

Council Policy – Project Management

Responsible Directorate	Corporate Services
Responsible Business Unit/s	Governance
Responsible Officer	Manager Corporate Performance
Affected Business Units	All

Objective

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

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"> Quarterly Corporate Business Plan to Council and Community by individual Project Monthly Project Management to Executive Management Group and Elected Members by individual project Quarterly Policy Concept Forum to Elected Members by individual project
B	<\$250K	Minor	Basic	<ul style="list-style-type: none"> Quarterly Corporate Business Plan to Council and Community by Program Monthly Project Management to Executive Management Group and Elected Members by individual project

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 Board.

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 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.

Policy

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

- Provide a consistent 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 project managers.
- 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 Board.
- A Responsibility Assignment Matrix (RASCI).
- Defined change management thresholds.
- Project monitoring and reporting processes.

The 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 projects are to be managed.

Assurance and Internal Audits

Assurance

The Project Management Office 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 means 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.

Project means 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 Board.

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

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

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

Responsibility Assignment Matrix (RASCI) is the tool that depicts different role responsibilities by function.

Stage Gate Review means the 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.

Related Documents

- Council Policy - Asset Management
- Council Policy - Community Engagement
- Council Policy - Execution of Documents and Use of the Common Seal
- Council Policy - Procurement of Goods or Services through Public Tendering
- Council Policy - Procurement of Goods or Services up to \$250,000
- Council Policy - Risk Management
- Council Policy - Contract Management
- Business Operating Procedure – Project Management Framework

Legislation / Local Law Requirements

- *Local Government Act 1995 and regulations*

Amendment Record

Relevant Delegations		Nil	
		Date	Resolution Number
Council Adoption		20 June 2022	OCM145/06/22
Version	Date	Resolution Number	Amendment Details
2	17 March 2025	OCM068/03/25	Formatted to new template, minor updates to wording to reflect current process.