

1. Purpose

The purpose of this policy is to establish a corporate approach to the initiating, planning, delivery and closing of Council projects.

2. Objectives

The objectives of this policy are to ensure that:

- Projects are effectively managed within the limitations of Scope, Quality, Environment, Resources (Time and Budget) and Risk;
- Appropriate governance and control is established;
- Communication, quality environmental and risk management plans are developed and executed throughout a project's life;
- Appropriate authorisation and acceptance is established throughout the life of a project;
- Stakeholder communication is inclusive; and,
- Post implementation reviews are conducted and actively used to improve the conduct of project delivery.

In order to achieve these objectives, the elements of this Project Management Policy must be included in the initiation, planning, and delivery of all major projects.

3. Scope

The Project Management Policy is a corporate policy to be applied across all departments regardless of monetary value and size.

4. Legislation and Associated Documents

ASSOCIATED POLICIES	<ul style="list-style-type: none"> • Procurement Policy – Including Local Support • Risk Management Policy • Asset Management Policy • Recordkeeping Policy
ASSOCIATED LEGISLATION	<ul style="list-style-type: none"> • <i>Local Government Act 1993</i> (NSW)
ASSOCIATED DOCUMENTS	<ul style="list-style-type: none"> • AS ISO 21500:2016 Guidance on Project Management • IPWEA Project Management Toolkit

5. Definitions

Term	Definition
Business case	A Business Case is based on an operational or strategic need that has been identified from within an area of Council. A Business Case should justify the baseline information about the project such as background, purpose, benefits, objectives and funding sources of the proposed project, and evaluate the benefit, cost and risk of alternative options and provide a rationale for the preferred solution.
High Value High Risk Report	A report that provides information on Council projects with a value of over \$500,000 and/or projects that are considered to be of high risk to the organisation.

Term	Definition
Project	A project is defined as a set 'body of work' with a defined start and end date, and with a pre-determined level of risk. The risk can be associated with human, government, financial / commercial, environmental, political, legal or business continuity factors.
Project brief	The project brief contains a brief description of the objective and background / context for the overall project, and outlines the project management framework to be adopted for the initiation phase, including how to measure the success of the phase; deliverables, budget and resources; project activities and milestones; governance and reporting requirements; communication with stakeholders; risk and issues management; assumptions and constraints; related projects and interdependencies; guidelines / standards; levels of review; quality assurance and capturing lessons learned.
Project close out report	A report that reviews the performance of the completed project against the project plan and project objectives, noting any lessons learnt and recommendations for improvement.
Project governance	The framework of authority and accountability that defines and controls the outputs, outcomes and benefits from projects, programmes and portfolios. The mechanism whereby the Council exerts financial and technical control over the deployment of the work and the realisation of value.
Project governance body	This is the Project Control Group and/or the Project Steering Committee or Project Sponsor, depending on the size of the project.
Project management	Project management involves planning, control and co-ordination of a project from inception to completion, ensuring timeframes, budget, administrative obligations and quality are met.
Project manager	The person responsible for handling every aspect of a project from the day it starts until it closes is called a project manager. The responsibilities of a project manager typically entail detailed planning, smart resource utilisation, and managing the scope of the project.
Project plan	A project plan is one of the key formal documents created before starting any project. The document usually consists of approved cost, schedule, risk assessment, resources and project scope. It guides the execution of a project from initiation to project closure. The project plan also lays the foundation for all kinds of communication among the stakeholders. All project plans should include a stakeholder engagement and communications section that addresses consultation, media releases, social media, website updates (for major projects) and any funding requirements for notifications and opening ceremonies. Gantt charts should be included as part of the programming and monitoring of the project.
Project scope	Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables, tasks, costs and deadlines. It defines what is covered by the project and what is not. The scope statement also provides the team with guidelines for making decisions about change requests during the project.

Term	Definition
Project stakeholder	Any individual that has a direct or indirect interest in a project is known as a project stakeholder. They usually affect or are affected by the project decisions being taken over the course of the project lifecycle. A stakeholder can be anyone from the project team, executives, sponsors, customers, or the end-users.
Project sponsor	The project sponsor is an individual (often a manager or executive) with overall accountability for the project and acts as the link between the project, the stakeholders, and strategic level decision-making groups.

6. Policy Statement

The Council has a Project Management Framework based on the IPWEA Project Management Toolkit – Tools and Techniques for Managing Local Government Projects. Standard templates have been adapted for use by Council.

A Business Case is required before a project can be established for all projects with a value greater than \$500,000 or where the project is considered to be a high risk to the Council or when required by the funding body.

Approval of the Business Case is required by the relevant Director.

Once approved, the project can be submitted for consideration by Council for inclusion into the Delivery Program and Operational Plans.

Only projects included in Council endorsed Delivery Program and Operational Plans are permitted to proceed. Exceptions to this are Roads Maintenance Council Contracts (RMCC) projects approved by TfNSW, grant funded works and private works.

Any proposed projects outside of the Delivery Program or Operational Plan will require specific approval from the General Manager or Council depending on the scale of the proposed project.

All projects with a value greater than \$100,000 must have a project plan approved by the relevant Director. This project plan must be approved before the project can commence.

There may be other approvals required and checks must be undertaken to ensure any development consent or necessary approvals required by other agencies (including Council), are sought beforehand as per legislation.

In addition to the Project Governance Body for any specific project, a High Value High Risk Report is submitted to Council each month which allows all projects with a value greater than \$500,000 and/or a considered high risk to Council to be monitored.

The handover process to the Project Owner / Service Owner must be carried out as detailed in the project plan before the project can be closed out.

A project close out report is required for all projects with a value greater than \$100,000 within three (3) months of the project completion.

7. Responsibilities

The Project Sponsor is responsible for project funding and ensuring the project achieves its objectives and benefits.

The Project Owner / Service Owner accepts the new service, capability, project or product; is responsible for realisation of project outcomes, ongoing asset management implications and any identified benefits.

The Project Manager is responsible for the administration and management of the project, and compliance with this policy and other relevant Council policies and procedures and is the key project contact and responsible for management, of the project team.

The Project Governance Body has oversight of the project and ensures that the project is executed in line with the approved project documentation; monitors project health including risks and issues and acts to remediate or cancel the project if required.

For Projects on the High Value High Risk Register, the Project Governance Body comprises the Executive Leadership Team, Chief Financial Officer, Manager Corporate Services, Communications Officer, Project Sponsor and other project participants as required.

8. Getting Help

The staff member/s who can assist with enquiries about the policy:

Position: Director Technical Services, Manager Projects

Department: Technical Services

9. Version Control

DEPARTMENT	Technical Services		
RESPONSIBILITY	Manager Projects		
VERSION CONTROL			
Policy Name	Id No and Version	Resolution	Date Adopted
Project Management	1	191/2223	08/12/2022
Next Review Date: November 2023			