

Purpose

Whitsunday Regional Council delivers a diverse range of Projects on behalf of and for the benefit of the community. Council has a responsibility to ensure that its Projects are appropriately managed to achieve intended service outcomes, in accordance with its quadruple bottom line outcomes.

The purpose of this policy is to set out Council's principles for the management of service programs and associated projects by implementing effective and efficient practices and processes across the project lifecycle in accordance with Standards Australia AS/NZS ISO 21500 Portfolio, Program & Project Management series: Principles and Guidelines, to;

- Enable decision-making processes to determine strategic priorities, actions, and outcomes, consistent with the Community Plan and Corporate Plan, by establishing a common approach for identifying, understanding, prioritising, and balancing of opportunities to provide clear mandate for delivery of projects that optimise service value to our community.
- Establish appropriate levels of management control and governance over delivery of approved projects by bringing together and applying Council's management, governance, economic and technical better practice activities to the project lifecycle.
- Commit to legislative compliance as well as continual improvement in project decision making and transparency of performance across the organisation.

Scope

The policy applies to all Projects identified and delivered through Council's Corporate Plan, Operation Plan and associated long-term financial plan that meet the definition of a Project under this policy, being:

- Capital projects which are required to renew & upgrade existing assets to meet defined asset performance standards which enable delivery of approved levels of service to the community
- Capital projects which build new community assets in line with strategic outcomes of the Community Plan to improve current level of service and/or create new services for a better community.
- Change projects which improve Council's capacity and capability to deliver defined levels of service to our community as well as meet regulatory and legislative obligations, including:
 - Service defining and improvement Initiatives, including service strategy development, Community precinct planning and associated Asset master planning,
 - Optimising the management and performance of our Services and associated enabling Assets.
 - Developing our people and resourcing capacity
 - Creating a better Council through implementation of better contemporary practices for process, practices, and tools.

This policy applies to all staff and contractors.

Policy Statement

1. This policy sets out the requirements for the project management and governance of all Projects being delivered by Whitsunday Regional Council.
2. The objective of this Policy is to mandate the Whitsunday Way for project management to ensure effective management control and governance of Council Projects:
 - 2.1. To ensure consistency in the planning, delivery and governance across Council's Portfolio and programs of projects; (Doing Projects Right)
 - 2.2. To provide high quality project benefits / outcomes that align with the project objectives approved by the Project Sponsor aligning with current Council policies and strategic objectives; (Doing the right Projects)
 - 2.3. To deliver value for money for the Whitsunday Regional Council and the community in the delivery of Projects considering the trade-off between levels of service, whole of life costs and risk; and
 - 2.4. To provide transparency and visibility on Project performance to enable effective decision making regarding the optimal use of resources.
3. Efficient and Effective Project management will be achieved through the following principles; Principle 1
- Our Community and our people are at the heart of our Projects.

Principle 2 - Alignment to our Service Strategy and Risk Appetite ensures we are "doing the right projects".

Principle 3 - Transparency of Performance continually justifies Council's investment in service value creating projects.

Principle 4 - Clearly defined roles build a Collaborative Team Environment

Principle 5 - Management Control and Governance reflect project complexity (value & risk) to ensure Council is "Doing projects right"

Principle 6 - We all Lead by example and learn from experience to continuously Improve

Applicable Legislation

This policy refers to (include specific section if relevant) the following:

- *Local Government Act 2009*
- *Local Government Regulations 2012*
- *Competition and Consumer Act 2010*
- *Public Sector Ethics Act 1994*
- *Trade Practices Act 1974*
- *Work Health and Safety Act 2011*

Risk Appetite Alignment:

This Policy seeks to enable Council to meet the following obligations under its Risk Appetite Statement:

Knowledge Area	Risk Appetite
Scope & Benefits	Moderate appetite to risks that may result in strategic objectives not being achieved
Schedule	Effective management of projects is important to Council and consequently there is a no appetite for project time overruns exceeding a 20% variation
Financial	- Low appetite for activities that threaten the long-term financial stability of the Council. - Effective management of projects is important to Council and consequently there is a no appetite for project cost or time overruns exceeding a 20% variation.
Quality	- No appetite for non-compliance, breaches of legislation or regulatory requirements or non-reporting of breaches and non-compliance to appropriate authorities. - No appetite for not fulfilling its obligations to the built and natural environment - Very low tolerance to not fulfilling the obligations and needs to manage environmental risks
Procurement	No appetite for non-compliance, breaches of legislation or regulatory requirements or non-reporting of breaches and non-compliance to appropriate authorities.
Resourcing	- Seeks opportunities to develop a multi-skilled workforce - No appetite for employees performing duties for which they are not suitably qualified or trained or acting outside of their delegated authority. - No tolerance for work practices that result in major injuries or fatality.
Stakeholders & Communication	Low appetite for reputational risks that may result in substantiated complaints from the community and/or key stakeholders.

Roles & Responsibilities

Under this policy, the following roles have specific responsibilities and accountabilities;

Chief Executive Officer (CEO) has overall operational responsibility for the successful delivery of projects, including reporting to the Council.

Project Control Group (PCG) established based on complexity and risk profile of individual projects or program of projects, entrusted with the governance / oversight responsibilities for the project, within the relevant Financial or Procurement Delegated Authorities.

Note: **Program Control Group** is where a Control Group is established to oversight a program of projects.

Project Management Support Office (PMSO) responsible for maintaining and continuously improving the Project Management Policy and associated Project Management Framework as well as providing ongoing reporting, assurance, training and support in the methodology and tools for project teams and sponsors.

Project Manager responsible for the day-to-day planning and delivery of the project service value, by the management of processes and leading the people to ensure delivery and balancing of expectations across scope, schedule, financial, resources, procurement, quality, and stakeholder management outcomes.

Project Sponsor accountable for the successful delivery of project and associated service benefits realisation, being the Chair of the PCG.

Definitions

CEO refers to the Chief Executive Officer of the Whitsunday Regional Council appointed in accordance with the *Local Government Act 2009*.

Council refers to the Whitsunday Regional Council

Employee refers to any employee, contractor, volunteer etc. of the Council.

Project: generically refers to a temporary organisation that is created for the purpose of delivering one or more business products according to an agreed business case.

Program: generically refers to a temporary, flexible organisation structure created to coordinate, direct, and oversee the implementation of a set of related projects and activities to deliver outcomes and benefits related to the organization's strategic objectives. A programme is likely to have a life that spans several years.

Portfolio: generically refers to the totality of an organisation's investment (or segment thereof) in the changes required to achieve its strategic objectives.

Project Lifecycle: refer to the stage gated process established to ensure a whole of council consistency in management of its projects.

Related Documents

ISO 21500:2021 Portfolio, Program & Project Management - Context and Concepts

ISO 21502:2020 Portfolio, Program & Project Management - Guidance on Project Management

ISO 21503:2017 Portfolio, Program & Project Management - Guidance on Program Management

ISO 21504:2015 Portfolio, Program & Project Management - Guidance on Portfolio Management

ISO 21505:2017 Portfolio, Program & Project Management - Guidance on Governance

ISO 19650:2021 Organisation & digitization of Information about Buildings and Civil Works

Risk Management Policy - LSP_CORP_62

Risk Management Framework 2021

Project Management Policy

Corporate Services
CORP_44

Procurement Policy - LSP_CORP_73
Local Preference Policy - LSP_CORP_74
Asset Management Policy - CORP_86
Asset Management Strategy 2022 - 2026
Community Engagement Policy - LSP_OMCEO_33
Asset Accounting Policy - LSP_CORP_19
Project Management Framework (under development)

Human Rights Compatibility Statement

This Policy has been assessed as compatible with the Human Rights protected under the *Human Rights Act 2019*.

COUNCIL POLICY			
Date Adopted by Council		Council Resolution	
Effective Date		Next Review Date	
Responsible Officer(s)		Revokes	CORP_75
Public Consultation: Yes / No			

Project Management Policy

Corporate Services
CORP_44