11.9   REVIEW OF CITY OF VINCENT PROJECT MANAGEMENT FRAMEWORK AND MONTHLY UPDATE OF STRATEGIC PROJECTS FOR 2021-2022

Attachments: 1.   **Updated Project Management Framework**
                    2.   **Strategic Project Dashboard**
                    3.   **Project Closure and Lessons Learned**

RECOMMENDATION:

That Council:

1.   **ENDORSES the updated City of Vincent Project Management Framework 2021 as shown in Attachment 1;**

2.   **RECEIVES the Project Closure report for the Project Management Framework 2021, as shown in Attachment 3; and**

3.   **RECEIVES the monthly update to the 12 Strategic Projects nominated in the Corporate Business Plan 2021/22 – 2024/25 as shown in Attachment 2.**

PURPOSE OF REPORT:

Seek endorsement of the Project Management Framework.

BACKGROUND:

The City of Vincent implemented a Project Management Framework in 2019 and has recently finalised a 3-month review which has recommended the implementation of several key improvements.

Feedback was sought from key stakeholders across the organisation. Council was invited to provide feedback on improvements to the current Project Management Framework via an electronic survey to elected members and in the Council Workshops on the 24 August and 21 September.

 Council provided feedback on the current framework and requested to:

•   See an earlier indication of project variances
•   Agree project contingency
•   Improve information and portfolio reporting
•   Improve accuracy relating to options and estimates
•   Elected Members requested further advice on how the framework would improve project estimates and change management

DETAILS:

Following a review, the updated Project Management Framework 2021, and guide to Project Managers, is provided at **Attachment 1.**

The key changes to the City of Vincent Project Management Framework include:

•   Redefining the roles and expectations for staff involved with projects at the City of Vincent, and ensuring the framework is supported by an appropriately resourced project support function
•   Involving internal staff and establishing appropriate project governance as early as practicable within the project lifecycle
•   Integrating the framework with the Asset Management and Sustainability Strategy, Community & Stakeholder Engagement and Contract Management Frameworks
•   Providing education to project practitioners and support staff on the updated framework and their roles within it
•   Implementing scalable, flexible, and fit for purpose project governance
•   Defining and developing an agreed process to govern project variances

- Simplifying, improving, and digitising the framework toolkit, including improved reporting

The updated framework provides the following key benefits:

- Ensures staff and stakeholders involved with governing or delivering projects are informed of their roles and responsibilities within the framework, and can execute them
- Ensuring projects are better planned and delivered, comply with the Contract Management Framework, engage appropriately with community, and consider the full life cycle cost of assets
- Allows for the early identification and communication of project variances and clarity around project change request processes
- Leverages existing digital technologies available to the City of Vincent to develop improved project data and reports, and simplified and improved toolkits

Training is being undertaken with Project Managers on the new guide, templates and project management toolkit. Further enhancements will continue over the next 12 months including digitisation of the project management templates and toolkits.

Project Estimates and Change Management

Elected Members provided feedback that they would like us to improve our project estimating, and provide clear guidance on change management for Strategic Projects. The Framework has been reviewed and amended, where required, to provide clarity on:

Project Scope

The 'Objectives' section of the Project on a Page (PoaP) has been amended to clearly articulate what is in scope. When options are presented in a Business Case the consequence for 'maintaining the status quo' is presented as the first option. Project Benefits & Risks are identified on the PoaP and Business Case documents, both documents provide detail on what is, and is not, in scope.

Project Contingency & Sensitivity Analysis

Project Managers will be assisted to better explain/demonstrate the assumptions used for project estimates. Where possible, estimates should state all assumptions that were used as its basis, preferably before quoting any cost or revenue estimates, since it is not realistic to separate the assumptions from the estimate.

The variance estimate section of the PoaP allows Project Managers to provide a degree of accuracy (e.g. +/- 10-20%) of project estimates to set a range or contingency, consulting Finance as required. This contingency will be approved as part of the cost of the project. It also provides a sensitivity analysis for the project at the time of approval. If additional funds are required to complete the project a request will be included in the budget reviews for Council approval.

The information requested in the PoaP has been expanded to offer what factors have been considered in estimating this contingency. This year improved cohesion between the Capital Works Program and preparation of Masterplans has commenced.

Project Oversight

Project Managers provide monthly reports on their projects and programs with Strategic and Large projects being reviewed by the Project Board.

Change Requests

Administration's intention is to be clearer during the annual budget process, updating the Long Term Financial Plan (LTFP), Corporate Business Plan (CBP) and Capital Works Program (CWP). Estimates are only as precise and accurate as is necessary for their purpose, at the given point in the project lifecycle. Estimates will need to be re-validated throughout the project as the understanding of the requirement deepens.

We are advising Project Managers that there will always be uncertainties on a project, and it is important to accept this and have strategies in place for coping with them. The project management framework does not attempt to remove all uncertainty from the successful delivery of a project. We discourage staff from spending significant amounts of time trying to remove all uncertainty as this is unrealistic. We encourage

Project Managers to manage risk within the tolerances provided by the risk appetite statements in our Risk Management Framework.

For Council's Strategic Projects listed in the CBP, Council will need to approve any changes to the high-level requirements during the life of the project. Low-level change is expected, but always within the agreed baseline of the Project on a Page approved by Council.

Change request requirements for Project Managers is on page 11 of the attached guide and should be completed when:

- *There is a change to scope that impacts the Must Haves and/or Should Haves.*
- *The project will be delayed by more than 20% or two months whichever is the earlier.*
- *The project will not be delivered within budget.*

As an organisation we want to discourage Project Managers from allowing the desire to protect initial project estimates (both time and cost) to prevent change from occurring. Learning occurs as the project progresses and freezing the scope might lead to the City missing stakeholders' key requirements that become evident during the project, such as during community consultation processes.

The updated Guide for Project Managers will improve the process of change management during a project. This covers change to the business needs (scope and timescales), changes to the project team, and changes to the external environment (new standards, changes in technology, new State Government regulations/policies etc.). Information and guidance templates can be found on pages 17, 18, 19 and 30.

<u>Project Reporting and Review</u>

We are now working on a 6-monthly review cycle for our portfolio of Strategic Projects:

- Council approves the annual budget and funding for Strategic Projects
- All Projects are reviewed and a change request completed, if necessary, as part of the adoption of the annual budget, CBP and CWP
- At mid-year budget review we have the opportunity of refining any project estimates and seeking Council approval to change the budget for a Strategic Project (with or without a corresponding change in high-level project scope)
- The Strategic Project update (**Attachment 2**) provides an example of improved strategic project reporting that will be provided to Council monthly

A Project Board has been established to monitor Strategic and Large projects, and to provide ongoing governance to Project Managers. This enables the Executive to engage with Council on matters that may require their input earlier.

During the review there has been a strong focus on integrating the Procurement Policy, Community and Stakeholder Engagement and Contract Management Frameworks into the updated Project Management Framework as outlined in the table on page 19 of the guide in **Attachment 1**.

A longer-term improvement program will support the implementation and continuing maturity of the City of Vincent Project Management Framework. Administration will apply the Deming Cycle for Continuous Improvement (Plan-Do-Check-Act) to monitor, review and improve the framework:

CONSULTATION/ADVERTISING:

Nil.

LEGAL/POLICY:

Nil.

RISK MANAGEMENT IMPLICATIONS

Low: It is low risk for Council to receive this review of the City's Project Management Framework which assists to manage risk in the delivery the City's Capital Works Program as part of the Annual Budget.

STRATEGIC IMPLICATIONS:

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

<u>Innovative and Accountable</u>

Our resources and assets are planned and managed in an efficient and sustainable manner.

SUSTAINABILITY IMPLICATIONS:

This does not contribute to any specific sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024,* however does oversee the projects that do.

PUBLIC HEALTH IMPLICATIONS:

This does not contribute to any public health outcomes of the City's Public Health Plan 2020-2025.

FINANCIAL/BUDGET IMPLICATIONS:

A notional $10,000 was allocated for the digitisation of the remainder of the project management toolkit. It is expected this money will be spent upon completion of Stage 2 within this financial year.

COMMENTS:

The ongoing review of the City of Vincent Project Management Framework will support the continuing maturity of the City's approach to the management of projects. A Project Closure and Lessons Learned report for the Project Management Framework Update Stage 1 is at **Attachment 3.**

City of Vincent Project Management Framework

A Guide for Project Managers

This guide is designed to assist Project Managers to undertake a project following the City of Vincent Project Management Framework
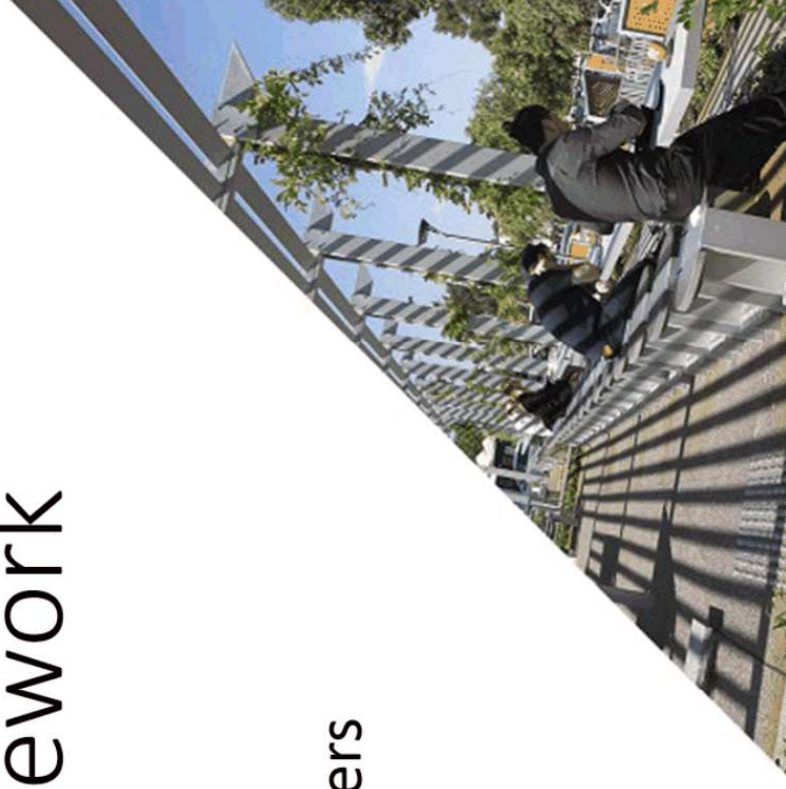
CITY OF VINCENT

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-   Change my project?

Project completion and benefits realisation

How do I...

-   Close my project?
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WHAT MAKES A great PROJECT MANAGER?
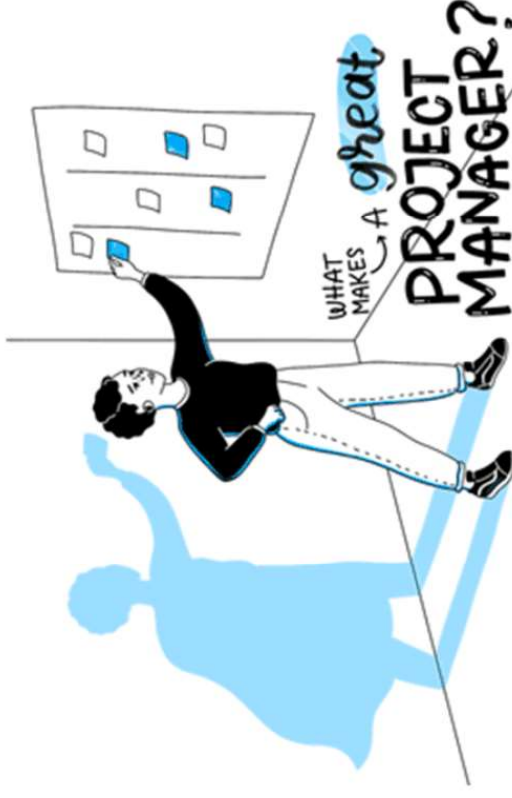
The **Project Management Framework (PMF)** was endorsed by Executive Management Committee (EMC) on 9 September 2021. It outlines four phases of managing a project from inception through to completion. This guide will help you to identify what actions are needed at each phase of your project's life.

How do I run a Project at the City of Vincent?

The City uses the following framework to govern and complete projects.

Initiation

- Project need identified
- Internal consultation commences
- High level resources, size, budget, timeframes, and risks assessed and estimated
- Business Case, Proposal or Project on a Page developed for EMC/Project Board consideration
- EMC or Project Board review/approve and confirm governance requirements
- Council informed and/approve strategic projects or those related to a council resolution*^
- Funding released for detailed feasibility or planning if required

Project Planning

- Review lessons from similar projects
- Scalable project, community engagement and contract management plans developed
- Any changes in project estimates, scope our outcomes communicated to EMC/Project Board along with detailed project plans
- EMC/Project Board reviews/approves detailed plans and accurate estimates
- Council informed of any changes to estimates resulting from detailed planning and review/approve strategic projects or those related to council resolution**
- Project funding and resources released

Project Delivery

- Management of workload, resources, outcomes, progress and performance
- Management of risks and issues
- Regular internal and external engagement and consultation
- Monthly project reporting to Project Board/EMC and Council (quarterly)
- Change request and variance management
- Quarterly project check-ins and regular oversight by EMC/Project Board

Project Completion

- Deliverables and outcomes implemented
- Engagement and support activities complete
- Benefits and planned outcomes achieved and success celebrated
- Project Closure and Lessons Learned completed
- Project Lessons presented at Project Board/EMC and Council for strategic projects or those related to a council resolution, and shared more broadly across the organisation
- Project Team disbands

*Council informed of accuracy of estimates and if they will be further refined as part of the detailed planning process.

^Aligned to the development and approval of the Corporate Business Plan and the Council budget approval process.

** Council informed of accuracy of estimates on detailed planning and approve/reject any changes within the budget review process. Project baselines set at this stage, and budget forecasts and estimates updated.

How do I find out what the work I plan to undertake is?

The **first step** in developing your project is understanding what the work you are undertaking is. Is it a project, a task, or a business-as-usual piece of work?

The Project Prioritisation & Classification Guide (below) will help you to define:

- Is it a project, program, task or a business-as-usual item
- What size it is (based on the Framework parameters)
- What the priority of the project is.

Once you have clarified the *type* of project work, you **next** need to confirm if the project:

- is a proposal, (a new idea/piece of work that has not yet been prioritised for delivery by the City) or;
- if it has already been identified and prioritised by the City or Council for delivery - speak with your Coordinator/Manager to clarify.

Templates and Tools
Promapp

1

Use the tools in the Prioritisation & Classification Guide to determine what the work is, it's size and priority.

2

Contact PMO to confirm the most suitable tools (project templates), appropriate to the scale of the proposal or 'pre-prioritised' project.

3

Confirm with your Executive Director that the project is either a proposal or already prioritised for delivery (i.e. the work is a directive from EMC or Council).

4

Select and start developing the appropriate project collateral for approval.

Handy Hints:

- **Avoid duplication.** If documentation has been completed through another process (for example a submission to Council) then use that.
- **Proposals:** Follow the steps on page 5 to develop your business case; then proceed to page 7 (*How do I get my project approved*).
- **Projects already prioritised by the City.** Develop the Project on a Page at the same time as the planning and initiation steps (see pages 5 and 6).

How do I initiate my project?

Developing a Business Case /Project on a Page and Project Plan assists you to identify what is required to successfully plan and deliver the project. These include:

- What the project will cost and how long it will take
- What resources are required, both internally and externally
- What options there are to deliver the project
- What benefits the project aims to achieve
- What the key risks and issues are
- Identification of any Code of Conduct and Procurement Conflict of Interest
- What people, process and technology changes are necessary to meet the project deliverables.

The Project Management Office has a range of 'pick and choose' templates to fit the project size and scale. This guide refers to **project collateral** meaning collectively, all required templates and additional plans, registers or logs, as necessitated by the scale of the project.

The required 'collateral' for small projects or tasks will be at the discretion of the Executive Director

Templates and Tools
Promapp

1

2

3

4
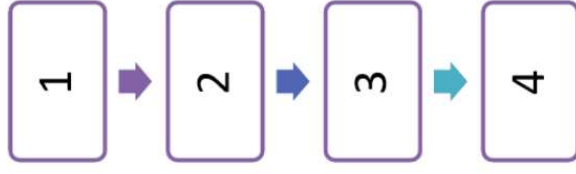
1 Confirm the level of Governance the project will need based on project size and scale and identify the appropriate governing body for the duration of the project.

2 Consult with internal services/external agencies to help plan and deliver the project, identify risks and issues and opportunities, confirm their availability to deliver the project within the anticipated timeframe (i.e. finance, procurement, marketing, engineering and ICT).

3 Confirm with Finance that any project funding requirement (seed funding and/or ball-park project funding) can be met in principle. Discuss the level of **confidence of your estimates** (i.e. +/- 20%).

4 Select and complete the appropriate project templates for approval and seek advice from the PMO as required. **For projects** developing a Project on a Page concurrently complete the steps on page 6. **For proposals** proceed to page 7. For large projects use the Business Case and Project Plan templates.

Handy Hint:

- If you require a decision on the approach for a project (and need to present options to EMC) just a proposal will suffice at this stage. Knowing a rough estimate of the project cost and accuracy of the estimates will help decision makers to determine the initial viability of the projects.
- Where project priority is known and understood, project plan and other appropriate templates can be completed at the same time.
- Some examples of the governing body for a project are EMC and Council

How do I plan my project?

Once you have developed the Business Case, or Project on taking the time to properly plan the project will ensure; the timeframe is realistic; the scope can adequately achieve the project objectives; stakeholder expectations are met; any requested funding aligns to the cost of required products or services; and appropriate engagement is in place.

When planning the project it is important to consider in detail the following:

- Changes required to people, processes, policy or systems

- Internal and external resources or contractors

- How you plan to measure project success

- Budget and resource costs

- Risks and Issues (including Conflict of Interest consideration)

- Stakeholders and community engagement

- Cost of life for new or renewed assets.

It is really helpful to look at what worked well (or did not) for previous projects.

Consider if any additional collateral will benefit the delivery of the project (for example to more effectively manage project communications, stakeholders or procurement), and contact the relevant area to discuss what tools are available.

Templates and Tools
Promapp

1 → **2** → **3** → **4** → **5**

1 — **Review Lessons learned** from previous projects (contact PMO or refer to the completed projects list online).

2 — **Engage with key stakeholders to test original project assumptions** and further develop the project plan and collateral. If applicable, ensure internal services/external agencies **reconfirm their availability** to deliver. Refine **project estimates and any required contingency.**

3 — **Determine whether additional templates** are required for the project (such as a community engagement and/or procurement plans) and contact the relevant areas to discuss.

4 — If appropriate, ask the PMO or a trusted peer to provide a '**fresh eyes review**' of the project plan, risks, issues and change management.

5 — **Proceed to getting approval** (see page 7) for the project funding and resources to be formally released.

Handy Hints:

- As a rule-of-thumb 30% of a project's total timeframe should be dedicated to planning the project.
- If you have an approved Project on a Page, ensure the appropriate governing body approves any significant changes to the timeframe, scope or budget in the project collateral.

How do I get my project approved?

Before the project commences in earnest, the project plan must be approved by EMC and/or Council to formalise the use of resources assigned to the project; and where applicable, enable funding to be released*.

The scale and type of project will determine it's governance and reporting requirements (for example EMC, Project Board, Council).

Large Projects (Strategic Projects and those resulting from a Council resolution) require the following to receive Council approval:

- A Business Case with options and attached detailed Project Plan
- Detailed Risk and Issues Register
- Expenditure forecast (phasing) and estimate of accuracy of your estimate (e.g.+/-20%)
- Procurement Plan in line with the Purchasing Policy and Contract Management Framework
- Communications, change management and engagement plan in line with Community Engagement Strategy
- Proposed measurements for benefits and outcomes (to be implemented later)

* **Funding** can provide support for the planning and preparation stages of the project. It may be used for resourcing research/information gathering, testing of project assumptions, recruitment for establishing the project team or developing a complex project plan. Speak to your Manager for further advice on seed funding.

Templates and Tools
Promapp

1 → **Seek endorsement** of the project templates from your Manager and Executive Director. **Forward the Manager endorsed project templates** to **PMO** with relevant email approvals.

2 → **PMO will submit the project collateral** to **EMC** for approval to commence the project (and advise if Council approval required) and, if required, organise an opportunity for you to **"pitch"** the project at the next meeting.

3 → Following EMC approval the PMO will include the project for presentation during the **Annual Budget preparations for Council endorsement**. If endorsed by Council, funding may be released for detailed assumption testing.

4 → Approval can occur on an Ad hoc basis when a project is identified, generally approval will be timed with the quarterly budget reviews.

5 Once the project is approved, the PMO will create the project online ready for reporting.

Handy Hints:

- Consider if **funding** is necessary to support the planning stage of the project.
- Follow a **Process**, email approval is preferred.
- The PMO team will inform you of the meeting date your project collateral will be considered by EMC. Please advise the **PMO** if there is an urgent need to have the project approval **'fast-tracked'**.

How do I deliver and manage my project?

It is good practice to regularly review, monitor and report on your project's progress. Identifying any actual or potential issues early on will enable you to take action to ensure your project stays on track.

Regular review of your Risks and Issues register, any Conflict of Interest arising throughout different stages of the delivery of your project, and your project financials in **BIS** is important to ensure your project remains on track.

The City promotes a culture of open communication and no surprises. As such, please ensure that any issues or project changes are called out as early as possible, to ensure stakeholders are informed of any upcoming changes and the reasons for them.

The **PMO** are available for advice on managing or reporting on your project at any time. Quarterly project "check-ins" with project managers will be provided to proactively work through any key issues and enable reciprocal feedback on project management processes.

Project status updates are captured each month on line. See page 9 for more information on reporting on your project.

Templates and Tools
Promapp

1 Review your progress against the tasks and milestones set out in the project plan, and financials in **BIS** (if the project has a budget), and monitor the quality of the work being done.

2 Monitor the project for issues arising and review risks and any potential Conflict of Interest concerns as the project progresses.

3 Update relevant project delivery templates as applicable.

4 Enter your status update into the online database each month.

Communicate project progress or changes to the project to stakeholders as required.

Handy Hints:
- The **monthly status update** reduces the need for duplication of reporting and informs reporting to Managers, EMC and Council.
- Calling out **issues** as early as possible often makes their resolution easier.

CITY OF VINCENT

How do I report on my project?

The City is transitioning to a digital toolkit, and the monthly project status reporting of our projects and programs. The PMO will forward an email each month with a link to your project and programs.

Key points for reporting:

- Project status should be short and concise (one sentence is fine).

- Traffic light indicators (for time, cost and overall health of the project) need to accurately reflect your comments or any current issues.

- Information provided by you in the status update informs reports provided to EMC and Council.

- 'How to' videos are available on the Vintranet to assist you to report on your project (see link below).

- The PMO team can provide one-on-one training in reports at your desk or via a Teams meeting. Contact PMO to arrange a time that suits.

Templates and Tools
Promapp

1

Lock in the reporting deadline in the calendar reminder for monthly status updates sent out by the PMO.

2

The PMO will forwarded a reminder email. **Open** the Project Status Update link which will allow you to view all projects assigned to you.

3

Enter your status update and get your accountable Manager/Executive Director to review the project information before the reporting deadline.

4

The PMO collates all data and provides project status reports to EMC and Council as required.

Handy Hints:

- Let the PMO team know if you get a **request for project information** outside of the PMO reporting process and refer the person asking for the information to the PMO. The aim is to use the projects dataset as much as possible to **avoid duplication of effort**.

- Contact PMO to confirm that yourself or a team member have the **correct access** especially if you are going on leave and someone else will be reporting.

How do I change my project?

There are times when internal or external factors may adversely impact the project's progress, and there are other times when an opportunity may arise that allows the project to change in order to achieve a better project outcome.

If either of these situations occur the project may require a significant change to the timeframe, scope or budget to continue successfully.

It demonstrates good project management to be proactive when the need for change to the original project plan becomes apparent.

A Change Request is used to communicate the change to the governing body or key stakeholders and to seek their approval to officially change the project.

Complete a Change Request when:

- *There is a change to scope that impacts the Must Haves and/or Should Haves.*
- *The project will be delayed by more than 20% or two months whichever is the earlier.*
- *The project will not be delivered within budget.*

Templates and Tools
Promapp

1 Contact the PMO for advice on managing a change that may impact the project timeframe, scope or budget.

2 Complete a Change Request and supporting documents where appropriate (i.e. updated project plan, risk and issues register and benefits plan).

3 PMO submits the endorsed Change Request documents to EMC and/or Council for approval and once approved, updates key project data within the projects system.

4 Update project collateral and communicate the change to stakeholders as appropriate.

Handy Hints:
- Calling out issues as early as possible often makes their resolution easier and actioning a required change promptly minimises any potential disruption to the project's progress.
- Speak to the PMO if you have an urgent change request and need to 'fast-track your change'.

CITY OF VINCENT

How do I close my project?

Congratulations! You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the Project Closure and Lessons Learned template. The template is in a PowerPoint presentation format to make it easy to share with your stakeholders. You may even like to complete your report 'live' in a workshop with your project team!

This is a great opportunity to present what worked well and what could be improved, so the City can benefit from what you learned on this project. To make this easy, the PMO will share your valuable feedback across the organisation and use it to inform ongoing improvement in the process and delivery of City projects.

In some cases the project may lend itself to inform your teammates across the City via the weekly CEO address!!

Don't forget to finalise any change management requirements or communications to stakeholders once all project deliverables are completed.

Review your project financials in BIS and check there are no outstanding invoices, then notify Finance/Procurement that the project is closed.

Templates and Tools
Promapp

1   Advise PMO that the project status can be changed to **pending closure.**

2   **Complete a** Project Closure and Lessons Learned (reviewing the checklist). Review BIS (contact Finance to obtain final expenditure figures if required) and get this **approved by the Manager/Executive Director** and key stakeholders as applicable.

3   **Forward the approved project closure presentation to** PMO.

    Present the Closure and Lessons Learned at an appropriate governing body meeting, and celebrate your success!

4   The **Project Team disbands** and **PMO closes** the project in the database.

Handy Hints:
- Holding a closure/lessons learned workshop is a great way to wrap up your project. If you would like assistance to **facilitate a workshop** just ask the PMO team.
- If your project has **Benefits Realisation** measures speak to the PMO for advice.

How do I get help or more information?

Contact the Project Management Office for advice on:

- the Framework, templates and managing project changes;
- facilitation of in-house workshops (such as risk and issues or lessons learned);
- seed funding, at project start-up
- benefits realisation (currently under development);
- quarterly check-ins and support for Project Managers; and,
- training and support.

- PMO
- Project Management Framework
- Project Management Templates
- Online "How to Guides"
- Promapp

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Attachment A | Roles and Responsibilities (Governance)

Council

- **Responsible** for guiding priority and directing strategic effort via the Strategic Community Plan and the Corporate Business Plan
- **Responsible** for reviewing and approving strategic projects or projects related to a Council resolution and associated project changes
- **Accountable** for ensuring the City of Vincent is undertaking sound project governance and performance by regular monitoring of quarterly reporting updates, delivery against the Corporate Business Plan and Key Performance Indicators

EMC

- **Accountable** for ensuring projects operate within the Project Management Framework and are governed appropriately
- **Responsible** for approving high priority and profile projects, changes and closures and ensuring budget and resources are in place
- **Responsible** for challenging projects or changes that don't make sense or aren't performing via monthly reporting
- **Responsible** for ensuring regular and timely opportunities for project approvals, changes and closures and benefits realisation are in place
- **Ensures** projects are adequately planned and issues remediated in a timely manner

Individual Project Boards/Sponsors (For Large, Complex and High Value/Risk Projects*)

- **Accountable** for providing regular check-ins, opportunities for project approvals, changes, closures and benefits realisation are in place for individual large and high profile/risk projects
- **Responsible** for challenging projects or changes that don't make sense or aren't performing
- **Accountable** for ensuring projects are adequately planned and issues remediated in a timely manner, and escalates any issues or resourcing requirements to EMC as required
- **Responsible** for ensuring projects operate within the Project Management Framework

Estimated up to 5 projects would fall into this category

City of Vincent Project Board for Large and Medium sized projects*

- **Accountable** for providing regular check-ins, opportunities for project approvals, changes, closures and benefits realisation are in place for large and medium (but lower profile and risk projects)
- **Responsible** for approving project plans, changes and closures, and challenging projects or changes that don't make sense or aren't performing
- **Accountable** for ensuring projects are adequately planned and issues remediated in a timely manner, and escalates any issues or resourcing requirements to EMC as required
- **Responsible** for ensuring projects operate within the Project Management Framework

Terms of reference to be developed and incorporate a project board style arrangement

Responsible | Person or group who will undertake and deliver the task

Accountable | The person or group who approves initiation, changes to, and completion of a task or item

Attachment B | Roles and Responsibilities (Project Delivery)

Accountable Directors or Managers

- **Support** Project Managers in managing workload/priorities and seeking appropriate professional development where required
- **Accountable** for ensuring projects in their area are well managed, updated regularly and risks and issues are regularly addressed
- **Accountable** for ensuring new and existing project managers in their area understand the City of Vincent Project Management Framework and the responsibilities they have in it
- **Accountable** for approving project documentation and supporting project managers to escalate issues that can't be resolved at project level

Project Managers

- **Understands** what the project is, why we are doing it and its' priority and alignment to the Strategic Community Plan and Asset Management & Sustainability Strategy
- **Responsible** for scoping, planning delivery timelines and benefits and identifying risks and opportunities
- **Responsible** for managing resources, workload, budget, timeframes, and progress against delivery schedules and budget until project completion and implementation
- Manages and escalates project risks and issues as per Project Management Framework guidelines
- **Responsible** for ensuring all project approvals and agreements are in place, and the project complies with the Project Management, Community Engagement, Procurement and Contract Management Framework
- **Accountable** for ensuring all project documentation is well maintained and stored in an agreed central location
- **Responsible** for engaging with key stakeholders (both external and internal) as soon as practical and keeping them informed
- **Accountable** for identifying any required changes to the project and ensuring the right people are informed and approve the changes as early as practicable
- **Accountable** for supplying regular and accurate reporting updates as required in the Project Management Framework
- **Responsible** for ensuring all project objectives are delivered
- **Responsible** for celebrating success and sharing learnings with peers, contributing to continuous improvement

Project Team

- **Responsible** for undertaking tasks as directed by the Project Manager
- **Responsible** for raising risks and issues or delays that could impact successful project delivery

Internal Support Staff (Media/Communications, Engineering, Planning, Finance and Procurement, HR, ICT)

- **Responsible** for providing sound and timely advice on dependencies, feasibility and subject matter expertise as required
- **Acts as a project team member** as required on large and complex projects

Project Management Office

- **Responsible** for coordinating and maintaining consolidated reporting of project performance
- **Accountable** for developing, updating and maintaining the Project Management Framework and associated tools, templates, and processes
- **Responsible** for working with Managers and Corpex to ensure compliance to the Project Management Framework
- Coordinates lessons learned and continuous improvement
- Engagement, onboarding and education of project managers and key stakeholders in coordination with the CoV Change group regarding the project management framework and associated expectations in conjunction with Managers and HR
- Acts as a representative on key projects from a governance and finance perspective
- **Accountable** for ensuing the Project Management Framework aligns to budget processes, the Asset Management & Sustainability Strategy, Community Engagement Framework, Procurement and Contract Management Framework

Attachment C | Project Size and Scalable Governance

Large | High Risk, Profile, Budget and Impact (12 Active Strategic Projects)

General Attributes (3 or more of the attributes below)

- High priority
- 12+ month duration
- Introduces significant risk, change, and significant benefit
- High profile or significant community impact or interest**
- 3+ FTE/cross divisional team
- $250k + budget*

Governance

- Inclusion on the Strategic Projects Council Report and monthly EMC report
- Highest risk or profile projects have their own project board, the remaining have a standing agenda item on the Project Governance Board (inc. Reps from Marketing, Comms, Procurement, Finance, Engineering, Planning)
- Project team made up of interdivisional representatives from inception (i.e., Marketing, Procurement, Engineering)
- Central document management location

Required Project Management Tools or Evidence

- Business Case with options (Project on a Page as a minimum) with attached detailed Project Plan
- Detailed Risk and Issues Register
- Expenditure forecast (phasing) and estimate of accuracy, (e.g.+/-40%) and agreed contingency
- Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Frameworks
- Communications, change management and engagement plan in line with Community Engagement Framework
- Proposed measurements for benefits and outcomes (to be implemented later)

Optional Collateral (dependent on need)

- Roles and Responsibility agreements (internal and external)
- Project specific collateral as required, i.e., Engineering plans

Medium | Medium Risk and Impact

General Attributes

- Must be a priority and deliver benefit
- 6 – 12-month duration
- Introduces moderate risk, change or benefit
- Medium profile or community impact or interest**
- 1-2 FTE required
- Up to $250k budget*

Governance

- Incorporated into existing governance at an appropriate level with Executive Director overview
- Included in monthly EMC reports
- Central document management location
- Interdivisional project team as required

Required Project Management Tools or Evidence

- Project on a Page and appropriately scaled project delivery plan
- Risks and Issues Register
- Expenditure forecast (phasing)
- Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Framework
- Comms and Engagement Plan (if needed) in line with Community Engagement Framework

Optional Collateral (dependent on need)

- Project specific collateral as required

Small | Low Risk or Minimal Impact

General Attributes

- Must be a priority and deliver benefit
- Up to 6-month duration
- Low risk or change impact
- Low community impact or interest
- Up to $50k budget*

Governance

- Approved in divisional business plans or capital works programs as appropriate
- Included in Project reporting at EMC discretion
- Central document management location

Required Management Tools or Evidence

- Project on a Page
- Comms and Engagement Plan (if needed) in line with Community Engagement Framework
- Optional collateral (dependent on project need)

*Capital works projects that have a larger budget however are considered low risk, low profile, and low impact should be treated as part of the annual capital works program
** In line with the Community Engagement Framework

Attachment D | Project Prioritisation (Project Initiation)

How will we prioritise our projects?

| Is it a Strategic Community Plan Priority? | Does it improve our efficiencies so we can provide more value-add services? | Does it improve customer or community outcomes? | Does it support the renew strategy? | Does it improve the safety of our patrons, staff or community? | Is it a Governing Act, Legislation or Audit requirement or critical to CoV operations? | Does the project deliver significant benefit or financial return that justifies resource and budget required to deliver it? | Is the work within our remit? |

The prioritisation matrix has been updated to capture:

- Support for the 'renew' strategy
- Issues of safety

Attachment D | Project Prioritisation (Project Initiation)

Setting and Managing Project Scope

MoSCow it!!

Must Have

- These provide the essential deliverables which the project guarantees to deliver. These may be defined using some of the following:
- No point in delivering on target date without this
- Not legal without it
- Unsafe without it
- Cannot deliver a viable solution

Should Have
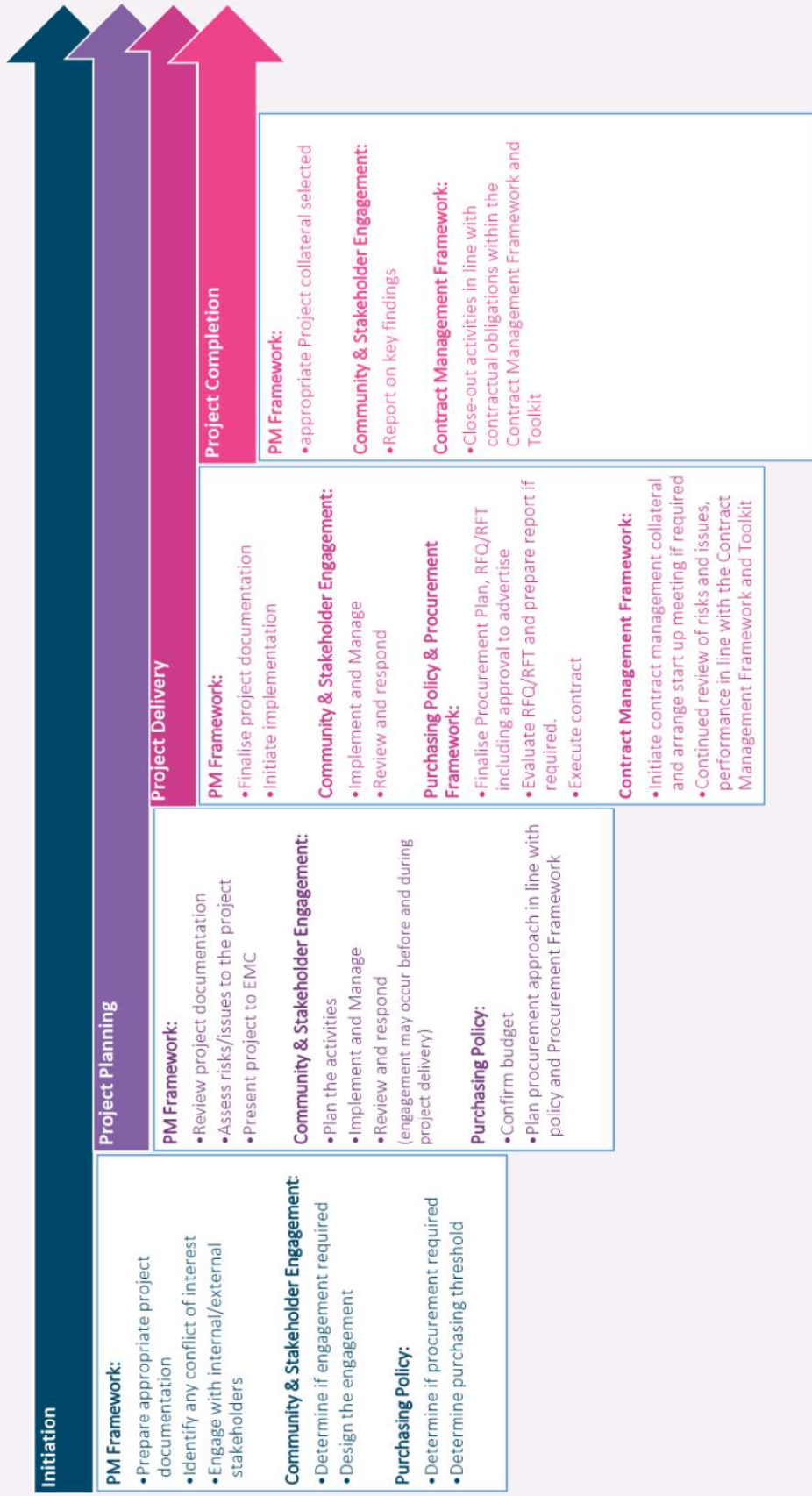
- Should Have requirements are defined as:
- Important but not vital
- May be painful to leave out, but the solution is still viable
- May need some kind of workaround, e.g. management of expectations, some inefficiency, an existing solution, paperwork et. The workaround may be just a temporary one

Could Have

- Could Have requirements are defined as:
- Wanted or desirable but less important
- Less impact if left out (compared with a Should Have)

Won't Have this Time

- These are requirements which the project team has agreed will not be delivered (as part of this timeframe). They are recorded in the project plan as out of scope.
- This avoids them being informally reintroduced at a later date. This also helps to manage expectations that some requirements will simply not make it into the project deliverables - at least not this time around.
- Won't Haves help keep Project Managers focused on the more important Could Haves, Should Haves and particularly the Must Haves.

Attachment D | Project Prioritisation Calculator (Project Initiation)

PROJECT CONFIRMATION, PRIORITISATION AND SIZING

About:

The calculator and guidelines are to be used as part of the City of Vincent Project Management Framework and is designed to assist Project Managers to identify if a piece of work is a Business as Usual, A Project or Ongoing Program, what its priority is and how the work maps to approved sizing and governance guidelines. The table for the Project Deliverables asks you to use the MoSCoW to prioritise your deliverables which can then be carried over into the PinaP / Business Case. As no piece of work is completely the same the calculator and supporting metrics should only be used as a guideline. If you are in doubt please speak to your Manager or Director.

Is a piece of work BAU, A Project or Ongoing Program?

Service Delivery BAU

A Project

Ongoing Program

Priority / Benefit Score Indicator

High 17 - 21 total score
Medium 12 - 16 total score
Low 5 - 11 total score
Not a Priority 0 - 4 total score

Project Priority Questions

1 Is it a Strategic Community Plan Priority?	2 Does it improve our efficiencies so we can provide more value-add services?	3 Does it improve customer or community outcomes?	4 Does it support the review strategy?	5 Does it improve the safety of our patrons, staff or community?	6 Is it a Governing Act, Legislation or Audit requirement or critical to CoV operations?	7 Does the project deliver significant benefit or financial return that justifies the resource and budget required to deliver it?	8 Is the work within our remit?
Supports three or more strategic themes	Significant improvement in efficiencies	Improves outcomes for unique customer or community group	Supports the Renew strategy and Asset Sustainability	Improves high risk safety issue	Required by Governing Act, Legislation, Audit or Government commitment	Community benefit	Yes
3	2	1	2	3	2	1	1

	Total Score	Enter in your priority rating (see above)
	15	High Priority

Project Deliverables
(Setting and Managing Project Scope / Timeframe / Budget via MoSCoW)

Must Have (M)
Should Have (S)
Could Have (C)
Won't Have at this Time (W)

Must Have · These provide the essential deliverables which the project guarantees to deliver. These may be defined using some of the following:
· No point in delivering on target date without this
· Not legal without it
· Unsafe without it
· Cannot deliver a viable solution

Should Have · Should Have requirements are defined as:
· Important but not vital
· May be painful to leave out, but the solution is still viable
· May need some kind of workaround, e.g. management of expectation, some inefficiency, an existing solution, paperwork etc. The workaround may be just a temporary one

Could Have · Could Have requirements are defined with a:
· Wanted or desirable but less important
· Less impact if left out (compared with a Should Have)

Won't Have this Time · These are requirements which the project team has agreed will not be delivered as part of this timeframe. They are recorded in the project plan as out of scope
· The work these (any potentially uninstalled) at a later date. This also helps to manage expectations that some requirements will simply not make it into the project deliverables - at least not this time
· Won't Have lists help Project Managers focused on the more important Could Haves, Should Haves and particularly the Must Haves

Attachment E | Alignment with Policies & Frameworks (Project Initiation)

Initiation

PM Framework:
- Prepare appropriate project documentation
- Identify any conflict of interest
- Engage with internal/external stakeholders

Community & Stakeholder Engagement:
- Determine if engagement required
- Design the engagement

Purchasing Policy:
- Determine if procurement required
- Determine purchasing threshold

Project Planning

PM Framework:
- Review project documentation
- Assess risks/issues to the project
- Present project to EMC

Community & Stakeholder Engagement:
- Plan the activities
- Implement and Manage
- Review and respond
(engagement may occur before and during project delivery)

Purchasing Policy:
- Confirm budget
- Plan procurement approach in line with policy and Procurement Framework

Project Delivery

PM Framework:
- Finalise project documentation
- Initiate implementation

Community & Stakeholder Engagement:
- Implement and Manage
- Review and respond

Purchasing Policy & Procurement Framework:
- Finalise Procurement Plan, RFQ/RFT including approval to advertise
- Evaluate RFQ/RFT and prepare report if required.
- Execute contract

Contract Management Framework:
- Initiate contract management collateral and arrange start up meeting if required
- Continued review of risks and issues, performance in line with the Contract Management Framework and Toolkit

Project Completion

PM Framework:
- appropriate Project collateral selected

Community & Stakeholder Engagement:
- Report on key findings

Contract Management Framework:
- Close-out activities in line with contractual obligations within the Contract Management Framework and Toolkit

Attachment F | Project on a Page (Project Initiation)

PROJECT ON A PAGE

CITY OF VINCENT

		Project Size L / M / S	Start Date 12/07/21	SCP Category (delete not applicable)	Enhanced Environment Accessible City Connected Community Thriving Places Sensitive Design Innovative & Accountable

Project Name:

Project Code (CBP): CBP Strategic Project No.

Project Description:

Objectives & Scope

| | Priority ??? | Estimated Finish Date 08/10/21 | | | Project Manager: |

Project Board:

Accountable Executive Sponsor:

Service Area:

Expenditure Type:

Container & Record No:

Project Success is...

Estimated Timeframe: ? months

Project Estimated Cost: $

Contingency: $

Total Expenditure: $

Sensitivity Analysis: (Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered) ?? %

Total FTE cost (estimated): $

Number of FTE

Total Project Cost (ex. GST): $

Account No.[Finance to allocate]

Benefits

Key Stakeholders (internal and external)

Project Deliverables / Milestones
(Optional Phasing and Gantt Charts available)

	MoSCoW Priority (M, S, C, W)	Budget ($)	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year 2 ($)	Year 3 ($)	Year 4 ($)	Outer Years ($)
1																		
2																		
3																		
4																		
5																		
6																		
			Year 1															

Total $ -

Risks and Issues

Risks (what could happen):
*

Issues (what has been identified):
*

What happens if we don't do the project?
* /

People or Engagement Activities
*

Process/Policy changes or improvements required for this project to succeed
*

Technology tools or infrastructure changes or improvements required for this project
*

Internal Service Requirements: *Please discuss with the appropriate Service Area as soon as practicable and indicate here which areas will be included.*

	Consulted	Plan attached	Plan to be developed	Not applicable		Consulted	Plan attached	Plan to be developed	Not applicable		Consulted	Plan attached	Plan to be developed	Not applicable
Engagement / Media:	☐	☐	☐	☐	Human Resources:	☐	☐	☐	☐	Risks & Issues:	☐	☐	☐	☐
Engineering / Parks:	☐	☐	☐	☐	ICT:	☐	☐	☐	☐	Other (insert):	☐	☐	☐	☐
Planning: Consulted:	☐	☐	☐	☐	Finance / Procurement:	☐	☐	☐	☐					

Attachment G | Business Case (Project Initiation)

BUSINESS CASE

Project Management Framework
City of Vincent

Date:	dd/mm/yyyy
Project Name:	
Project Manager:	
Directorate:	
Project Code:	
Accountable Executive Sponsor:	

Estimated Timeframes:	**Start Date:**
	Estimated Finish Date:

Total Expenditure: $ (salary cost plus estimated cost of recommended option)

Total Salary Cost: $

Total Estimated Cost of Recommended Option: $

Sensitivity Analysis: %
(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)

Number of FTE: **Required Contingency** %

Has Finance confirmed that funding is available for this project? Yes, No, Not Applicable

OBJECTIVES & SCOPE

Description
High Level Synopsis

The objectives of this project are:
•
•

Deliverables (MoSCoW Priority) (M, S, C, W)
1.
2.
3.
4.

BENEFITS & MEASURABLES

Problem Definition and Urgency
Outline the problem the project seeks to address and the urgency

The benefits of the project are:
•

How does the project align to the Strategic Community Plan?
Describe how the project aligns to the Strategic Community Plan and how it supports key City priorities

BENEFITS & MEASURABLES

How will the success of this project be measured?
What will success looks like? How and when will the benefits of the project be realised? The success of the project will be measured by the following:
•

If applicable, outline how the project will impact or be impacted by other departmental or government initiatives

APPROACH

Recommended option and Reason:
Note the recommended option and the reason for this recommendation

The advantages and disadvantages for each option are summarised below:

Option 1: Maintain the Status Quo

Total Estimated Cost: $	**Sensitivity Analysis:** *(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)*
Advantages: •	Disadvantages: •

Option 2: Insert Option

Total Estimated Cost: $	**Sensitivity Analysis:** *(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)*
Advantages: •	Disadvantages: •

Option 3: Insert Option

Total Estimated Cost: $	**Sensitivity Analysis:** *(Indicate the confidence level of your estimate i.e. +/- 20% and provide factors to be considered)*
Advantages: •	Disadvantages: •

SCOPE

What will be included as part of this project?
•

What will not be included as part of this project?
•

HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?... GUIDE

Templates and Tools   Promapp

Attachment H | Project Plan (Project Planning)

PROJECT PLAN

Project Management Framework
City of Vincent

Date:	dd/mm/yyyy
Project Name:	
Project Manager:	
Link to Business Case/Proposal or	(enter hyperlink)
Project Code:	(only enter if funding is required on an existing project if known)
Accountable Executive Director:	
Sponsor:	

ICT:	☐	☐	☐	☐	☐
Finance / Procurement:	☐	☐	☐	☐	☐
Planning: Consulted:	☐	☐	☐	☐	☐
Risks & Issues:	☐	☐	☐	☐	☐
Other (insert):	☐	☐	☐	☐	☐

IMPLEMENTATION ACTIVITIES

The implementation activities associated with this project are:

-
-
-
-
-

RISKS AND ISSUES

Please complete Appendix B-project Risk, Issue and Decision Register *(here)* and submit with your proposal.

Risks
-
-
-

Issues
-
-

FINANCE – Schedule and Expenditure Forecast, Procurement and Contract Management

Need Help?

❖ If your project requires funding please complete the Schedule & Expenditure Costs spreadsheet *here* and submit with your proposal.

❖ For funding assistance information contact your Finance Business Partner

❖ Both Procurement and Contract Management information is available at the attached links or email them here

Need More Help? Email the PMO here

CONSULTATION AND COMMUNICATION

Internal/External Stakeholder	What do they need to know? What information do we need?	When do they need to know it?	How do they need to be informed?

Note: Consider the impact of the project against the CoV Community Engagement Strategy and develop an appropriate Engagement and Communications plan in line with Media and Communications.

INTERNAL SERVICE REQUIREMENTS

If your project requires input from the following areas please outline the following:

- Task
- Expected Timeframes

Please discuss with the appropriate Service Area as soon as practicable.

Internal Service Requirements
Please discuss with the appropriate Service Area as soon as practicable and indicate here which will be involved.

	Consulted	Plan attached	Plan to be developed	Not applicable
Engagement / Media:	☐	☐	☐	☐
Engineering / Parks:	☐	☐	☐	☐
Planning: Consulted:	☐	☐	☐	☐
Human Resources:	☐	☐	☐	☐

HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?_GUIDE

Templates and Tools

Promapp

Attachment I | Project Schedule & Expenditure (Project Planning)

PROJECT SCHEDULE

Project Schedule	Year 1												Year 2											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Initiate																								
Procurement																								
Development																								
Stage X																								
Stage X																								
Stage X																								
Implementation																								
Project Close and Lessons Learned																								

Instructions

Show the expected delivery timeframes

If your project plan has been developed using another tool i.e. MS Project then please provide that as an appendix in place of the above.

Note: The Project Management Coordinator can assist Project Managers to develop a detailed project schedule.

Attachment I | Project Schedule & Expenditure (Project Planning)

PROJECT EXPENDITURE FORECAST

Asset Class		Community Engagement
Project Type	Asset Ratio %	

Year 1
Capital or Operating Project Budget (Excludes GST)

Revenue Type	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year 1 Total
Municipal													0
Grants													0
External Provider Contributions													0
Reserve													0
Loan / Borrowing													0
Other													0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0

Expenditure	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Year 1 Total
Consultancy costs or additional resourcing only													0
Materials, contracts & professional services													0
Utilities													0
Other expenses (specify)													0
Total expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0

Outer Years
Capital or Operating Project Budget (Excludes GST)

Revenue Type	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget
Municipal											0
Grants											0
External Provider Contributions											0
Reserve											0
Loan / Borrowing											0
Other											0
Total	0	0	0	0	0	0	0	0	0	0	0

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total Budget
Consultants or additional resourcing costs											0
Materials, contracts & professional services											0
Utilities											0
Other expenses (specify)											0
Total expenditure	0	0	0	0	0	0	0	0	0	0	0

Instructions

The information above is provided to enable Finance to compile the Annual Budget and inform the Long Term Financial Plan (LTFP)

Revenue Type - Show when and what type of funding you anticipate you will be using the first year (Phasing - which month do you expect to spend against project budget)

Expenditure - Show when and what anticipated expenditure you will be using in the first year (Phasing -which month do you expect to spend against the project budget).

Outer Years - Show the total amounts per year (without phasing)

Attachment J | Project Risks & Issues (Project Planning)

PROJECT MANAGEMENT FRAMEWORK: Risks and Issues

Project Name

Project Manager

Have you considered Fraud and corruption within your Project Planning?
Refer to the Fraud & Corruption Prevention Policy here.

Rank	Time and Deliverables	Cost	Quality
Insignificant	Little impact - Requires little or no additional management effort to resolve	Less than 0.25% of Budget	Little impact
Minor	Inconvenient delays - Requiring some management intervention	0.15% of Budget	Low impact
Moderate	Significant delay in major deliverables - Requiring some management intervention	2% of Budget	Medium impact
Major	Non-achievement of major deliverables - Requiring considerable senior management effort to resolve or Project Control Board awareness	6% of Budget	Major impact
Catastrophic	Non-achievement of major key objectives	6% of Budget	Severe impact

ID No	Risk/Issue Title	Description	What caused this Risk/Issue	What is the Consequence of the Risk/Issue?	Is it a Risk or Issue?	Project or Business?	Consequence Rating	Likelihood Rating	Overall Rating	Proximity	Treatment Strategies	Owner	Date Raised	Date Last Updated	Comments	Current Status
1	Managing Conflict of interest (COI) within the project	The project has the potential to generate conflicts of interest regarding the delivery and decisions relating to the project.	Project Manager or Project Team familiar with Land Developers, Council or other key stakeholders	Potential to raise conflicts of interest, whether perceived or otherwise. Potential for fraudulent behaviour.	Issue	Project	4	3	Medium	Far (>3 Months)	COI process within project team. Adherence to Procurement and Contract Management processes. Adherence to COI processes within the Department. Appropriate management of any identified COI's	Project Manager	DD/MM/YYYY	DD/MM/YYYY		
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							
									No Data							

Attachment J | Project Risks & Issues (Project Planning)

Daily Log

To record required actions or significant events not recorded in other project documents - it can be used as a Project Manager's diary if required

Entry Date	ID No.	Action, Item or Comment	Responsible Person	Result	Target Date	Actual Date	Status
	1						
	2						
	3						
	4						
	5						
	6						
	7						

Decision Register

This register notes the status of proposed changes to the project and the impact on Project Schedule, Scope and Budget.

Date Added	ID No.	Description of Change	Changes to the Project	Impacts	Endorsed By	Endorsement Date	Status	Comment
	1							
	2							
	3							
	4							
	5							
	6							
	7							

Lessons Learned

To record any lessons learned during the life of the project to assist with the closure and lessons learned process. Use if required

Entry Date	ID No.	Lesson	Related to (Schedule, Stakeholder, Budget, Deliverables	Recommendation
	1			
	2			
	3			
	4			
	5			
	6			
	7			

Attachment K | Community Engagement Plan (Project Planning)

COMMUNITY ENGAGEMENT PLAN

Project Management Framework
City of Vincent

Project Name		Project Lead		Engagement level (IAP2)
Project in a nutshell?			Important dates or milestones	

Communication and Engagement Objectives		Key stakeholders		Key risks and mitigations

Communication/ consultation phases	Est timeframe (each phase)	IAP2 level (each phase)	Key messages (simple – to be further refined)
Phase 1 –			
Phase 2 -			•

Description of communication and engagement tactics (What)	Target timeframe* (When)	Audiences / stakeholders (Who to)	Responsible (Who by)	Notes (How / Why / How much)
Phase 1				
Phase 2				
Phase 3 – Closing the loop				
How will we measure success?				Proposed budget & cost code

* Timeframes are suggested and may change – unless dates have a legislative requirement.

Attachment L | Project Reporting (Project Delivery)

OK...do I dare ask – what about reporting?

What you need to do?

Project status updates have been transitioned to a digital format to make the reporting process easier, and to use the same information in multiple reports.

Each month you will need to:

- **Open the email from the PMO**
- **Click on and update your project by the due date**
- **Save your project update and make sure that your Manager knows what your status update is**

Status Reports go to EMC and then to Council, so you only have to report once!

Alerts also go to Marketing and the PMO when you identify an upcoming engagement activity or that a project needs to change.

It shouldn't take more than 5-10 minutes to complete a status update

Links to Digital Reports and Status Updates

EMC and Council Reports
Portfolio Source of Truth
Example Status Report
How to complete your status update video
Project Check-in

Guidelines

Remember to:

- **Be concise and follow the instructions online and the instruction video**
- **Be accurate**
- **Call out issues or if changes need to occur as early as possible**
- **Don't duplicate! If you are asked for another report on the same information direct the requestor to your status update**
- **Make sure your Manager knows what you are reporting**
- **Get your monthly report in by the due date**

Attachment M | Project Changes (Project Delivery)

What about when my project needs to change?

When you need to submit a change request?	What if I need to approve a variance now that meets the change request criteria?
You need to submit a change request when:	Sometimes a change or variance needs to be fast-tracked or approved now. Examples of where a variance needs to be approved immediately are below:
• *There is a change to scope that impacts the Must Haves and/or Should Haves.*	• Work needs to be done urgently to ensure immediate safety of staff or community
• *The project will be delayed by more than 20% or two months whichever is the earlier.*	• Not actioning a variance now will result in incurring a significant delay and impact to community amenity (i.e., road could be resealed today with variance but if not would result in road being closed an additional week)
• *The project will not be delivered within budget.*	• Significant cost impact from having to do the work at another time
Change Requests will need to be approved by your Manager and EMC/Project Board.	In these instances, the following process should be followed:
Change Requests that **impact or change a resolution of Council will need to go to Council** for approval.	• Executive Director or CEO approves for the change (verbally and via email if urgent) and then emails follow up approval to all within governance structure, cc' PMO
You need to alert key stakeholders as soon as you know that a project change is required.	• Note the variance in the monthly status report and archive email in central project repository
Change Requests will be able to be sent electronically, and if the project dates and budget are to change it is expected that an updated project plan and expenditure phasing is attached to your change request. Once approved, the impacts of the change need to be communicated to all impacted stakeholders.	• Retrospectively lodge a change request if the change meets the change criteria
Turnaround time - 3-5 business days unless it must go to Council.	**Change Request**

Attachment N | Project Closure (Project Closure)

How do I close my Project?

Congratulations! You have completed the project.

To formally close the project and document the lessons learned from the experience please review and complete the Project Closure and Lessons Learned template.

Appendix A – Closeout Checklist

	Task	Complete	Date	Comment
1	Project deliverables accepted		DD/MM/YYYY	
2	Closure Report approved and endorsed by governing body	Yes/No	DD/MM/YYYY	Please attach approval evidence
3	All support change management and engagement tasks complete	Yes/No	DD/MM/YYYY	
4	Benefits Realisation plan in place	Yes/No	DD/MM/YYYY	Please attach
5	Closure Report approved and endorsed by Sponsor	Yes/No	DD/MM/YYYY	Please attach approval evidence
6	Closure Report approved and endorsed by Client/Customer	Yes/No	DD/MM/YYYY	Please attach approval evidence
7	Closure Report approved and endorsed by Accountable Manager	Yes/No	DD/MM/YYYY	Please attach approval evidence
8	Actual budget spend on Slide 3 confirmed by Finance Team	Yes/No	DD/MM/YYYY	
9	Outstanding tasks Identified and documented	Yes/No	DD/MM/YYYY	
10	Risks and issues closed or transferred	Yes/No	DD/MM/YYYY	
11	Process in place to manage any outstanding risks, issues or tasks (and appropriate handover as required)	Yes/No	DD/MM/YYYY	
12	Lessons Learned Workshop undertaken	Yes/No	DD/MM/YYYY	
13	Procurement activities finalised and Procurement Team informed	Yes/No	DD/MM/YYYY	
14	Project Team released to undertake other work	Yes/No	DD/MM/YYYY	
15	Project Management Office and Comm Team informed of project closure	Yes/No	DD/MM/YYYY	
16	Internal and external stakeholders advised of project closure	Yes/No	DD/MM/YYYY	
17	Internet and Intranet sites updated accordingly	Yes/No	DD/MM/YYYY	
18	Content Manager (CM9) reference to project information	Yes/No	DD/MM/YYYY	File reference number:

How do I close my Project?

CITY OF VINCENT

City of Vincent Strategic Project Update | Updated 7 December 2021

Project Count

12

Project Status

On-Track 10

Behind 2

SCP Category

Thriving Places

Enhanced Environment

Innovative & Accounta...

Accessible City
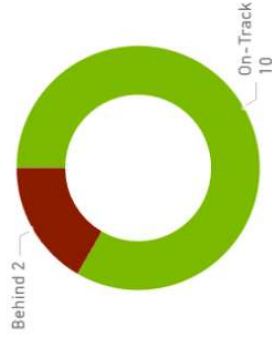
Key Messages

Three Bin Collection System (FOGO) Phase 1 achieved by 15 November.

Beatty Park Capital Works – water ingress due for completion December.

Woodville Reserve Landscape Plan consultation results and updated concept plan being presented to in December.

New, Updated or Completed Projects for Review

New Projects
Nil for this period

Project Changes
BPLC Capital Works report to Council | December

Check-ins
Nil for this period

Project Closures
BPLC Closure of Phase 1 report to Council | December
Asset Management & Sustainability Strategy Phase 1 | January

Upcoming Items for Consideration
Litis Stadium Concept Design to Council | December

Total Strategic Program Cost

$15.47M

2021/22	2022/23	2023/24	2024/25	Out Years
$9.1M	$2.85M	$1.14M	$551.2K	1.83M

Strategic Project Update

Overall Status — Behind 2, On-Track 10

Time — 2+ month or 20% d... 2, All key milestones ... 9

Budget — On Budget <... 12

Risks and Issues — No Significant ... 5, Current Issues ... 7

Community Sentiment — Some Concerns (... 3, Positive 9
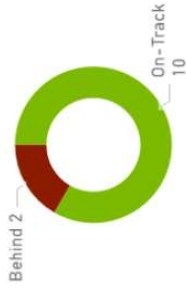
Strategic Priority #	Project	Status	Overall Status	% Complete	Finish Date (Planned)	Upcoming Milestones
1.0	Three Bin Food Organics Garden Organics Collection System	On-Track	Project on track and bin roll out completion for Phase 1 was achieved by 15 November.	70%	January 2022	Roll out Phase 2 to be completed by May 2022.
2.0	Reconciliation Action Plan	Behind	Reconciliation Australia conditional approval granted on draft RAP. Elders workshop in planning.	70%	December 2024	Consultation on draft RAP with an Aboriginal Elders workshop, then Aboriginal community and broader community to commence.
3.0	Beatty Park 2062 (Capital Works)	On-Track	Water slides still to arrive on site, Planning for indoor pool change room renewal is underway. Water ingress stage 1 due for completion 15 December 2021	70%	June 2024	Completion water ingress stage 1 December 2021. RFT for switch board renewal due for release December 2021 RFT change room renewal due for release December 2021
3.1	Beatty Park 2062 (Advocacy)	On-Track	Consultants have been commissioned to prepare a further options paper to assist with the advocacy process in anticipation of Federal Government elections.	35%	June 2024	December - Expanded scope work started Jan 2022- Delivery of costings on expanded scope and advocacy paper Feb 2022 Present to BPLC 2062 Committee for feedback
4.0	Asset Management and Sustainability Strategy	On-Track	AMSS adopted OMC 16 November 2021, Item 10.2.	100%	June 2021	Implementation plan for priority actions to be presented to OCM December2021.
5.0	Community Engagement Framework	On-Track	Engagement Toolkit reviewed by staff champions and ready for launch.	70%	November 2022	Toolkit launch on-line in December 2021. Staff training sessions from January 2022 onwards.
6.1	Britannia North West Reserve Development Plan (Public Open Space Strategy)	On-Track	Following of the endorsement of the Britannia North West Development Plan, the Litis Stadium Change Room Concept Design is being presented to December Council for approval to progress with securing the $3mil Federal funding.	50%	June 2022	Litis Stadium Change Room Concept Design to be presented to OCM December 2021. Formal submission to Australian Federal Government in relation to addition of Change Room in funding scope.
6.2	Robertson Park Development Plan (Public Open Space Strategy)	On-Track	Detailed design has commenced.	50%	June 2024	Detail design - due to be completed late March/early April 2022. Section 18 approval is required for implementation - this will be obtained in 2022.
6.3	Banks Reserve Master Plan (Public Open Space Strategy)	Behind	The design for the Master Plan's next stage is being reviewed, along with the associated implementation costings against the City's LITFP and AMSS.	50%	June 2023	The concept plan for the next stages of implementation will be explored at Council workshop in early 2022. A Section 18 approval is required for future works, this will be obtained in 2022.
6.4	Woodville Reserve Landscape Plan (Public Open Space Strategy)	On-Track	Consultation summary and updated concept plan have been prepared for Council in December 2021.	50%	March 2022	Presentation of community consultation results and updated concept plan presented to OCM December 2021.
7.1	Accessible City Strategy Implementation	On-Track	All projects listed for commencement in the 2021/22 period are currently being scoped and planned.	25%	June 2022	Finalisation of scopes and Project Plans in 2021.
7.2	Wayfinding Plan	On-Track	Stage 1 - The preliminary findings of the Draft Opportunities, Constraints and Gaps Analysis have been presented to the Council Workshop, the report is to be circulated to Council for review following the finalisation of administrations requested revisions.	25%	June 2022	Delivery of Stage 1 - Opportunities, Constraints and Gaps Analysis report finalised November 2021.

CITY OF VINCENT

Project Closure & Lessons Learned

Project Management Framework Update Stage 1
December 2021

CITY OF VINCENT

Project Name:	Project Management Review and Improvement Program Stage 1		
Project Manager:	Luke Branch	Finance Codes:	N/A
Sponsor(s):	Virginia Miltrup/David MacLennan	Accountable Manager:	Virginia Miltrup
Project Governance Committee:	Executive Management Committee		

Closure Reason: (please tick below)

- ✓ Deliverables completed
- Funding withdrawn
- Issues with project assumptions
- Changes in Departmental priorities
- Other

Project Outcomes

The updated project management framework was approved by EMC on September 9. Initial education sessions have been undertaken, and a timed and resourced continuous improvement (Stage 2) program has been developed to embed the updated framework.

Recommendations

What are the key recommendations resulting from the project?

- The ongoing continuous improvement program (Stage 2) is supported and appropriately resourced
- A timed and confirmed estimation to digitise the remaining project management toolkit is completed in December when resources are available
- Establish a Project Board for the governance of the majority of projects at the City of Vincent

Deliverables

What are the key deliverables from the project?

	Approved by	Date approved
Updated Project Management approved by Executive Management Committee	EMC	09/09/21
Develop Stage 2 Continuous Improvement implementation program	EMC	09/09/21

WHAT MAKES a great PROJECT MANAGER?
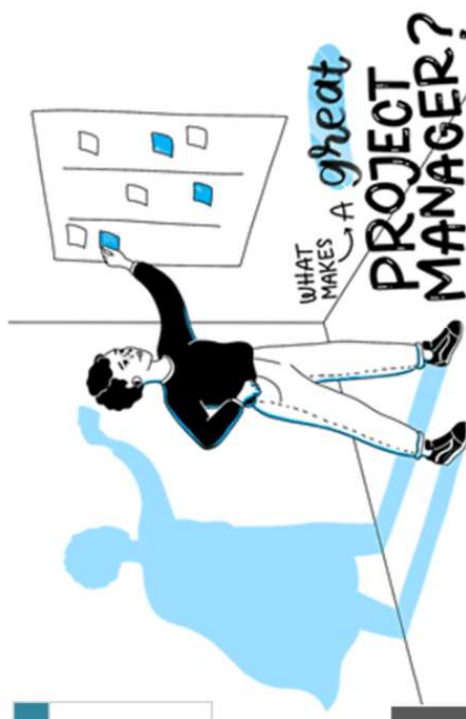
Performance

Planned Completion Date:	(Stage 1) 08/10/21
Actual Completion Date:	(Stage 1) 05/10/21
Comment:	Stage 1 of the project was delivered as outlined in the approved Project on a Page

Planned Budget Spend:	$10,000
Total Budget Spent:	$0
Actual budget spend confirmed by Finance:	28/09/21
Comment:	A notional $10k was allocated for the digitisation of the remainder of the project management toolkit. It is expected this money will be spent upon completion of stage 2. This will occur this financial year.

What were the key changes to project scope or delivery and why?

The following changes were made to the project scope:

- Implementation of Power BI reports to support improved reporting for EMC and Council
- Although the bulk of the digitisation of the project toolkit was expected to be completed in Stage 2, it was originally planned that the timelines and scope of the digitisation of the toolkit would be known at the conclusion of stage 1. This has now been deferred to November due to the availability of key support staff

Please list any change requests that were submitted throughout the life of the project and the reason

NIL

CITY OF VINCENT

Benefits

Please list any changes to planned benefits

Nil

What benefits have been achieved to date?

* Adoption of a user friendly and scalable project management governance structure and supporting toolkit | September 2021
* Simplified and digitised reporting | September 2021
* Implementation of a digital source of truth for project data | August 2021
* Understand the issues and limitations with the previous framework | August 2021
* Leverage Office 365 tools to improve and commence digitising of the toolkit in a cost effective manner | August 2021
* Onboarding of remainder of large and medium projects | November 2021

What benefits and outcomes are still to be achieved or measured

* Finalise the improvement of internal stakeholder consultation the formal establishment of the Project Governance Board | December 2021
* Improved understanding of the framework and increased benefit to staff resulting from the updated framework (Improvements measured against survey results from July 2021) | January 2022
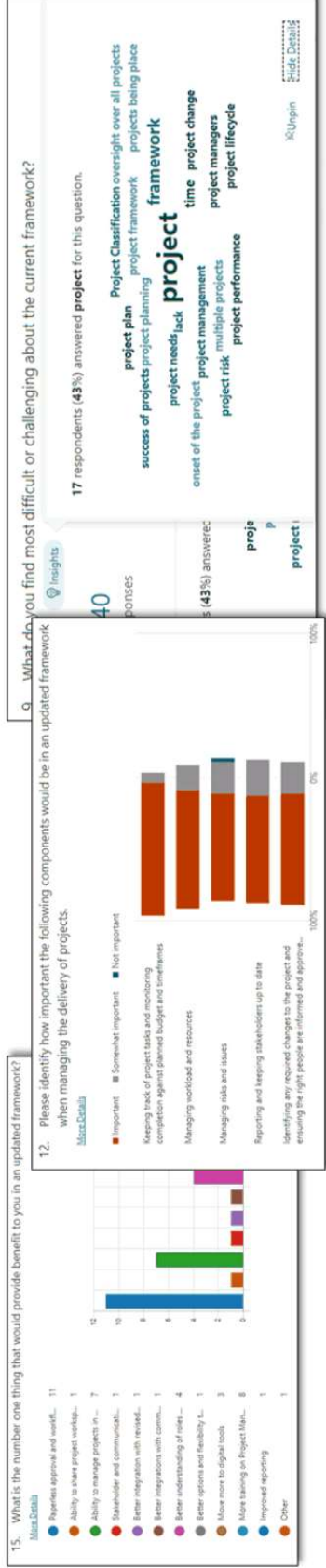
Extract of July survey responses

CITY OF VINCENT

Lessons Learned

What worked well?

- Being engaged with Corpex regularly and from project inception enabled project direction and priorities to be quickly understood and actioned
- Establishment of a dedicated cross functional team to develop required tools for implementation
- Including the implementation of key priorities and the development of a Stage 2 continuous improvement program within Stage 1 scope ensured key implementation activities were completed and expectations around the continuous improvement program were planned, timed, understood and agreed

What has not worked well?

- Key staff members were often involved in other tasks, resulting project team being over capacity for significant proportions of the project delivery phase
- A better approach/delivery of the updated framework at Council could have improved Council reception of changes and what it means for them
- Timing constraints meant that the intranet was not ready to be launched concurrently with the first two training/education sessions

Stakeholder feedback?

Stakeholder feedback was generally positive, and the majority of staff were 'on the same page' regarding what needed to change within the framework.

Did any external factors impact project delivery?

Nil

How did we collaborate across the organisation to achieve project outcomes

We collaborated very well across the organisation, and internal stakeholders provided sound and credible advice, and worked cohesively to develop solutions whilst maintaining business as usual activities.

What changes could the City of Vincent make to its processes to improve Project Management outcomes?

1. Better understand the resources required to deliver projects as part of the detailed project stage.
2. Communicate, and keep talking with internal stakeholders.

Outstanding Project Activities

Action – is a handover required?	Who	When
1. Handover of project documentation, handover notes and continuous improvement plan for the completion of stage 2	Tracy Bilyk	03/10/21 - completed
2. Establishment of the City of Vincent Project Board to govern large and medium projects	Tracy Bilyk / EMC	December 2021
3. Completion of the Stage 2 Continuous Improvement Program (and digitisation of remainder of toolkit)	Tracy Bilyk/Milton Yee	Feb 2022

Key Issue Management throughout the Project

List the key issues for the project	Describe what actions were taken to mitigate the issue
1. Limited ICT capacity to progress digitisation of project tools	1. Focus on critical items and defer remainder of digitisation until November
2. Project staff involved in multiple other activities	2. Ensure scope was kept tight and Stage 1 focussed on key priorities only
3. Intranet not finalised in time for first training sessions	3. Distributed intranet and templates to training participants when intranet information when completed (resulting in a 3.5 business day delay from training completion
4. Clarity around Council involvement within framework decision making process	4. Council engagement and better definition surrounding the role of Council in the PM Framework approval process