

MAJOR PROJECTS COUNCILLOR REFERENCE GROUP – Terms of Reference

1. BACKGROUND

Council resolved on 8 May 2017 to establish a Major Projects Councillor Reference Group, to be chaired by the Mayor, comprising all Councillors, for the currently approved projects, including the Whitehorse Centre and the Nunawading Community Hub. This document details the Terms of Reference for this body in the broader context of the delivery of major projects by Council.

2. PURPOSE OF THE COUNCILLOR REFERENCE GROUP

Strategic oversight of program of Major Projects

3. MEMBERSHIP:

All Councillors. Chaired by the Mayor.

4. ROLES AND RESPONSIBILITIES

- a. Receives and reviews reports across the program of major projects that monitor;
 - Progress against approved Project Plans
 - Financial oversight including progress of approved expenditure to budget, contingency commitment and changes in scope that may impact budget.
 - Project risks including mitigation strategies.

5. MEETINGS

Reference Group meets quarterly as part of the Strategy Meetings cycle at 5pm commencing November 2017 with a meeting cycle thereafter of October, January, April and July each year.

6. TIMEFRAME AND REVIEW

The Terms of Reference will be reviewed and approved as necessary by Council

EMT – Major Projects Terms of Reference

1. BACKGROUND

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2. PURPOSE OF THE EMT FOR MAJOR PROJECTS

- EMT provides leadership and direction across the program of Major Projects and its role is in conjunction with the Major Councillor Reference Group.
- Directs the overall program of projects and approves the resourcing requirements for successful execution of projects.
- Monitors the major projects and provides advice to Council to ensure projects are delivered in accordance with approved scope, time, cost and quality parameters.
- Considers and resolves and make recommendations on significant project issues and risks to Council.

3. MEMBERSHIP:

CEO, GM's and Executive

4. ROLES AND RESPONSIBILITIES

- a. EMT sets the direction for project planning, delivery and operations in response to the Council. It does this by approving;
 - Project Plans for Major Projects in an approved form
 - Procurement Strategy and Plan
 - Appoints the Project Sponsor/owner, members of the PCG and endorses delegations to the PCG. Handover and Project closure (end of delivery phase)
- b. Reviews reports across the program of projects to monitor;
 - Progress against approved Project Plans, approved expenditure to budget, contingency commitment and changes in scope that may impact budget.
 - Projects risks and external impacts on tenants, relocation issues and local resident stakeholder management communication.
 - Considers and resolves and make recommendations on significant project issues and risks to Council.
- c. Recommends changes where an increase scope and or time impact on \$ greater than approved budget.
- d. Approves and or makes recommendations to Council for contracts as required under delegation policy

5. MEETINGS

Receives a monthly progress report against the following:

- o Approved schedule of activities and scope
- o Budget and expenditure to date
- o Risks and Issues
- o Contractual approvals

6. TIMEFRAME AND REVIEW

The Terms of Reference will be reviewed and approved as necessary by Council

PROJECT CONTROL GROUP (PCG) – Terms of Reference

1. BACKGROUND

Council resolved on 8 May 2017 to establish a Major Projects Councillor Reference Group, to be chaired by the Mayor, comprising all Councillors, for the currently approved projects, including the Whitehorse Centre and the Nunawading Community Hub. This document details the Terms of Reference for this body in the broader context of the delivery of major projects by Council.

2. PURPOSE OF THE PCG

- The PCG is an integral part of managing the delivery of projects and reports to EMT on project progress.
- PCG is accountable to EMT for planning and implementing the delivery of an approved project. A PCG will be created to manage the initiation and planning for a new major project.
- Considers and make recommendations to EMT on significant project issues and risks.

3. MEMBERSHIP:

- Normally includes 3 to 4 core members including Project Owner +/- Sponsor Service management representative, Head of Major Projects and a cross divisional representative, drawn from across organisation to benefit project context i.e. Finance, Human Services, OD, Planning, Engineering, IT.
- Chaired by the Project Owner/sponsor and supported by the Project Manager to coordinate meetings and reports

4. ROLES AND RESPONSIBILITIES

Project Manager will coordinate and support PCG and attend all meetings and operating staff will be invited as and when required. Consultants will be invited to attend all or part of meetings as required;

- Manages and tracks scope development, schedule and budget.
- Accountable for monitoring and reporting of project risks
- Provides a regular report to EMT on project progress through the Project Manager and the Major Projects report and recommends to EMT for approval;
 - a. Project Plans including stakeholder engagement and communications plan
 - b. Procurement Strategy and individual procurement for appointment within the delegations (notionally the delegation for Major Projects will be PM to HMP to GMI to CEO. In this context the expenditure of funds is by Infrastructure on behalf of the organisation)
 - c. Approves changes to scope, time and cost within its delegated authority from EMT Outside of its delegation recommends to EMT/CEO/Council matters for approval.
- Endorses service approach proposed and information required from service as required for the planning, design and delivery of a project. Approves the Transition to Operations plan.
- Appoints Project Working Group members and directs the requirements and scope of information it seeks from the group.
- Initiates a change request process where a change in scope and or time has an impact on the project. Recommends and or advises EMT on the impact of a change request. Reviews contracts as required under delegation policy and provides advice as required.

5. MEETINGS

PCG meets at a minimum once a month and more frequently as required depending on the status and demands of the project. The PCG will use a standard agenda format when meeting as follows:

- o Project Status and Actions
- o Decisions Required and Information sought
- o Upcoming Milestones & Deadlines
- o Budget Update including; Expenditure to Date, variations approved.
- o Risks & Issues
- o Communications & Stakeholders

6. TIMEFRAME AND REVIEW

The Terms of Reference will be reviewed and approved as necessary by PCG

PROJECT WORKING GROUP (PWG) – TERMS OF REFERENCE

1. BACKGROUND

Council resolved on 8 May 2017 to establish a Major Projects Councillor Reference Group, to be chaired by the Mayor, comprising all Councillors, for the currently approved projects, including the Whitehorse Centre and the Nunawading Community Hub. This document details the Terms of Reference for this body in the broader context of the delivery of major projects by Council. The PWG is established by the PCG to provide input and advice from internal and/or external stakeholders.

2. PURPOSE OF THE PWG

Is to provide;

- Input and advice to facility planning development and future operations.
- Input from a user perspective as required
- Advise in respect of stakeholder input and engagement

3. MEMBERSHIP:

- **Primary Stakeholders** internally who will influence progression and success of the delivery of the project. To be drawn across the organisation including Human Services, Planning, Corporate services.
- **Other:** Working groups maybe developed around key external stakeholders for consultation with project design teams and where appropriate as leaseholders, tenants or facility users. Purpose of these WG's will be to seek.
- These will be initiated by responsible Service Manager and PM as required in each phase of the project and chaired by the by the Project Manager.

4. ROLES AND RESPONSIBILITIES

- Meets and reports as requested by PCG or Project Manager
- Makes recommendations and feedback on service delivery and operational aspects of facility to PM, consultants and PCG.

5. MEETINGS

Meets as required by the project team and/or as directed by PCG.

6. TIMEFRAME AND REVIEW

The Terms of Reference will be reviewed and approved as necessary by PCG.