

Capital infrastructure programs and projects

Department of Health Policy

QH-POL-359:2023

1. Statement

The Department of Health shall effectively govern and manage capital infrastructure programs and projects to ensure value-for-money and fit-for-purpose is established for the delivery of health services.

2. Purpose

The intent of the policy is to effectively manage investment in capital infrastructure programs and projects by rigorously applying the governance and management methodologies in accordance with the associated supporting standard.

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 program and project governance is underpinned by:

- **Accountability** – being answerable for decisions and having meaningful mechanisms in place to ensure the program and project adheres to all applicable standards.
- **Transparency/openness** – having clear roles, responsibilities, and 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.
- **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 top.
- **Benefits management/realisation** – incorporation of building performance evaluation to support benefits management/realisation processes.

5. Requirements

The Capital infrastructure programs and projects policy will be managed in accordance with the corresponding Capital infrastructure programs and projects standard.

6. Human rights

Human rights are not engaged by this policy.

7. Legislation

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

- *Financial Accountability Act 2009*
- Financial and Performance Management Standard 2019

8. Supporting documents

- Capital infrastructure project delivery policy
- Capital infrastructure programs and projects standard

9. Definitions

Term	Definition
Governance	<p>Governance comprises the hard and soft measures established to provide project direction and assurance for all strategic, core and control activities involved in all stages of a project.</p> <p>The hard measures include the structure and configuration of the project organisation. The soft measures include the set of policies, standards, information, roles and responsibilities, and decision making, reporting and performance monitoring process and procedures established to ensure the investment objectives are achieved and benefits are realised through clear accountabilities, effective management of risks and responsible use of resources.</p>
Program	<p>A program is a set of related projects and activities that deliver outcomes aligned to the organisation's strategic objectives.</p>

Term	Definition
Project	A project is a temporary endeavour undertaken to deliver one or more products according to an agreed business case and delivery parameters (scope, cost, time, quality, etc.).

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	1 July 2012	New document
2.0	20 May 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).