The delivery of capital infrastructure projects involves high levels of government expenditure and hence it is critical, in the interest of public accountability, that appropriate authority is exercised.

All capital infrastructure and health service planning programs and projects must apply:
- relevant elements of the governance structure (commensurate with the scale and complexity of the program/project)
- project management methodology
- relevant elements of the assurance and lessons learned process.

Governance and Management Policy for Health Planning and Infrastructure Programs and Projects

Governance and Management of Health Planning and Capital Infrastructure Programs and Projects Implementation Standard

1. Purpose
This implementation standard identifies the minimum requirements for applying governance arrangements, which are robust and compliant with government policy to all statewide health planning and capital infrastructure programs/projects. It also identifies responsibilities of individual positions in relation to these requirements.

2. Scope
This implementation standard applies to all Department of Health employees and contractors (permanent, temporary and casual) employed in the department’s corporate divisions and commercialised business units involved in health planning and capital infrastructure programs and projects.

3. Supporting documents
Authorising Policy and Standard/s:
- Governance and Management of Health Planning and Capital Infrastructure Programs and Projects Policy QH-POL-359:2012

4. Related documents
Queensland Health:
- Department of Health Capital Funding Policy QH-POL-024:2010-2
- Department of Health Capital Infrastructure Planning Policy QH-POL-343:2011
- Department of Health Capital Infrastructure Project Delivery Policy QH-POL-374:2012
5. **Requirements**

5.1 **Governance**

5.1.1 All capital infrastructure programs/projects seeking funding approvals from Queensland Government shall comply with the requirements of the *Capital Works Management Framework* and the *Project Assurance Framework*, which is the Queensland Government’s minimum standard for project initiation, evaluation, procurement and assurance for public sector infrastructure projects.

5.1.2 All health service planning and capital infrastructure programs and projects shall have a well-defined and documented governance structure commensurate with the scale and complexity of the program/project, in accordance with the governance structure outlined in [Attachment 1](#).

5.1.3 The roles and responsibilities for each of the positions/groups within the governance structure shall be clearly articulated in the project plan or other appropriate documentation and signed off or approved by the highest authority in the governance structure.

5.1.4 The Hospital Service Chief Executive shall be Business Change Owner for any infrastructure delivery project being undertaken by a HHS.

5.1.5 The relevant Deputy Director-General/Chief Executive Officer shall be the Senior Responsible Owner for all programs and projects for which he/she owns the investment commitment and is accountable for its realisation.
5.2 Project Management Methodology
5.2.1 All health service planning and capital infrastructure programs and projects shall be undertaken in accordance with the project management methodology, which is underpinned by the nine functions of project management, as outlined in Attachment 2.

5.3 Assurance and Lessons Learned
5.3.1 All health service planning and capital infrastructure programs and projects shall be undertaken in accordance with the Assurance and Lessons Learned Process as outlined in Attachment 3.

5.3.2 The Department of Health and HHSs shall be responsible for implementing an internal assurance review process to ensure the consistent and rigorous delivery of health service planning and capital infrastructure programs and projects.

5.3.3 Portfolio Management and Investment Unit, Health Infrastructure Branch shall undertake capital program assurance reviews to ensure health service planning and capital infrastructure programs and projects are undertaken in accordance with and comply with all relevant Queensland Health and whole-of-government policies and frameworks.

5.3.4 All projects shall undertake a documented review at key milestones to provide assurance that the project is progressing according to the agreed objectives. The type and frequency shall be commensurate with the scope, size and level of risk.

5.3.5 These reviews will continuously inform process improvement through the implementation of an organisation-wide lessons learned process.

6. Review
This standard is due for review on 1 July 2015

Date of Last Review: Not applicable – new standard

7. Business Area Contact
Senior Director, Portfolio Management and Investment Unit, Health Infrastructure Branch, System Support Services
8. Responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair, Health Infrastructure Investment Advisory Board (HIIAB)</td>
<td>Makes decisions in respect of the department’s management and delivery of health services in accordance with its terms of reference</td>
<td>Minutes of HIIAB meetings record decisions relating to resource allocation and the impact of shifting priorities on related programs/projects.</td>
</tr>
<tr>
<td>Deputy Directors-General</td>
<td>Ensure the implementation of the requirements of this standard within their division</td>
<td>All program/project documents (e.g. project plans) are approved by the relevant Deputy Director-General as meeting the requirements set out in this standard.</td>
</tr>
<tr>
<td>Chief Executive Officers (CEO) of commercialised business units</td>
<td>Ensure the implementation of the requirements of this standard within their division</td>
<td>All program/project documents (e.g. project plans) are approved by the relevant CEO as meeting the requirements set out in this standard.</td>
</tr>
<tr>
<td>Chief Health Infrastructure Officer (CHIO), Health Infrastructure Branch (HIB)</td>
<td>Ensures the implementation of the requirements of this standard by all programs/projects undertaken by HIB as relevant. As policy custodian reviews the Governance Policy for Health Service Planning and Capital Infrastructure Programs and Projects and Implementation Standard two yearly or as required</td>
<td>All program/project documents (e.g. project plans) are approved by the CHIO, HIB as meeting the requirements set out in this standard. Revised document/s are published on the Queensland Health Policy Register.</td>
</tr>
<tr>
<td>Senior Director, Asset &amp; Property Services (APS)</td>
<td>Ensures the implementation of the requirements of this standard by all programs/projects undertaken by APS as relevant</td>
<td>All program/project documents (e.g. project plans) are approved by the Senior Director, APS as meeting the requirements set out in this standard.</td>
</tr>
<tr>
<td>Department of Health staff, consultants and contractors involved in program/project delivery</td>
<td>Develop and submit comprehensive program/project documentation that complies with the requirements of this standard to Health Infrastructure Investment Advisory Board for approval</td>
<td>All relevant program/project documentation is approved by the appropriate Queensland Health delegate as meeting the requirements of this standard.</td>
</tr>
</tbody>
</table>
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>
</tr>
</thead>
<tbody>
<tr>
<td>Assurance</td>
<td>Assurance is the systematic monitoring and evaluation of the various aspects of a project, service or facility to maximise the probability that standards are being attained by the production process. All the systematic actions necessary to provide confidence that the target (system, process, organisation, program, project, outcome, benefit, capability, product output, deliverable) is appropriate. Appropriateness might be defined subjectively or objectively in different circumstances. The implication is that assurance will have a level of independence from that which is being assured.</td>
<td>Merriam Webster Dictionary \ Managing Successful Programmes (MSP)</td>
</tr>
<tr>
<td>Governance</td>
<td>The functions, responsibilities, processes and procedures that define how a program/project is set up, managed and controlled.</td>
<td>MSP</td>
</tr>
<tr>
<td>Lessons learnt</td>
<td>The learning gained from performing the project. Lessons Learned may be identified at any point.</td>
<td>PMBOK® Guide (The Guide to the Project Management Body of Knowledge 3rd ed)</td>
</tr>
<tr>
<td>Portfolio</td>
<td>A grouping of programs, projects, activities, investments or assets selected, managed and monitored [at an organisational level] to optimise business return and strategic alignment. The composition of the portfolio should be adjusted as more knowledge is gained and in response to changes in the environment.</td>
<td>Queensland Government Chief Information Office (QGCIO)</td>
</tr>
<tr>
<td>Program</td>
<td>A program is defined as a temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes aligned to the organisation’s strategic objectives.</td>
<td>MSP</td>
</tr>
<tr>
<td>Project</td>
<td>A project is a temporary organisation that is created for the purpose of delivering one or more products according to an agreed business case</td>
<td>Prince2</td>
</tr>
<tr>
<td>Project management methodology</td>
<td>The methodology is based on the Queensland Government Project Management Methodology which offers a standard way to manage projects. It is available to Queensland Government employees at the GovNet site.</td>
<td>QGCIO</td>
</tr>
</tbody>
</table>
10. Approval and Implementation

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

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

Approving Officer:
Deputy Director-General, System Support Services

Approval date: 12 June 2012
Effective from: 1 July 2012