

Council Policy 3.3.9 - Project Management

Responsible Directorate	Corporate Services
Responsible Business Unit/s	Governance
Responsible Officer	Project Management Officer Leader
Affected Business Units	All

Objective

The objective of this Policy is to outline the Shire of Serpentine Jarrahdale's Project Management Framework and approach to Project Management.

Principles

The Shire's approach to Project Management is underpinned by the following principles:

- Project decisions are integrated with organisational strategic planning and/or approved by the Project Change Board or Council.
- Project planning decisions are based on an understanding of the design considerations, evaluation of alternatives which incorporate 'life cycle' costs, benefits and risks of ownership for project deliverables, and the Shire's risk appetite.
- An effective internal control structure is established to manage the projects in a consistent manner to ensure objectives are met and the decision-making process is applied.

The Project Management Framework and the subordinate procedures, processes and other supporting documentation have been developed to ensure that decisions are made, and issues are resolved consistently, efficiently, effectively, and transparently across all projects. The Project Management Framework defines the general roles and responsibilities and decision and approval processes.

Scope

The Project Management Framework applies to all Shire staff responsible for delivering capital projects. The framework considers the nature and size of different projects and determines the level of governance and controls a project requires.

There are currently two levels of controls, they are:

Code	Project Spend	Category	Controls	Reporting
A	> \$250K	Major	Complex	<ul style="list-style-type: none"> • PPLGS • PLM project reporting monthly
B	< \$250 K	Minor	Basic	<ul style="list-style-type: none"> • PLM project reporting. • Links to PPLGS Program reporting or by priority.



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If a project requires any exemption from, or variation to the processes and documentation in this framework, prior approval must be obtained from the Project Change Board.

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

Policy

The Project Management Framework, including establishment of a Project Management Office has been implemented to:

- Provide a consistent Council-wide framework for managing projects.
- Align projects with Council's strategic plans.
- Increase project transparency and visibility to enable effective decision regarding the optimal use of resources.
- Deliver services through improved project management capability.
- Improve the efficiency and consistency in project delivery.
- Define roles and responsibilities, performance measures and accountability for success.
- Identify and manage project risks.
- Support the development and capabilities of Shire staff who manage projects.
- Support process improvement, staff development and learning.

These objectives are achieved through the organisation of project management processes supported by software. These processes include, but are not limited to:

- Identifying requirements.
- Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project.
- Setting up, maintaining, and carrying out communications among stakeholders that are active, effective and collaborative in nature.
- Managing stakeholders towards meeting project requirements and creating project deliverables.
- Balancing the competing project constraints, which include, but are not limited to scope, quality, schedule, budget, resources and risks.

The Project Management Framework includes the following elements:

- Defined roles and responsibilities, including governance arrangements through a Project Change Board.
- A Responsibility Assignment Matrix (RASCI).
- Defined change management thresholds.
- Project monitoring and reporting processes.

The new Project Lifecycle Management (PLM) module in the Shire's Enterprise Resource Planning is aligned to the Project Management Framework principles. The Project Lifecycle Management processes and the project governance themes provide guidance on how it should be done at each of the processes.



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These project governance themes are represented within the software as PLM Registers that go through several stages and include sections with data capture to be completed in the following PLM Register Component:

- Business Cases
- Daily Log Items
- Lessons Learned
- Risks
- Issues
- Benefits
- Change Requests
- Project Initiation Documentation (PID)
- Project Stages Boundaries
- Quality Activities
- Work Packages
- Plans
- Work orders
- Reporting

Assurance and Internal Audits

Assurance

The Project Management Office Leader will complete assurance activities through the Lifecycle and at each Stage Gate Review.

Internal Audits

Internal audits of the Project Management Framework will be undertaken every two years to assess the delivery of projects against the Project Management Framework.

Non-conformances will be consolidated with the audit report and recommendations listed for implementation.

Definitions

Capital Projects - The acquisition, renewal or construction of new assets which increases the service potential or extends the life of an asset or upgrade or expansion of an existing asset that is included within Council's Capital Budget, Strategic Plan or Long-Term Funding Plan.

Enterprise Resource Planning (ERP) - The organisational software that manages core business processes such as financials, supply chain, operations, commerce, reporting, manufacturing, and human resource activities.

Project Lifecycle Management (PLM) – Module in the OneComm system.

Performance Planning Local Government Solution (PPLGS) – Facilitates the organisation's reporting against the 2020-24 Corporate Business Plan.



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Project - A unique endeavour with a defined start and end, undertaken to create a unique product, service or result. For the purpose of this policy, the term applies to any Capital Project or project identified by the Project Change Board.

Project Change Board – The change delegate for projects within approval delegations, and the authority that review reports and progress.

Program - A group of similar projects to be combined for delivery to achieve a single objective.

Project Management Framework - A consistent Council-wide framework for managing projects.

Responsibility Assignment Matrix (RASCI) – A tool that depicts different role responsibilities by function.

Stage Gate Review - A project management technique in which a project is divided into distinct stages separated by decision points (known as gates). At each gate, continuation is decided by (typically) a manager, steering committee, or governance board. The decision is made based on forecasts and information available at the time, including the business case, risk analysis, and approval of budget.

Relevant Policies/Council Documents

- Council Policy 2.0.1 - Asset Management
- Council Policy 5.3.4 - Community Engagement
- Council Policy 1.1.4 - Execution of Documents and Use of the Common Seal
- Council Policy 3.2.5 - Procurement of Goods or Services through Public Tendering
- Council Policy 3.2.4 - Purchasing – Procurement of Goods or Services up to \$250,000
- Council Policy 3.3.3 - Risk Management
- Register of Delegations and Authorisations

Legislation/Local Law Requirements

The Shire and its project delivery consultants and contractors must ensure that the Project Management Framework and Projects comply with the following:

- *Local Government Act 1995*
- *Building Act 2011*
- *Building and Construction Industry (Security of Payment) Act 2021*
- *Work Health and Safety Act 2020*
- *Building Regulations 2012*
- *Dangerous Goods Safety (Storage and Handling) Regulations 2007*
- *Heritage Act 2018*
- *National Construction Code (NCC) including the Building Code of Australia (BCA)*
- *Disability (Access to Premises – Buildings) Standards 2010*
- *Plumbing Code of Australia (PCA)*
- *Statement of Business Ethics – Shire of Serpentine Jarrahdale*



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Office Use Only				
Relevant Delegations				
Council Adoption	Date		Resolution #	
Reviewed/Modified	Date		Resolution #	
Reviewed/Modified	Date		Resolution #	