

PURPOSE

The purpose of this policy is to provide a set of guiding principles on which project management should be based to establish sound project management practice at NBRC. Outline the purpose of this policy.

SCOPE

Project management disciplines are employed in North Burnett Regional Council (NBRC) to varying degrees which subject the Council to a high level of risk. In order to mitigate this risk project management principles and processes need to be formalised in a policy.

A project lifecycle contains two parts:

- a. A project decision process (value creation)
- b. Managing the delivery of the project (value realisation).

This policy is concerned with the process of managing projects to completion (b).

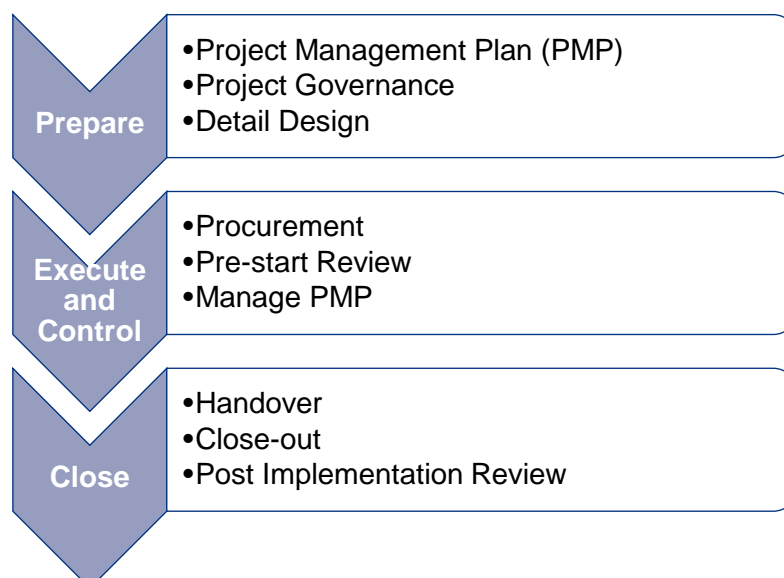
POLICY STATEMENT

1. Principles

- a. NBRC will adopt a *consistent* project management process allowing for the implementation and closure of projects. The process will set the minimum requirements for the governance and management of projects across NBRC.
- b. Not all projects require high and complex levels of governance, documentation and reporting. The project management process will be *adaptable* to suit the requirements of each project. Project Sponsors and Project Managers may implement other governance structures and documentation at their discussion after considering the minimum requirements, particularly for major projects that included external funding sources.
- c. NBRC project management process will *integrate* with other NBRC processes such as procurement and risk management.
- d. The NBRC project management process will allow for *continuous improvement* in the way in which NBRC projects are managed.

2. Process

The project management process includes three stages:



The first stage involves finalising the Project Management Plan developed in the project decision process, setting up a project governance structure and finalising the project design.

Description	Activities
Project Management Plan	<ul style="list-style-type: none"> a) Project Management Plan (PMP) <ul style="list-style-type: none"> i. Confirm scope ii. Confirm implementation plan iii. Develop work breakdown schedule iv. Detail resource plan v. Detail procurement plan vi. Detail communication/consultation plan vii. Establish final estimates b) Review and approve
Project Governance	<ul style="list-style-type: none"> a) Appoint Project Steering Group and Project Control (Technical) Group b) Appoint Project Principal c) Appoint Project Manager d) Appoint Project Team e) Update PMP (to include reporting requirements included in funding agreements) f) Review and approve
Design	<ul style="list-style-type: none"> a) Confirm design requirements b) Design brief established c) Budget allocation for design finalised d) Engage consultant e) Authority approvals obtained f) Utility relocations/alterations agreed, costed and timeframes established g) Design (drawings) completed h) Peer review completed i) Design (drawings certified) completed

Note: The required activities provides only guidance and may vary from project to project.

The second stage involves the delivery of the project and includes the key activities to ensure that the project is delivered on time, within budget and to the required standards.

Description	Activities
Procurement (if required)	<ul style="list-style-type: none"> a) Prepare contract documentation b) Request for quotes/tenders advertised c) Quotes/tenders reviewed d) Quote/tender accepted e) Contract documentation prepared and signed
Pre-start Review	<ul style="list-style-type: none"> a) Project (construction) plan finalised b) Project delivery method determined c) Service locations identified and marked d) Approvals internal/external obtained e) Procurement finalised f) Works order established g) Registration of workplace completed h) Traffic management plan finalised i) Amenities finalised j) Conduct pre-start meeting
Manage PMP	<ul style="list-style-type: none"> a) Scope management b) Time management c) Cost/procurement management d) Quality management e) Resource management f) Communications management g) Risk management h) Construction plan management (for infrastructure projects)

	<ul style="list-style-type: none"> i. Site inductions conducted and documented ii. Project construction plan on site and monitored iii. Traffic plan implemented and monitored iv. Audit(s) of work site v. Variations managed vi. As-constructed changes recorded
--	--

Note: The required activities provides only guidance and may vary from project to project.

The third stage involves the post completion review of the project. This stage is particular important as it provides the key lessons learnt and opportunities for improvement.

Description	Activities
Handover	<ul style="list-style-type: none"> a) Confirm completion of project as per contract documentation b) Confirm receipt of all documentation c) Confirm maintenance arrangements d) Prove operator training e) Release security f) Lodgement of bonds g) Advise WH&S (registration of workplace) h) Prepare handover report i) Finalise practical completion certificate
Close-out	<ul style="list-style-type: none"> a) Close project files b) Close off work orders c) Close financial accounts d) Value and register assets e) Update plans with as-constructed changes f) Acquittal of funding g) Revise unit rates h) Archive project documentation
Post Implementation Review	<ul style="list-style-type: none"> a) Convene post implementation review meeting b) Evaluate against success criteria c) Prepare post implementation review report d) Customer survey conducted (if required) e) Management review conducted

RELEVANT LAW

No laws relate to this policy

RELATED POLICIES AND PROCEDURES

104 Procurement and Purchasing
213 Risk Management

[Doc ID 103288](#)
[Doc ID 33169](#)

RELATED FORMS

Nil

DEFINITIONS

Term	Definition
<i>Project Control Group</i>	The Project Control Group consists of key stakeholders who are instrumental in influencing the project. The selection of the project control group is based on those people that understand how decisions that are made will have an overall impact on project delivery.
<i>Project Management</i>	The planning and organisation of the Council's resources and external resources in order to advance a specific task or set of tasks, events or duties toward completion top deliver outcomes for the NBRC community.

<i>Project Manager</i>	The person responsible for executing the project such that it is delivered within the confines of the Project Management Plan.
<i>Project Management Plan</i>	The Project Management Plan (PMP) is a formal, approved document used to manage project execution. The PMP documents the actions necessary to define, prepare, integrate and coordinate the various planning activities. The PMP defines how the project is executed, monitored and controlled, and closed.
<i>Project Principal</i>	The person that assumes overall responsibility for the delivery of the project.
<i>Project Steering Group</i>	A Project Steering Group is the key body within the governance structure which is responsible for the business issues associated with the project that are essential to the ensuring the delivery of the project outputs and the attainment of project outcomes.

APPROVAL

Council approved this policy on 7 November 2018

REVIEW

This policy will be reviewed every two years by the General Manager Works and is due for review in November 2020.

REVISION HISTORY

Version	Meeting	Approval Date	History
1	General	7 November 2018	New policy