



Project Management 2024 POL120



Policy No:	POL120
Policy Title:	Project Management
Section Responsible:	Projects & Assets
Minute No:	735723
Doc ID:	8422

1. INTENT

The purpose of this policy is to ensure project management at Narrandera Shire Council is guided by sound and consistent administration and management practices.

2. SCOPE

This policy applies to all projects undertaken by staff, whether approved by the Council's elected body or General Manager. It is inclusive of all grant funded projects, which are to be implemented in accordance with a set objective, a cost parameter and timeframe within the Narrandera local government area.

3. OBJECTIVE

Council will provide the best outcomes to the community by ensuring consistent and successful project delivery by:

- making sure that all projects identified by Council are subjected to appropriate project management governance
- providing a single corporate-wide framework, guiding users through the project management lifecycle, processes, activities, and documentation
- undertaking projects that align to Council's strategic plans and are allocated the appropriate resources and funding
- ensuring projects are only commenced after an appropriate level of due diligence has been undertaken, with a view to minimising risk and achieving the best use of Council's resources.

4. POLICY STATEMENT

Narrandera Shire Council is committed to effective project management through clearly defined processes which enable staff to manage projects efficiently and effectively and measure project outcomes.

5. PROVISIONS

5.1 PROJECT MANAGEMENT TERMINOLOGY

Activity	An element of work performed during the course of a project. An activity has an expected duration, cost, and resource requirements. Activities can be subdivided into tasks.
Deliverable	Any measurable, tangible, verifiable outcome, product, or result that must be produced to complete a project or part of a project.
Evaluation	The systematic assessment of process, outcomes and/or impact against the project's goal/s and objectives.
Goal	A broad statement about the long-term outcomes or changes that the project seeks to achieve. Also referred to as an 'aim'.
Issue	A realised risk, ie: a problem or concern that has emerged and if not addressed is expected to affect the project timeframes or outcomes.
Milestone	A significant event in the project, usually completion of a major deliverable.
Objective	A statement about the short or medium term outcomes or changes that need to be met for the project to be considered successful.
Post Implementation Review	Conducted after a project is completed to ensure that the project has met its objectives and the outcomes meet the needs and requirements of intended beneficiaries.
Project	A temporary endeavour undertaken to create a unique outcome, product, service, or result.
Project Life Cycle / Phase	A collection of generally sequential project management phases that include: <ul style="list-style-type: none">• Initiation and start up - authorising the project or phase.• Planning and design - defining and refining objectives and selecting the best methods and approach to achieve project goals and objectives.• Implementation - coordinating people and other resources to carry out the project plan.• Monitoring and control - monitoring and measuring progress regularly to identify variances from the project plan so that corrective action can be taken when necessary.• Closure - formalising acceptance of the project and bringing it to an end.
Project Scope	Defines project parameters ie: what is considered in scope and out of scope.
Project Schedule	The planned dates for performing activities and meeting project milestones.
Project Governance Body	Group responsible for ensuring the project is implemented in line with the Project Plan. Format/function (ie: advisory or working) is determined to project size and risk level.
Project Management	The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
Project	Person responsible for managing the project. This may be a Program

Manager	Manager or Project Officer.
Project Plan	Document that describes how the project will be implemented, monitored and controlled, and closed. Can be brief (Standard projects) or detailed (Major projects).
Project Proposal	Used as the basis for project authorisation and provides the project manager with the authority to apply organisational resources to project activities. Can be brief (Standard projects) or detailed (Major projects).
Project Size	<p>A project is defined as 'Minor' if it meets two or more of the following criteria:</p> <ul style="list-style-type: none"> i. Costs associated with the project are <\$100K ii. The project is assessed to be low risk iii. The project has an anticipated duration of less than three months iv. Has less than three procurement items or contractors <p>A project is defined as 'Standard' if it meets two or more of the following criteria:</p> <ul style="list-style-type: none"> i. Costs associated with the project are <\$250K ii. The project is assessed to be low to moderate risk iii. The project has an anticipated duration of less than 12 months. iv. Has more than three procurement items or contractors <p>A project is defined as 'Major' if it meets one or more of the following criteria:</p> <ul style="list-style-type: none"> i. Costs associated with the project are >\$250K ii. The project is assessed to be moderate to high risk iii. The project has an anticipated duration of more than 12 months iv. The project requires a funding submission or business case to be prepared in order to obtain external funding.
Project Sponsor	Authorised delegate who provides the resources, in cash or in kind, for the project.
Project Team	People who support the Project Manager in performing the work of the project to achieve its goals and objectives.
Outcome	A result that can be measured or observed or a changed condition of people / organisations / systems.
Risk	An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's budget, schedule, scope, and/or quality.
Stakeholders	Individuals and organisations that are actively involved in the project, or whose interests may be positively or negatively affected by the project.
Task	A unit of work or activity needed for progress towards project goals. Typically, a task must be completed by a set deadline. Tasks may be further broken down into assignments or subtasks.
Variation	Changes to the budget, timeline, deliverables, objectives and/or outcomes.

5.2 RISK MANAGEMENT

Mechanisms are in place to ensure that program management systems are effective and regularly monitored.

Other risk management actions include:

- Risk management considerations are embedded into project planning.
- Project plans are appropriately monitored and controlled by the allocated staff member.
- Narrandera Shire Council ensures that projects have a sound theoretical base, are ethical and promote evidence-based practice.
- Staff are provided with ongoing support to assist them to develop, implement and evaluate projects effectively.
- The need for improvements in organisational program, projects or events can be identified by any Councillor, management, staff member or client, either through feedback or by the application of quality monitoring systems.
- All projects will align with the Office of Local Government Capital Expenditure Guideline requirements.

5.3 PROJECT MANAGEMENT GOVERNANCE

Not all projects require high and complex levels of governance, documentation and reporting. The aim of this section is to provide staff with guidance that can be adapted to suit the needs and requirements of each project to ensure:

- Projects align and contribute to Narrandera Shire Council's strategic and operational priorities
- Appropriate authorisation is established
- Appropriate project governance and control is established and maintained
- Projects are effectively managed within the parameters of scope, quality, resources, and risk
- Post implementation reviews are conducted and actively used to strengthen project delivery and to enhance project management communication and learning across the organisation.

5.4 PROJECT MANAGEMENT FRAMEWORK

Projects will be categorised and managed utilising a three-tiered project management governance framework.

Category	Threshold/Criteria (Refer to Descriptions)	Project Management Governance Framework
1. Minor	Simple projects <100K	<ul style="list-style-type: none">• Basic scope and Request for Quote (RFQ) documentation
2. Standard	Medium complexity projects <250K	<ul style="list-style-type: none">• Project Proposal / Plan – Standard Project• Scope adequate for RFQ
3. Major	Complex projects >250K	<ul style="list-style-type: none">• Detailed Project Proposal• Project Plan - Major Project• Risk Plan - Major Project• Project Management Working Group• Detailed tender documentation

5.4.1 Initiation and Start Up

- Projects require a Project Proposal to be prepared and approved by the relevant delegated authority/authorities prior to the project being initiated. The Project Proposal can be just a scoping document (minor projects) a brief (standard projects) or detailed (major projects).
- Where a project involves new business, programmatic activity, or public advocacy, a risk assessment is to be undertaken. For standard projects, this can be contained within the project proposal, however major projects will be likely to require a detailed risk assessment.
- Council authorisation is not required if the project is clearly within the scope of Narrandera Shire Council's strategic and financial plans. In principle support to proceed is required where the GM/DGM deems the project to:
 - Be outside of the organisation's strategic or financial plans; and/or,
 - Amount to significant new business.
- Upon approval of the Project Proposal:
 - A Project Sponsor and Project Manager will be allocated. Major projects require an Executive Team member to act as the Project Sponsor for the duration of the project.
 - An appropriate governance structure will be established, including linkages to external governance structures where appropriate. Major Projects require a Project Governance Body to be established (eg: Project Management Working Group).
 - A budget will be allocated and the project included in the Narrandera Shire Council's Long Term Financial and Delivery/Operational Plans.
- Where a project is delivered in partnership with another organisation or funding body, a Memorandum of Understanding (MOU) (or similar agreement) is required and must be signed by the relevant delegated authority from Narrandera Shire Council and the partner organisation.

5.4.2 Planning and Design

- Projects require a Project Plan to be prepared and approved by the relevant delegated authority/authorities prior to the project being implemented. In most cases a minor project will only require a project scope, which can be approved in accordance with the relevant delegated authority. The Project Plan can be brief (standard projects) or detailed (major projects). Refer to Project Management Procedure for further guidance. Some projects may require an external template to be used.
- An Evaluation Plan is recommended for large projects and projects aiming to achieve practice change. Refer to Project Management Procedure for further guidance and to Project Management Lifecycle for the additional documentation considerations at the planning and design phase.
- Projects require appropriate stakeholder engagement to be undertaken during the planning and design phase to ensure the project is acceptable to and meets the needs and requirements of intended beneficiaries, this is to be undertaken in accordance with Council's Communication policy.

5.4.3 Implementation

- Projects will be managed using an acceptable project management methodology throughout the project lifecycle, including arranging activities and tasks into a

workable sequence, and measuring outcomes/performance against established baselines/indicators.

- All projects should utilise Council's designated project management system to assign project tasks and responsibilities, track milestones, and record communication among the project team.
- Relevant stakeholders shall be advised of the implementation of the project through appropriate communication channels, and where appropriate, user acceptance testing undertaken to ensure project deliverables are acceptable to and meet the needs and requirements of intended beneficiaries.
- A record of all project materials shall be recorded and be stored electronically in the project specific folder in the Council's record management system, in hard copy with the Project Manager, and later archived.

5.4.4 Monitoring and Control

- Projects shall employ appropriate techniques and processes for monitoring and controlling project parameters including scope, quality, resources (time and budget), and risk. As a minimum:
 - Council's designated project management system shall be utilised to monitor and control the project schedule and record issues, risks, and variations to the Project Plan.
 - Expenditure will be monitored through utilisation of the Budget Tracker.
 - Progress and final reporting, which measures progress/outcomes against budget, milestones, benefits, risks and other metrics, will be prepared by the Project Manager and submitted to the Project Sponsor and relevant governance body/bodies as required. The Progress/Final Report can be brief (small projects) or detailed (large projects). Refer Project Management Procedure for further guidance.

The management and reporting of some projects may additionally be guided by specific funding or contractual agreements.
- The Project Management Lifecycle identifies the additional documentation considerations during the monitoring and control phase.

5.4.5 Closure

- Projects require and Post Implementation Review Report to be completed and authorised by the relevant delegated authority/authorities prior to closing the project.
- The Post Implementation Review Report shall report on, as a minimum, project outcomes and benefits, recommendations, lessons learned, and any outstanding actions.
- Findings from the post implementation review should be communicated to the team, organisation and Council as appropriate.
- Where results demonstrate positive outcomes, every effort should also be made to promote the results broadly through conference presentations, journal articles, etc.
- Upon completion and acceptance of the Post Implementation Review Report, the Project Manager shall:
 - handover any outstanding actions to person/people responsible for ongoing support and maintenance of project deliverables and outcomes, where relevant
 - dissolve the project team and project governance body/bodies, where relevant
 - audit and archive project documentation, as required.

6. DEFINITIONS & ACRONYMS

- **DGM:** Deputy General Manager
- **Executive Team:** General Manager and Deputy General Managers.
- **GM:** General Manager
- **NSC:** Narrandera Shire Council

7. ROLES AND RESPONSIBILITIES

Councillors	<ul style="list-style-type: none"> • Endorse and ensure compliance with the Project Management Policy. • Be aware of key project activities. • Approve projects within the Community Strategic, Delivery, Operational and Financial plans.
Executive Group	<ul style="list-style-type: none"> • Ensure compliance with the Project Management Policy. • Identify and lead contractual and partnership relationships related to project activities as relevant. • Communicate with the Council regarding key project activities. • Sign off on external funding and partnership agreements in line with the functions and delegations. • Facilitate project communication across the team and organisation. • Provide support and advice to the project team as required. • Fulfill the role of project sponsor as required.
Staff	<p>All staff</p> <ul style="list-style-type: none"> • Comply with the Project Management Policy and seek guidance in the event of uncertainty as to its application. • Comply with the adopted Code of Conduct in all aspects of project management. <p>Project Sponsors</p> <ul style="list-style-type: none"> • Provide project management resources and support throughout the project lifecycle. <p>Project Managers</p> <ul style="list-style-type: none"> • Identify and lead project activities in line with organisation’s strategic and operational plans, and in line with relevant funding and partnership agreements. • Identify and lead contractual and partnership relationships as delegated through project activities. • Lead project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. • Contribute to project communication across the team and organisation. <p>Project Officers</p> <ul style="list-style-type: none"> • Support project development, implementation and evaluation including planning, scoping and consultation, budgeting, risk and issue management, and reporting. • Support contractual and partnership relationships as delegated through project activities. • Contribute to project communication across the team and organisation.

8. RELATED LEGISLATION

- Local Government Act 1993
- Government Information (Public Access) Act 2009

9. RELATED POLICIES, REFERENCES & RESOURCES

9.1 POLICIES

- ES310 Community Engagement Policy
- POL090 Internal Records Management Policy 2021
- NSC Code of Conduct.

9.2 INTERNAL REFERENCES

Project Management Procedure (Forms and templates) - F128219

- Project Management Lifecycle
- Project Proposal / Plan Template – Standard Project
- Project Proposal / Plan Template – Major Project
- Risk Management Plan Template
- Budget Template
- Communications Plan Template
- Stakeholder Engagement Plan Template
- Stakeholder Register Template
- Progress / Final Report Template – Standard Project
- Progress / Final Report Template – Major Project
- Evaluation Plan / Report Template – Standard Project
- Evaluation Plan / Report Template – Major Project
- Project Closure Review Report Template

9.3 EXTERNAL REFERENCES & RESOURCES

- Project Management Institute, 2021 Seventh Edition. A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Project Management Institute.
- NSW Government, Division of Local Government - Capital Expenditure Guidelines. (2010)

10. VARIATION


Council reserves the right to review, vary or revoke this policy in accordance with legislation, regulation and award changes, where applicable. Council may also make changes to this policy and the relevant procedures from time-to-time to improve the effectiveness of its operation.

11. PREVIOUS VERSIONS

Reference to a superseded policy number and/or name is also considered a reference to the new policy number. This policy was previously named:

- TS310 – Project Management Policy

POLICY HISTORY

Responsible Officer	Deputy General Manager Infrastructure Services		
Approved by	General Manager		
Approval Date	16/07/2024		
GM Signature (Authorised staff to insert signature)	 George Cowan		
Next Review	1 June 2028		
Version Number	Endorsed by ELT	Adopted by Council	Date signed by GM
1 Adopted	2/02/2015	17/03/2015	18/03/2015
2 Reviewed	14/09/2021	19/10/2021	-
3 Reviewed	13/06/2024	20/06/2024	16/07/2024

NOTE: This is a controlled document. If you are reading a printed copy, please check that you have the latest version via Council's website (external) or MagiQ (internal). Printed or downloaded versions of this document are uncontrolled.

12. Acknowledgement of Training Received

I hereby acknowledge that I have received, read and understood a copy of Council's Project Management Policy.	
Employee Name	
Position Title	
Signature	
Date	