

# Capital Development Policy

## Section 1 - Purpose

(1) In order to provide a holistic approach to capital development all capital projects must be approved for construction by Facilities Management in accordance with the overall direction of the Capital Management Plan (CMP), the University's Estate Master Plan and University policies. Faculties and Divisions are not to undertake or engage any construction works.

## Section 2 - Application

(2) This Policy applies to the University's capital projects.

## Section 3 - Roles and Responsibilities

Position	Responsibility
QUT Council	Approves the Capital Management Plan.
Capital Development Committee	Prioritises and recommends for approval by the Vice-Chancellor and President, all major and medium value projects within the approved Capital Management Plan funding envelope.
Director, Facilities Management	Delivers all physical capital projects.

## Section 4 - Project Types

(3) Capital Projects fall into two categories:

- a. University funded works which are separately identified in the Capital Management Plan or which are included, but not necessarily identified separately, in the minor works funding allocation within the plan; and
- b. Faculty and Division funded works which typically alter or extend existing spaces to accommodate changing needs. Any project costing over \$500,000 requires prior approval of the Vice-President (Finance) and Chief Financial Officer.

## Section 5 - Project Bids

(4) As part of the annual planning process ([University Integrated Planning Framework](#)), Faculties and Divisions may submit project bids for consideration in the next revision of the rolling five year Capital Management Plan ([Physical Estate Planning Policy](#)). Project proponents are required to submit proposals in accordance with Chapter 11.6 of the [Finance Manual](#) (QUT staff access only) and in consultation with Facilities Management. All project bids are required to have a clear linkage to University and Faculty and Division planning initiatives.

## Section 6 - Project Funding

(5) Projects will not commence until whole-of-life funding has been established through the Director, Facilities Management and approved as part of any funding submission. The primary sources for project funding are:

- a. Centralised University Fund (CMP funding); and
- b. Faculty or Division Funds.

## Section 7 - Project Initiation and Planning

(6) The University signals its intention to undertake a major or minor capital works project in the Capital Management Plan (CMP) ([Physical Estate Planning Policy](#)). Until a project has reached the stage of appearing on the approved CMP, it is unfunded. The process and time frame for advancing projects onto the CMP align with the University's annual strategic planning processes.

(7) Where applicable, project proposals must be prepared and approved for expenditure on projects and/or business change initiatives in accordance with the [Finance Manual](#). Proposals are used as the primary supporting documentation for securing University funding and resources through the University's Planning and Budgeting and Capital Management Plan process.

(8) The planning for and delivery of a new capital project, such as a major refurbishment or new building, involves a number of stages that bring together expertise from Finance Business Solutions, Facilities Management and the relevant committees. Facilities Management (Capital Works, and Major Projects Sections) is responsible for the planning and delivery phases, with strategic oversight by the Campus Development Committee (CDC). Any proposal to vary the approved scope, timing, benefits or the approved budget of a project must be in accordance with the CMP process.

### Faculty and Division Funded Minor Works

(9) At various times, but particularly during the University's strategic planning process, responsibility centres may identify a range of desirable minor works projects, only some of which will proceed after approval of the responsibility centre's annual plans and the associated budget allocation.

(10) Responsibility centres should identify potential project costs in consultation with Facilities Management. Requests must be forwarded to Facilities Management (Capital Works Section) to prepare a broad indication of the costs involved, and a decision can then be made by responsibility centres whether or not to include a project in their annual plans.

(11) Guidelines on how to submit capital works requests are located on the [Campuses and Facilities](#) website.

## Section 8 - Project Scheduling

(12) After approval of the Capital Management Plan (CMP), Finance Business Solutions and Facilities Management agree on a program of delivery of projects, based on the approved cash flow.

(13) There is typically a very high demand for minor works to be carried out during non-teaching periods. This demand puts great stress on the resources available to design and construct the works to satisfaction. Depending on the size and complexity of the project, substantial lead time may be required to design and construct projects.

## Section 9 - Project Management

(14) For each Capital Works or large maintenance project, a specific QUT Project Manager is nominated to coordinate and manage the entire project and to act as the point of contact for all persons with an interest in the project. The QUT Project Manager may engage an external Project Manager to assist in managing all or particular aspects of the project.

### Project Design Team

(15) Design consultants are appointed as required to design the project. The production of a design solution acceptable to all parties concerned is the responsibility of the design team. Membership of the design team typically will include:

- a. QUT Project Manager;
- b. External Project Manager as required;
- c. Principal Consultant and other Consultants as required; and
- d. QUT representatives as required.

(16) During the project design phase, Facilities Management stakeholders with responsibility for operating the building will review the design of buildings and services. Where a project has implications for the aesthetic appearance of the University, the concept designs are reviewed by the Facilities Management's Planning and Development Group, and where required, the Campus Development Committee.

### Project Control Group

(17) For projects over \$1,000,000, a Project Control Group (PCG) will be established to oversee the project. The role of the PCG is to ensure the project meets the needs of the project sponsor (Faculty/ Division/ Department) and is delivered in accordance with the agreed project scope, budget and timelines.

(18) Membership of the Project Control Group is approved by the Director, Facilities Management and comprises of:

- a. Director, Facilities Management or Associate Director as Facilities Management representative and PCG Chair;
- b. QUT Project Manager;
- c. Executive Dean of Faculty or Head of Division or nominee;
- d. external Project Manager as Secretariat/ Convenor (where appointed);
- e. other persons as required.

### User Group

(19) A User Group is formed for projects depending on their size and complexity, and meets regularly throughout the design and construction phases, with more frequent meetings during the design development phase.

(20) Membership of the User Group will be determined by the QUT Project Manager in conjunction with the client representative and PCG. Stakeholders involved in operating the building also form part of the User Group.

(21) The User Group provides detailed information on the needs of all prospective users and recommends design solutions as appropriate to the Project Control Group.

## Section 10 - Design Guidelines

(22) QUT's physical facilities include many buildings of different types, sizes and styles, constructed at various times since 1911 and on different campuses. The University has therefore adopted guidelines for future works and for refurbishment to existing facilities, which provide:

- a. a common context for architectural and engineering considerations of all projects outlined in the University's Capital Management Plan (CMP) and for other building works carried out by the University, to optimise life cycle costs;
- b. compliance with legal requirements, including health and safety, access for people with disabilities, and good business and building practice; and
- c. ecologically sustainable development and sustainable outcomes.

(23) Although specific restraints and standards are determined for each capital project by the relevant design team ([Transport and Mobility Management Policy](#)), these guidelines outline the University's minimum requirements for the design and construction of its facilities, giving priority to:

- a. economy of construction;
- b. ease of maintenance;
- c. availability of replacement parts;
- d. benefits of bulk purchasing;
- e. consistency in the use of materials, colours, landscaping etc within and across campuses;
- f. Environmentally Sustainable Development (ESD) principles.

(24) Facilities Management is responsible for establishing and maintaining design guidelines for the University through:

- a. preparation of master plans for each campus to provide for the controlled development, expansion or upgrading of the University with regard to such elements as site allocation, service corridors, services infrastructure, traffic, parking, landscaping, sporting facilities etc.;
- b. design input into all major facilities projects and into any facilities projects which impact on the strategic / master plans of the University, and the recording of any variations to these plans; and
- c. preparation and maintenance of Design Standards and Guidelines, including Heritage Management Guidelines, for the University's environment ([Campuses and Facilities](#) website).

## Section 11 - Energy Management

(25) Energy Management relates to the effective and efficient use of resource utilities such as electricity, gas, oil and water. The aim of an Energy Management Program is to minimise the demand and consumption of energy and hence the level of carbon equivalent emissions. This involves life-cycle-cost design analyses of existing and new building services and systems (e.g. large air-conditioning, lighting installations). The University's sustainability objectives and available in the [Sustainability Policy](#).

## Status and Details

<b>Status</b>	Current
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