

**7.9 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 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. +/- 20%) of project estimates to set a range or contingency, consulting Finance as required. This contingency will not be approved as part of the cost of the project but instead 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 are on page 20 of the attached guide and should be completed when:

- *A project manager knows their project will be delayed by more than 20% or two months,*
- *The project manager has identified a need to change the approved project budget by 20% for projects less than \$250k and 10% for projects over \$250k, and/or*
- *There will be a significant change to original project scope, deliverables or outcomes as identified by the Project Manager and endorsed by the Project Board.*

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.).

#### Project Reporting and Review

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*:

Innovative and Accountable

*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.

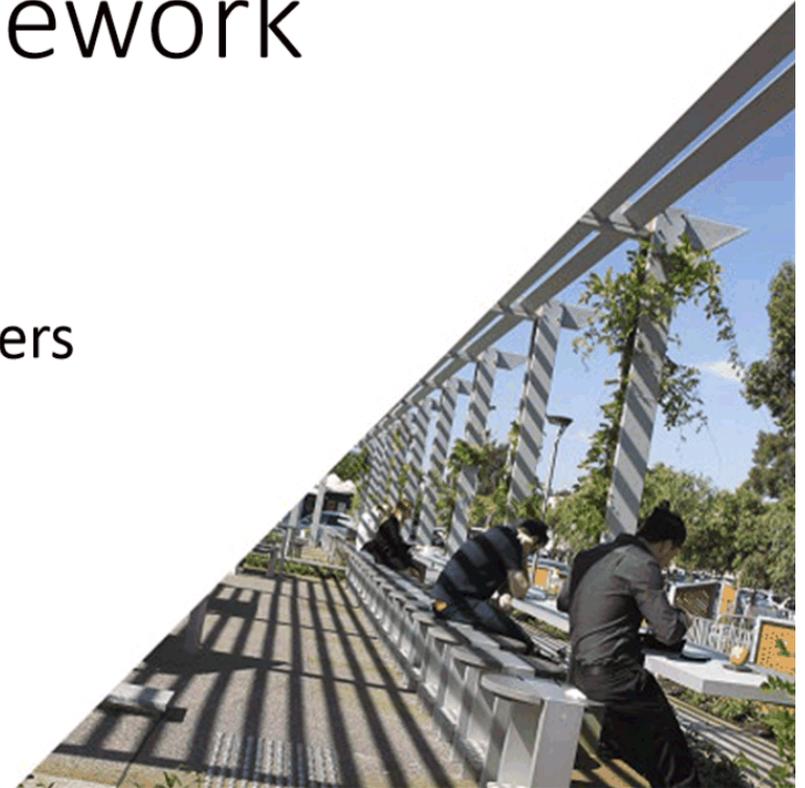
**COMMENTS:**

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





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## Approval to develop a Project, Plan and Initiate

How do I...

- [Run a project at the City of Vincent?](#)
- [Find out what the work I plan to undertake is?](#)
- [Start my project and develop my business case?](#)
- [Plan and initiate my project?](#)
- [Get my project approved?](#)

## Project Delivery

How do I...

- [Deliver and manage my project?](#)
- [Report on my project?](#)
- [Change my project?](#)

## Project completion and benefits realisation

How do I...

- [Close my project?](#)
- [Get help or more information?](#)

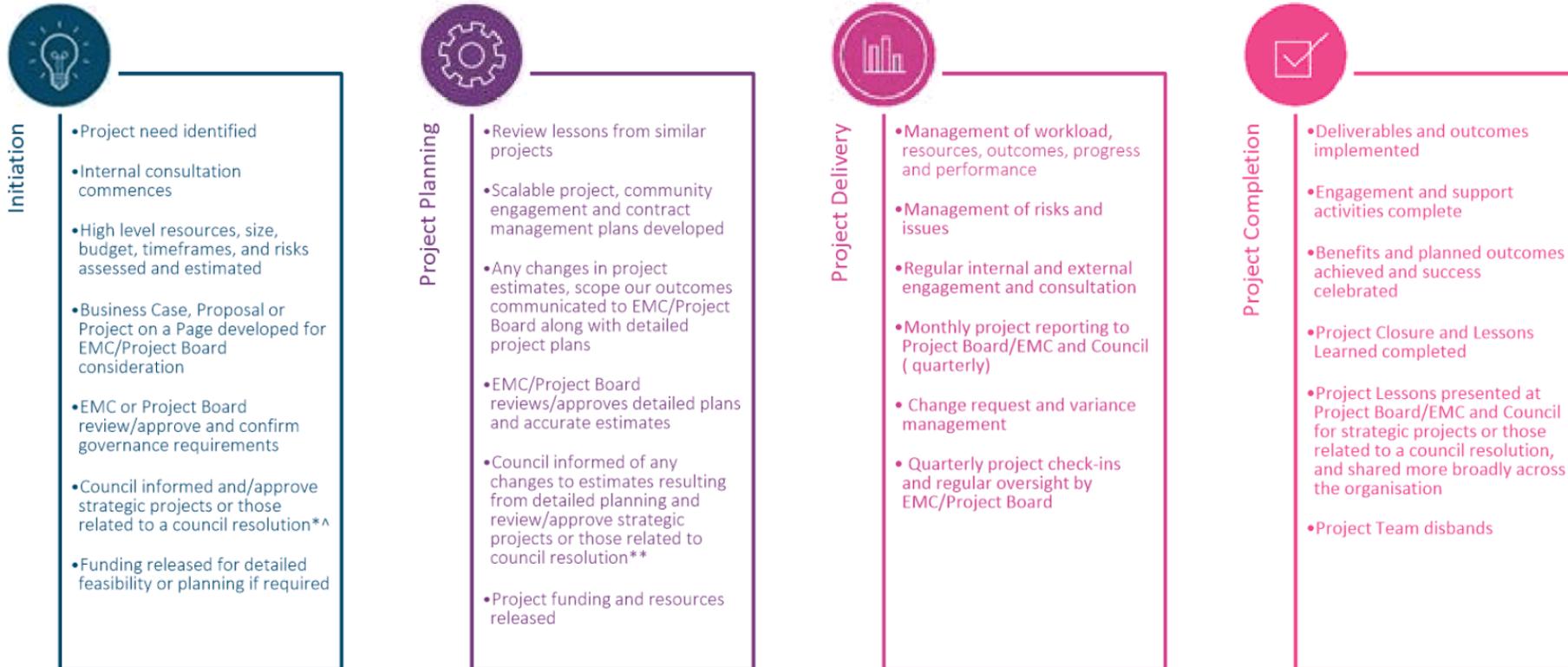


The Project Management Framework (PMF) was endorsed by Executive Management Committee (EMC) on 9 September 2021. It outlines four phases of managing a project from inception through to completion. This guide will help you to identify what actions are needed at each phase of your project's life.



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

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



\*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:

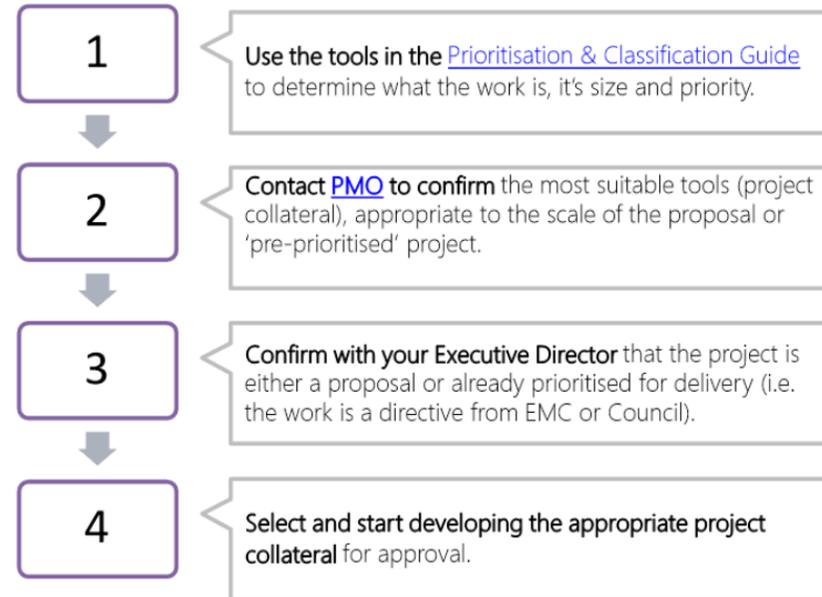
- Is it a project, program, task or a business-as-usual item
- What size it is (based on the Framework parameters)
- What the priority of the project is.

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.



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### 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:

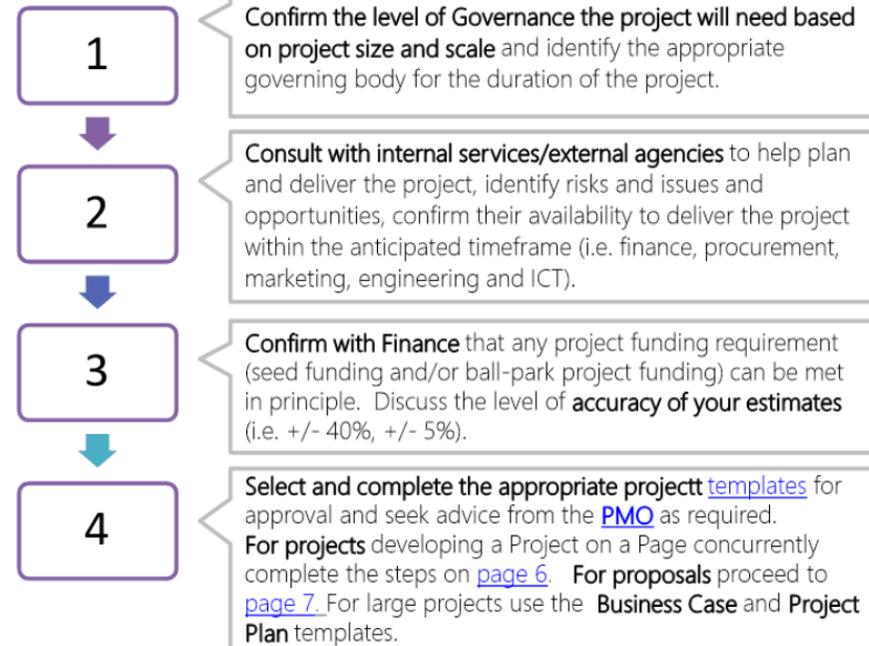
- What the project will cost and how long it will take
- What resources are required, both internally and externally
- What options there are to deliver the project
- What benefits the project aims to achieve
- What the key risks and issues are
- Identification of any [Code of Conduct](#) and [Procurement 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



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**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:

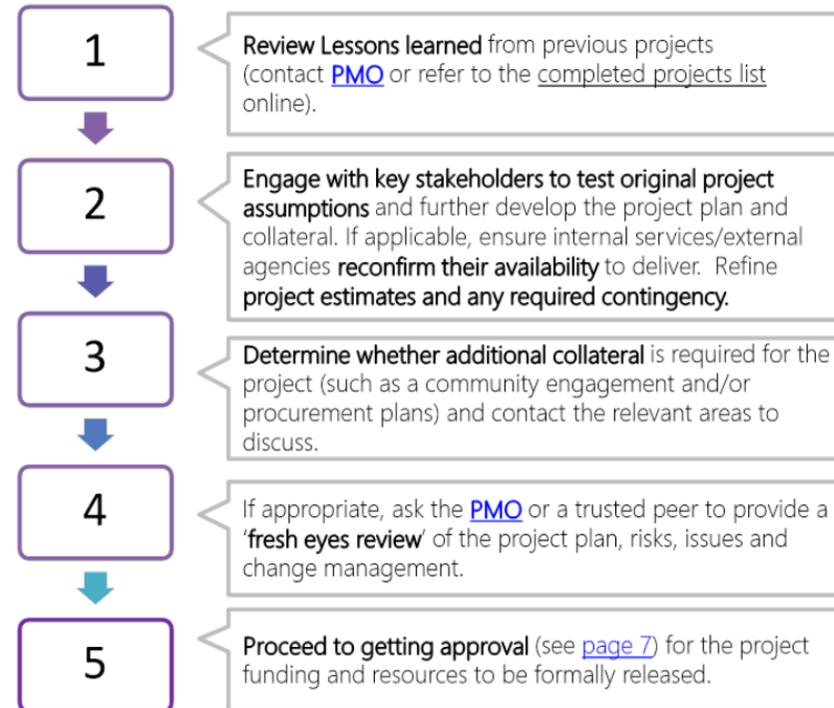
- Changes required to people, processes, policy or systems
- Internal and external resources or contractors
- How you plan to measure project success
- Budget and resource costs
- Risks and Issues (including Conflict of Interest consideration)
- Stakeholders and community engagement
- Cost of life for 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.



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### 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 its 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, (i.e. +/-40%, +/-5%)
- 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.



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### 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.

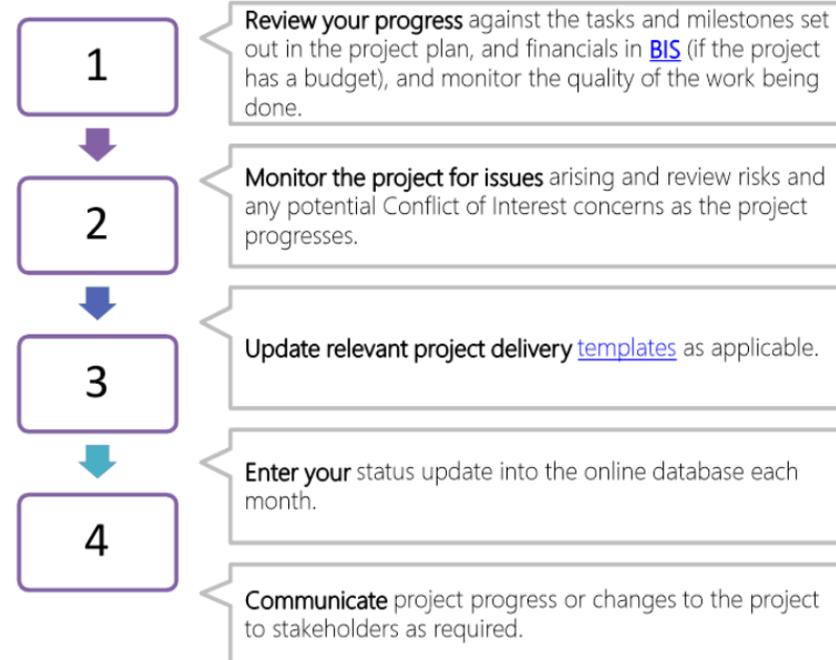
The City promotes a culture of open communication and no surprises. As such, please ensure that any issues or project changes are called out as early as possible, to ensure stakeholders are informed of any upcoming changes and the reasons for them.

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.



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**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.



## How do I report on my project?

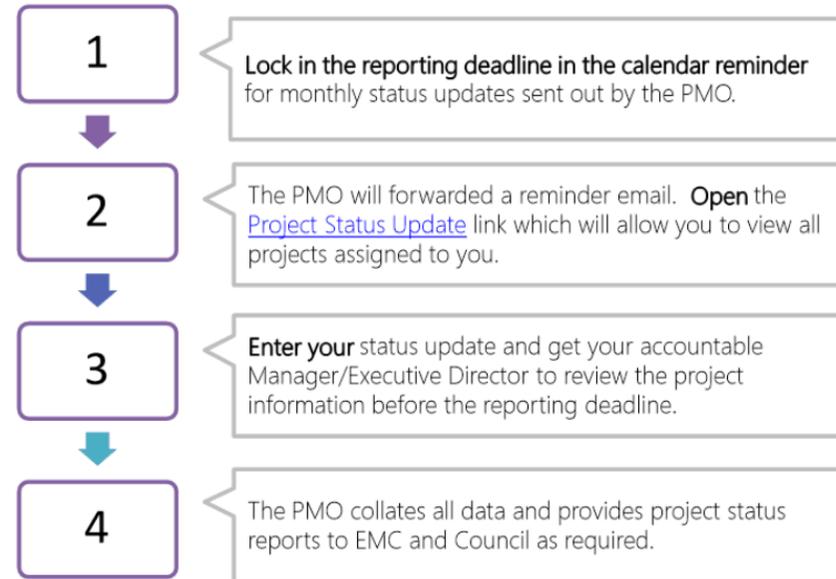
The City is transitioning to a digital toolkit, and the monthly [project status](#) reporting of our projects and programs. The PMO will forward an email each month with a link to your project and programs.

### 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.



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### 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.

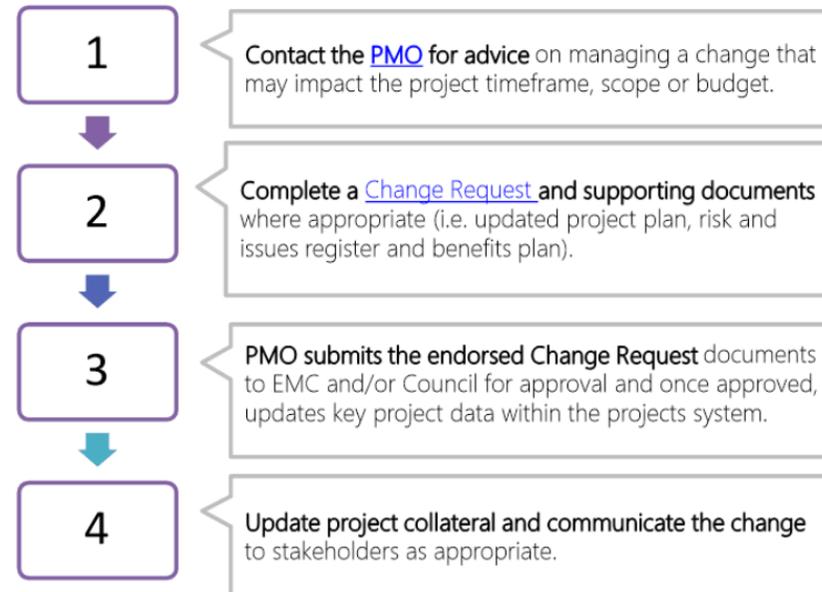
A [Change Request](#) is used to communicate the change to the governing body or key stakeholders and to seek their approval to officially change the project.

Complete a Change Request when:

- You know your project will be delayed by more than 20% or two months
- You have identified a need to change your project budget by 20% for projects less than \$250k and 10% for projects over \$250k
- There will be a significant change to original project scope, deliverables or outcomes and will require endorsement by the Project Board.



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### 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'.



## 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.

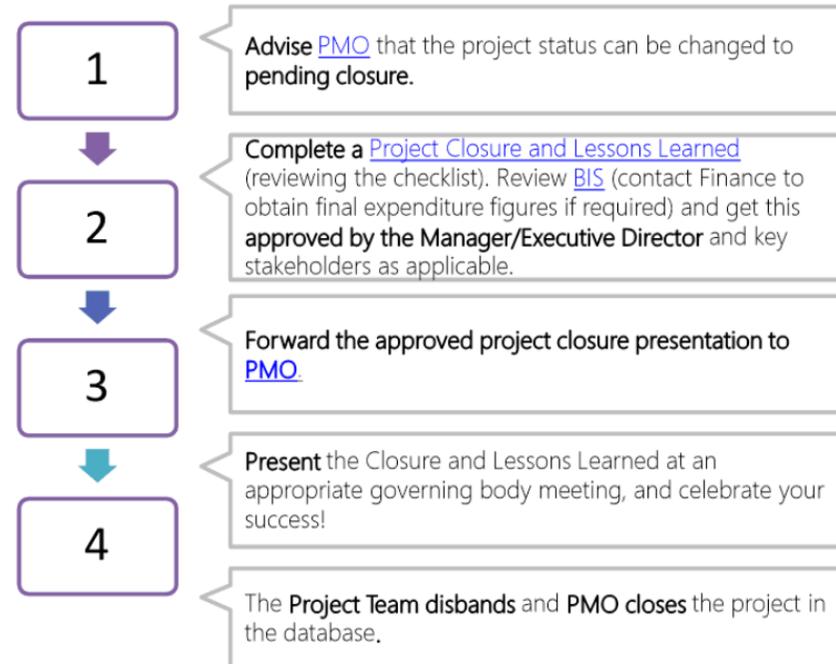
In some cases the project may lend itself to inform your teammates across the City via the weekly CEO address!!

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.



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**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](#)

### Tracy Bilyk

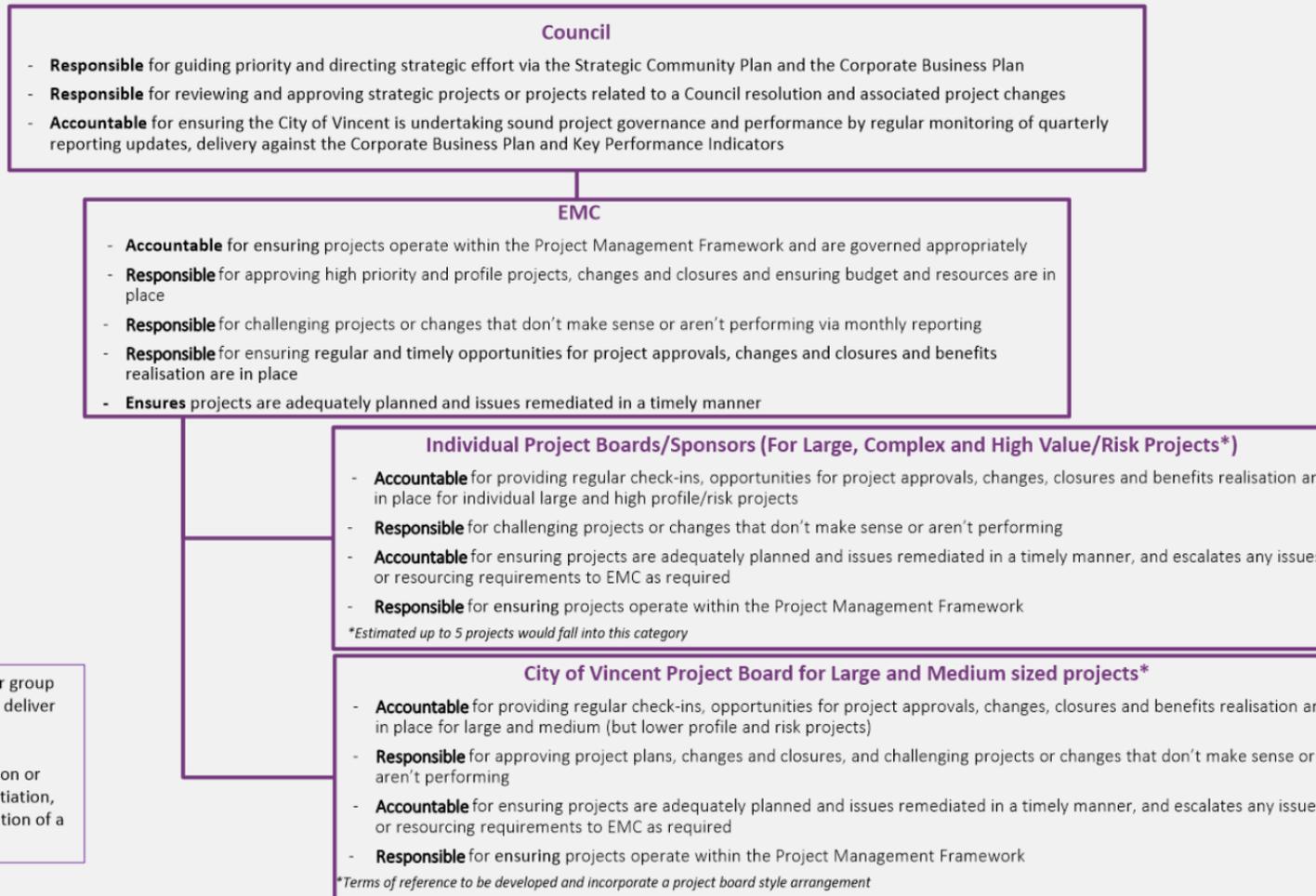
Finance Officer – Asset Reporting & Project Management

T: (08) 6112 5811

E: [projects@vincent.wa.gov.au](mailto:projects@vincent.wa.gov.au)



## Attachment A | Roles and Responsibilities (Governance)



**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 ensuring 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)	Medium   Medium Risk and Impact	Small   Low Risk or Minimal impact
<p><b>General Attributes (3 or more of the attributes below)</b></p> <ul style="list-style-type: none"> <li>• <b>High priority</b></li> <li>• <b>12+ month duration</b></li> <li>• <b>Introduces significant risk, change, and significant benefit</b></li> <li>• <b>High profile or significant community impact or interest**</b></li> <li>• <b>3+ FTE/cross divisional team</b></li> <li>• <b>\$250k + budget*</b></li> </ul>	<p><b>General Attributes</b></p> <ul style="list-style-type: none"> <li>• Must be a priority and deliver benefit</li> <li>• 6 – 12-month duration</li> <li>• Introduces moderate risk, change or benefit</li> <li>• Medium profile or community impact or interest**</li> <li>• 1-2 FTE required</li> <li>• Up to \$250k budget*</li> </ul>	<p><b>General Attributes</b></p> <ul style="list-style-type: none"> <li>• Must be a priority and deliver benefit</li> <li>• Up to 6-month duration</li> <li>• Low risk or change impact</li> <li>• Low community impact or interest</li> <li>• Up to \$50k budget*</li> </ul>
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Inclusion on the Strategic Projects Council Report and monthly EMC report</li> <li>• 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)</li> <li>• Project team made up of interdivisional representatives from inception (i.e., Marketing, Procurement, Engineering)</li> <li>• Central document management location</li> </ul>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Incorporated into existing governance at an appropriate level with Executive Director overview</li> <li>• Included in monthly EMC reports</li> <li>• Central document management location</li> <li>• Interdivisional project team as required</li> </ul>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Approved in divisional business plans or capital works programs as appropriate</li> <li>• Included in Project reporting at EMC discretion</li> <li>• Central document management location</li> </ul>
<p><b>Required Project Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Business Case with options (Project on a Page as a minimum) with attached detailed Project Plan</li> <li>• Detailed Risk and Issues Register</li> <li>• Expenditure forecast (phasing) and estimate of accuracy, (i.e. +/-40%, +/-5%) and agreed contingency</li> <li>• Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Frameworks</li> <li>• Communications, change management and engagement plan in line with Community Engagement Framework</li> <li>• Proposed measurements for benefits and outcomes (to be implemented later)</li> </ul>	<p><b>Required Project Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Project on a Page and appropriately scaled project delivery plan</li> <li>• Risks and Issues Register</li> <li>• Expenditure forecast (phasing)</li> <li>• Procurement Plan in line with the Purchasing Policy, Procurement and Contract Management Framework</li> <li>• Comms and Engagement Plan (if needed) in line with Community Engagement Framework</li> </ul> <p><b>Optional Collateral (dependent on need)</b></p> <ul style="list-style-type: none"> <li>• Project specific collateral as required</li> </ul>	<p><b>Required Management Tools or Evidence</b></p> <ul style="list-style-type: none"> <li>• Project on a Page</li> <li>• Comms and Engagement Plan (if needed) in line with Community Engagement Framework</li> <li>• Optional collateral (dependent on project need)</li> </ul>
<p><b>Optional Collateral (dependent on need)</b></p> <ul style="list-style-type: none"> <li>• Roles and Responsibility agreements (internal and external)</li> <li>• Project specific collateral as required, i.e., Engineering plans</li> </ul>		

\*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)



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 Calculator (Project Initiation)

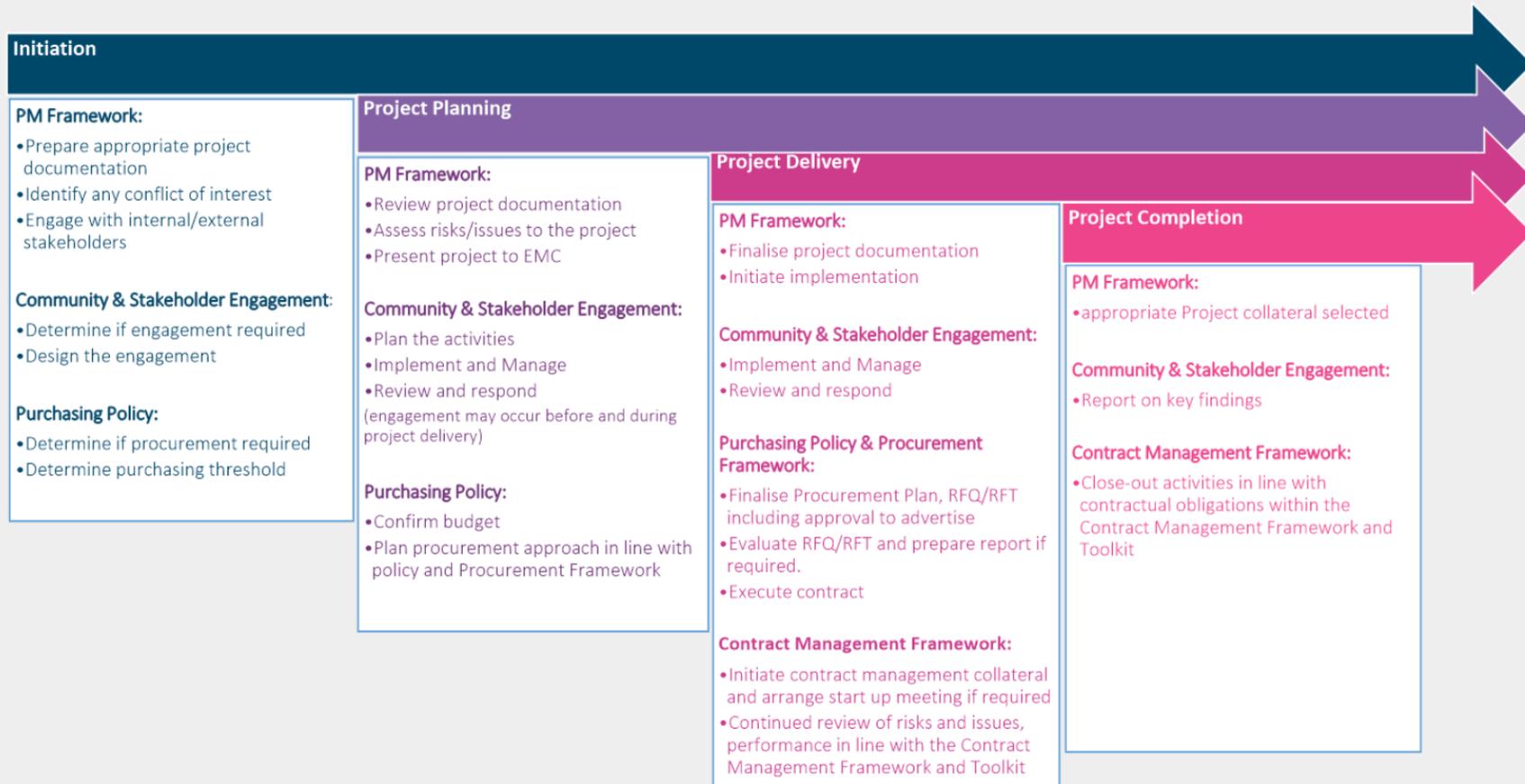
PROJECT CONFIRMATION, PRIORITISATION AND SIZING

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.  
 As no piece of work is completely the same the calculator and supporting matrix should only be used as a guideline. If you are in doubt please speak to your Manager or Director.



Project Priority Questions								Total Score	Enter in your priority rating (see above)
1	2	3	4	5	6	7	8		
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?		
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	15	High Priority

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



## Attachment F | Project on a Page (Project Initiation)

<span style="font-size: 24px; font-weight: bold; margin-left: 10px;">PROJECT ON A PAGE</span>				<b>Project Size</b> Large Medium Small	<b>Priority</b> ???	<b>Start Date</b> 12/07/21	<b>Estimated Finish Date</b> 08/10/21	<b>SCP Category</b> (delete not applicable)	Enhanced Environment Accessible City Connected Community Thriving Places Sensitive Design Innovative & Accountable													
Project Name:					Project Board:		Project Manager:															
Project Code (CBP): CBP Strategic Project No.					Accountable Executive Sponsor:		Service Area:															
Project Description:					Expenditure Type:		Container & Record No:															
Objectives & Scope:					Project Success is...																	
Estimated Timeframe:		7 months		Benefits					Key Stakeholders (internal and external)													
Total Expenditure:		\$																				
Variance Estimate:		77%																				
(Indicate how accurate your estimate is, i.e. +/- 20% and provide the factors considered for this estimate)		»»																				
Total FTE cost (estimated):		\$																				
Number of FTE:																						
Total Project Cost (ex. GST):		\$																				
Account No. (Finance to allocate)																						
Project Milestones and Forecast Expenditure <small>(Optional Phasing and Gantt Charts tabs available)</small>				Comments	Year 1												Year 2	Year 3	Year 4	Outer Years		
					Budget	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN					
1																						
2																						
3																						
4																						
5																						
6																						
				Total	\$																	
Deliverables					Risks and Issues																	
What the project delivers:					Risks (what could happen):					Issues (what has been identified):												
•					•					•												
What is out of scope?					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		Risks & Issues:	Consulted	Plan attached	Plan to be developed	Not applicable							
Engagement / Media:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Human Resources:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Engineering / Parks:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ICT:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other (insert):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Finance / Procurement:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							

## 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 Timeframe:	Start Date: _____ Estimated Finish Date: _____
Total Expenditure:	\$ (salary cost plus estimated cost of recommended option)
Total Salary Cost:	\$
Total Estimated Cost of Recommended Option:	\$
Estimate Accuracy:	?? \$ <small>Indicate how accurate your estimate is, i.e. +/- 20% and provide the factors considered for this estimate.</small>
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:	
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	
BENEFITS, DELIVERABLES, MEASURABLES	
Problem Definition and Urgency <i>Outline the problem the project seeks to address and the urgency</i>	
The benefits of the project are:	
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	
How does the project align to the Strategic Community Plan? <i>Describe how the project aligns to the Strategic Community Plan and how it supports key City priorities</i>	
The project deliverables are:	
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	

What will success look 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:	\$	Estimate Accuracy:	
<small>(Indicate how accurate your estimate is, i.e. +/- 40%, + 30%)</small>			
Advantages:	Disadvantages:		
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> </ul>		

**Option 2: Insert Option**

Total Estimated Cost:	\$	Estimate Accuracy:	
<small>(Indicate how accurate your estimate is, i.e. +/- 40%, + 30%)</small>			
Advantages:	Disadvantages:		
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> </ul>		

**Option 3: Insert Option**

Total Estimated Cost:	\$	Estimate Accuracy:	
<small>(Indicate how accurate your estimate is, i.e. +/- 40%, + 30%)</small>			
Advantages:	Disadvantages:		
<ul style="list-style-type: none"> <li></li> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> </ul>		

### 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:																									
IMPLEMENTATION ACTIVITIES																									
The implementation activities associated with this project are:																									
<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>																									
FINANCE - Schedule and Expenditure Forecast, Procurement and Contract Management																									
<b>Need Help?</b> ♦ If your project requires funding please complete the Schedule & Expenditure Costs spreadsheet <a href="#">here</a> and submit with your proposal. ♦ For funding assistance information contact your Finance Business Partner ♦ Both <a href="#">Procurement</a> and <a href="#">Contract Management</a> information is available at the attached links or email them <a href="#">here</a> <b>Need More Help?</b> Email the PMO <a href="#">here</a>																									
INTERNAL SERVICE REQUIREMENTS																									
If your project requires input from the following areas please outline the following:																									
<ul style="list-style-type: none"> <li>• Task</li> <li>• Expected Timeframes</li> </ul> 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.																									
	<table border="1"> <thead> <tr> <th>Consulted</th> <th>Plan attached</th> <th>Plan to be developed</th> <th>Not applicable</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Engagement / Media:</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Engineering / Parks:</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Planning: Consulted:</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Human Resources:</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>	Consulted	Plan attached	Plan to be developed	Not applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Engagement / Media:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Engineering / Parks:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Human Resources:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulted	Plan attached	Plan to be developed	Not applicable																						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																						
Engagement / Media:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																						
Engineering / Parks:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																						
Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																						
Human Resources:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																						

ICT:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finance / Procurement:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning: Consulted:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risks & Issues:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (insert):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RISKS AND ISSUES				
Please complete Appendix B-project Risk, Issue and Decision Register ( <a href="#">here</a> ) and submit with your proposal.				
<b>Risks</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <b>Issues</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>				
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?	
<i>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.</i>				
HOW DO I GET MY PROJECT APPROVED - GO TO THE HOW DO I?...GUIDE				
 <a href="#">Templates and Tools</a>  <a href="#">Promapp</a>				

## 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
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		
Year 1 Capital or Operating Project Budget (Excludes GST)													
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)													
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**

<b>Project Name:</b>	
<b>Project Manager:</b>	
Note: Have you considered fraud and corruption within your Project Planning? Refer to the Fraud & Corruption Prevention Policy here:	

Rank	Time and Deliverables	Cost	Quality
1	Insignificant Little impact - Requires little or no additional management effort to resolve	Less than 0.25% of Budget	Little impact
2	Minor Inconvenient delays - Requiring some management intervention	0.15% of Budget	Low impact
3	Moderate Significant delay in major deliverables - Requiring some management intervention	2% of Budget	Medium impact
4	Major Non-achievement of major deliverables - Requiring considerable senior management effort to resolve or Project Control Board awareness	8% of Budget	Major impact
5	Catastrophic Non-achievement of major key objectives	8% 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 with Land Developers, Council or other 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							

## 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 L | Project Reporting (Project Delivery)



### 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

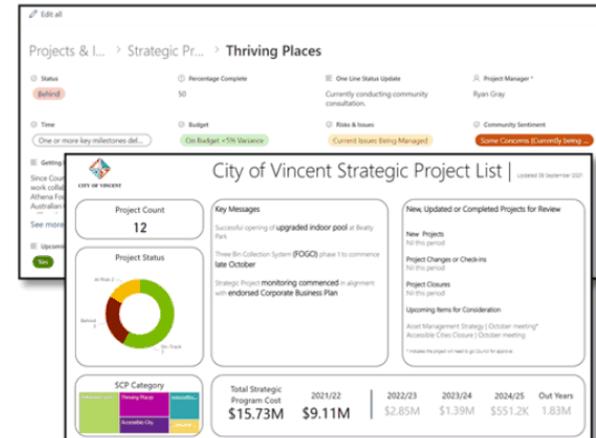
#### Links to Digital Reports and Status Updates

- [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)



When you need to submit a change request?	What if I need to approve a variance now that meets the change request criteria?
<p>You need to submit a change request when:</p> <ul style="list-style-type: none"> <li>• <b>You know your project will be delayed by more than 20% or two months</b></li> <li>• <b>You have identified a need to change your project budget by 20% (under \$250k) and 10% (over \$250k)</b></li> <li>• <b>There will be a significant change to original project scope, deliverables or outcomes and will require endorsement by the Project Board.</b></li> </ul> <p>Change Requests will need to be approved by your Manager and EMC/Project Board.</p> <p>Change Requests that <b>impact or change a resolution of Council will need to go to Council</b> for approval.</p> <p>You need to alert key stakeholders as soon as you know that a project change is required.</p> <p>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.</p> <p>Turnaround time - 3-5 business days unless it must go to Council.</p>	<p>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:</p> <ul style="list-style-type: none"> <li>• Work needs to be done urgently to ensure immediate safety of staff or community</li> <li>• 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)</li> <li>• Significant cost impact from having to do the work at another time</li> </ul> <p>In these instances, the following process should be followed:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Note the variance in the monthly status report and archive email in central project repository</li> <li>• Retrospectively lodge a change request if the change meets the change criteria</li> </ul> <p><a href="#">Change Request</a></p>

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



CITY OF VINCENT

# City of Vincent Strategic Project List | Updated 8 October 2021

Project Count  
**12**



**Key Messages**

Three Bin Collection System (FOGO) phase 1 to commence late October

Removal of Strategic Project Item 6.1 Birdwood Square as per workshop discussion 21 September 2021.

Beatty Park 2062 Capital Works will be going through the procurement process to inform detailed costing and timing estimates

**New, Updated or Completed Projects for Review**

**New Projects**  
Nil this period

**Project Changes or Check-ins**  
Commercial Waste | September  
Annual Review of Public Health Plan | October  
Revised Beatty Park Capital Works budget to be considered as part of budget review process once detailed cost and time estimates finalised.

**Project Closures**  
Asset Management & Sustainability Strategy | September

**Upcoming Items for Consideration**  
FOGO Project Update | October  
Wayfinding Plan Progress Update | October  
Accessible Cities Strategy | October

Total Strategic Program Cost	2021/22	2022/23	2023/24	2024/25	Out Years
<b>\$15.47M</b>	<b>\$9.1M</b>	\$2.85M	\$1.14M	\$551.2K	1.83M



Overall Status



Strategic Project Updates



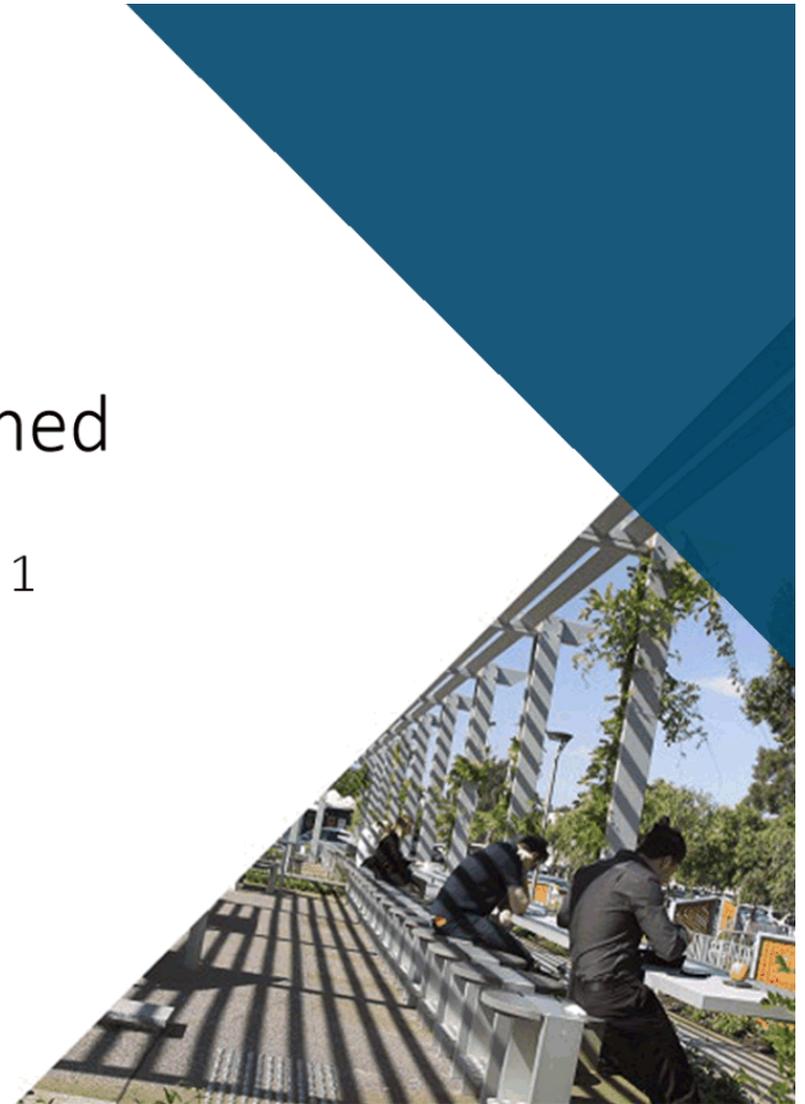
Strategic Priority #	Project	Status	Overall Status	% Complete	Finish Date (Planned)	Upcoming Milestones
1.0	Three Bin Food Organics Garden Organics Collection System	On-Track	Project on track and bin roll out to commence late October.	25%	January 2022	Roll out Phase 1 to be completed by 15 November.
2.0	Reconciliation Action Plan	Behind	Themes of draft RAP will be presented to Elders in a workshop for their review.	60%	December 2024	Consultation on draft RAP with an Aboriginal Elders workshop, then Aboriginal community and broader community to commence. Welcome to Country and Smoking Ceremony 19 October Special Council Meeting.
3.0	Beatty Park 2062 (Capital Works)	At Risk	Water ingress works expected to commence late October. Planning for spa and sauna area upgrade also underway. Planning underway for the second stage of water ingress works.	85%	June 2024	Water slide delivery delayed due COVID restrictions from suppliers expected Late November. Change room demolition and refurbishment to proceed with Request for Tender. Request for Tender for electrical switch boards replacement.
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.	20%	June 2024	Draft consultant report is due to be received by Administration in December 2021.
4.0	Asset Management and Sustainability Strategy	On-Track	On track to report to OMC November 2021. Note: because of the strategic implications of the adoption of the AMSS the report was held over until November for the new Council to consider.	95%	June 2021	Endorsement by Council OMC November 2021.
5.0	Community Engagement Framework	Behind	Engagement Toolkit in development and staff training scheduled.	60%	November 2022	Engagement champions meeting schedule. IAP2 training in November.
6.1	Britannia North West Reserve Development Plan (Public Open Space Strategy)	On-Track	Community consultation has now concluded, findings being collated for OMC November 2021, and procurement process has been initiated to align with December timeline for detailed design of changeroom.	50%	June 2022	Procurement process for contractor to conduct detailed design of changeroom facility. Development Plan to go to OMC November 2021 for endorsement. Detailed design of change room and associated works to go to OMC December 2021.
6.2	Robertson Park Development Plan (Public Open Space Strategy)	On-Track	Development Plan endorsement in September. Currently beginning detailed design	50%	June 2024	Detail design - due to be completed March 2022
6.3	Banks Reserve Master Plan (Public Open Space Strategy)	Behind	The planned implementation of the Master Plan's next stages is being reviewed against the City's Long Term Financial Plan and Asset Management & Sustainability Strategy.	50%		The concept plan for the next stages of implementation will be explored at Council workshop. A Section 18 approval is required for future works, this will be obtained in 2022.
6.4	Woodville Reserve Master Plan (Public Open Space Strategy)	At Risk	Community consultation results being summarised for report and incorporated into updated Landscape Plan.	40%	March 2022	Collation of community consultation results and update of Landscape Plan based on feedback. Presentation of community consultation results and updated plan to Council in 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.	15%	June 2022	Finalisation of scopes and Project Plans October 2021.
7.2	Wayfinding Plan	On-Track	Stage 1 - Opportunities, Constraints and Gaps Analysis report is currently being developed and drafted and will be presented at the October Council Workshop.	18%	June 2022	Delivery of Stage 1 - Opportunities, Constraints and Gaps Analysis report finalised November 2021.

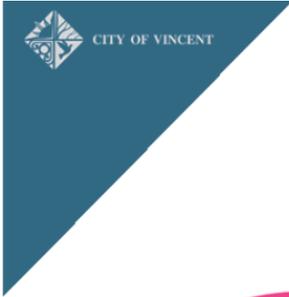


CITY OF VINCENT

# Project Closure & Lessons Learned

Project Management Framework Update Stage 1  
December 2021





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)	<input checked="" type="checkbox"/>	Deliverables completed	
	<input type="checkbox"/>	Funding withdrawn	
	<input type="checkbox"/>	Issues with project assumptions	
	<input type="checkbox"/>	Changes in Departmental priorities	
	<input type="checkbox"/>	Other	
Project Outcomes			
<p>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.</p>			



# 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





# 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

The image shows two overlapping dashboard screenshots. The left screenshot is the 'City of Vincent Strategic Project List' (last updated 08 September 2021). It features a 'Project Count' of 12, a 'Project Status' donut chart, and a table of 'New, Updated or Completed Projects for Review'. The right screenshot is the 'Strategic Project Updates' dashboard, showing a table of project progress with columns for Name, Status, Overall Status, % Complete, Next Date, and Upcoming Milestones. It also includes a 'Percentage Complete' gauge and a 'Risks & Issues' section.



# Benefits

Please list any changes to planned benefits

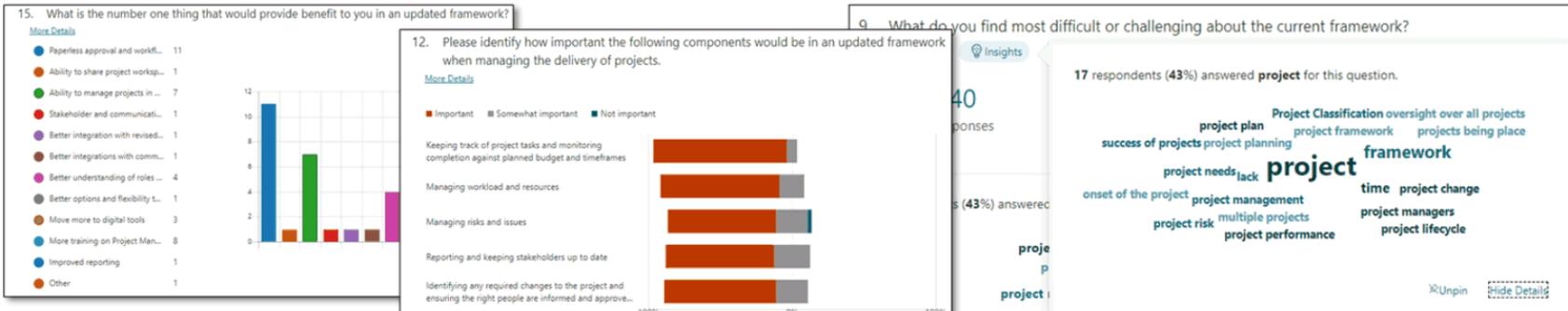
NIL

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 2. Establishment of the City of Vincent Project Board to govern large and medium projects 3. Completion of the Stage 2 Continuous Improvement Program (and digitisation of remainder of toolkit)	Tracy Bilyk Tracy Bilyk / EMC Tracy Bilyk/Milton Yee	03/10/21 - completed December 2021 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 2. Project staff involved in multiple other activities 3. Intranet not finalised in time for first training sessions 4. Clarity around Council involvement within framework decision making process	1. Focus on critical items and defer remainder of digitisation until November 2. Ensure scope was kept tight and Stage 1 focussed on key priorities only 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. Council engagement and better definition surrounding the role of Council in the PM Framework approval process