

12.4 MAJOR PROJECT FRAMEWORK

ATTACHMENTS:	1. PROJECT MANAGEMENT FRAMEWORK
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AUTHOR:	ERVINA LAY, CORPORATE PERFORMANCE MANAGER
CITY STRATEGY OUTCOME:	5.1 BE HONEST, TRANSPARENT AND ACCOUNTABLE IN ALL THAT WE DO.
MEETING DATE:	24 JUNE 2024

1. PURPOSE OF REPORT

To provide an update on the enhancements to the project management framework to improve how Council manages Major Projects.

2. OFFICERS RECOMMENDATION

That Council note the improvements to the Project Management Framework to cater for Major Projects as presented in this report, and note continual improvements to the Framework will be made over time.

3. BACKGROUND

On 11 December 2023, Council resolved to *develop a framework for improved reporting on major infrastructure projects to ensure that Council and the community are kept fully updated and that Council has all of the information needed to allow it to make informed decisions on these important projects.*

Following a number of Councillor briefings, at the Council meeting held on 26 February 2024, Council resolved the following:

That Council:

- 1. Note the existing Project Management and Governance Framework manages the delivery of all Council projects.*
- 2. Note that enhancements to the Project Management and Governance Framework as presented in this report.*
- 3. Note a Councillor briefing will be held in March 2024 to discuss further refinements to the Major Projects Framework.*
- 4. Note a Council Report will be provided in April 2024 with the final Major Projects Framework.*
- 5. Request the Major Projects Framework be amended so that Councillors will be notified in real time when the contingency draw down is 50% or 500K whichever is the lesser.*

This report provides the overview of the proposed changes to the existing project management framework to improve the management and reporting of Major Projects.

4. DISCUSSION

Council has Project Management Framework (the Framework) that guides how projects are managed and delivered. The Framework was established in 2016, reviewed in 2023, and again following the recent resolutions of Council.

The Framework is based on Project Management Body of Knowledge (PmBOK) and Projects IN Controlled Environments (PRINCE) methodology and provides processes, governance, templates, checklists, and is further supported by training and development to assist staff.

Each year Council manages a large number of projects that vary in terms of scale and complexity, and can range from construction projects through to information technology and delivery of new programs or initiatives.

A Project Management Office (PMO) manages the Framework and provides support and education to staff. In addition, Council has a team of project managers who typically manage larger projects, which tend to be building and construction projects.

Although Council manages many hundreds of projects each year, four specific projects have been identified as Major Projects due to their size or complexity and these projects are subject to increased reporting and risk analysis. The four projects are the Willoughby Leisure Centre, Gore Hill Indoor Recreation Facility, Connect Enterprise Wide System Implementation, and the Victor Street Asset Renewal and Refurbishment.

Following the recent resolutions of Council, along with feedback received from Councillors, the Audit, Risk and Improvement Committee, staff involved in project management, guidance received from the independent review of Willoughby Leisure Centre, and consideration of operational improvements and the maturity of the organisation, a range of enhancements are proposed for the delivery of Major Projects.

These enhancements are designed to increase transparency, enhance accountability, drive proactive management of risk, but at the same time ensure projects can be delivered swiftly and without unnecessary restrictions. Additional detail can be found in Attachment 1.

1. Major Projects are defined as projects where budgets typically exceed \$5m, involve high risk and impact, are complex, and transformative in nature.

It is worth noting that Major Projects do not include normal operations or programs of Council, for example waste collection or park maintenance. Rather, projects are activities that have a defined beginning and end.

A Major Project will typically run over multiple years and budget cycles, and are formally identified through Council's Operational Plan and Long Term Financial Plan. Council will consider the number of Major Projects being delivered at one time, based on funding, risk and scale, to ensure there is capacity to deliver projects and manage risk.

2. Sponsorship of all Major Projectswill be undertaken by the Chief Executive Officer to ensure visibility, accountability and responsibility.

3. Comprehensive resource planning will be undertaken and external resources will be engaged to ensure appropriate capacity and capabilities are in place to ensure successful delivery of projects.

This could include occasional or ongoing advice through specialists including external Project Managers, Risk Advisors, Contract Managers, Probity Advisors, service operators, or other experts as required. Additional resourcing will be factored into the total project cost.

4. Establish a new 'Ideate' phase in the Framework which will occur prior to current first stage, this will occur before any decision is made regarding a project progressing.

This phase seeks to:

- Determine which projects are classified as Major Projects
- Have early discussions to generate and challenge project ideas; understand alignment with strategy; address problems, or capitalise on opportunities
- Identify high level feasibility considerations including time, risk, procurement and cost estimates to inform the initial thinking
- Have earlier engagement with Councillors at the concept stage.

5. Improved reporting of projects to Council and the community.

This will be delivered through:

- Incorporating gateway reports to Council prior to progressing to the next stage of the project management framework, to act as checkpoints to ensure project quality and alignment with Council's strategic goals
- Ensuring original baseline reporting is incorporated on all projects
- Detailed communication and engagement plans are developed at the outset
- Continuation of monthly Councillor briefings on exception reporting on Major Projects, and real time reporting to Councillors on risk, and use of contingency of 50%, or \$500K, whichever is lesser, and quarterly reports to Council on Major Projects.

It is important to note, that these improvements could impact the funding required for projects, or extend delivery time frames. Additional costs and timeframe impacts will be considered against the risks associated with the project at the outset of projects, and will be regularly reviewed through project delivery cycle.

The Framework will continually be refined and improved over time to reflect better practice and incorporate lessons learned. Some of the improvements underway include:

- Establishment of the Project Steering Committee to oversee all Council projects
- Continual learning and documentation of lessons learnt as we move through projects and refinement of the framework
- Continued training for staff in project management, the framework, contract management, engagement and risk
- Regular review of and introduction of standard contracts and templates
- Exploration of the implementation of a future project management software to automate, reduce duplication and connect to existing corporate systems
- Development of or enhancement of templates and tools to support staff implementing projects
- Continued reinforcement of the value and importance of staff communicating early on risks and opportunities of projects, even though a solution to the challenge may not be resolved at that time.

5. RISKS AND OPPORTUNITIES

Council delivers approximately 200 projects (including major projects) listed in the annual Operational Plan. Each project brings its own set of risks that these improvements to our project management framework aim to help mitigate.

Opportunities exist for Council to improve how we manage Major Projects and deliver outcomes to the community.

6. CONCLUSION

Council has a comprehensive project management framework to manage the delivery of projects. This report outlines improvements to support the delivery of Major Projects, aligning to increased transparency, enhancing accountability, driving proactive management of risk, whilst at the same time ensuring Major Projects can be delivered swiftly and without unnecessary restrictions.

Improvements to the project management framework and how we manage Major Projects will continually improve over time as we learn from past projects, develop our maturity within the organisation and continue our commitment to better practice and continuous improvement.

7. IMPLICATIONS COMMENT

City Strategy Outcome	5.1 Be honest, transparent and accountable in all that we do.
Business Plan Objectives, Outcomes / Services	Council has an existing project management framework, which provides a structured approach that guides the planning, execution, monitoring, and completion of projects. It includes processes, tools, and techniques to manage resources, schedules, budgets, and risks. This is inline with this existing Framework.
Policy	There are no policy implications associated with this report.
Consultation	<p>Consultation occurred with key stakeholders to improve how we manage Major Projects, including:</p> <ul style="list-style-type: none">• Three Councillor workshops held on 5 February 2024, 11 March 2024 and 20 May 2024• Audit Risk and Improvement Committee (ARIC) feedback in February 2024 and May 2024• Feedback from nine key project managers within Council. <p>Staff also reviewed industry practices, other councils reporting practices and the independent review of the Willoughby Leisure Centre project.</p>
Risk	<p>Council delivers each year a large range of some 200 projects which are important to the community or required for service delivery. Projects by their very nature contain risk, which can include budget shortfalls, delays, quality compromises, increased and unexpected scope, further resource requirements, legal and compliance risks. The actions outlined in this report aim to mitigate risks associated with managing Major Projects.</p>
Resource	This report was prepared using existing resources.
Legal	There are no legal implications applicable to this report. There may be legal considerations which need to be adhered to when managing various elements of projects.

Legislation

There are numerous legislation and guidelines that Council must adhere to in managing Major Projects, dependent on the nature of the project.

Budget/Financial

There are no financial implications arising directly from this report. However, implementation of some changes may require funding, this will be an element considered for each Major Project.

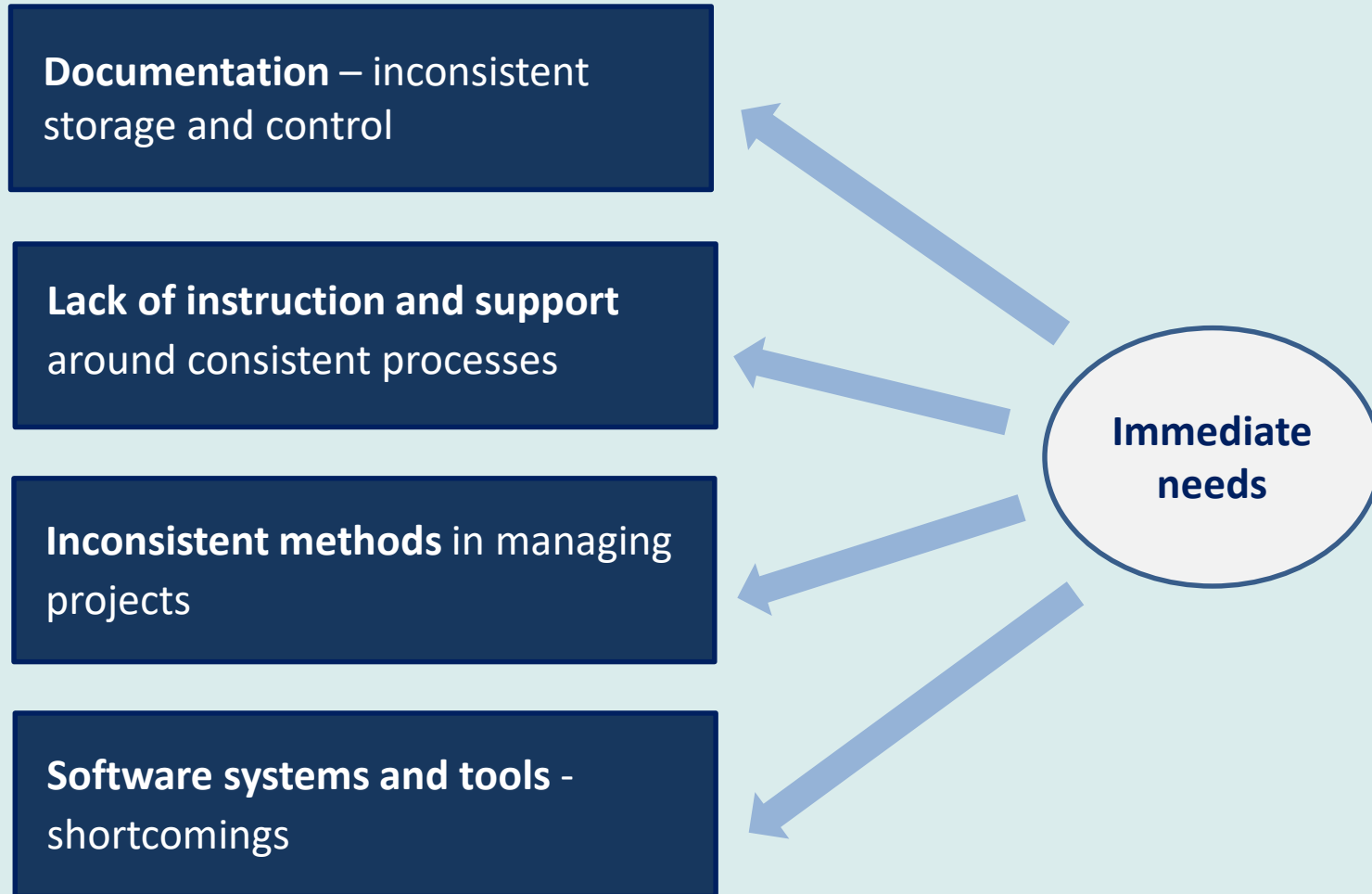


PROJECT MANAGEMENT FRAMEWORK

March 2024



CURRENT PAIN POINTS



OBJECTIVES



Immediate

Provide a common framework for managing projects

Provide access to PM manual and workflow diagrams

Standardise project management methods and templates

Define roles and responsibilities

Increase accountability and project management competence



Suggested Future Goals

Stronger alignment with LTPF and Community Priority / Initiatives

Aligning actual spend vs budget for projects annually

Define requirements for project management systems

Implement benefits realisation system

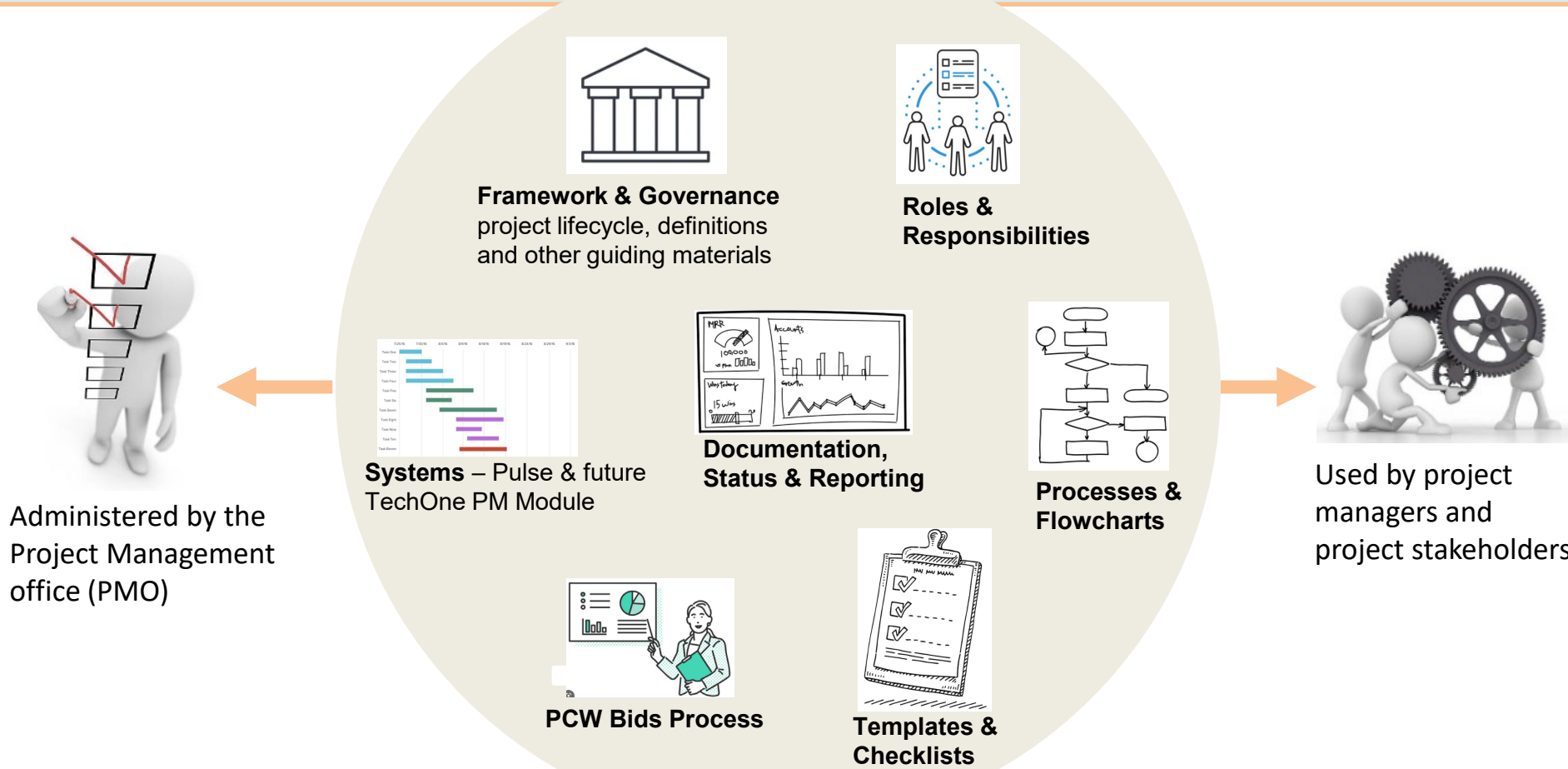
*(see slide 39 for suggested on future goals)

ACRONYMS, TERMS & DEFINITIONS

Term	Acronym	Definition
Accountability		Results focused. Taking ownership of the 'results' of a task. Being answerable and give account of events, tasks or experiences. Cannot be shared.
Audit and Risk Improvement Committee	ARIC	An independent committee which provides independent advice to council's governing body and general manager on performance and governance of the council. The council's internal audit function reports to ARIC
Benefits Realisation		A post-project review that measures the delivered outcomes of a project against the original goals. A method of validating the project.
Business Case		A detailed justification which considers demand drivers, change pressures, financial outcome, social benefit, sustainability and options available.
Close-out		A review and sign-off, validating completed deliverables and governance; handover of asset/service to the appropriate group.
Concept Design		A functional design plan suitable for stakeholder engagement and agreement on design principles.
Consultation		Stakeholder engagement and communication at Concept Design, Schematic Design, Detailed Design and delivery phases. Stakeholders may be internal or external.
Delivery Provider		The senior stakeholder delivering project management and delivery services to the Client.
Detailed Design		A quantifiable plan and specifications suitable for pre-tender cost estimation, sign-off by the Project Owner.
Escalation		The raising of a concern or issue when approval or advice from higher authority is required
Gateways		Identified hold-points in the project delivery life-cycle where validation and formal approval are required to proceed to the next phase.
Handover		The points in the project life-cycle where responsibility and/or accountability for deliverables and governance changes.
Masterplan		An overall spatial layout and configuration of a site as a guide for future staged development.
Post-Implementation Review		A study conducted post-completion of a project to reviews the project's performance, i.e. what went well and what didn't. The purpose is to provide feedback for improving future projects of similar scope.
Program (of projects)		A collection of projects that are managed as a group. The projects within a program are typically closely related and more efficiently managed as a group rather than individually.
Project & Capital Works	PCW	Either an 'operational' project or a capital works project. PCW projects have a project life-cycle that starts as a bid. They and are aligned to the Long Term Financial Plan and fall into one of the defined project categories.
Project		A temporary endeavor undertaken to create a unique product, service or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources.

Term	Acronym	Definition
Project Bid		The initial proposal entered into Pulse by the bid owner to undertake a PCW project. The bid is prioritized using project related data and the Priority Rating tool. Bids must be approved by ELT, Council and the Public before the project is approved.
Project Brief		The document in PULSE that contains project-related data such as scope and milestones that project managers are expected to update monthly. The initial version of the Project Brief document is automatically generated by the PMO once a project bid is approved and the project enters the Plan phase.
Project Execution Plan		A detailed plan identifying the execution methods including the timing, durations, risks, procurement strategy, community engagement strategy and all pertaining plans for the successful execution of a project. This plan is typically reserved for iconic (Type A) projects.
Project Initiation Brief		A comprehensive description from the Project Owner of required project scope, outcomes, justification, funding and services required. This document is required for projects that fall into Types A and B.
Project Kick-off		Official turning-point in a project life-cycle where all formal approval has been received from every key stakeholder to start the project. Key stakeholders may include Council, Office of Local Government and Senior Management. The kick-off is usually announced with a project team meeting or with an email to stakeholders from the Project Manager.
Project life-cycle		The end-to-end life of a project from initiation to handover and review of project performance, captured here in phases 1-4.
Project Management Framework	PMF	An overarching framework that defines the four phases of a PCW project life-cycle (Initiate>Plan>Deliver>Close) and outlines to tools and templates that are to be used during a project life-cycle.
Project Manager	PM	The person responsible for driving and coordinating project deliverables and providing regular status reporting updates to relevant groups. The Project Manager may change over the course of a project depending on which phase the project enters and the specialised knowledge of each Project Manager.
Project Owner	PO	A person who is accountable for the project outcomes, typically someone with the appropriate level of authority, e.g. any Director or BU Manager. This role may also be filled by the Sponsor for the project or program.
Project Sponsor		The Director that is ultimately accountable for the project or program. This person sits on the Project Steering Committee. The Sponsor can act on behalf of the Steering Committee on project decisions.
Project Statement of Work	SOW	A simplified version of the Project Execution Plan for all project types other than Type A.
Project Types A-D		A grouping system for projects that categorises based on cost and the complexity rating score. Type A describes projects with the highest cost and complexity.
Reporting		Information provided for the purpose of informing.
Responsibility		Essential duty to respond to and complete tasks to the best of one's ability. Is task focused. Can be delegated and shared.
Schematic Design		A refined design exploring dimensioned layouts, form, materials and finishes as suitable for DA submission
Tender Documents		Detailed design plus specifications of materials and contractual arrangements for construction tendering and construction certification.

PMO'S RESPONSIBILITIES



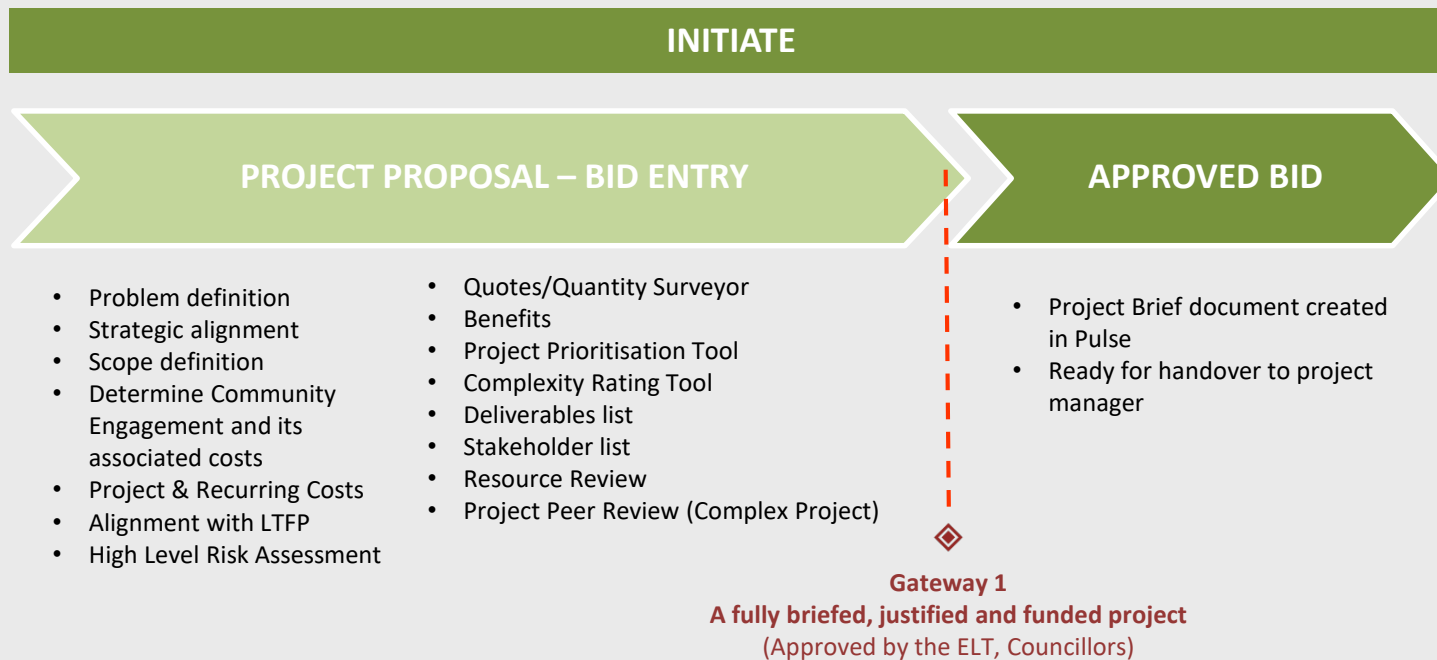
PROJECT PHASES

The Four Phases of a Project Life-cycle



PROJECT PHASES

Phase 1 - INITIATE

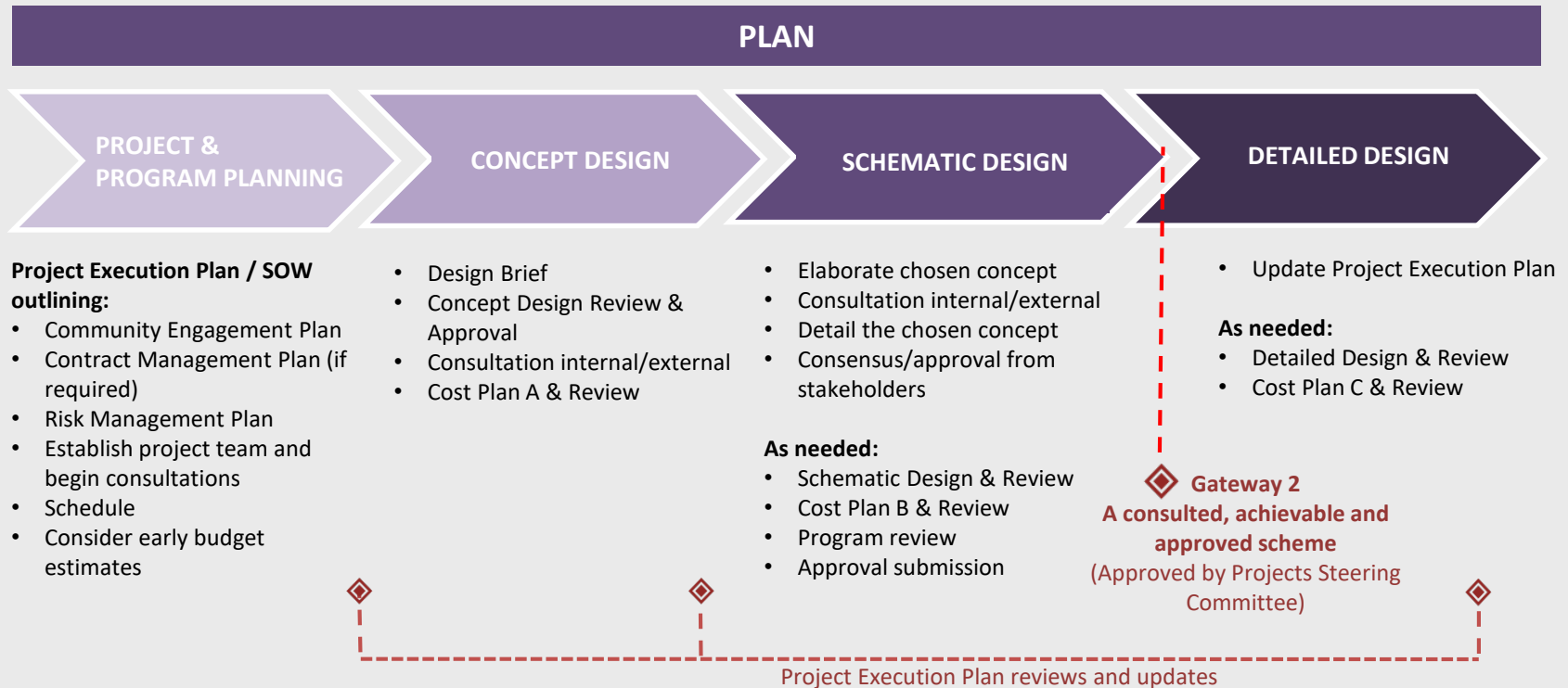


Phase 1: Responsibility of Bid Owner in consultation with:

- Category Drivers (LTFP, alignment)
- Project Delivery Team
- Client
- Design Team
- PMO (Pulse and QS)

PROJECT PHASES

Phase 2 - PLAN



Phase 2: Responsibility of Project Manager in consultation with relevant stakeholders

Community Engagement Team

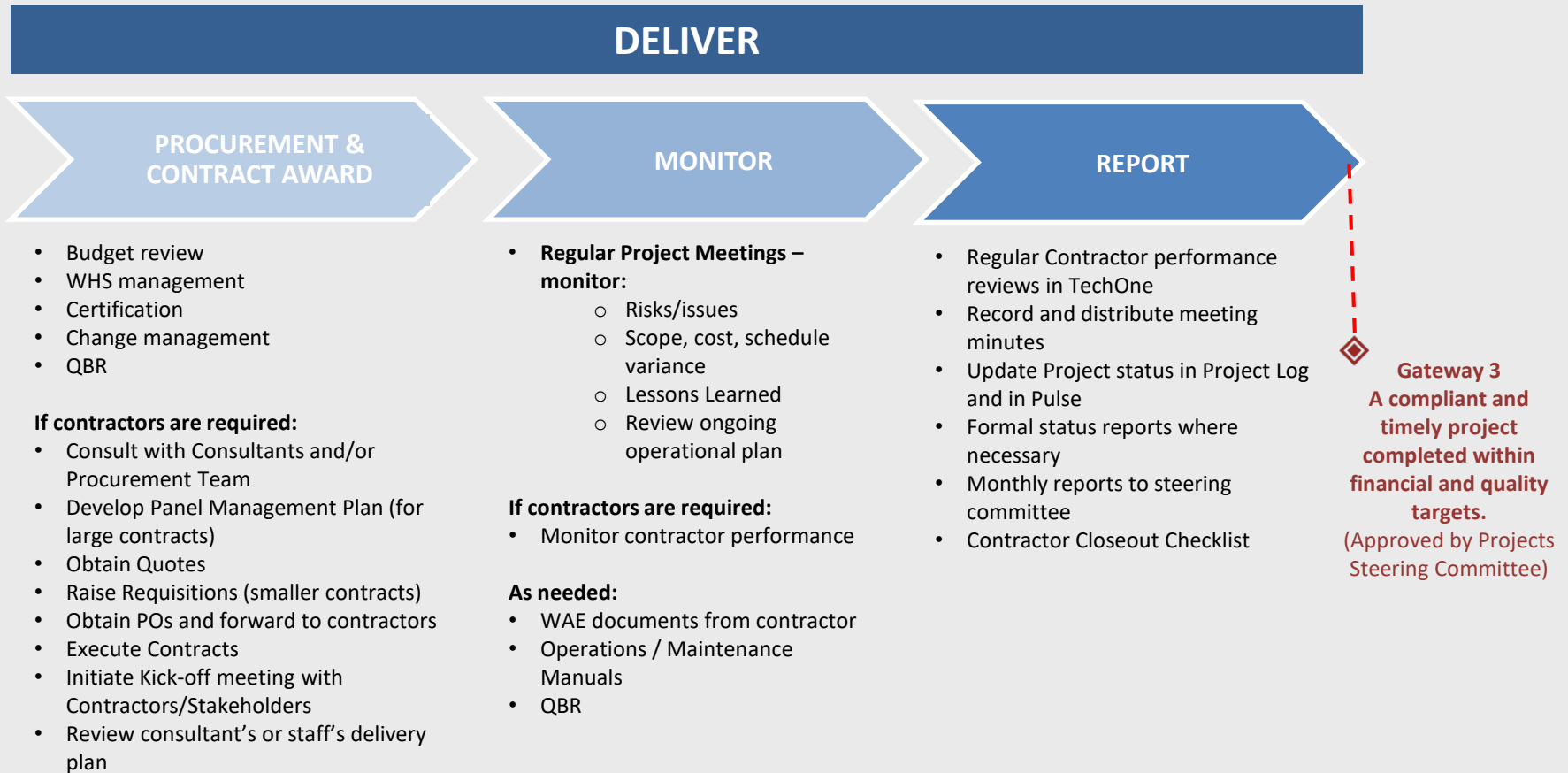
- throughout the entire phase
- Level of engagement depends on the project

Contracts and Procurement Team

- Review procedures with C&P team
- Plan contracts & procurements

PROJECT PHASES

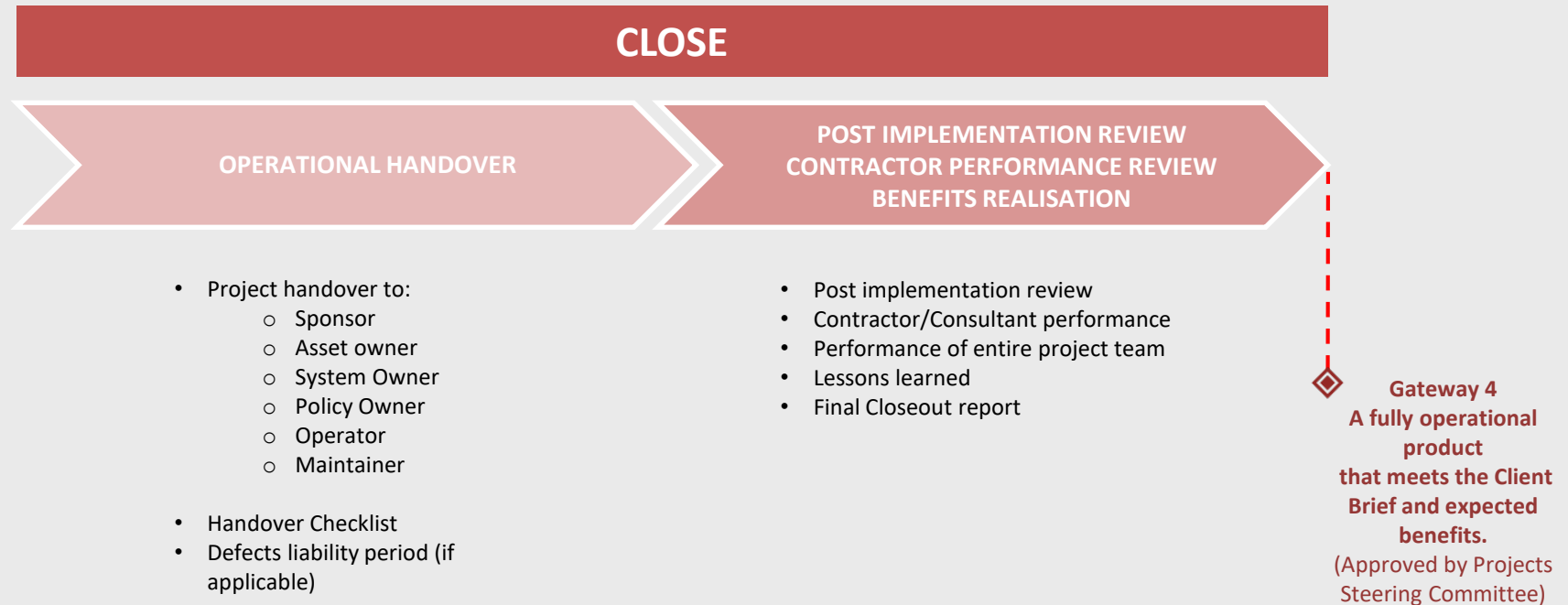
Phase 3 - DELIVER



- Phase 3: Responsibility of Project Manager in consultation with:
- The Project Owner, Project Team and all relevant stakeholders
 - Contracts and Procurement Team (throughout entire phase)
 - Community Engagement Team

PROJECT PHASES

Phase 4 - CLOSE



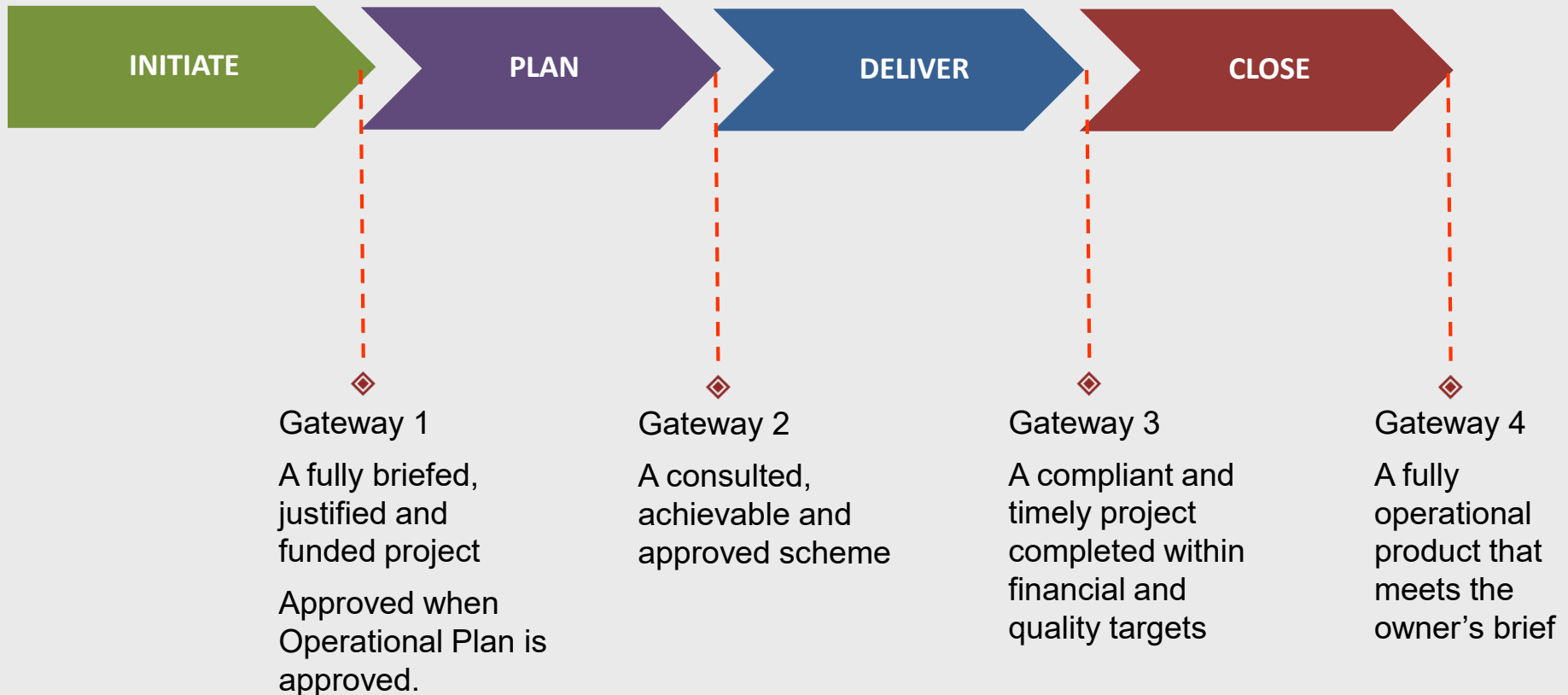
Phase 4: Responsibility of Project Manager in consultation with:

- Client
- Asset/service receiver or maintainer

PROJECT PHASES

Gateways

Identified hold-points in the project life-cycle of critical projects where validation and formal approval are required to proceed to the next phase.

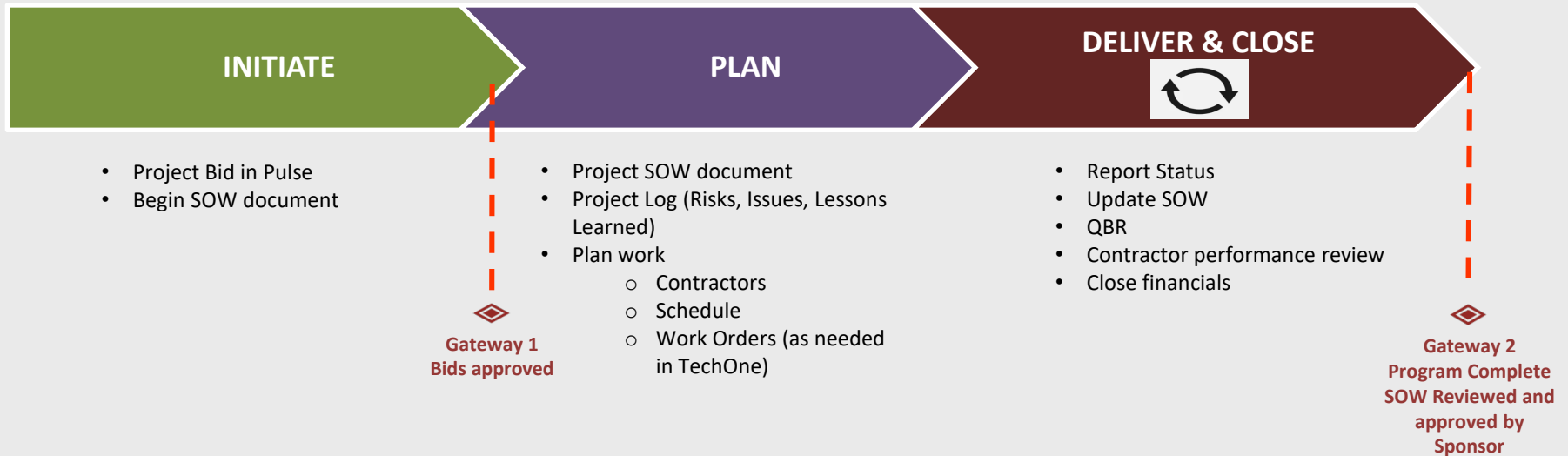


PROJECT PHASES

Adapted to Programs

Deliver and Close phases have been combined to represent the rolling nature of programs

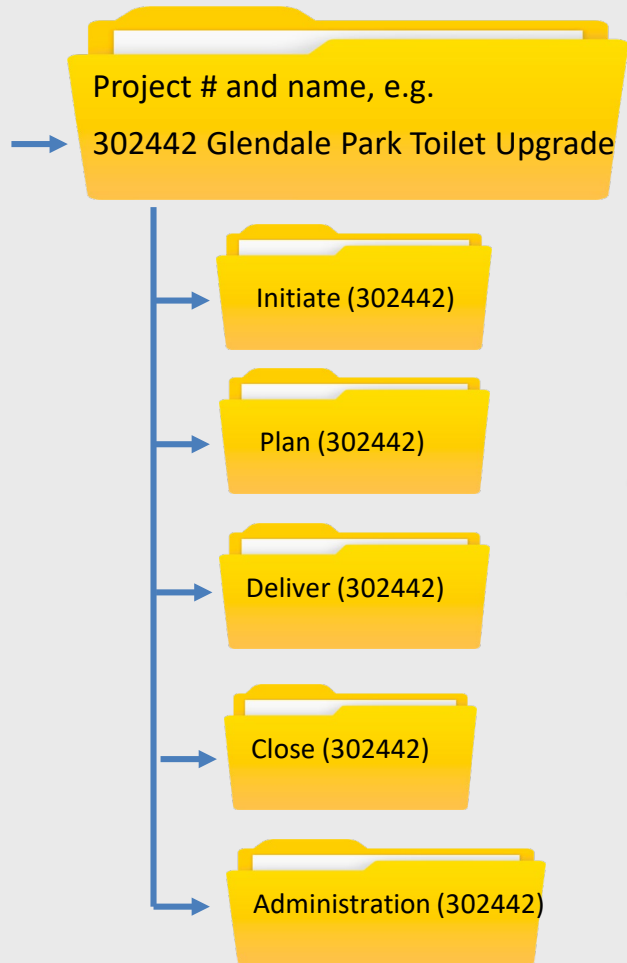
Gateways have been reduced to account for the rapid and repeated nature of the projects with minimal need for intervention



Kerb & Gutter
Stormwater & Drainage
Road Pavements

DOCUMENT MANAGEMENT

ECM Folder Structure



Project Timeline



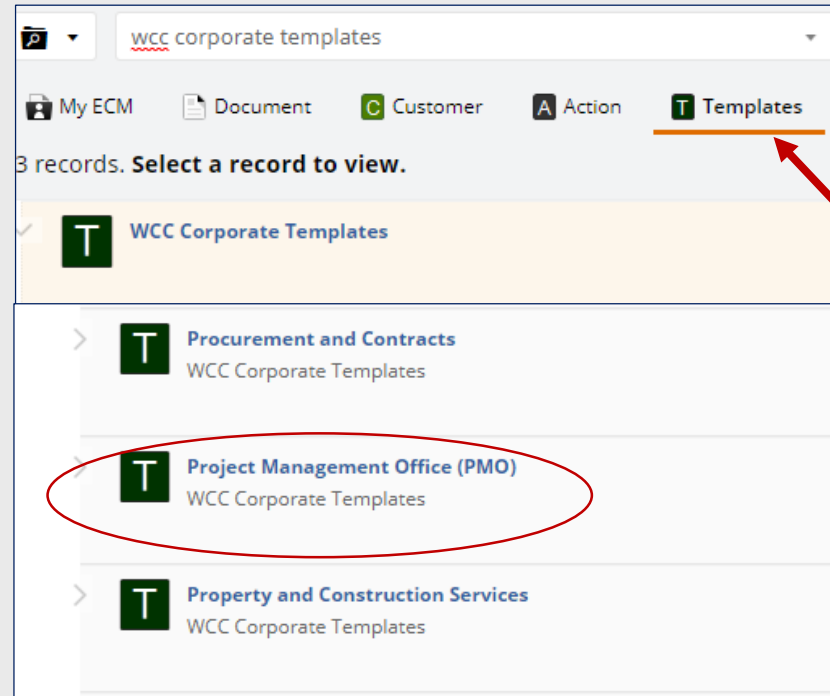
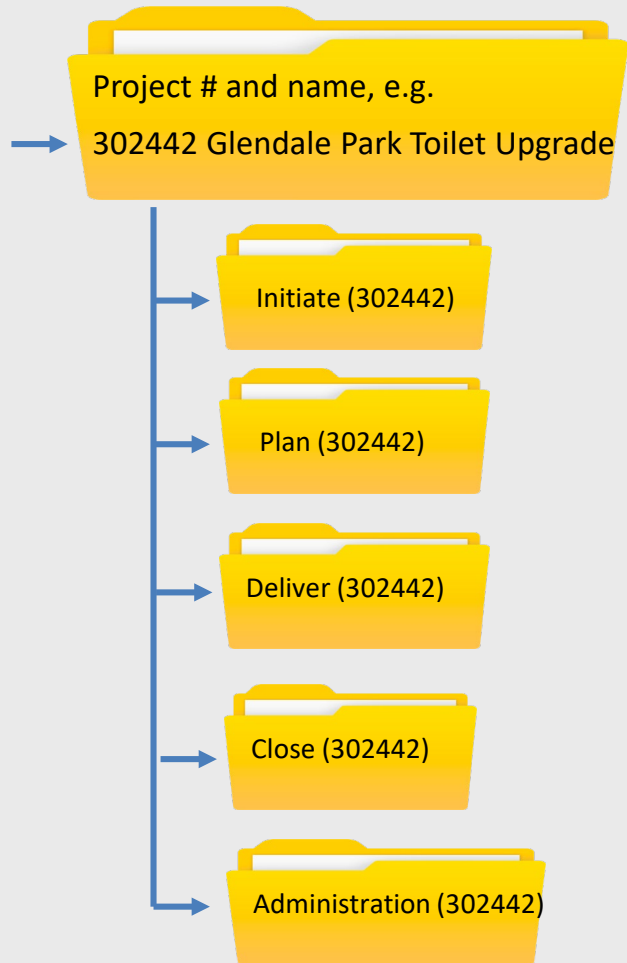
Project Phases



- Folder structure in ECM is maximum 2 layers deep
- Each project will have a unique folder set-up as shown

DOCUMENT MANAGEMENT

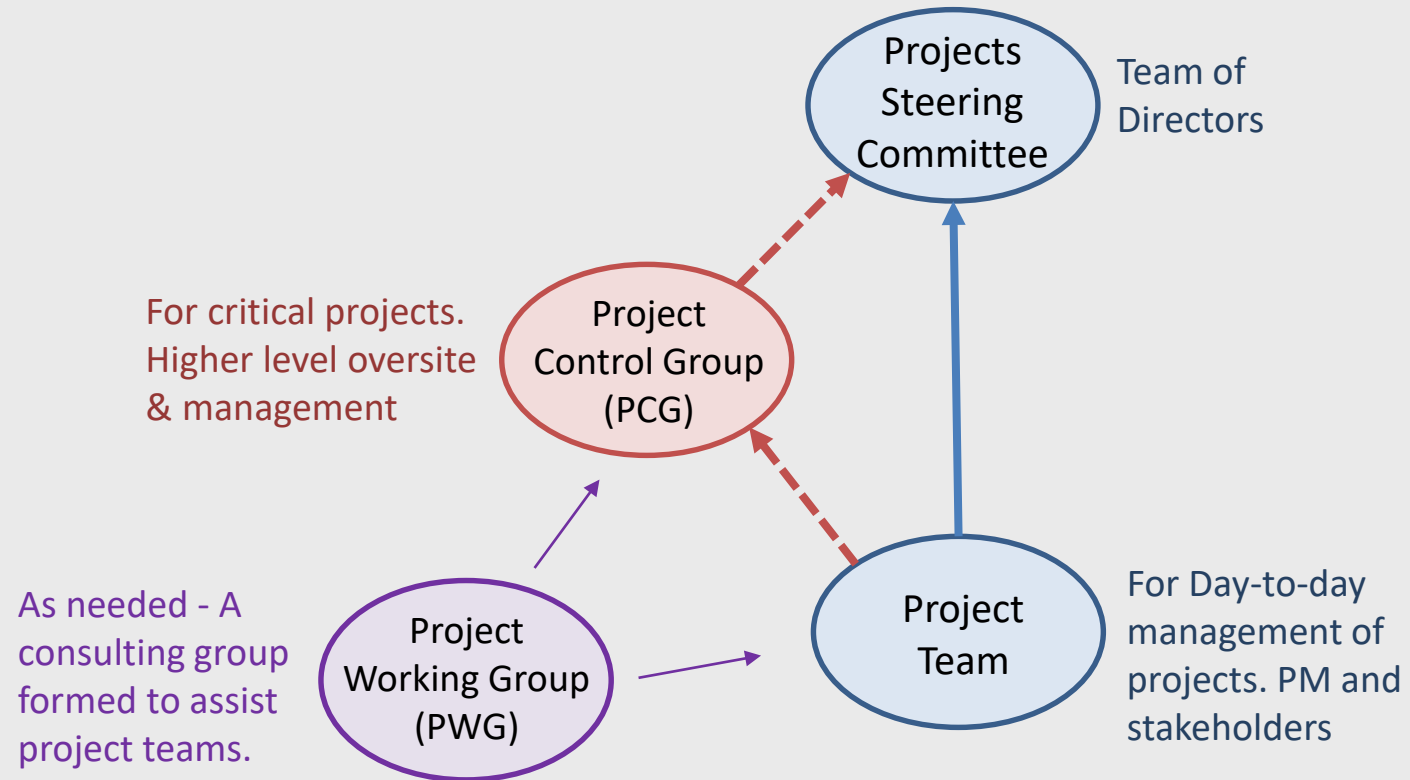
ECM Folder Structure



- Templates for projects will be stored in ECM
- Templates have a QAP created for them.

GOVERNANCE

Stakeholder Groups



Projects/Programs at WCC may:

- Follow the blue path (no PCG)
- have both a PCG and a Project Team
- have a PCG with multiple Project Teams reporting to it
- Some complex projects may have a PWG to assist as SMEs or expert consultants

GOVERNANCE

Stakeholder Groups

	Project Team	Project Control Group (PCG)	Projects Steering Committee
Group Responsibility	<ul style="list-style-type: none"> Day-to-day management of projects Review status, risks, issues Lessons Learned (ongoing) Manage budget/schedule Manage appropriate variances Resolve issues Escalate upwards as needed 	<ul style="list-style-type: none"> High level oversight of project health Resolve critical issues Manage appropriate variances Escalate upwards as needed 	<ul style="list-style-type: none"> Reviews all projects/ programs regularly Resolve issues Cancel projects or put them on-hold
Group Make-Up	<ul style="list-style-type: none"> Project manager Contractor representative As needed: <ul style="list-style-type: none"> Project Owner *Key stakeholders 	<ul style="list-style-type: none"> Project manager Project owner As needed: <ul style="list-style-type: none"> Project Sponsor *Key stakeholders 	<ul style="list-style-type: none"> Consists of the Directors including the Project Sponsor.

* Key stakeholders may include any Director and any related Business UM, Asset Custodian, Maintenance Specifier & Maintainer, Regulator, Service/User Manager.

- Each group to be represented by one member unless additional skillsets are required

INDIVIDUAL ROLES AND DELEGATIONS

Delegate	Expenditure Delegation	Contract Variation Delegation (within expenditure delegation)	Responsibility / Accountability of Delegate	Escalations to Delegate	Person Responsible for Escalation
Council	No limit	Above project budget and exceeding \$5K or 10% of contract sum	Accountable for: <ul style="list-style-type: none"> Final approval of all bids Oversite over projects approved by Council Approval of major scope changes and contract variations on projects approved by Council 	Major scope variations	Project Manager approved by Project Owner
				Contract variations beyond CEO's delegation	Project Manager approved by Project Owner
				Changes to a project outcome or service delivery	Project Manager approved by Project Owner
				QBR amendments	Project Manager, approved by Project Delivery Team Lead or relevant BU manager.
CEO	No Limit	All variations <u>except</u> those that cumulatively exceed budget and contingency approved by council	Accountable for all approvals other than those listed for other delegates.	Scope variations on major projects -Project Types A,B,C	Project Manager
				Contract Cost Variations beyond the Sponsor's delegation	Sponsor
				Changes to project outcomes or a service delivery	Project Manager
Sponsor (Director)	Depends on individual delegation	< 5% or < \$10k (which ever is smaller) but still within budget/ contingency.	Accountable for: <ul style="list-style-type: none"> Directors are ultimately responsible for all projects within their directorate Approving the release of tenders Reviewing the high level health of each project/program Escalating cost variances beyond their delegated limits to the CEO Approval of refunds (up to \$10k) 	Scope variations on major projects - Project Types A,B,C	Project Manager
				Contract variations beyond the Project Owner's delegation	Project Manager
				Blockages that require help	Project Manager
				Changes to a project outcome or service delivery	Project Manager
				Issues that have a High rating	Project Manager
				New/Changed Risks with residual rating High or Extreme	Project Manager

INDIVIDUAL ROLES AND DELEGATIONS

Delegate	Expenditure Delegation	Contract Variation Delegation (within expenditure delegation)	Responsibility / Accountability of Delegate	Escalations to Delegate	Person Responsible for Escalation
Project Owner	Depends on individual delegation	0	Accountable for: <ul style="list-style-type: none"> • May be filled by the Sponsor or a Director that is not the Sponsor • May be filled by a manager in any directorate • All project outcomes • Working with the PM to ensure projects run smoothly • Resolving issues • Escalating upwards as needed • Signs off on the PM's reports to council 	All scope variations	Project Manager
				Issues that have Medium or High rating	Project Manager
				New/Changed Risks with residual rating Moderate , High or Extreme	Project Manager
				Blockages that require help	Project Manager
				Changes to project outcome or service delivery	Project Manager
Project Manager	Depends on individual delegation	0	Responsible for: <ul style="list-style-type: none"> • Day-to-day management of projects • Management of resources • Escalating upwards as needed • Delivery of the project • Handover to client 	Feedback from decisions made by Steering Committee or Sponsor	Sponsor

ESCALATIONS

Escalation Plan defined by the Project Manager in the Project SOW or Execution Plan

Urgent escalations via email, followed up verbally where possible

Non-urgent escalations via regular project meetings

All escalations and their outcomes to be documented ECM

Risk & Issue escalation as defined in the respective registers

RISKS & ISSUES MANAGEMENT

Risk Management

- Identify risk
- Assess impact and apply management strategy
- Monitor, Report and Escalate if required

Issues Management

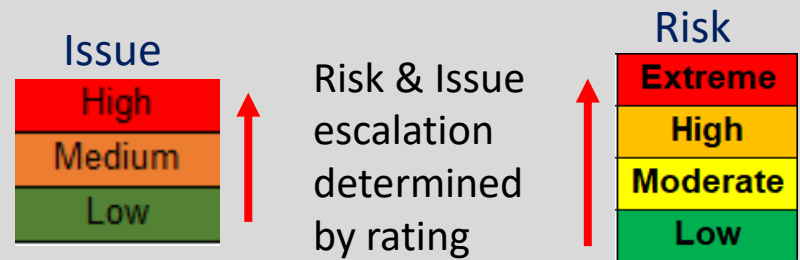
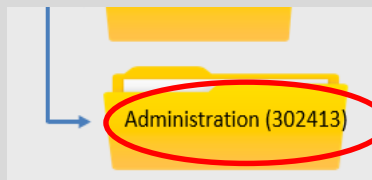
- Defining Issue
- Evaluating impact on project
- Determining an action plan to manage the issue if required
- Report and Escalate if required

Programs with multiple projects require one risk/Issues register for the entire program

PROJECT LOG (in ECM)

Risks → Risk Register

Issues → Issues Register



PROJECT SCHEDULE

Planned in Phase 2

Variance to be reported to Council in QBR Attachment 4

May require a Contract Variation Notices (TBD by C&P Team)

All variances reported to stakeholders and recorded (Pulse, Project Log, Meeting Minutes, Monthly Steering Committee reports).

Adjust milestones after approval.

PROJECT BUDGET

Established in Phase 1 during Bid process

Includes:

- Community engagement costs
- Recent quotes from suppliers/contractors
- Estimates from a quantity surveyor where applicable (PMO to assist with quantity surveyor)
- Alignment to the LTFP and discussions with the Category drivers

Variance to be reported to Council in QBR Attachment 5

QUARTERLY BUDGET REVIEW (QBR)

An opportunity to adjust:

- Budget
- Schedule

QBR cost adjustments are made by the Project Delivery Lead or relevant BU manager in TechOne. PM is responsible for following up.

QBR variances forwarded to Council for approval

Approved QBR variances recorded in Pulse and the Project Log

QBR adjustments reported in the 6-monthly report

PROJECT SCOPE CHANGES

Minor scope changes may be approved by the Project Owner

Minor scope changes on projects with high complexity (≥ 11) approved by the Sponsor

Major scope changes must be approved by Council

Contracts may need amending (TBD by C&P Team)

Scope variance must be recorded (Pulse, Project Log, Meeting Minutes, Status Reports).

REPORTING

Methods

Reporting expected to all relevant stakeholders.

Methods include: project team meetings, meeting minutes, Pulse updates, project log, detailed status reports to ARIC/Council.

Use email with discretion, only if the specific stakeholder or situation requires it.

All documents and communications stored in ECM.

REPORTING

	By Project Manager	By Project Owner	By Sponsor
To ARIC & Council	Quarterly Status Reports on Critical Projects.		
To the CEO			-General status on overall project health -Status on major projects (Types A, B, C)
To the Sponsor	-Schedule changes (use discretion) -Scope variations -Resource changes (use discretion) -General project status		
To the Project Owner and Key Stakeholders	-All schedule changes -Resource changes -All approved contract (cost) variations -Resolved and unresolved Risks (Residual rating Medium or higher) -Resource changes -Issues with rating Medium or higher		-Responses to questions/issues from the Project Owner
To the Project Manager		-Review and approve the Project Manager's reports to Council and ARIC -Ensure that the required reporting is being done by the Project Manager to all stakeholders	-Responses to questions/issues from the Project Manager

PROJECT COMMUNICATIONS

Description	Responsible Person
Communications between all internal/external stakeholders	PM
Community engagement, including media	PM – with advice, templates and tools provided by the Community Engagement Team
Project status reporting to the PCG or the Sponsor	PM
Project team / PCG meeting minutes distributed to relevant stakeholders/attendees	PM or someone delegated by the PM
Project related documentation	<ul style="list-style-type: none"> -PM to use the standard templates/tools and store documents in ECM in the appropriate project folder. -All related emails and other documents to be stored in ECM in the appropriate project folder.
Escalation of issues	<ul style="list-style-type: none"> -Any project team member can escalate to the PM (email). -The PM to the PO and Sponsor as required
Reports to the Council	PM to provide council reports as needed with support from the PO. The PO to review and approve all reports before submittal.

PROJECT TYPES

Difference based on project budget and complexity rating

Budget	Any	\$0 - \$1.99M		\$2M - \$4.99M		≥ \$5M
Project Complexity Score	Any	< 11	≥ 11	<11	≥11	Any
Project Type	Program	D	C		B	A

- Kerb & Gutter
- Stormwater & Drainage
- Road Pavements

DOCUMENT REQUIREMENTS

		Budget	Any	\$0 - \$1.99M		\$2M - \$4.99M		≥ \$5M
		Complexity Score	Any	<11	≥11	<11	≥11	Any
		Type	Program	D	C		B	A
Phase 1	PULSE (Completed Project Bid)		✓	✓	✓	✓	✓	✓
	Project Initiation Brief							✓
	Business Case							✓
Phase 2	Project Statement of Works (SOW) - Programs		✓					
	Project Statement of Works (SOW) – Standard Projects			✓	✓	✓	✓	
	Project Execution Plan - Iconic							✓
	Capital Expenditure Review							✓
	Design Signoff sheet				✓	✓	✓	✓
	Community Engagement Plan							TBD by Community Engagement Team
	Procurement Plan							TBD by Contracts and Procurement Team
Phase 3	Contract Management Plan							
	Tender Evaluation Plan (if contract >\$250K)							TBD by Contracts and Procurement Team
	Panel Management Plan (if contract >\$250K)							
Phase 4	Handover Checklist			✓	✓	✓	✓	✓
	Post-Implementation Review				✓	✓	✓	✓
	Final closeout report			✓	✓	✓	✓	✓
Phases 2-4	Project Log (Risk, Issues, Lessons Learned, Changes)		✓	✓	✓	✓	✓	✓
	Gateway approvals				✓	✓	✓	✓
	Project Control Group (PCG)						✓	✓

DOCUMENT REQUIREMENTS

Reporting to critical stakeholders

*To be determined on a case-by-case basis and defined in the Project SOW or Execution Plan

	Budget	Any	\$0 - \$1.99M		\$2M - \$4.99M		≥ \$5M
	Complexity Score	Any	<11	≥11	<11	≥11	Any
	Type	Program	D	C		B	A
CEO – Initiation Brief (Use Template)						✓	✓
CEO – Project Concept			✓	✓	✓	✓	✓
CEO – Project Schematic				✓	✓	✓	✓
Council – Initiation Brief (Use Template)						✓	✓
Council – Project Concept				✓	✓	✓	✓
Council – Project Schematic				✓	✓	✓	✓
Community & Stakeholders – Project Concept			TBD by Community Engagement Team				
Community & Stakeholders – Project Schematic			TBD by Community Engagement Team				
Traffic Committee – Project Concept					✓	✓	✓
Traffic Committee – Project Schematic			✓	✓	✓	✓	✓

STATUS REPORTING

Regular updates to the Project Log:

- ✓ Risk Register
- ✓ Lessons Learned
- ✓ Issues Register
- ✓ Changes

Monthly status updates in Pulse

Monthly project reporting to the Community on our website

Team meeting minutes with agenda distributed to relevant stakeholders and stored in ECM

Detailed status reports for Council or other key stakeholders. Use existing templates and procedures - ECM

*A reporting module in TechOne will be release mid-2023. Discussions ongoing with the CONNECT team regarding the merging of reporting functions into the module.

STATUS REPORTING

Project Log Example

Risk Register

Definition: A risk is something that may occur, and if it does it will affect your project

For more info see WCC Ready Risk Reckoner

[WCC Risk Ready Reckoner](#)



Project Name/Address: Adam Street Streetscape Upgrade
 Pulse Project ID: XYZ-123
 Project Manager: John Smith
 Project Owner: Joe Shmo

ID	Risk Description	Impact on Project	Inherent Rating			Risk Control	Residual Rating			Owner	Date Closed
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating		
R1	Paving materials arriving damaged	Extra delays due to re-ordering of extra materials	Likely	Moderate	High	Order 10% over the typical contingency of materials	Likely	Minor	Moderate	John Smith (Project Manager)	PO has already been sent with the 10% extra materials included.
R2											

Lessons Learned Register

Definition: A Learned Lesson can be either positive (desirable) or negative (undesirable)

Project Name/Address: Adam Street Streetscape Upgrade
 Pulse Project ID: XYZ-123
 Project Manager: John Smith
 Project Sponsor: Joe Shmo



ID	Event	Impact on Project	Lesson Type (Positive, Negative)	Early warning signs for future projects	Action(s) (e.g. inform other project teams)	Owner of Action(s)
L1	Steel piping shortfall	Project delayed by 1mo due to shortage in 20mm diameter steel pipes for fire sprinkler system.	Negative	Remind contractor to call supplier 6mo before job and pay deposit to secure. If low availability then seek other suppliers.	All stakeholders have been informed. Contractor Performance report will reflect contractor's mistake.	John Smith (Project manager).
L2	Spoke with Jenny at Build-It Pty Ltd instead of the usual Matt.	Jenny was extremely fast to respond, much faster than Matt.	Positive	Any time this contractor is used, reach out to Jenny and establish a working relationship prior to beginning work.	PM will document this finding in the Contractor Performance report and communicate this finding to other project managers.	John Smith (Project manager).

Issues Register

Definition: An issue is something that has already occurred and has affected the project


Project Name/Address: Adam Street Streetscape Upgrade
 Pulse Project ID: XYZ-123
 Project Manager: John Smith
 Project Owner: Joe Shmo



ID	Issue Description	Impact on Project	Date Raised	Raised By	Action Plan	Status (Open, Closed)
I1	Extended periods of rain has prevented work on project by the Works team.	Project schedule has been delayed by 2 weeks	12-Feb-23	The Works team	The delay has been approved by the PM and the schedule has been updated in PULSE. Formal approval has been sent to contractor and the PCG and Steering Committees have been notified.	Closed
I2	The Works team has lost the primary resources for this project due to illness.	Project cannot continue until the position is replaced. Will cause project delays.	16-Mar-23	The Works team	Working with HR to find a replacement resource asap, possibly a contractor.	Open- awaiting HR feedback regarding the job ad.

STATUS REPORTING

Detailed Status Report example – for reports to Council




Project Status Report The Concourse Cladding Replacement

Reporting Period	03/04/2021 – 30/04/2021
Recipients	Project Control Group
Author	Team Leader Project Manager
Overall Status	● Project on track

1. Status summary

Period 10 – April 2021



Risk

0	Extreme
0	High
10	Moderate
3	Low

Budget

●

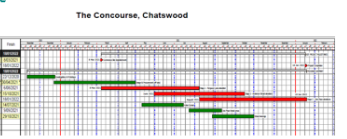
Schedule

●

Budget	Refined forecasting of year end expenditure approved as part of Q3 Budget Review.
Scope	Design and Construction contract with well-defined scope and risk allocation
Risk	Current risks and mitigations are being monitored with no concerns.
Schedule	Project program currently on track.
Stakeholders	<ul style="list-style-type: none"> Extensive consultation has occurred with external and internal stakeholders Site establishment along Anderson Ave to commence in mid-May and stakeholder engagement to commence in early May

Page 1 of 5

Replacement



summary

Activity	Impact	Avoidance/Mitigation Action
Work is commenced on Friday completed on Ferguson St April. Traffic is affected first week of May.	Schedule	Contractor responsible for works not conflicting with venue operations. Provision of venue bookings in advance to contractors to ensure disruption is avoided. Contractor to program works around critical events
Upcoming activities		<ul style="list-style-type: none"> Stage 2 Anderson St hoardings being installed at the end of May. Erect scaffolding to Anderson Ave frontage at the end of May Video screen lower – to commence in mid-June, after Vivid 17:05 – Anderson St awning soffits will be removed. Hoardings will be installed over 3-4 nights

(priorities, issues, Dependencies)

Activity	Impact	Avoidance/Mitigation Action
Impact of COVID-19 on productivity	Schedule	Practice current NSW Health advice on activities
Chain interruption	Schedule	Pre-ordering of materials and storage off-site locally
Drop-offs in laneway and conflict instruction zones	Safety	Collaborate with Traffic & Transport team and schools to resolve issues including

Page 2 of 5

Replacement

Activity	Impact	Avoidance/Mitigation Action
Public engagement	operations	Adequate signage. Continual update of program and conversations with affected stakeholders
Signage for bump-in for Priscilla and other events	operation	Contractor regularly updated with bookings and it is within their contract conditions to maintain operations of the centre.
Roof is leaking in parts	operation	Contractors and engineers investigating roof and parapet as part of current works and assessing options to remedy. Not within current work scope.
Wet weather	Schedule	Contract includes 30 non-compensable rain delay days in the work program.

ns

Activity	Decision Date

Variations

Value: \$1,045,087

Variation Description	Impact on Schedule	Amount (Inc. GT)	Status
Alternative form of contract security	NIL	(\$1,500)	A
Relocation of site sheds from podium level to Ferguson Lane	NIL	\$16,432	A
TOTAL		\$14,932	

Approved: P = Pending; D = Declined

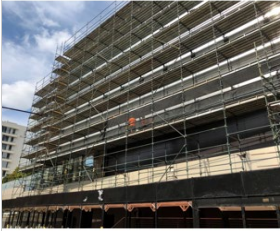
Page 3 of 5

Replacement

Requests

Change Description	Impact	Total	Status
NIL			

Approved: P = Pending; D = Declined



Page 4 of 5

PROCESS MAPS

Landing page on the Project Management SharePoint link

From the WCC
Intranet page –
click here

Policies, Guidelines, Frameworks & Forms

- A to Z >
- Corporate Standards >
- File Request Form >
- Health and Wellbeing Support (EAP) >
- Information Security Standards >
- Marketing Request Form >
- Project Management Framework >**
- Safety Framework >
- Safety Reporting >

SharePoint

Search this site

PM Project Management Framework

Initiate Plan Deliver Close Edit

New Page details Analytics

Phases

Initiate PHASE 1

Plan PHASE 2

Deliver PHASE 3

Close PHASE 4

Click on any
phase to view
details

PROCESS MAPS

View each phase with corresponding flow maps and template links

Phase 4 - CLOSE

OPERATIONAL HANDOVER




- Project handover to:
 - Sponsor
 - Asset owner
 - System Owner
 - Policy Owner
 - Operator
 - Maintainer
- Handover Checklist
- Defects liability period (if applicable)

POST IMPLEMENTATION REVIEW CONTRACTOR PERFORMANCE REVIEW

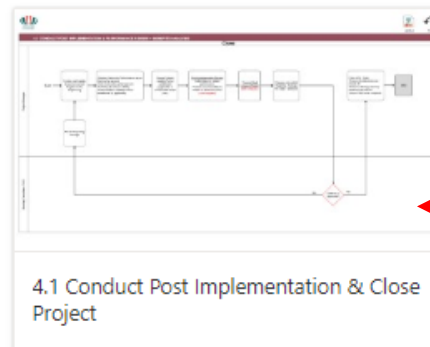
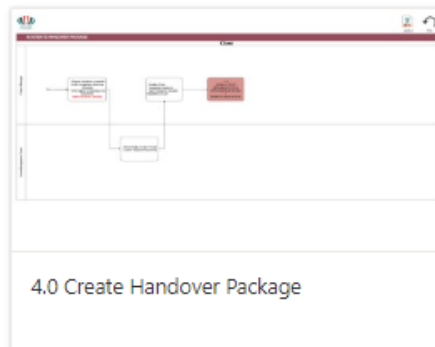
- Post implementation review
- Contractor/Consultant performance
- Performance of entire project team
- Lessons learned
- Close Financials
- Final Closeout report

Gateway 4
A fully operational product that meets the Client Brief and expected benefits.
(Approved by Projects Steering Committee)

Templates

-  Works Completion Handover Checklist
-  Final Close Out Report
-  Post-Implementation Review

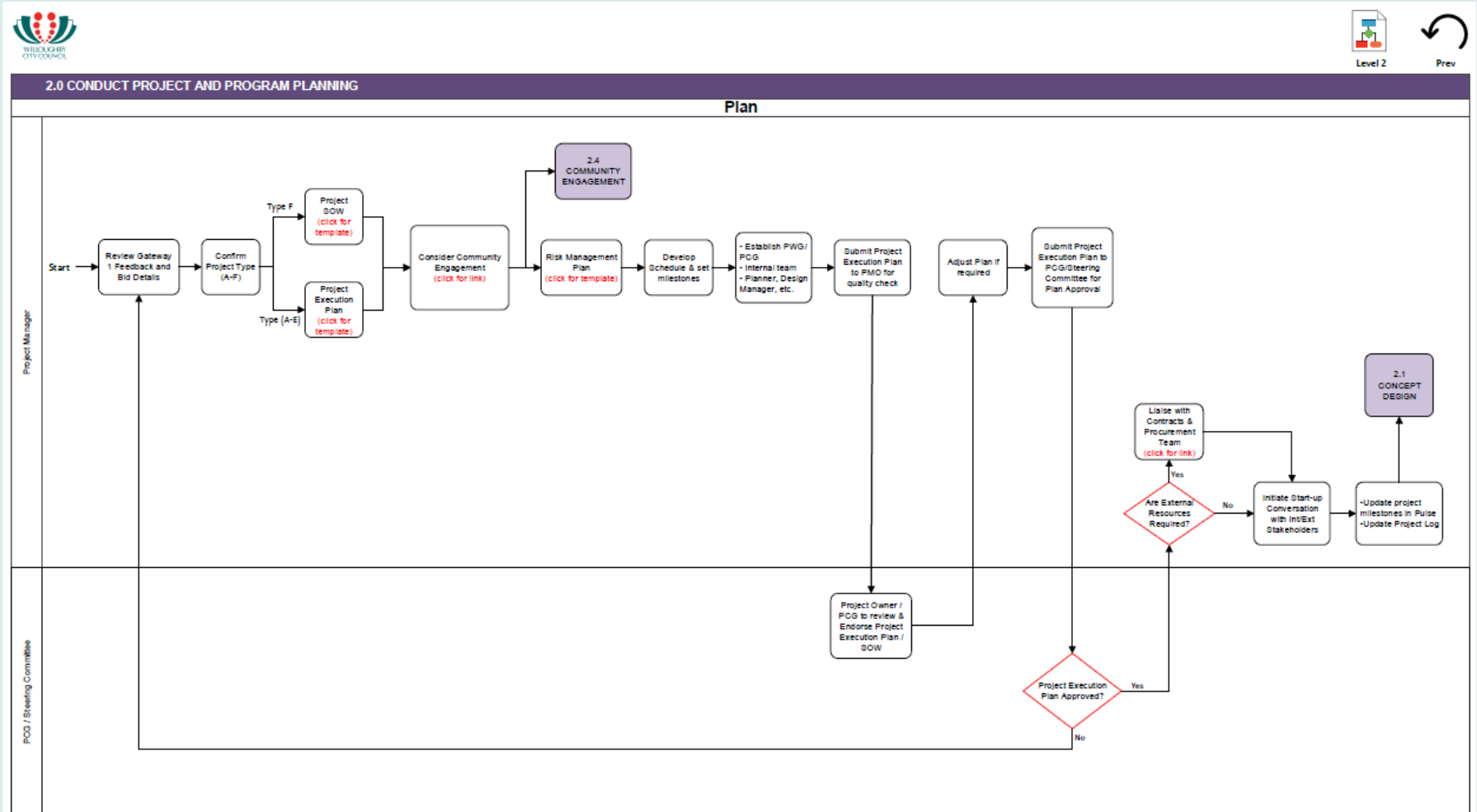
Click on link to access template in ECM



Click on flow maps to expand

PROCESS MAPS

Each flow map has hyperlinks to access templates or SharePoint pages



BIDS THROUGH INNOVATION

An incubation hub for the generation of new projects ideas

