

Project Definition Plan stage

Standard

QH-IMP-374-3:2015

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 project 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

Compliance with the requirements in this standard is mandatory.

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

This standard can be used by Hospital and Health Services either as is, by re-branding or as a base for a Hospital and Health Service specific policy.

3. Principles

Compliance with this standard will ensure the planning and delivery of capital projects are based on sound business, planning and project management principles.

4. Requirements

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.

4.1 Criteria for Project Definition Plan stage

4.1.1 During the Project Definition Plan stage, the Project Director shall ensure:

- completion of the Project Definition Plan (PDP) as per the project program and requirements in section 4.2 of this standard
- project governance is established, including committees as per Governance and management of capital infrastructure program and projects Policy
- contribution to the development of the Community Engagement Plan by the relevant business area, with key internal and external stakeholders
- the development of a Risk Management Register, refined from the Capital Project Implementation Plan with strategies to reduce, mitigate and/or manage project risks

- the Capital Project Implementation Plan is updated, with further detail around planned strategies provided as required
- 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
- development of an approved procurement strategy
- the completion of the Building Performance Evaluation Mid-project Evaluation sheet at project hold points.

4.2 Preparing the Project Definition Plan

4.2.1 The Project Director shall oversee the development of the PDP. The PDP shall include:

- scope of the capital infrastructure delivery project
- Functional Design Brief
- current and new models of service delivery
- accommodation and spatial planning requirements
- design requirements, including specific architectural and engineering performance
- communication and information infrastructure requirements including the detailed business requirements, technical assurance approval, delivery program and cost estimate category 2 confidence level, as per the Capital Works Management Framework Estimate Categories and Confidence Levels
- significant furniture, fittings and equipment requirements
- completion of the Clinical Infrastructure Requirements PDP checklists with a register of departures that includes the rationale for the departure from the CIR
- a register of departures that includes the rationale for the departure from the Australasian Health Facility Guidelines spatial requirements
- a cost estimate category 2 confidence level, as per the Capital Works Management Framework Estimate Categories and Confidence Levels
- completed Building Performance Evaluation Mid-project Evaluation Sheet.

4.2.2 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, Capital Projects Unit, Health Infrastructure Branch.

4.3 Review of the Project Definition Plan

4.3.1 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.

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

4.4 Procurement Strategy

4.4.1 The Project Director shall:

- review the initial procurement options developed during the capital project planning phase and outlined in the planning phase
- finalise the procurement strategy in accordance with Procurement Management Standard.

All forms and templates are available from HIB-Program_Coordination@health.qld.gov.au .

5. Related legislation and documents

Relevant legislation and associated documentation includes, but is not limited to, the following:

Department Health:

- Financial management practice Policy and Manual
- Governance and management of capital infrastructure program and projects Policy
- Integrated risk management Policy

Other:

- Department of Housing and Public Works 2012, Capital Works Management Framework
- Department of Infrastructure and Planning 2010, Project Assurance Framework
- Department of Queensland Treasury and Trade 2008. Public private partnership guidance material
- Department of Queensland Treasury and Trade 2008. Value for Money Framework
- Department of Housing and Public Works 2013, Queensland Procurement Policy
- *Financial Accountability Act 2009* (Qld)
- Financial Performance Management Standard 2009 (Qld)
- *Queensland Industry Participation Policy Act 2011* (Qld)
- *Sustainable Planning Act 2009* (Qld)

6. 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 Works Management Framework (CWMF)	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.
Functional Design Brief	The Functional Design Brief includes: <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	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 Higher Authority	The intent of the policy is to establish a consistent statewide approach to all health service planning and capital infrastructure program/projects. 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 (SRO) and may be the same as the Executive.
Major Capital Works	Major capital works are capital works that: <ul style="list-style-type: none"> • are structural works of a building; or • involve alterations to the building envelope; or • result in additional recurrent operational expenditure; or • 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	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: <ul style="list-style-type: none"> • Traditional Fully Documented – Lump Sum • Design and Construct – Lump Sum • Managing Contractor – Design and Construction Management • Alliance • Bundling • Public Private Partnership (identified during planning phase).

Version Control

Version No.	Date	Comments
Version 1.0	20 June 2012	New Implementation Standard
Version 2.0	5 May 2015	Policy Rationalisation Project Review – this policy document does not include references to the Investment Management Framework as this framework has not been endorsed at this point in time.