Where Queensland Health has reached an agreement in-principle to proceed with a third party infrastructure partnership the project will be implemented through key phases:
- project definition
- agreement
- delivery
- management and review.

Third Party Infrastructure Partnership Policy

Implementation Standard for Project Delivery

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 management and delivery of projects requiring the use of Queensland Health real property assets and identifies individual position accountabilities and responsibilities in relation to these requirements.

2. Scope
This Implementation Standard applies to Queensland Health employees responsible for the negotiation, planning, approval and management of third party partnership agreements related to the delivery 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 Investigation and Agreement in-Principle

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

- Corporate Financial and Contract Signing Delegations, Queensland Health (2010)
- Clinical Services Capability Framework v3, Queensland Health (2011)
- Health Service District Financial Delegations, Queensland Health (2010)
- National Partnerships Agreement on Hospital and Health Workforce Reform, Commonwealth Government (2009)
- Project Assurance Framework, Queensland Health (2007)

5. Requirements

Third party infrastructure partnerships are developed and delivered through a process that supports the management of Queensland Health real property assets, providing services that benefit the health care of the Queensland public and aligning with the strategic direction of Queensland Health.

Once the initial approval to proceed has been granted by the Deputy Director-General, Health Planning and Infrastructure Division, the minimum requirements regarding the utilisation of Queensland Health real property assets comprise the following key phases:

5.1 Project definition

5.1.1 Minimum requirements when defining a third party partnership agreement

- The health service district (HSD), in collaboration with the third party partner, defines the project understanding of the needs of the community, the desired outcome, the full extent of the contribution from each party and identifies those factors that may impact upon the future provision of health care services in the HSD.
- The HSD Chief Executive Officer (DCEO) shall establish relevant governance practices (e.g. steering committee) to endorse the project as it transitions from planning to delivery.

5.1.2 Minimum requirement if the project incorporates a construction element

- The responsible entity for the construction of a project shall provide to the HSD detailed drawing and construction plans to enable determination of adherence to Queensland Health policy standards and guidelines.
- If required, clarification of such information may be sought from an appropriate delegate within Capital Delivery Program, Health Planning and Infrastructure Division (HPID).

5.1.3 Minimum requirement if funding is provided through a separate entity

- If the third party partner has made a submission for funding from a separate entity, details regarding the proposed project and the contribution required of
Queensland Health, as contained within the funding agreement, shall be clearly established.

- It would be of benefit if a copy of any funding agreement, that Queensland Health is directly or indirectly connected to, be retained within Asset and Properties Services Branch, HPID.

5.2 Agreements

5.2.1 The third party partner, having received the endorsement for the delivery of the project from Queensland Health, is required to negotiate a number of agreements documenting all contributions, obligations and minimum requirements of each party. These agreements take the form of standard legal documents.

5.2.2 The 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.

5.2.1 If the third party is a government agency then the standard legal documents shall take the form of an occupancy agreement or a memorandum of understanding.

5.2.2 The signatory to these standard legal documents shall be in accordance with the Queensland Health Corporate Real Estate Delegations.

5.3 Delivery

5.3.1 During the construction and delivery phases the overarching management of the third party project is the responsibility of the DCEO.

5.3.2 The Capital Delivery Program shall offer support and guidance as required.

5.4 Management and review

5.4.1 The HSD steering committee, established at the project definition phase, shall monitor and review the success of the project, manage any evolving risk and measure the achievement of expected outcomes and total project benefits.

5.4.2 The steering committee shall ensure the third party partner and the HSD fulfil their respective obligations under the established standard legal documents by delivering the expected service in accordance with the initial agreement in-principle, the original project definition documentation and any subsequent agreements.

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 – Project Delivery 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>
| Director-General, Queensland Health           | - Signatory of all leasing and licence agreements as per Queensland Health Corporate Real Estate Delegations.  
- Approve the lease and licensing agreements ensuring they are provided in line with QH Policy.                                 | All documents are transacted meeting agreed timeframes.                                                                      |
| Health Planning and Infrastructure Division staff | - Work in partnership with the HSD or Division, to provide documents as requested.  
- Consultation and communication regarding the drafting of documents occurs in accordance with the policy and policy instruments.   
- The establishment of a new third party infrastructure partnership and the drafting of related documents occur in accordance with Queensland Health policy. | Documentation is completed meeting agreed timeframes.                                                                      |
| Chair, Health Infrastructure and Projects Executive Committee (HIPEC) | - Endorsement of the standard.  
- Standard implementation is appropriately resourced.                                                                          | Endorsement is provided within governance arrangements, and noted at HIPEC meetings.                                           |
| Deputy Director-General, Health Planning and Infrastructure Division | - Approval of the standard.  
- Approves third party agreements where relevant.                                                                                | All approvals are transacted meeting agreed timeframes.                                                                       |
| Senior Director, Planning Branch              | - Policy custodian for Third Party Infrastructure Partnership Policy and associated policy instruments.                                            | The investigation and agreement of third party infrastructure partnership projects complies with the policy and policy instruments.  
- A schedule of reviews of policy documents is implemented to incorporate changes to legislative authority and whole-of-government protocols. |
| Health Service District CEO (or their delegate) | - Ensure Health Service District and Queensland Health criteria are addressed in selection of projects for assessment.  
- Ensure partnership projects are planned and delivered in accordance with the standard in all projects for the District.  
- For projects within their area of                                           | The minimum requirements for the establishment of a partnership project and the required communication of new projects have been met.  
- All communication is transacted 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>
<tr>
<td>Memorandum of Understanding (MOU)</td>
<td>An MOU is a document that records the common intent of two or more parties where the parties do not wish to assume legally binding obligations. An MOU is usually less complex and less detailed than a contract, but provides a framework and set of principles to guide the parties in undertaking a project or working arrangement.</td>
<td>Government Solicitors Office</td>
</tr>
<tr>
<td>Occupancy Agreement</td>
<td>An agreement used in relation to buildings defined by the Department of Public Works as government owned stock.</td>
<td>Health Planning and Infrastructure Division, Queensland Health.</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.

### 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.

### Real Property
Real property is defined as land and all that is affixed permanently thereto, including buildings and other immoveable property.

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

## 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
11. Appendix

Appendix 1

Third Party Infrastructure Partnership Process Project Delivery

PROJECT DEFINITION
The Health Service District (HSD) or Division and third party define the project considering the needs of the community, desired outcomes, contributions required and the impact on the provision of future health care services.

No impact on Queensland Health

Impact on Queensland Health

HSD or Division review the impacts to establish their significance.

Project impacts not significant

Project impacts significant

Progression of project re-evaluated

Mitigation strategies initiated to lessen impacts on Queensland Health

End

HSD or Division identify terms and conditions for incorporation in the standard legal documents.

Agreement to lease/lease documents negotiated between the HSD or Division and the third party through appropriate legal representatives.

Signing of standard legal documents according to Corporate Real Estate Delegation.

Construction and Delivery

Management and Review