

Capital infrastructure project delivery

Department of Health Policy

QH-POL-374:2023

1. Statement

The Department of Health shall effectively manage the delivery of capital infrastructure projects, committed to by the Queensland Government, to ensure the provision of consistent, quality, fit-for-purpose and sustainable health facilities that support the delivery of predefined health services.

2. Purpose

This policy sets out the key actions the Department of Health undertakes to effectively govern and manage capital infrastructure projects to ensure we meet our legislative requirements.

The Department of Health is required 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, 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 mandatory elements within the supporting standards and capital infrastructure requirements.

3. Scope

This policy applies to all employees, contractors and consultants within the Department of Health divisions and business units.

This policy may be adopted, or re-branded, for use by Hospital and Health Services or statutory bodies.

4. Principles

Department of Health capital infrastructure project delivery is:

- **managed** – a project management methodology is applied to each project, consistent with the Capital infrastructure programs and projects policy (QH-POL-359-2023).
- **aligned** – projects are consistent with whole-of-government approach to the delivery of health building projects and are aligned with the policy requirements outlined in the Queensland Government Building Policy 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 using the Queensland Government Project Assurance Framework
- **effective** – each project delivers its core service elements and 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’s Enterprise Risk Management Framework
- **benefits managed** – benefits are managed and realised through the application of the Building Performance Evaluation methodology.

5. Requirements

The Capital infrastructure project delivery policy will be managed in accordance with the corresponding standards, as listed in the Legislation section of this document.

6. Human rights

Human rights are not engaged by this policy.

7. Legislation

- *Financial Accountability Act 2009*
- Financial and Performance Management standard 2019
- Capital infrastructure project delivery policy (this document)
 - Procurement management standard (QH-IMP-374-1)
 - Project initiation standard (QH-IMP-374-2)
 - Project definition plan stage standard (QH-IMP-374-3)
 - Design and documentation stage standard (QH-IMP-374-4)
 - Construction stage standard (QH-IMP-374-5)
 - Commissioning and finalisation standard (QH-IMP-374-6)

8. Supporting documents

- Building performance evaluation

- Capital infrastructure programs and projects policy
- Capital infrastructure requirements
- Enterprise risk management framework
- New building policy framework
- Program and project assurance framework

9. Definitions

Term	Definition
Building performance evaluation	BPE supports benefits management and realisation for capital projects. This methodology facilitates comprehensive evaluation of design and performance outcomes throughout the process of planning and delivery of capital infrastructure to ensure benefits outlined in the business case are enabled and realised.
Governance	The functions, responsibilities, processes, and procedures that define how a program/project is set up, managed, and controlled.
Governance and management of capital infrastructure program and projects policy	The intent of the policy is to establish a consistent statewide approach to all health service planning and capital infrastructure program/projects.
Major capital works	Major capital works are capital works that: <ul style="list-style-type: none"> • are structural works of a building • involve alterations to the building envelope • result in additional recurrent operational expenditure • result in the need for regulatory compliance certification of the building structure or with building service standards, including building and information technology standards.

10. Approval and implementation

Policy Custodian	Policy Contact Details	Approval Date	Approver
Executive Director, Operations, Health Capital Division	HCDDDG@health.qld.gov.au	10 July 2023	Priscilla Radice, Deputy Director-General, Health Capital Division

Version control

Version	Date	Comments
1.0	20 June 2012	New document
2.0	27 April 2015	Policy Rationalisation Project review
3.0	10 July 2023	Reviewed and updated following QAO's Performance Audit Report 17 May 2022 – 'Contract management for new infrastructure' Report 16: 2021-22 (Recommendation 11).