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

Policy Statement
Health planning and capital infrastructure programs and projects are effectively governed and managed to ensure value for money, fit-for-purpose infrastructure is established for the delivery of health services, and hence public resources are managed effectively, efficiently and economically.

Intent of this policy
This policy has been established to ensure Queensland Health effectively manages investment in health planning and capital infrastructure programs/projects by rigorously applying the governance and management methodologies in accordance with the associated implementation standard.

Scope
This policy applies to all Department of Health employees and contractors (permanent, temporary and casual) employed in the department’s corporate divisions and commercialised business units engaged in:
- statewide health service planning that requires a capital infrastructure solution
- capital infrastructure planning
- capital asset maintenance
- capital infrastructure delivery.

Principles
Program/project governance is underpinned by the following:

- Accountability—being answerable for decisions and having meaningful mechanisms in place to ensure the program/project adheres to all applicable standards
- Transparency/openness—having clear roles and responsibilities and clear procedures for making decisions and exercising authority
- Integrity—acting impartially, ethically and in the interests of the department, and not misusing information acquired through a position of trust
- Stewardship—using every opportunity to enhance the value of the public assets and resources that have been entrusted to care
Department of Health: Governance and Management of Health Planning and Capital Infrastructure Programs and Projects

- Efficiency—ensuring the best use of resources to further the aims of the organisation, with a commitment to evidence-based strategies for improvement
- Leadership—achieving a department-wide commitment to good governance through leadership from the top¹.

Legislative or other Authority

- Financial Accountability Act 2009 (Qld)
- Financial and Performance Management Standard 2009 (Qld)
- Hospital and Health Boards Act 2011 (Qld)

Related policy or 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 Community Engagement Policy QH-POL-292:2010
- Department of Health Delegations Policy QH-POL-071:2012
- Department of Health Financial Commissioning of Capital Infrastructure and Software Works in Progress QH-POL-350:2012
- Department of Health Financial Management Practice Manual (FMPM)
- Department of Health Health Service Planning Policy QH-POL-334-2011
- Department of Health Procurement Policy QH-POL-044:2009

Other:

- Department of Infrastructure and Planning 2010, Project Assurance Framework
- Department of Public Works 2011, Capital Works Management Framework
- Department of Public Works 2011, Maintenance Management Framework

Supporting documents

- Implementation Standard for Governance and Management of Health Planning and Capital infrastructure Programs and Projects QH-IMP-359-1:2012

Business area contact
Senior Director, Portfolio Management and Investment Unit,
Health Infrastructure Branch, System Support Services

Review
This policy will be reviewed at least every three years.
Date of last review: 1 July 2012
Supersedes: Infrastructure Project Governance Policy (2010)

Approval and Implementation
Policy Custodian:
Chief Health Infrastructure Officer, Health Infrastructure Branch,
System Support Services Division
Responsible Executive Team Member:
Deputy Director-General, System Support Services Division
Approving Officer:
Deputy Director-General, System Support Services Division

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

Definitions of terms used in this 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>Asset</td>
<td>For the purpose of this policy, an ‘asset’ includes physical assets, such as buildings and other infrastructure, which provide future economic benefits for more than 12 months and the cost or value of the asset can be reliably measured. Any item that has a life of less than 12 months is expensed under a maintenance or operational budget and cannot be classed as an asset.</td>
<td>Health Infrastructure Branch</td>
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<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,</td>
<td>Merriam Webster Dictionary</td>
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<td>Managing Successful Programmes (MSP)</td>
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<td>Department of Health: Governance and Management of Health Planning and Capital Infrastructure Programs and Projects</td>
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<td>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>
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<td>Governance</td>
<td>The functions, responsibilities, processes and procedures that define how a program/project is set up, managed and controlled. Governance is the set of responsibilities and practices, policies and procedures used to provide program/project direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.</td>
<td>MSP Australian Public Service Commission 2007 Building Better Governance</td>
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<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>
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<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>
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<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>
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<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>
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