Implementation Standard

Capital Infrastructure Planning Policy

Implementation Standard for Capital Infrastructure Proposal

1. Purpose
This implementation standard identifies the minimum requirements that evidence the implementation of the Capital Infrastructure Planning policy when developing capital infrastructure proposals. It also identifies the responsibilities (and audit criteria) of individual positions in relation to these requirements.

2. Scope
This implementation standard applies to all Department of Health employees and contracted staff (permanent, temporary and casual) employed in the department’s corporate divisions and commercialised business units.

This implementation standard applies to the development of capital works development proposals following endorsement of the investigation stage of a project.

This implementation standard applies to all major capital works projects as outlined in the Hospital and Health Boards Regulation 2012.

3. Supporting documents
Authorising Policy and Standard/s:
- Capital Infrastructure Planning Policy QH-POL-343:2012
- Appendix 1: Implementation Standard Guide
- Implementation Standard for Capital Infrastructure Investigations QH-IMP-343-1:2012
- Attachment 1: Capital Infrastructure Planning Terms

Procedures, Guidelines and Protocols:
- Capital Infrastructure Requirements Suite of Documents
4. Related documents

Queensland Health:
- Design Considerations and Summary of Evidence: Children’s emergency, inpatient and ambulatory health services (2010)
- Employee Housing Design – Standards and Guidelines QH-GDL-929:2009
- Guidelines for Condition Assessments (QH-GDL-914:2011)
- Health Service Planning Health Service Directive qh-hsd.026:2013
- Implementation Standard for Cultural Heritage Assessment QH-IMP-353-1:2012
- Implement Standard for Native Title Assessment QH-IMP-353-2:2012
- Oral Health Unit – Queensland Health Facility Guideline (2012)
- Protocol for Real Property Acquisition QH-PTL-353-1:2012
- Real Property Management Policy QH-POL-353:2012

Other:
- Australasian Health Infrastructure Alliance 2010, Australasian Health Facility Guidelines
- Department of Infrastructure and Planning 2010, Project Assurance Framework
- Department of Public Works 2011, Building Asset Performance Framework
- Department of Public Works 2011, Capital Works Management Framework
- Department of Public Works 2011, Capital Works Management Framework: Estimate Categories and Confidence Levels Policy Advice Note
- Department of Public Works 2011, Maintenance Management Framework
- Department of Public Works 2010, Strategic Asset Management Framework
5. Requirements

5.1 Capital Infrastructure Proposal Criteria

5.1.1 Capital infrastructure proposals shall be completed to support all capital infrastructure funding submissions to Queensland Health Executive Committees or other Queensland Government agencies.

5.1.2 Capital infrastructure proposals shall be undertaken only when a capital infrastructure investigation has been completed and appropriately endorsed (see the Capital Infrastructure Planning Policy Capital Infrastructure Investigation Implementation Standard for further information).

5.1.3 At a minimum a capital infrastructure proposal shall consist of the following components:

- the development of options to address capital infrastructure need
- an options analysis
- development of a capital infrastructure plan.

5.1.4 The capital infrastructure proposal shall be informed by:

- current health service planning i.e. health service plans less than five years old that incorporate health service projections extending over at least a 15-year time horizon.
- Strategic Functional Design Brief
- an evaluation against the Building Performance Evaluation project scorecard.

5.2 Developing capital infrastructure options

5.2.2 The project manager shall present a minimum of three viable capital infrastructure options to meet future capital infrastructure needs. Each option shall include:

- a concept plan
- floor layout plan, site elevation plan and site massing plan (as relevant)
- broad staging of the option, with a detailed staging plan for the preferred capital infrastructure option
- options analysis including advantages and disadvantages
- schedule of accommodation
5.2.3 Category 2 cost estimates shall be provided for all options. Please refer to the CWMF Estimate Categories and Confidence Levels Policy Advice Note.

5.2.4 Site maps with proposed buildings shall be provided for all options as part of the concept plan.

5.2.5 In developing the capital infrastructure options the project manager shall ensure that the following elements are considered:

- future capital infrastructure needs
- existing capital infrastructure is reused wherever possible
- buildings provide multi-purpose design for clinical spaces where possible
- development complies with relevant building codes, legislation and standards
- the design optimises energy conservation and environmental sustainability
- Queensland Health’s strategic outcomes for the health system and health services.

5.3 Undertaking an options analysis

5.3.1 Once the capital infrastructure options are developed, the project manager shall facilitate completion of an options analysis with the Project Review Group.

5.3.2 Assessment criteria to inform options analysis by the Project Review Group shall cover assessment categories including but not limited to:

- extent to which the option addresses the projected service capacity profile
- extent to which the option addresses the required service capability
- extent to which the option meets the service delivery requirements identified in the Strategic Functional Design Brief
- contribution towards equity of access to healthcare services
- ability to attract and retain sufficient skilled staff to the facility
- compliance with mandated legislation and contemporary models of care
- degree of flexibility, future proofing and environmental sustainability
- contribution to coordinated and cost-effective health services
- project risk
5.3.3 The options analysis shall detail varying benefits, advantages and disadvantages for each option.

5.4 Develop a Capital infrastructure Proposal

5.4.1 The project manager shall oversee the development of the resulting capital infrastructure proposal (i.e. the capital infrastructure planning document). The capital infrastructure plan shall include:

- findings of the completed capital infrastructure investigation
- three options for proposed capital infrastructure development
- a site map with the proposed buildings and capital infrastructure options
- floor layout plans, site elevation plans and site massing plans (as relevant)
- the options analysis
- cost estimates (Category 2) for each option
- broad staging of the options, with a detailed staging plan for the preferred capital infrastructure option
- schedule of accommodation for the preferred capital infrastructure option.

5.4.2 The project manager shall submit the capital infrastructure proposal to the Project Steering Committee (or other delegated project group) for review, assessment and endorsement of the preferred option.

5.4.3 The Chief Executive, Hospital and Health Service and Chief Health Infrastructure Officer shall approve the final capital infrastructure proposal.

6. Review

This Standard is due for review on: 27 April 2015

Date of Last Review: 27 April 2012

Supersedes: Version No.:1.0

7. Business Area Contact

Senior Director, Capital Infrastructure Team, Health Infrastructure Branch,
System Support Services, Department of Health
8. Responsibilities

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<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
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<tbody>
<tr>
<td>Deputy Director-General, System Support Services</td>
<td>• Approve policy and supporting documents.</td>
<td>Accountable for the consideration and approval of policy documents.</td>
</tr>
<tr>
<td>Chief Health Infrastructure Officer</td>
<td>• Act as Policy Custodian.</td>
<td>Accountable for the review of the policy as required.</td>
</tr>
<tr>
<td>Chief Executive Hospital and Health Service or delegate</td>
<td>• Oversee the capital infrastructure options development.</td>
<td>Provision of direction and approval in accordance with this standard.</td>
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<td></td>
<td>• Approve project reports and other project deliverables.</td>
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<td></td>
<td>• Provide direction on issues related to development of capital infrastructure options.</td>
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<tr>
<td>Project Director/Manager</td>
<td>• Achievement of project deliverables within agreed time frames.</td>
<td>Accountable for the delivery and quality of the project within required design guidelines.</td>
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<td></td>
<td>• Completion of project documentation to required standards.</td>
<td>Accountable for ensuring the project activities and deliverables comply with this policy.</td>
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<td>• Escalate high or extreme project risks within Queensland Health where required.</td>
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9. Definitions of terms used in the policy and supporting documents

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
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<tbody>
<tr>
<td>Building Performance Evaluation</td>
<td>Building Performance Evaluation responds to the complex healthcare environment by providing a multidimensional framework (service, functional, physical and financial) which systematically monitors performance and also links facility design and performance to the long term strategies of the organisation.</td>
<td>Capital Infrastructure Minimum Requirements</td>
</tr>
</tbody>
</table>
| Capital infrastructure functional assessment | A strategic assessment of the capacity of the existing infrastructure to support future service requirements. It considers the existing use of the buildings in terms of how the buildings could be reconfigured and/or expanded to support future service requirements. The assessment includes:  
  • current use of the buildings and issues in performing the current function  
  • strengths and deficiencies of a building in relation to future services including building services impact  
  • potential to improve or change the use of space in the building to meet service requirements including expansion zones. | Master Plan Study Capital Projects and Service Planning, Department of Health, State of Victoria  
Infrastructure Planning Guidelines: Planning and Development Unit (Draft) (2007) Queensland Health |
| Functional Design Brief             | The Functional Design Brief includes:  
  • Description of the models for clinical and operational service delivery  
  • summary of the functional space requirements                                                                                                           | Capital Infrastructure Requirements                                  |
<table>
<thead>
<tr>
<th><strong>Department of Health: Implementation Standard for Capital Infrastructure Proposals</strong></th>
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<tr>
<th><strong>Defined at the completion of health service and infrastructure planning</strong></th>
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- specific design and performance information which relates to the project site and building requirements

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<th><strong>Major Capital Works</strong></th>
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Major capital works are capital works that:

- are structural works
- involve alterations to the building envelope
- result in additional recurrent operational expenditure, or
- result in the need for regulatory compliance of the building structure or with building service standards, including building and information technology standards.

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<tr>
<th><strong>Hospital and Health Boards Regulation 2012</strong></th>
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<th><strong>Site assessment</strong></th>
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An assessment of land and other property related aspects of a site/s to identify future development opportunities. The assessment incorporates:

- site access e.g. roads, parking
- access to building services e.g. power, water
- social and cultural aspects of the site e.g. suitability of the development in relation to surrounding uses and impacts on neighbouring developments such as noise and traffic
- natural environment assessment including features, constraints and design opportunities
- statutory impacts e.g. state planning policies, zoning, flood levels, cultural and heritage assessment
- size of site e.g. co-location and commercial opportunities and public open space and future expandability
- physical attributes e.g. geology, gradient and climate
- financial costs e.g. demolition of existing structures, site preparation, water upgrade.

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<tr>
<th><strong>Royal Hobart Hospital Redevelopment: Initial Site Assessment:</strong> Department of Health and Human Services, Tasmania Infrastructure Planning Guidelines: Planning and Development Unit (Draft) (2007) Queensland Health</th>
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<th><strong>Site investigation</strong></th>
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An investigation of potential sites for the acquisition of land for a health facility. The assessment considers:

- location of site
- land size
- access to major road networks and public transport services
- access to other health facilities and community services
- current occupancy of buildings (if applicable)
- known site issues such as flooding or site contaminants.

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<th><strong>Adapted from: Gold Coast University Hospital: Site functionality study:</strong> Queensland Health</th>
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<th><strong>Third Party Organisation</strong></th>
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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 Infrastructure Policy:** Queensland Health |
10. Approval and Implementation

Policy Custodian:
Chief Health Infrastructure Officer, Health Infrastructure Branch, System Support Services, Department of Health

Responsible Executive Team Member:
Deputy Director-General, System Support Services, Department of Health

Approving Officer:
Deputy Director-General, System Support Services, Department of Health

Approval date: 27 April 2012
Effective from: 27 April 2012