Project Management

1. Purpose

The purpose of this policy is to ensure projects are delivered effectively, in order to provide the best possible outcomes for our community.

2. Scope

This policy applies to the whole of Council, excluding Alwyndor.

3. Roles and Responsibilities

Council	Adoption of the Project Management Council Policy, making decisions about project variations over 5%.
Senior Leadership Team (SLT)	Adopting the Project Management Framework and Manual.
Chief Executive Officer	Making decisions about project variations over 5%.
Project Sponsor	A nominated Executive with overall accountability for the delivery of projects within approved scope, timeframes and budget, provides direction for projects, approves project documentation, appoints the project manager, signs off on project deliverables, makes decisions about project variations under 5%.
Project Manager	Deliver the project with guidance from the Project Sponsor and Project Oversight Committee within the agreed timeframe, to the required quality, and with an established budget.
Project Oversight Committee	Review and oversight of projects, ensuring that processes are followed, governance requirements are being met, projects are being delivered to agreed parameters and appropriate connections are being made between activities across the organisation.
Employees	Participation in projects as required.
Strategy and Governance Team	Responsible for: - maintaining the Project Management Framework and Manual - supporting Project Managers to comply with the Project Management Framework and Manual - Executive Officer support to the Project Oversight Committee.

4.   Policy Statement

4.1   The City of Holdfast Bay delivers millions of dollars of works and services on behalf of ratepayers every year. To meet community expectations, and stick to approved budgets, schedules and quality standards, it is critical that activities are objectively prioritised, properly planned, effectively executed and transparently reported on. 4.2   A Project Management Framework and Manual will be developed and maintained on Council's behalf by Administration to guide project management. This document may be updated from time to time as best practice changes, or as lessons from implementation need to be applied. Updates must be approved by the Senior Leadership Team.

4.3   Without dictating a specific project delivery methodology, the Project Management Framework must ensure that all activities commence with a confirmation of need and that investment decisions are staged, to enable proper scoping and objective prioritisation.

4.4   The Project Management Framework will define which activities are within its scope, which in turn, defines the application of this policy.

4.5   A skills-based Project Oversight Committee will be set up by the Chief Executive Officer to ensure effective project management across the organisation, which will be guided by the Project Management Framework and Manual.

4.6   Key decisions and authorities are:

Decision	Project Size	Approving Authority	Timing
Identification – confirmation of need	Small – Medium	Project Oversight Committee	Any time
	Large	Council	
Approval of budget for investigations	Small – Medium	Chief Executive Officer	
	Large	Council	
Authorisation to undertake a Prudential Report	Large	Project Sponsor	
Based on the preliminary assessment, what is the priority?	Small	Project Sponsor	
	Medium – Large	Project Oversight Committee	
Approval of budget for concept design	Small	Chief Executive Officer or Project Sponsor / GM	
	Medium – Large	Council	As part of annual business planning process
Prioritisation based on the full business case	Medium – Large (not required for small)	Project Oversight Committee	Anytime
Approval of project budget	Operational within approved budget	Chief Executive	Anytime
	All capital and operational unfunded	Council	As part of annual business planning process
Approval of project plan	All	Project Sponsor	Anytime
Approval of detailed designs	All capital new	Council	
	Up to 5%	Project Sponsor	

Decision	Project Size	Approving Authority	Timing
Variations in scope, time or budget	Over 5%	Chief Executive Officer / Council	
Project review and lessons learned	Medium -Large	Project Oversight Committee	
	Exceptions / significant issues	Council	
Launch / opening	All	Council	
Benefits review	Medium-Large	Project Oversight Committee	

5. Definitions

Key term or acronym	Definition
Administration	Staff, processes and systems that make up the organisation which delivers services to the community under the guidance of Council.
Council	The elected body.
Project	A project is a group of interrelated activities that are planned and then executed to create a product or service, to agreed cost and quality criteria, within a specific timeframe, to achieve agreed results. The Project Management Framework and Manual will identify which projects it applies to.
Project size	Appendix 1 of the Project Management Framework and Manual provides a project sizing tool. For clarity, a copy of the tool is attached to this policy but does not form part of it.

6. Administration Use Only

Reference Number:	Doc Set ID: 4765571
Strategic Alignment:	This policy supports the delivery of the Strategic Plan by ensuring projects are appropriately assessed and scoped to ensure strategic alignment, and delivered efficiently and effectively.
Strategic Risk:	This policy mitigates strategic risks by ensuring projects are delivered to agreed time, quality and budget parameters.
Responsible Officer(s):	Manager Strategy and Governance
First Issued / Approved:	12/12/23
Minutes Date and Council Resolution Number:	12/12/23, C121223/7639
Last Reviewed:	
Next Review Date:	12/12/27
Applicable Legislation:	*Local Government Act 1999*
Related Policies:	
Other Reference Documents:	Project Management Framework and Manual

Appendix 1 – Project Sizing

To size your project, place a tick ✓ in the relevant box for each attribute.

	Small	Medium	Large
Size of Project Team (FTEs)	1-2	2-5	5+
Delivery Time	< 6 months	6-12 months	>12 months
Timeframe	Schedule is flexible	Schedule can undergo minor variations but deadlines are firm	Deadline is fixed and cannot be changed, schedule has no room for flexibility
Complexity	Easily understood problem, solution and the solution is readily achievable	Either difficult to understand problem, solution unclear or solution difficult to achieve	Both problem and solution difficult to define or understand, and solution difficult to achieve
Strategic Importance	Internal interest only	Some direct business impact and/or relates to an objective in the Strategic Plan	Affects core service delivery and/or directly relates objectives or aspirations in the Strategic Plan
Political Importance	No political implications to either proceeding or not proceeding	Some political implications	Major political implications
Total Cost	< $50,000	$50,000 - $250,000	> $250,000
Level of Change	Impacts a single business unit	Impacts a number of business units	Impacts whole of organisation, more than one organisation, or more than one tier of Government
Cultural Sensitivity	Nil to low risk activities (ie, no earthworks) and / or low risk areas	Includes some medium risk activities and / or medium risk areas	Includes any high risk activities and / or works in high risk or highly sensitive areas
Dependencies and Interrelated Projects	No major dependencies or inter-related projects	Some major dependencies or interrelated projects but considered low-risk	Major, high-risk dependencies or interrelated projects
Imperative	Optional	Committed via Council decision, Plan or Strategy	Legislatively required, and/or committed via Council decision, plan or Strategy

A Large Project is where there is:
- a tick indicating that the project impacts on the whole organisation, more than one organisation, or more than one tier of Government, or
- includes any activities in an area that is deemed to be of high cultural sensitivity, or
- three or more categories with ticks in the Large column.

A Medium Project is where there is:
- four or more categories with ticks in the Medium column, or
- two categories with a tick in the Large column and three or more categories with ticks in the Medium column.

A Small Project covers the remaining combinations.