Healthcare Improvement
- Information Division
- Finance, Procurement and Logistics

**Preliminary Assessment Report**
Developed by APSB and delivered to HSD for consideration and review (templates)

HSD develops brief for DDG HPID outlining the outcome of the preliminary Assessment and any additional analysis

**DDG HPID decision**

- Approved
- Not Approved

Decision communicated to the HSD

**KEY**
- APSB Asset and Properties Services Branch
- CDP Capital Delivery Projects
- CEO Chief Executive Officer
- DDG Deputy Director-General
- HPID Health Planning and Infrastructure Division
- HSD Health Service District
- HSDPSU Health Service District and Planning Support Unit
- LUTU Land Use and Transaction Unit
- QH Queensland Health