

GREATER SHEPPARTON CITY COUNCIL

PROJECT MANAGEMENT POLICY

Adopted by Council: 15 December 2020

Next Review: 15 December 2025



**GREATER
SHEPPARTON**

PROJECT MANAGEMENT POLICY

Code:	03.POL5
Version:	1.0
Business Unit:	Project Management Office
Responsible Officer:	Manager Projects
Approved By:	Chief Executive Officer
Adopted By:	Council 15 December 2020
Next Review:	15 December 2025

DOCUMENT REVISIONS

Version #	Summary of Changes	Date Adopted
1.0	Policy first drafted and adopted.	15 December 2020

PURPOSE

Greater Shepparton City Council delivers a diverse range of Projects on behalf of the community and for the benefit of the community. Council has a responsibility to ensure that Projects are appropriately managed to achieve intended outcomes and with appropriate governance structures in place.

OBJECTIVE

1. To ensure consistency in the planning, delivery and governance across all Projects;
2. To provide high quality project outcomes that align with the project objectives confirmed by the Project Sponsor and current Council policies and strategic objectives;
3. To deliver value for money for the Greater Shepparton City Council and the community in the delivery of Projects; and
4. To provide transparency and reporting on all Project performance.

SCOPE

This policy sets out the requirements for the project management and governance of all Projects being delivered by Greater Shepparton City Council. The policy applies to all Projects delivered through Council's annual Capital Budget, Operating Budget or forward-look plan that meet the definition of a Project under this policy.

DEFINITIONS

Reference term	Definition
Council	Greater Shepparton City Council, being a body corporate constituted as a municipal council under the Local Government Act 2020
Capital Works	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 to provide a higher level of service that is included within Council's Capital Budget or the forward-look plan
Guidelines	Greater Shepparton City Council Project Management Guidelines
Operational Works	Any scope of works for the implementation of operational maintenance or improvements or planning of future community investment such as masterplans, strategies, stakeholder engagement projects or artwork commissions that is included within Council's Operating Budget
PMF	Project Management Framework, comprising Greater Shepparton City Council Guidelines and Procedures
Policy	Greater Shepparton City Council Project Management Policy
Procedures	Greater Shepparton City Council Project Management Procedures
Project	A temporary endeavor undertaken to create a unique product, service or result. For the purpose of this policy, the term applies to any Capital, Operating or Community Project as defined by the following investment thresholds: <ul style="list-style-type: none"> • Capital Works = \$50,000 and above • Operational Works = \$50,000 and above
Project Sponsor	The person or persons with relevant delegated authority to approve the inception and scope for a proposed project. The Project Sponsor will be responsible for the following: <ul style="list-style-type: none"> • overall responsibility for the Project • high level stakeholder management • establish that a project management structure is in place

POLICY

This Policy sets out Council's principles for the management of projects. It outlines compliance and audit requirements, governance, and supporting Council strategies, plans and procedures.

PRINCIPLES

- Project decisions are integrated with organisational strategic planning;
- 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
- 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 aided.

1. GOVERNANCE

The successful delivery of projects is dependent on clearly defined roles, accountabilities and responsibilities of all stakeholders with defined controls and decision-making processes. The governance arrangements for each project must follow established principles of good governance as identified below:

- **Roles and responsibilities** - clearly defined for groups and individuals within the governance structure
- **Scope and Project Objectives** - a clearly defined scope and project objectives must be established and adapted as required in response to the needs of the Council.
- **Risk** – recognition and management, an appropriate system of risk management must be in place
- **Project performance** - clear performance indicators should be established to assess performance and to provide markers of good and poor performance
- **Integrity and accountability** - transparency and accountability for fair and considered decision making
- **Culture and ethics** - the leadership establish a culture of ethical and responsible decision making
- **Engagement** - effective engagement with all project stakeholders as appropriate to their involvement in the project.

The PMF and the subordinate procedures, processes and other supporting documentation have been developed to ensure that:

- decisions are made and issues are resolved efficiently, effectively and transparently; and
- these are consistently applied across all Projects.

The PMF will describes the general roles and responsibilities of each stakeholder, with more specific information and decision and approval processes being provided throughout the PMF procedures and subordinate documentation.

2. PROJECT MANAGEMENT FRAMEWORK OVERVIEW

The PMF provides the framework and procedures for the completion and approval of all Projects defined under this Policy.

The PMF aims to:

- Provide consistent Council wide framework for managing projects
- To increase project transparency and visibility in delivering projects
- Ensure that each project will deliver outcomes that are consistent with organisational policy and strategic objectives
- Provide end-to-end project mechanisms, including key activities, templates, governance and tools for monitoring and controls.
- Improving visibility of projects by ensuring information is presented consistently, enhancing decision-making, reducing risks and increase confidence in project delivery.

The PMF:

- ensures stakeholder expectations are met through a successful delivery against time, cost and quality parameters and promote consistency and control of projects, ultimately reducing risks and increasing project successes.
- applies to all Council staff responsible for delivering any Council project.
- be utilised when a project has either a one-time undertaking (not part of routine) or has a start and end date.
- helps to expend the Councils capital expenditure whilst reducing a wide range of risks to Council and provide guidance for staff about what needs to be considered when managing a project.

The PMF will assist the Project Managers in delivering the scope of works as it will provide:

- Clear and understood project scope
- Identification of project risks with documented strategies
- Consistent method for monitoring and controlling project deliverables and milestones
- Improved communication among project team, sponsors, leadership and stakeholders
- Ability to measure project performance
- Early identification of potential problems
- Understanding of impact to timeline and critical path

3. RELATED POLICIES AND CORPORATE PROCEDURES

The Greater Shepparton City Council and its project delivery consultants and contractors must ensure that the PMF and Projects comply with the following Council Policies:

- Asset Management Policy
- Community Engagement Policy
- Community Planning Policy
- Conflict of Interest Policy
- Exercise of Delegations Policy
- Fraud and Corruption Policy
- Freedom of Information Policy
- Gifts and Benefits Policy
- Grant Distribution Policy

- Greater Shepparton City Council and Goulburn Valley Regional Collaborative Alliance
- Media Policy
- Privacy Policy
- Public Interest Disclosure Policy
- Procurement Policy 13.POL1
- Records and Information Management Policy
- Risk Management Policy
- Sponsorship Policy
- Surveillance Policy
- Sustainable Decision Making Policy
- Tree Management Policy

4. COMPLIANCE

The Greater Shepparton City Council and its project delivery consultants and contractors must ensure that the PMF and Projects comply with the following:

- Local Government Act 2020
- Building Act 1993;
- Building and Construction Industry Security of Payment Act 2002;
- Building Regulations 2018;
- Dangerous Goods (Storage and Handling) Regulations 2007;
- Heritage Act 1995;
- Major Projects Skills Guarantee Policy;
- National Construction Code (NCC) including the Building Code of Australia (BCA), Disability (Access to Premises – Buildings) Standards, and the Plumbing Code of Australia (PCA);
- Occupational Health and Safety Regulations 2007;
- Planning and Environment Act 1987;
- Local Jobs First Policy (Victorian Industry Participation Policy (VIPPP) and Major Project Skills Guarantee);
- Local Jobs First Policy Agency Guidelines October 2018
- Victoria's Social Procurement Framework;
- Fair Payments Policy;
- Protective Data Security Standards;
- Whole of Victorian Government Intellectual Property Policy Intent and Principles;
- DataVic Access Policy;
- Supplier Code of Conduct; and
- Any other applicable acts, regulations, codes and Australian Standards.

5. CONTINUOUS IMPROVEMENT

As part of Greater Shepparton City Council commitment to continuous improvement this Policy, PMF and subordinate documents will be reviewed and updated regularly. Feedback will be sought from stakeholders at various stages during the project-lifecycle and this feedback will be an important component of these reviews. This feedback will include stakeholder surveys and post completion reviews of selected completed projects.

6. AUDITS

Internal Audits

Internal audits of the PMF will be undertaken every two years to assess the delivery of projects against the PMF. Non-conformances will be consolidated with the audit report and recommendations listed for implementation.

Manager Projects will be responsible for reviewing this Policy every two years, and within six months of a Local Government Election.

External Audits

The Project Management Framework Policy and PMF will be subject to an external independent audit review every 5-years, or earlier if deemed necessary by the Greater Shepparton City Council. The independent audit will review will focus on, but not limited to:

- Suitability of the PMF and associated procedures
- Compliance with PMF
- Hold point and approvals
- Delegations of Authority

The independent audit will be undertaken by a qualified / accredited audit professional.



20th January 2021

Peter Harriott
Chief Executive Officer

Date

ATTACHMENTS

Nil