Project Management Policy

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1. INTRODUCTION

1.1. Purpose

For Council to develop, maintain and implement an overarching Project Management Framework that:

- Provides a consistent Council wide framework for managing projects.
- Aligns projects with Council's strategic plans.
- Increases project transparency and visibility to enable effective decision making regarding the optimal use of resources.
- Delivers services through improved project management capability.
- Improves the efficiency and consistency in project delivery.
- Defines roles and responsibilities, performance measures and accountability for success.
- Identifies and manages project risks.
- Supports the capability development of staff managing projects.
- Supports process improvement, staff development and learning.

1.2. Scope

The Project Management Framework applies to all Council staff responsible for delivering any Council project.

The framework will take into account the nature and size of different projects to determine the complexity of the required documentation and reporting requirements.

If a project requires any exemption from, or variation to, the processes and documentation in this framework, prior approval must be obtained from the relevant Director in order for the project to proceed.

Publication, relevant training and review of the framework will follow Council's Policy and Procedure Framework.

1.3. Definitions

Term	Definition
Major Project	Total value of the project is greater than $1,000,000. *OR* The project has been assessed as having a Significant or High risk to Council as defined in Council's Risk Management Framework.
Project	A temporary endeavour that is undertaken to meet a goal or particular aim of Council. It must have a defined start and end, can be either capital or non capital in nature, and can be construction or business related.
Program	In some circumstances it is acceptable for a group of similar projects to be combined for delivery at a program level. Under this arrangement the program of works are considered to be the project.
Project Sponsor	The Project Sponsor as appointed by a Director has the responsibility to overview the project and is often a Service Manager primarily responsible for

	the provision of the Council service benefiting from the project.
Project Manager	The Project Manager is the person responsible for leading the project as appointed by the Project Sponsor. Their role includes but is not limited to the planning, execution and managing the people, resources and scope of the project.
Project Management Framework	Is the set of components that provide the foundations of project management (policy, procedures and supporting documents) that guides a project and continuous improvement for project management throughout the organisation.
Stakeholder	An individual, group or organisation who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of the project.

1.4. References

Local Government Act 1989

2. POLICY

Council's Project Management Framework provides and is to promote a systematic, consistent and corporate wide approach to managing projects.

2.1. Policy Statement

Council strives to continually improve the efficiency and effectiveness of its performance in the provision of works and services for its community and stakeholders. As Council has a wide range of business areas delivering a variety of projects, the following principles guide the how projects will be managed.

2.1.1. Principles

Key principles of effective management of projects are:
- Project decisions are integrated with corporate strategic planning.
- Project investment decisions are based on Investment Logic Maps, Business Cases or similar with documented understanding of the project considerations, evaluation of alternatives, incorporation of 'life cycle' costs, benefits and risks of project deliverables.
- An effective internal control structure is established to manage the projects.
- Review of project outcomes and documentation of learnings

This Project Management Framework addresses these principles by providing guidance for employees about matters that need to be taken into account when managing a project related to policies, procedures, templates and relevant checklists, to facilitate:
- effective and consistent project management across the organisation
- appropriate project governance
- effective change, communication and risk management
- improvement to Council's project methodology through the use of post implementation reviews.

3. GOVERNANCE

3.1. Owner

Director City Infrastructure assisted by Manager Facilities and Projects.

3.2. Review

A review of the policy for any necessary amendments will be undertaken no later than four (4) years after its formulation or after the last review.

3.3. Compliance Responsibility

3.3.1. Executive Management Team (Chief Executive and Directors)

The success of a particular project is dependent on the support and guidance of the Director and their input at strategic stages of the project to:
- Ensure the project aligns with Council's strategic intent
- Provide oversight to the project from inception to completion
- Negotiate with and influence stakeholders to achieve the project outcomes
- Approve the project at key hold points, throughout its lifecycle
- Ensure the Council financial plan provides for the Whole of life costs of the new assets created including the long term operating and maintenance costs

The Director appoints a Project Sponsor for each project in their area of responsibility.

3.3.2. Managers and Service Managers
Managers and Service Managers undertaking the Project Sponsor role are to:
- Develop an Investment Logic Map, Business Case or similar process
- Identify and document outcomes and objectives
- Development of project scope, concept plans and cost estimates
- Develop and implement funding strategies
- Develop and implement community engagement strategies
- Appoint a Project Manager and Project Team
- Maintain an overview the project, and review project status reports

A Project Sponsor may act as a Project Manager if the Director considers that the required project management disciplines and experience are appropriate, however the two roles have distinct differences.

3.3.3. All Employees
Any employee that has been appointed as a Project Manager shall take ownership of the project outcomes collaboratively with the Project Sponsor to achieve a holistic solution.

Project Managers are responsible for:
- Review and acceptance of project brief
- Development of a Project Plan
- Facilitating project development and delivery
- Liaison with and obtaining stakeholder approvals
- Monitor and seek approval for any changes to project scope, budget and timing
- Prepare project progress reports throughout the project and as requested
- Project closures and handover

3.4. Charter of Human Rights Compliance

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007).

Warrnambool City Council is committed to consultation and cooperation between management and employees. The Council will formally involve elected employee health and safety representatives in any workplace change that may affect the health and safety of any of its employees.

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