

Project definition plan stage

Department of Health Standard

QH-IMP-374-3:2023

1. Statement

The management of a capital infrastructure project undertaken on behalf of the Department of Health requires the establishment of a project environment which includes defining the scope of the capital infrastructure to ensure each stage of a project is in accordance with legislation, whole-of-government policy, and the principles of business, planning and project management.

2. Scope

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

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

3. Requirements

Compliance with the requirements in this standard is mandatory.

The Project Definition Plan Stage is the stage in which final planning is undertaken for capital infrastructure delivery projects.

The following requirements shall inform and be addressed at the Project Definition Plan Stage:

- Project Definition Plan completion.
- Project governance established.
- Risk Management Register developed.
- Procurement strategy developed.
- Capital Project implementation Plan updated.
- Contribution to other plans as required.

3.1. Criteria for project definition plan stage

3.1.1. During the project definition plan stage, the Project Director shall ensure:

- 3.1.2. completion of the Project Definition Plan (PDP) as per the project program and requirements in section 3.2 of this standard

- 3.1.3. project governance is established, including committees as per Governance and Management of Capital Infrastructure Programs and Projects standard
- 3.1.4. contribution to the development of the Community Engagement Plan by the relevant business area, with key internal and external stakeholders
- 3.1.5. the development of a Risk Management Register, refined from the Capital Project Implementation Plan with strategies to reduce, mitigate and/or manage project risks
- 3.1.6. the Capital Project Implementation Plan is updated, with further detail around planned strategies provided as required
- 3.1.7. 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
- 3.1.8. development of an approved procurement strategy
- 3.1.9. the completion of the Building Performance Evaluation Mid-Project Evaluation sheet at project hold points.

3.2. Preparing the Project Definition Plan

- 3.2.1. The Project Director shall oversee the development of the Project Definition Plan. The project definition plan shall include:
 - 3.2.2. scope of the capital infrastructure delivery project
 - 3.2.3. Functional Design Brief
 - 3.2.4. current and new models of service delivery
 - 3.2.5. accommodation and spatial planning requirements
 - 3.2.6. design requirements, including specific architectural and engineering performance
 - 3.2.7. communication and information infrastructure requirements including the detailed business requirements, technical assurance approval, delivery program and cost estimate, as per the Building Policy Framework
 - 3.2.8. significant furniture, fittings, and equipment requirements
 - 3.2.9. completion of the Clinical Infrastructure Requirements project definition plan checklists with a register of departures that includes the rationale for the departure from the Capital Infrastructure Requirements
 - 3.2.10. a register of departures that includes the rationale for the departure from the Australasian Health Facility Guidelines spatial requirements
 - 3.2.11. completed Building Performance Evaluation Mid-project Evaluation Sheet.

3.2.2. 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 Executive Director, Infrastructure Delivery, Health Capital Division.

3.3. Review of the Project Definition Plan

3.3.1. 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.

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

3.4. Procurement Strategy

3.4.1. The Project Director shall:

3.4.2. review the initial procurement options developed during the capital project planning phase and outlined in the planning phase

3.4.3. finalise the procurement strategy in accordance with the Procurement Management Standard.

All forms and templates are available from the [Health Capital Division Hub](#) (SharePoint site).

4. Human rights

Human rights are not engaged by this standard.

5. Legislation

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

6. Supporting documents

- Approvals of projects and expenditure policy
- Capital funding policy
- Capital infrastructure programs and projects policy
- Capital infrastructure project delivery policy
- Capital Infrastructure Requirements
- Commissioning and finalisation standard

- Construction stage standard
- Contractors and consultants policy
- Design and documentation stage standard
- Exercising expenditure delegations standard
- Expenditure delegations
- Expenditure delegations of authority policy
- Queensland Government Building Policy Framework
- Procurement management standard
- Project initiation standard
- Purchasing and procurement policy
- Requirement to obtain legal advice standard

7. 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.
Business	The business is the relevant Hospital and Health Service or Division.
Business case	A business case provides a substantiated argument for the proposed project and includes analysis and justification for the scope and delivery options to provide best value for the funds requested.
Capital infrastructure requirements	The CIR provides a consistent and standardised approach to health capital infrastructure planning and design in Queensland Health which directly links client requirements to the built solution and promotes the application of contemporary and evidenced based standards.
Queensland Government Building Policy Framework	The QGBPF 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 QGBPF gives effect to the whole-of-government prequalification system for building industry consultants and contractors seeking to undertake government building projects.

Term	Definition
Functional design brief	<p>The Functional Design Brief includes:</p> <ul style="list-style-type: none"> • 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.
Governance	<p>The functions, responsibilities, processes, and procedures that define how a program/project is set up, managed, and controlled.</p>
Governance and management of capital infrastructure program and projects policy	<p>The intent of the policy is to establish a consistent statewide approach to all health service planning and capital infrastructure program/projects.</p>
Higher authority	<p>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 and may be the same as the Executive.</p>
Major capital works	<p>Major capital works are capital works that:</p> <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.
Procurement strategy	<p>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 according to the procurement strategy. Procurement options include:</p> <ul style="list-style-type: none"> • traditional fully documented – lump sum • design and construct – lump sum • managing contractor – design and construction management • alliance

Term	Definition
	<ul style="list-style-type: none"> • bundling • Public Private Partnership (identified during planning phase).

8. 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 implementation standard
2.0	5 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).