Capital Infrastructure Project Delivery Policy

Policy Statement
The delivery of capital infrastructure projects, committed to by the Queensland Government, is effectively managed to provide consistent, quality, fit-for-purpose and sustainable health facilities that support the delivery of predefined health services.

Intent of this policy
To establish a cohesive and comprehensive infrastructure project management approach for Queensland public health capital infrastructure projects that result in:

- health buildings and facilities that are delivered on time, within scope and within budget
- completion of capital infrastructure projects within the parameters agreed by Government
- provision of facilities that are operationally efficient and are capable of supporting health service plan targets and sustaining service levels into the future
- efficient use of available capital and recurrent resources for the life of the building
- the successful delivery and relocation of service/s with minimal interruption to the ongoing delivery of existing service/s
- all capital infrastructure projects being managed and delivered in accordance with the:
  - Implementation Standard for Procurement Management
  - Implementation Standard for Project Initiation Stage
  - Implementation Standard for Project Definition Plan Stage
  - Implementation Standard for Design and Documentation Stage
  - Implementation Standard for Construction Stage
  - Implementation Standard for Project Commissioning and Finalisation
  - Queensland Health Capital Infrastructure Requirements v6.0
Scope
This policy applies to all Department of Health (DoH) employees and contracted staff (permanent, temporary and casual) employed in the department’s corporate division and commercialised business units. This policy applies to all major capital works projects as outlined in the Hospital and Health Boards Regulation 2012 (Qld).

Principles
Queensland Health capital infrastructure project delivery is:

- managed – a project management methodology is applied to each project, consistent with the Governance Policy for Health Service Planning and Capital Infrastructure Programs and Projects
- aligned – projects are consistent with a whole-of-government approach to the delivery of health building projects and are aligned with the policy requirements outlined in the Queensland Government Capital Works Management Framework, the strategic directions and service delivery needs of Queensland Health and relevant procurement, financial performance and capital funding policies
- achieves value for money – a project is structured and managed to achieve value for money, as defined utilising the Queensland Government Project Assurance Framework
- effective – each project delivers its core service elements and a fit-for-purpose and sustainable health facility which supports the delivery of health services
- risk managed – risks are effectively monitored and managed through the application of the Department of Health Integrated Risk Management Policy.

Legislative or other Authority

- Aboriginal Cultural Heritage Act 2003 (Qld)
- Building Act 1975 (Qld)
- Building Regulations 2006 (Qld)
- Building and Construction Industry Payments Act 2004 (Qld)
- Coastal Protection and Management Act 1995 (Qld)
- Copyright Act 1968 (Cwlth)
- Dangerous Goods Safety Management Act 2001 (Qld)
- Disability Discrimination Act 1992 (Cwlth)
- Disability Services Act 2006 (Qld)
- Disaster Management Act 2003 (Qld)
- Environmental Protection Act 1994 (Qld)
- Financial Accountability Act 2009 (Qld)
Department of Health: Capital Infrastructure Project Delivery Policy

- Financial Administration and Audit Act 1997 (Qld)
- Finance Performance and Management Standard 2009 (Qld)
- Hospital and Health Boards Act 2011 (Qld)
- Hospital and Health Boards Regulation 2012
- Plumbing and Drainage Act 2002 (Qld)
- Queensland Building Services Authority Act 1991 (Qld)
- Queensland Heritage Act 1992 (Qld)
- Queensland Industry Participation Policy Act 2011 (Qld)
- Sustainable Planning Act 2009 (Qld)
- Torres Strait Islander Cultural Heritage Act 2003 (Qld)
- Workplace Health and Safety Act 2011 (Qld)

Related policy or documents

Queensland Health:
- Department of Health Governance Policy for Service Planning and Capital Infrastructure Program and Projects QH-POL-359:2012
- Department of Health Financial Management Practice Manual
- Department of Health Capital Funding Policy QH-POL-024:2012
- Queensland Health Capital Infrastructure Requirements v6.0
- Department of Health Financial Commissioning and Software Works in Progress Policy QH-POL-350:2012

Other:
- Department of Housing and Public Works 2012, State Procurement Policy
- Department of Housing and Public Works 2011, Capital Works Management Framework
- Department of Infrastructure and Planning 2010, Project Assurance Framework

Supporting documents

- Implementation Standard for Procurement Management QH-IMP-374-1:2012
- Implementation Standard for Project Initiation Stage QH-IMP-374-2:2012
- Implementation Standard for Project Definition Plan Stage QH-IMP-374-3:2012
Department of Health: Capital Infrastructure Project Delivery Policy

- 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

**Business area contact**
Senior Director, Capital Projects Unit, Health Infrastructure Branch,
System Support Services, Department of Health

**Review**
This policy will be reviewed at least every three years. A review can be instigated at any time by a change in the building policy or legislative environment.

*Date of last review:* Not applicable
*Supersedes:* v1.0

**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
### 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>Capital Funding Policy</td>
<td>Defines governance related to funding sources to the Queensland Health approved Capital Acquisition Plan to ensure the utilisation of these funds is managed in a transparent and effective manner.</td>
<td>Department of Health Capital Funding Policy</td>
</tr>
<tr>
<td>Capital Infrastructure Requirements</td>
<td>Provision of the basis for a consistent and standardised approach to infrastructure planning and design.</td>
<td>Queensland Health, Capital Infrastructure Requirements, v6.0</td>
</tr>
<tr>
<td>Capital Works Management Framework (CWMF)</td>
<td>The CWMF is the Queensland Government’s key policy for managing 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.</td>
<td>Department of Housing and Public Works, Queensland Government</td>
</tr>
<tr>
<td>Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects</td>
<td>The intent of the policy is to establish a consistent statewide approach to all health service planning and capital infrastructure program/projects.</td>
<td>Department of Health Governance Policy for Health Service Planning and Capital Infrastructure Program and Projects</td>
</tr>
<tr>
<td>Major Capital Works Project</td>
<td>Major capital works are activities which are: Structural works • Involve alterations to the building envelope • Result in additional recurrent expenditure • Result in need for regulatory compliance of the building and information technology standards.</td>
<td>Hospital and Health Boards Regulation 2012 (Qld)</td>
</tr>
</tbody>
</table>