The Project Definition Plan (PDP) shall clearly define the scope of the building required to accommodate health services.

The PDP shall detail operational models of service delivery and accommodation requirements for the new facility.

**Capital Infrastructure Project Delivery Policy**

**Implementation Standard for Project Definition Plan Stage**

1. **Purpose**
   This implementation standard identifies the minimum requirements that evidence the implementation of the Capital Infrastructure Project Delivery Policy at the Project Definition Plan Stage. It also identifies the responsibilities (and audit criteria) of individual positions in relation to these requirements.

   The primary purpose of this stage is to establish the project environment which includes defining the scope of the capital infrastructure project.

   Attachment 1 outlines the relationship with other policy documents.

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 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 Project Delivery Policy QH-POL-374:2012

   **Procedures, Guidelines and Protocols:**
   - Implementation Standard for Procurement Management QH-IMP-374-1:2012
   - Implementation Standard for Project Initiation Stage QH-IMP-374-2:2012
   - Implementation Standard for Design and Documentation Stage QH-IMP-374-4:2012
   - Implementation Standard for Construction Stage QH-IMP-374-5:2012
Implementation Standard for Project Commissioning and Finalisation QH-IMP-374-6:2012
Queensland Health Capital Infrastructure Requirements v6.0

**Forms and templates:**
- Community Engagement Plan template
- Capital Project Implementation Plan template
- CIR PDP Checklist

All forms and templates are available from HIB-Program_Coordination@health.qld.gov.au.

4. **Related documents**

Queensland Health:
- Department of Health Community Engagement Policy QH-POL-292:2010
- Department of Health Governance Policy for Health Service Planning and Infrastructure Program and Projects QH-POL-359:2012
- Queensland Health Capital Infrastructure Requirements (CIR)

Other:
- Department of Housing and Public Works 2011, *Capital Works Management Framework* including Guidelines for Building Regulatory Requirements
- Department of Infrastructure and Planning 2010, *Project Assurance Framework*
- Financial Performance Management Standard 2009 (Qld)

5. **Requirements**

The Project Definition Plan stage is the stage in which final planning is undertaken for capital infrastructure delivery projects. In the PDP stage the following requirements shall be met:

5.1 **Criteria for Project Definition Plan stage**

5.1.1 During Project Definition Plan stage, the Project Director shall ensure:

- completion of the Project Definition Plan (PDP) as per the project program and requirements in section 5.2 of this standard
- project governance is established, including committees as per Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects
contribution to the development of the Community Engagement Plan by the relevant business area, with key internal and external stakeholders

- the development of a Risk Management Register, refined from the Capital Project Implementation Plan with strategies to reduce, mitigate and/or manage project risks
- the Capital Project Implementation Plan is updated, with further detail around planned strategies provided as required
- contribution to the development of a Change Management Plan by the relevant business, based on the changed service and operational models identified in the Functional Design Brief
- development of an approved procurement strategy.

5.2 Preparing the Project Definition Plan

5.2.1 The Project Director shall oversee the development of the PDP. The PDP shall include:

- scope of the capital infrastructure delivery project
- Functional Design Brief
- current and new models of service delivery
- accommodation and spatial planning requirements
- design requirements, including specific architectural and engineering performance
- communication and information infrastructure requirements including the detailed business requirements, technical assurance approval, delivery program and cost estimate category 2 confidence level, as per the Capital Works Management Framework Estimate Categories and Confidence Levels
- significant furniture, fittings and equipment requirements
- completion of the CIR PDP checklists with a register of departures that includes the rationale for the departure from the CIR
- a register of departures that includes the rationale for the departure from the Australasian Health Facility Guidelines spatial requirements
- a cost estimate category 2 confidence level, as per the Capital Works Management Framework Estimate Categories and Confidence Levels.

5.2.2 The Project Director shall seek endorsement of the PDP from the Project Steering Committee and approval, at a minimum, from the Chief Executive, Hospital and Health Service or delegate and the Senior Director, Capital Projects Unit, Health Infrastructure Branch.
5.3 Review of the Project Definition Plan

5.3.1 The Project Director shall ensure there is a documented review of the draft Project Definition Plan, to ensure alignment with the service plan and the preliminary business case including the identified benefits, the government objectives for the project, plus review of the infrastructure options.

5.3.2 For capital projects with a budget of $20 million or greater, an independent Value Management Study shall be conducted.

5.4 Procurement Strategy

5.4.1 The Project Director shall:

- review the initial procurement options developed during the capital project planning phase and outlined in the planning phase
- finalise the procurement strategy in accordance with the Implementation Standard for Capital infrastructure Project Delivery – Procurement Management.

6. Review

This Standard is due for review on: 20 June 2015
Date of Last Review: Not applicable – new policy
Supersedes: Not applicable – new policy

7. Business Area Contact

Senior Director, Capital Projects Unit, Health Infrastructure Branch,
System Support Services, Health Infrastructure Branch

8. Responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Director-General, System Support Services</td>
<td>• Considers and approves policy and supporting documents.</td>
<td>• Policy documents considered and approved.</td>
</tr>
<tr>
<td></td>
<td>• Undertakes the role of Senior Responsible Owner for capital delivery programs and projects.</td>
<td>• Role undertaken for capital delivery program and projects as per Governance Policy for Health Service Planning and Capital Program and Projects.</td>
</tr>
<tr>
<td>Business Change Owner (generally the relevant Chief Executive, Hospital and Health Service)</td>
<td>• Provide visible leadership and commitment to the project through the Project Definition Phase through to the release and appointment of Hospital and Health Service Project representatives.</td>
<td>• Staff identified and supported for involvement in development of Project Definition Plan.</td>
</tr>
<tr>
<td></td>
<td>• Approve Project Definition Plan.</td>
<td>• Approved Project Definition Plan.</td>
</tr>
<tr>
<td></td>
<td>• Endorse or approve Procurement.</td>
<td>• Endorsed or Approved Procurement Strategy.</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>AHFG (Australasian Health Facility Guidelines)</td>
<td>Provide a common set of base elements as a guide and offers significant benefits including best practice approach to planning and standard spatial components.</td>
<td>Australasian Health Infrastructure Alliance, Australasian Health Facility Guidelines</td>
</tr>
<tr>
<td>Business Area</td>
<td>The business area is the relevant Hospital and Health Service or Division.</td>
<td>HIB</td>
</tr>
<tr>
<td>Business Change Owner (generally the relevant Chief Executive Officer of the business)</td>
<td>The Business Change Owner is accountable for the business change by providing strategic leadership to ensure the product is capable and the organisation is ready to enable the operationalisation of the business change.</td>
<td>Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects</td>
</tr>
<tr>
<td>Capital Infrastructure Requirements</td>
<td>To assist in providing the basis for a consistent and standardised approach to infrastructure planning and design.</td>
<td>Capital Infrastructure Requirements</td>
</tr>
<tr>
<td>Capital Project Implementation Plan (CPIP)</td>
<td>The CPIP outlines the strategy and associated processes to manage the delivery of the project according to government objectives.</td>
<td>HIB</td>
</tr>
<tr>
<td>Capital Works Management</td>
<td>The CWMF is the Queensland government’s key policy for managing</td>
<td>Capital Works Management Framework</td>
</tr>
</tbody>
</table>
Framework (CWMF) | risks in the planning and delivery of government building projects. It identifies the major risk areas and sets out the steps that must be taken to manage those risks. The CWMF gives effect to the whole-of-Government Prequalification (PQC) System for building industry consultants and contractors seeking to undertake government building projects. |
|---|

Functional Design Brief | The Functional Design Brief includes:  
- Description of the models for clinical and operational service delivery  
- Summary of the functional space requirements defined at the completion of health service and infrastructure planning  
- Specific design and performance information which relates to the project site and building requirements. |
| Adapted from Capital Infrastructure Requirements |

Governance | The functions, responsibilities, processes and procedures that define how a program/project is set up, managed and controlled. |
| MSP |

Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects | The intent of the policy is to establish a consistent statewide approach to all health service planning and capital infrastructure program/projects. |
| Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects |

Higher Authority | The Higher Authority has the authority to make final approval on project change requests within delegations, and provide decision-making for high risk areas for the program or project. This position is appointed by the Senior Responsible Owner (SRO) and may be the same as the Executive (e.g. Chief Health Infrastructure Officer, Health Infrastructure Branch). |
| Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects |

Major Capital Project | Major capital works are activities which are:  
- Structural works  
- Involve alterations to the building envelope  
- Result in additional recurrent operational expenditure  
- Result in the need for regulatory compliance of the building and information technology standards. |
| Hospital and Health Boards Regulation 2012 (Qld) |

Procurement Strategy | Process used to take a building project from its early planning phases to completion and occupation by the building’s users. The responsibilities during the project delivery stages for the external contracted services will vary. |
## Project
A project is a temporary organisation that is created for the purpose of delivering one or more products according to an agreed business case.

### Project Assurance Framework (PAF)
The PAF is the foundation framework for ensuring that project management is undertaken effectively across the Queensland Public Sector and delivers Value for money to the government. It is a whole-of-Government project assurance process that establishes a common approach to assessing projects at critical stages of their lifecycle.

### Project Board (Project Steering Committee)
The Project Board (Steering Committee) is accountable to the Sponsoring Group for the success of the approved commitments, and has authority to direct the program or project according to the approved mandate. This group meets regularly as determined by the program or project; however, must meet to provide advice for decisions outside regular meetings.

The Project Board (Steering Committee) consists of:
- A Project Executive as appointed by the Senior Responsible Owner
- Business Change Owner of delegate
- Senior User(s) as appointed by the Business Change Owner
- Senior Supplier(s) or representative.

### Project Definition Planning
The project definition stage concludes with the completion of a project brief that provides project managers and design teams with detailed information that can be translated into successful building designs for further development in the project delivery phase.

The Project Definition Plan (PDP) clearly defines the scope of the building required to accommodate the health services. It details options for operational policies, models of care and accommodation requirements in the new hospital.

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According to the procurement strategy, procurement options include:
- Traditional Fully Documented – Lump Sum
- Design and Construct – Lump Sum
- Managing Contractor – Design and Construction Management
- Alliance
- Bundling
- Public Private Partnership (identified during planning phase)

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Department of Health: Implementation Standard for Project Definition Plan Stage

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>The Project Director has the authority to run the project on a day-to-day basis on behalf of the Project Board (Steering Committee). The Project Director brings together and manages all aspects of the program or project to deliver within budget, time and scope. This role reports directly to the Senior Director, Capital Projects Unit, Health Infrastructure Branch.</td>
<td>Adapted from Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects</td>
</tr>
<tr>
<td>Senior Responsible Owner (SRO)</td>
<td>The Senior Responsible Owner has overall accountability for programs and projects to realise approved commitments within time, scope and budget. This position has the necessary authority to provide strategic leadership and is accountable for the successful delivery of the programs and projects</td>
<td>Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects</td>
</tr>
</tbody>
</table>

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:** 20 June 2012

**Effective from:** 20 June 2012
Attachment 1: Dependant Relationships between Policies and Standards

Health Service Planning
Health Service Directive

Capital Infrastructure Planning Policy

Capital Infrastructure Project Delivery Policy

Asset Management and Maintenance Health Service Directive

Implementation Standard for Procurement Management

Implementation Standard for Project Initiation Stage

Implementation Standard for Project Definition Stage

Implementation Standard for Design and Documentation Stage

Implementation Standard for Construction

Implementation Standard for Commissioning and Finalisation