



BOULIA SHIRE COUNCIL

Project Decision Management Directive -MD 01.07.2023

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Summary:	This management directive applies to all Council workplace participants (including elected members) and to all projects with an initial cost of \$50,000 or a whole of life cost of over \$500,000 within a 10-year period
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Related documents:	Project Decision Policy (Policy 166)
Responsible Section:	Chief Executives Office
Responsible Officer:	Chief Executive Officer
Legislation:	<i>Local Government Act 2009</i> <i>Local Government Regulation 2012</i> <i>Public Sector Ethics Act 1994</i> <i>Environmental Protection Act 1994</i> <i>Workplace Health and Safety Act 2011</i> <i>Crime and Corruption Act 2001</i>

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OBJECTIVE

The Project Decision Management Directive establishes the requirements, accountability and responsibilities for adhering to the Project Decision Policy and the advice and direction of the Project Decision Group (PDG).

SCOPE

This management directive applies to all Council workplace participants (including elected members) and to all projects with an initial cost of \$50,000 or a whole of life cost of over \$500,000 within a 10-year period.

DEFINITIONS

Council – means Boulia Shire Council.

Council Officer – means any person/s employed by Boulia Shire Council.

Councillor – means any elected member of Boulia Shire Council.

ManEx – Directors and Chief Executive Officer.

Project – means the acquisition or improvement of a Council asset or process that imposes a financial or reputational implication to Council.

Project Decision Framework (PDF)– means Council’s own framework (see Figure 1) inspired by the Queensland Treasury Corporations suite of documents for the governance of Council projects.

Project Decision Group (PDG)– means the decision-making group constituted by nominated Councillor’s (portfolio owners) and ManEx (CEO, All Directors, CSM).

Project Reference Group (PRG)– means the team (Section Director, Managers, Supervisors) which considers and approves project decision documentation for consideration by the Project Decision Group.

Project Decision Management Directive – means this Project Decision Management Directive MD-01.07.2023

Project Decision Policy – means the Project Decision Policy adopted by council.

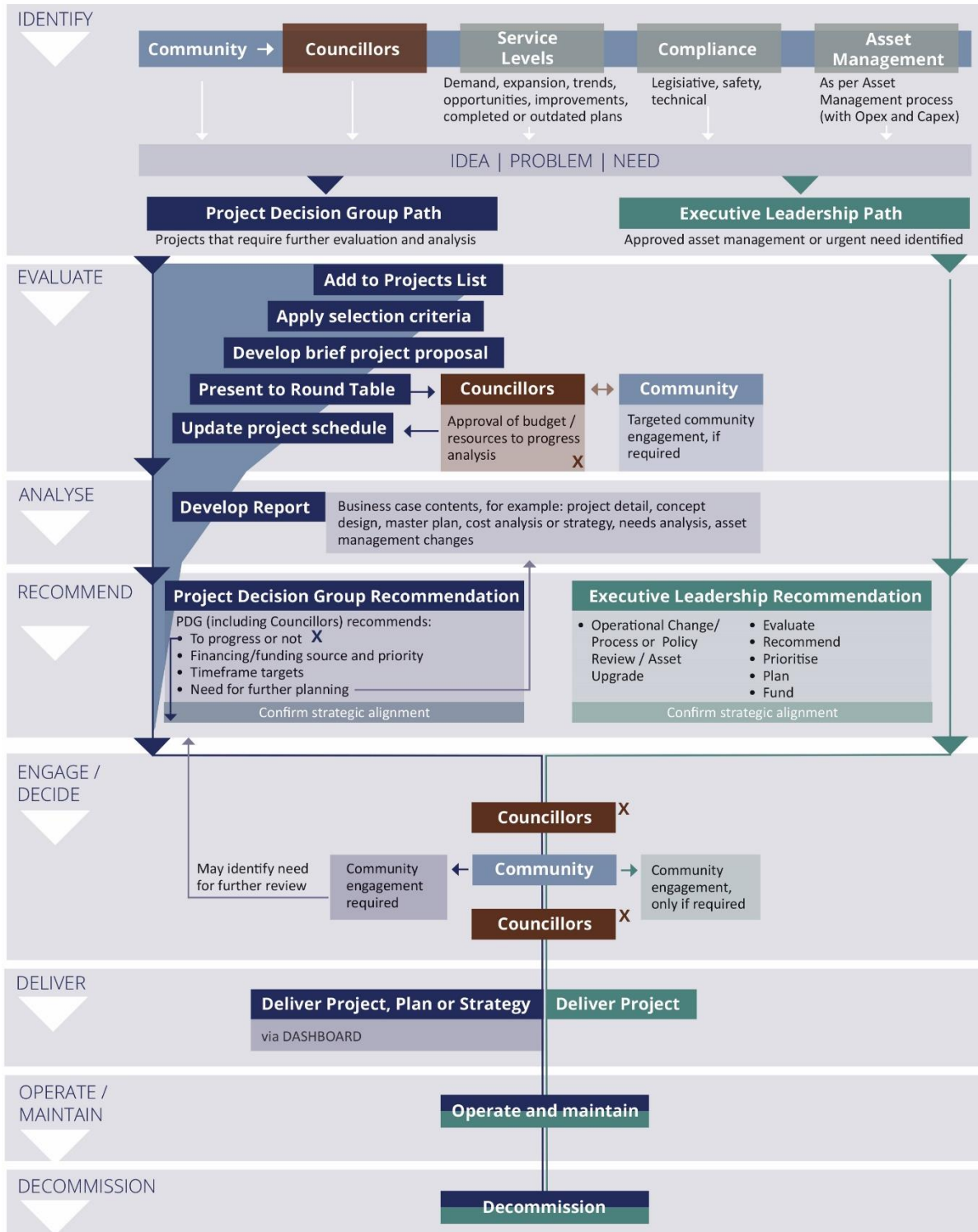
Project Manager - means the Council Officer charged with the delivery of a project or outcome identified in the Project Decision Framework.

Urgent Works – means works or projects required in an event that occurs and endangers your employees, the public; or risks disrupting the workplace operations; or causes damage.

PROJECT DECISION FRAMEWORK (table)

The Project Decision Framework is tailored to assist in identifying, selecting and managing the right projects so that Council's limited resources are applied prudently and efficiently.

Figure 1 – Project decision framework



X Project stop point

PROJECT DECISION FRAMEWORK – (statements)

Council has two bodies responsible for the implementation of the **Project Decision Policy**:

1. **Project Decision Group (PDG)** – [ManEx and Portfolio Councillors] is the decision-making group which approves /declines the project to go to Council.
2. **Project Reference Group (PRG)** - [Section Director, Managers, Supervisors] considers and approves project related documents for consideration by the Project Decision Group

The objective of the **Project Reference Group (PRG)** is to provide advice and recommendations to the **Project Decision Group (PDG)** on the evaluation of projects by reviewing:

1. **Consistency**- building discipline into the project selection process.
2. **Fairness**- selecting projects in a consistent, equitable and transparent manner.
3. **Risk review**- Understanding and mitigating risks and unknowns from the outset.
4. **Assess the success of the ongoing project** -Linking project selection to Corporate Plan.
5. **Prioritisation**- assess project proposals across a common set of criteria.
6. **Justification** – make decisions to stop projects that don't support the Corporate Plan.
7. **Cost** - Providing a view of all proposed projects against available budget.

IDENTIFY

Projects arise from a range of sources including:

- Those identified by community members and presented to Council or Councillors.
- Projects that arise from a service level need, including increased demand, expansion, changing trends, an opportunity, a chance for improvement or a completed or outdated plan
- Compliance matters due to legislation, safety, or technical requirements.
- Asset management.

The framework suggests that all identified projects pass through the decision-making process unless:

- Listed as ineligible within the Project Decision Policy;
- Already identified in a pre-existing and approved asset management plan: or
- Due to a compliance/safety issue.



EVALUATE



Once added to the Projects List, the standard project selection criteria are applied by the Project Decision Group to identify which projects proceed to the proposal stage.

Project Selection Criteria eg:

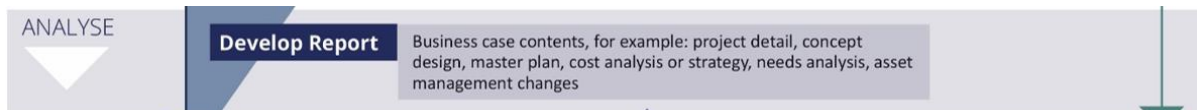
1. Budget
2. Timelines
3. Staff / contractors available to complete.

Brief project proposals are developed by 'TPDG' for presentation to ManEx. The proposal is prepared to enable an informed decision about whether to progress a project, allocate budget and resources for further analysis, or for the concept to be abandoned. ManEx may also recommend that the project seeks further targeted community engagement.

Key information which may be included in a proposal includes:

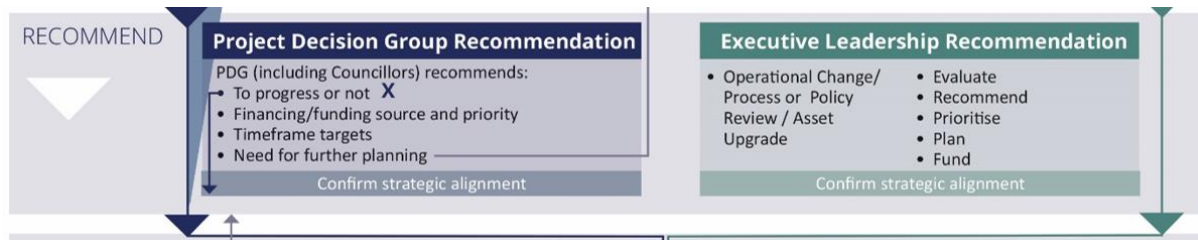
1. Brief details of the service need.
2. Brief of the current service levels and current assets.
3. How the project aligns with the Corporate Plan and Annual Operating Plan.
4. Description of options for meeting the service need including a "do nothing" or "do minimum" option.
5. Pros and Cons of the options.
6. High level risk analysis of each option.
7. High level whole of life costing estimate for each option (if possible, without extensive resource investment or risk).
8. Identify potential funding sources and/or savings on existing costs.
9. Suggestions of the next level of analysis required to investigate the project feasibility including cost.

ANALYSE



During the *Analyse* stage, Council Officers utilise the resources and budget allocated in the *Evaluate* stage to determine project feasibility through the development of business case contents. For example: project detail, technical advice, concept design, master plan, cost analysis and funding strategy, needs analysis, or asset management plan.

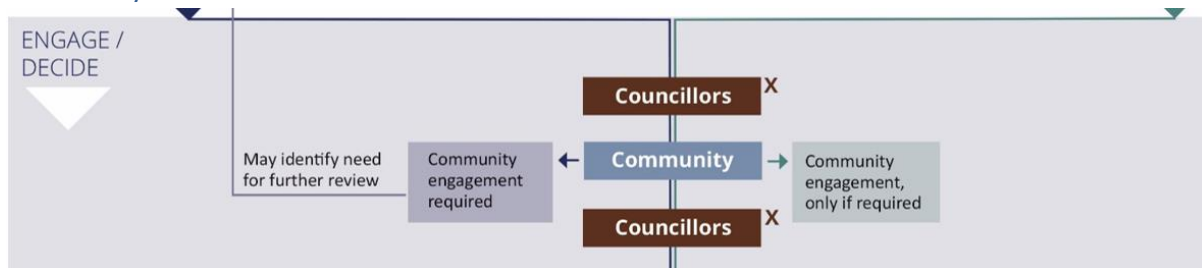
RECOMMEND



At the recommend stage, the Project Decision Group reviews all projects which have been analysed, confirming their strategic alignment. At this stage the PDG, informed by the analysis and with input from all attendees, may recommend:

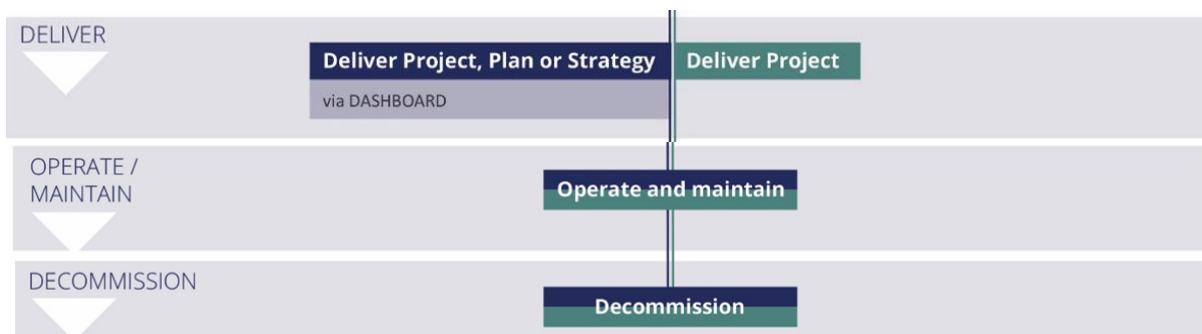
- To progress the project or not
- What priority a project is given (amongst others) within which financing/funding source
- The timeframes and targets for the project
- A need for further planning

ENGAGE/DECIDE



Once a project has been recommended and prioritised to proceed it will be presented to Council. At this point Council may choose to approve or abandon the project, or progress the project to community engagement after which, project approval, abandonment or further analysis may be decided.

DELIVER, OPERATE/MAINTAIN, DECOMMISSION



Once projects are approved to deliver, they are managed via Council's Project Management Dashboard before moving to an operational phase. Infrastructure is also included in Council's Asset Management Plan/s.

Decommissioning occurs when an asset reaches the end of its useful life. Decommissioning practices can also be applied to a plan or strategy once it reaches its suggested end date or is completely delivered upon.

Nearing the end of an asset, strategy, or plan’s useful life, a decision will need to be made regarding further investment, revision or renewal, or disposal, and likely a new project considered by the project decision framework – recommencing the project life cycle.

EXEMPTIONS

Ineligible projects specified within the Project Decision Policy, which have already been identified in a pre-existing and approved asset management plan or due to a compliance issue, still follow a process whereby the TPDG progresses these projects directly to delivery stage, according to the priority set by asset management planning or project urgency.

URGENT WORKS

Urgent works may be required in the event of an incident that proposes risk or danger to employees or the public; or disrupts workplace operations; or causes damage. Written approval is required from the Chief Executive Officer in order to undertake urgent works.

ROLES AND RESPONSIBILITIES

The following table outlines the roles of key staff in implementation of this Management Directive. In addition to the members identified in the table below, the Group may invite more participants to engage in meetings to provide information and advice relevant to the Group’s purpose.

Role	Function
Chief Executive Officer	<ul style="list-style-type: none"> – Chair of Project Decision Group – Overall responsibility of ensuring the project owner provides adequate updated reporting to Council and allocation of the necessary resources to complete the project.
Director of Corporate Services (DCS)	<ul style="list-style-type: none"> – To provide budget impacts of proposed projects (LTFP), whole-of-life costs, long-term financial reporting and depreciation considerations to the Project Reference Group (PRG) and Project Decision Group (PDG). – Position should provide ongoing support on ongoing budgets including potential overruns and business requirements related to the DCS directorate (legislation/reporting).
Director Works and Operations (DWO)	<ul style="list-style-type: none"> – Chair of Project Reference Group – Key Project Officer as part of the Project Reference Group. – Position should provide input on infrastructure needs and business requirements related to the DWO directorate
Community Services Manager (CSM)	<ul style="list-style-type: none"> – Key Project Officer as part of the Project Reference Group. – Position should provide input on community needs and business requirements related to Community Services Portfolio.
CEO’s Executive Assistant	<ul style="list-style-type: none"> – Preparation of agendas, collation of reports and preparation of minutes. Assist with recording of information, assist with collation and completion of various documentation where required.

RELATED DOCUMENTS

Procurement Policy
Project Decision Policy