



POLICY REGISTER

PROJECT MANAGEMENT FRAMEWORK

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Responsible OFFICER		General Manager	

POLICY OBJECTIVES

Council has developed a Project Management Framework to achieve the following

Objectives:

- To provide a consistent Council wide framework for managing projects.
- To align projects with Council's strategic plans.
- To increase project transparency and visibility to enable effective decision making regarding the optimal use of resources.
- To deliver services through improved project management capability.
- To improve the efficiency and consistency in project delivery.
- To reduce and manage project risks.
- Support the capability development of staff managing projects.

POLICY STATEMENT

Council's Project Management Framework provides a systematic, consistent approach to managing projects.

PROCEDURE

The purpose of the Project Management Framework is to promote a systematic, consistent and corporate wide approach to the management of projects. The framework also provides a sound basis for good decision making, allocation of resources, with improved stakeholder consultation from project conception to completion.

The scope of the framework comprises

- This policy
- Project Management Methodology
- Tools (systems and templates)
- Project management capability development
- Establishing a Project Management Office

These components are all designed to be applied together to manage a project through its lifecycle. The framework is designed to be used with other existing Council systems, policies and procedures.

PROJECT MANAGEMENT METHODOLOGY

Council has based its framework on the Project Management Institute (USA) 'A Guide to the Project Management Body of Knowledge (PMBOK Guide)', Fifth Edition.

The Project Management Methodology comprises of the following key processes:

- Initiation
- Planning
- Communications
- Executing
- Controlling
- Closing

SCOPE OF POLICY

The scope of this policy applies to “projects” as identified in the Project Management Framework as follows:

Project Work	Operational Work
Has a specific goal	Work repeats over a period of time
Finite	Occurs within company “status quo”
One time only	
Work is unique or “one off”	
Changes company “status quo”	

Based on this definition, the Project Management Framework may not apply to all capital expenditure due to the nature of the work involved. However there may be occasion where operational work may be required to be managed as a project due to the resources, risks and controls involved.

The table below provides a guide to determine whether work should be managed as a project with associated Project Management controls or as operational work.

	Manage as a Project	Manage as Operational Work
Time	1 Month duration or greater	Less than 1 month duration
		Or
Work	Unique and temporary Has defined start and finish	Not unique Ongoing
Risk	High risk – work effort not well understood Needs to be defined an planned	

PROJECT IDENTIFICATION

Under the Division of Local Government Integrated Planning and Reporting Framework, councils are required to produce a number of documents.

To satisfy these requirements, Council has the following documents which contribute to the identification of future projects:

- Strategic Business Plan and Resourcing Strategy
- Asset Management Plan
- Asset Management Strategy
- Work Force Plan
- 4 Year Delivery Program
- Operational Plan

Projects may also be identified through other sources including, but not limited to:

- Legislation change
- Resolutions of Council
- Unexpected events and natural disasters
- Business improvements

Council’s forward planning contributes to the identification of programs and projects and allocation of funds each year to deliver priority projects to the community.