



# POLICY P7.1.1

## PROJECT MANAGEMENT

| ITEM             | DESCRIPTION                                  |
|------------------|----------------------------------------------|
| Version Number   | 3.0                                          |
| SOPs             | > None                                       |
| Policy Owner     | Executive Director Executive Services        |
| Policy Contact   | Director Program, Audit and Inquiries        |
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### 1 Purpose

- 1.1 This policy sets out the key requirements for the management of projects. It is part of a project management framework for the assessment, approval, planning and implementation of NSW RFS projects and programs. The framework and policy aim to enhance the effectiveness of project delivery and better enable project success.
- 1.2 The NSW RFS project management framework provides a project management methodology that can be adapted to all projects regardless of type, complexity or size.

### 2 Definitions

For the purposes of this policy the following definitions apply:

- 2.1 **Project Control Group (PCG):** The PCG is comprised of the Commissioner, all Executive Directors, the Chief Financial Officer (CFO) and the Chief Information Officer (CIO). It is responsible for project prioritisation, approval and oversight.
- 2.2 **Corporate Program Office (CPO):** The office within the NSW RFS that is the custodian of the project management framework and provides project governance, advice, support and quality assurance services to projects.
- 2.3 **Program:** A set of related projects and activities that deliver outcomes and benefits related to the organisation's strategic objectives. A program is likely to have a life that spans several years.
- 2.4 **Project:** A defined body of work undertaken in a managed environment created for the purpose of delivering one or more business products according to a specified business case.

- 2.5 **Moderate/Complex Project:** Determined in conjunction with the CPO. A project that meets the criteria as set out in 2.4 above and has:
- an impact on a large number of NSW RFS members or a large impact on a single business area; or
  - a high degree of risk, complexity or change; or
  - a total project budget of at least \$150,000; or
  - been identified by the PCG as a moderate/complex project
- 2.6 **Project Management:** The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.
- 2.7 **Project Management Framework:** This policy, processes, templates and associated tools that provide the structure, methodology and guidance for managing projects within the NSW RFS.
- 2.8 **Project Initiation Document (PID):** Forms the agreement between the project manager and the project board detailing the key information needed to implement a project. It describes the what, how and when of project delivery. It provides the baseline for measuring performance.

## 3 Policy

### Projects in General

- 3.1 This policy applies to all projects conducted by the NSW RFS regardless of funding source.
- 3.2 Projects should be identified through the corporate or business planning process.
- 3.3 Where the project includes an Information Communication Technology (ICT) component, the Chief Information Officer (CIO) or delegate must be consulted throughout the project life cycle by the project manager.
- 3.4 Where a project delivers a capital item, the Chief Finance Officer (CFO) or delegate must be consulted throughout the project life cycle by the project manager.
- 3.5 When undertaking projects, all parties must abide by the requirements of NSW RFS policies and service standards, particularly those listed in Section 4 of this policy.
- 3.6 Projects that do not fall within the definition of moderate/complex project, as defined in 2.5, are not reported to the PCG. The Sponsor or Manager responsible for the project should be guided by this Policy and the project management framework to ensure sound governance principles are applied.

### Moderate/Complex Projects

- 3.7 Moderate/complex projects, as defined in clause 2.5, are required to be presented to the PCG for approval, as coordinated by the CPO.
- 3.8 When approving a moderate/complex project the PCG may choose to withhold part or all of the requested funding allocation until the Project Initiation Document is approved by the Project Board.
- 3.9 All key project documentation must be provided to the CPO for quality review prior to approval from the Project Board.
- 3.10 The CPO must be contacted prior to the recruitment of an external project manager for moderate/complex projects.

## 4 Related documents

- > [Independent Commission Against Corruption Act 1988](#)
- > [Treasury Policy TPP 15-03 Internal Audit and Risk Management Policy for the NSW Public Sector](#)
- > [Policy P1.1.3 Conflicts of Interest](#)
- > Policy P4.1.3 Procurement

- > [Policy P7.1.4 NSW RFS Planning and Reporting](#)
- > [Policy P7.1.10 Organisational Risk Management](#)
- > [Service Standard 1.1.7 Code of Conduct and Ethics](#)
- > [Service Standard 1.1.19 Intellectual Property](#)
- > Project Control Group Charter
- > Corporate Program Office Charter
- > Project Management Handbook
- > Project Mandate
- > Project Proposal
- > Project Initiation Document
- > [NSW ProcurePoint](#)
- > NSW RFS Corporate Plan 2014 - 2021

## 5 Amendments

| Amendment date   | Version no | Description                                                                                                                                                                                                           |
|------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19 July 2004     | 1.0        | Initial release                                                                                                                                                                                                       |
| 14 December 2010 | 2.0        | <ul style="list-style-type: none"> <li>&gt; Repealed v1.0</li> <li>&gt; Comprehensive review to amalgamate Policy 2.1.2 Information Systems Implementation v1.2 with Policy P3.1.6 Project Management v1.0</li> </ul> |
| 9 May 2016       | 3.0        | <ul style="list-style-type: none"> <li>&gt; Repealed v2.0</li> <li>&gt; Comprehensive review to update and streamline policy statements</li> </ul>                                                                    |