NSW Crime Commission
Project Management Policy and Procedure

January 2023

Document Location

This document is only valid on the day it was printed.

The source of the document is located with the Project Management Office (PMO) Templates and Management folder in Objective

Authors:		Policy No:
NSWCC		

Version History

Date	Version	Revision History	Author /Reviser
November 2018	V0.1	First draft	NSWCC
April 2019	V1.1	Reviewed and updated to accommodate small projects, reporting and ISO 27005 requirements	NSWCC
December 2022	V2.1	Improve focus on security risks, and PMO consultation process	NSWCC

Document Reviews

Date	Version	Comments	Reviewed by
10/07/2020	V1.2	Annual review, no changes required	NSWCC
October 2020	V1.3	Update reflecting recommendations of PMF audit report dated Sept 2020	NSWCC

Approvals

This document requires the following approvals.

Date of issue and version details must be entered upon approval.

Name	Title	Date of Issue	Version
	Executive Director Corporate Services	16/11/18	V0.1
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Contents

1   Purpose

The NSW Crime Commission (the Commission) is committed to the adoption of a standard approach to project management and the consistent use of project management procedures and templates to ensure the highest quality of project management, incorporating all aspects of information security.   This Project Management Policy and Procedure defines the policy and processes that are performed throughout the life of a project to ensure the efficient and effective management of projects.

2   Objective

The objective of this policy and procedure is to ensure:

- a standard Commission wide approach for project management
- the successful delivery of quality project outcomes aligned to the Commission's strategic priorities

3   Application

This policy outlines the Commission's project management methodology and applies to all Commission employees and contractors.

4   Policy Statement

4.1   The Commission is committed to the implementation and maintenance of an organisational Project Management Methodology, providing a consistent approach for the governance and management of project, and clearly articulating for all stakeholders the acceptable components of project management.

4.2   In its application of this policy, the Commission is committed to:

- Aligning project activity to organisational strategic plans
- Maximising project benefits across the organisation
- Ensuring information security is an integral part of project plans and deliverables by complying with the Commission's Information Security Management System
- Minimising the impact of project risks by complying with the Commission's Risk Management framework
- Ensuring appropriate project governance and control is established and maintained
- Providing consistent and scalable project processes and outputs
- Enhancing project communication between business areas
- Continually improving project management processes and skills

4.3   The Commission's approach to project management is based on PRINCE2 and PMBOK key principles, adapted to meet the agility required to successfully deliver projects on time and within budget.

4.4　　All projects must be approved in accordance with the Commission's delegations framework for medium and large projects and the Project Sponsor role must be held by a member of Executive.

4.5　　Project quality management and assurance will be applied appropriate to the scale and risk of the project.

4.6　　The Project Management Procedure provides the methodology and processes for managing projects according to this policy.

4.7　　The PMO and ICT Compliance Manager is available to provide project support and quality control via the Project Management Office.

5　　Responsibilities

5.1　　Project Governance

Management and governance roles for Commission projects generally include the following roles and responsibilities:

Governance structure - small/medium projects
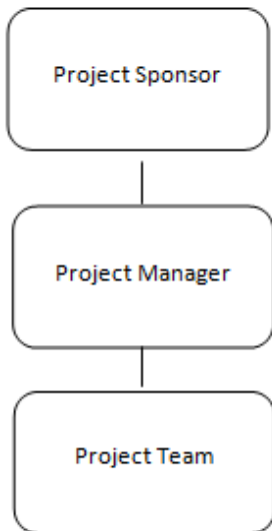
Governance structure – large/complex projects

The **Project Sponsor** is responsible for the initiation of the project, and manages, administers, monitors funds, and is resp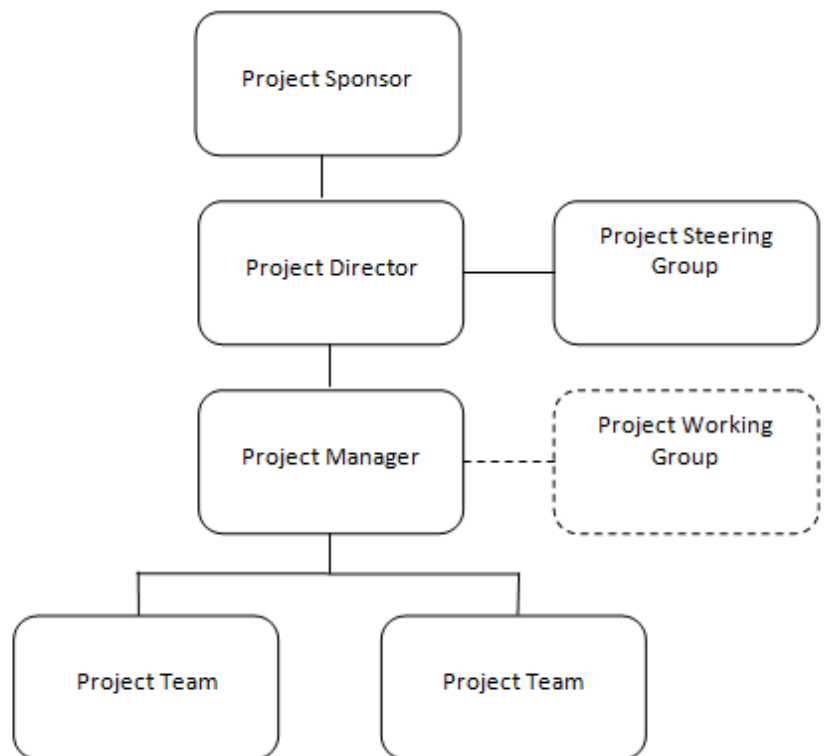onsible for the overall project delivery. The project sponsor works with the project management team, helping with project matters such as scope clarification, progress monitoring, and influencing others in order to benefit the project.

The **Project Steering Committee** assumes overall responsibility for the governance of the project. The Project Steering Committee receives information regularly from the Project Director (and any assurance roles appointed) and contributes to changes of direction or scope. Any significant change deviation is to be agreed by the Project Steering Committee. *Please note:* not all projects will require a project steering committee.

The **Project Director** is responsible for the provision of information to the Project Steering Committee, The Project Sponsor and supervision of the project manager and project team/s. *Please note:* not all projects will require a project director.

The **Project Manager** has overall responsibility for the successful planning, execution, monitoring, control and closure of the project. Key project management responsibilities include clarification of project objectives, project requirements, managing the constraints of the project which are cost, time, scope and quality, communication with stakeholders and reporting.

The **Project Teams** are responsible for the day to day activities and tasks required to deliver the project on budget and on time to an acceptable standard, including reporting regularly and maintaining project records in Objective. *Please note:* some small projects may not require a project team.

The **Project Working Group** is responsible for supporting a project by contributing skills and knowledge as required and passing on project information to respective stakeholders as appropriate. *Please note:* not all projects will require a project working group.

5.2   Project Management Office (PMO)

The Project Management Office (PMO) is a centralised management structure for the delivery of programs/projects across the Commission aimed at ensuring standardisation, reducing duplication and leveraging resources such as people, technology, and communication.

The PMO is managed by the PMO and ICT Compliance Manager whose role is to implement an overarching framework to establish standard performance measures, ensure effective management of an ICT program, support delivery of projects and maintain compliance of the ICT framework standards. This translates into the following key areas:

- Establishing program, project and compliance methodologies

- Ensuring Program and Project tracking and support

- Supporting Project management and delivery

- Facilitating ISMS and ISO27001 Compliance

5.3   Training

The **PMO and ICT Compliance Manager** is responsible for fostering a community of project management that promotes collaboration and best practice in project management. This includes the management of the Commission's Project Management Office, maintenance and continual improvement of project documentation, the provision of resources, tools and advice, and project management training.

6   Project Management Procedure

6.1   Purpose

This project management procedure represents the Commission's bespoke project management methodology and defines the processes that are performed throughout the life of a project to ensure efficient and effective management of projects. The procedure references project management template documents developed to support the procedure, and instructions for project managers.

This procedure contains instructions for project managers in the following format:

<div align="center">

Instructions for Project Managers

</div>

As a first step, please consult with the PMO and ICT Compliance Manager to determine documentation requirements for your project, and for general advice and guidance.

6.2   Benefits

The key benefits of using the Commission's project management methodology include:

- Improved control of financial, physical and human resources
- Improved monitoring of projects
- Controlled project scope
- Improved problem resolution through the application of the risk management framework
- Effective decision making

6.3   Project Phases

The five key phases of a project include:

- Approve project
- Establish project
- Plan project
- Manage, control and monitor project
- Close project (delivery of outcomes)
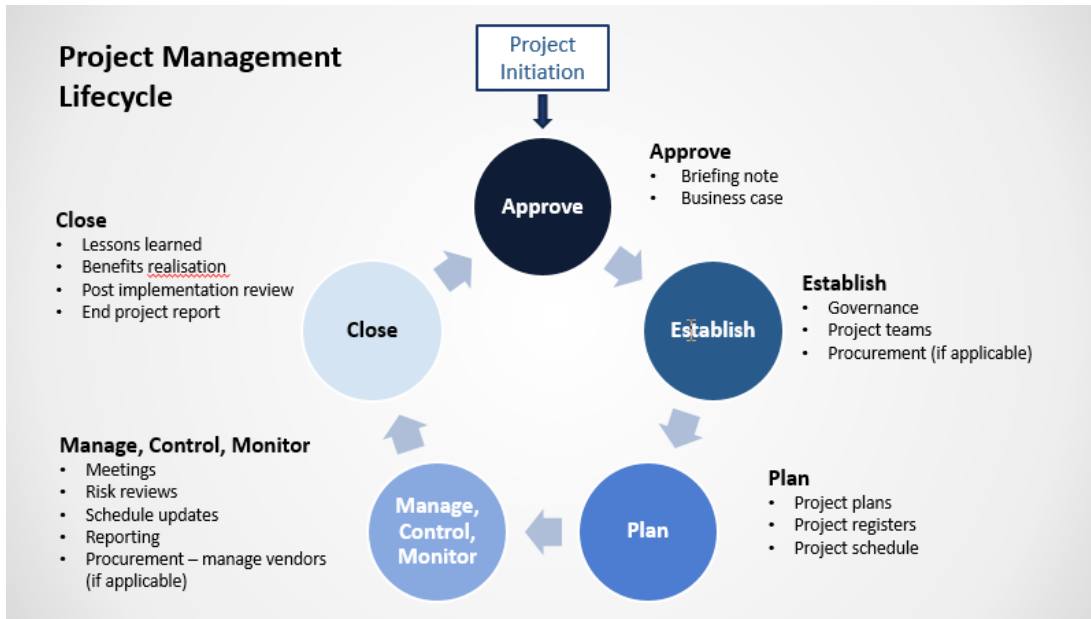
Project management terminology definitions are provided at Appendix A.

6.4 Project Approach

In larger projects, planning, controlling and monitoring may be managed more efficiently by adopting an iterative approach to the project. This is achieved by breaking the project down into smaller more manageable stages (work packages or work breakdown structures), which leads to improved quality and risk management of a large project.

A Project Sizing Guide has been developed to assist in tailoring the most appropriate approach to project management. This guide should be used in conjunction with the PMO and ICT Compliance Manager.

A complete list of project document templates is provided at Appendix B. Specific project documentation requirements for small, medium and large projects is provided at Appendix C. An extract of the Project Sizing Guide is provided at Appendix D.

6.5 Project Records

A folder must be created in Objective for each project. All project records must be maintained in Objective, with a recommended minimum of six folders for each project as illustrated in the following diagram.

C.11 SQL Rearchitecture 2020
    Correspondence
    Documents
    EDCS Comments
    Meetings
    Plans
    Reports
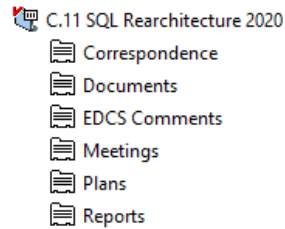
7   Approve Project

During this phase, the project is initiated and the foundation of the project is created. It is triggered by the need to improve a process, or service or solve a problem. If a project is already funded and approved, then proceed to Establish Project phase. This will occur if the project has been considered in the overall budget for the business division. The major deliverable of the Approve Project phase is the business case, or briefing note submission for project approval to commence the project

7.1   Business case

If funding for the project has not been approved, then develop a business case seeking funding and approval to proceed with the project. The business case provides justification for a project, including objectives, costs, benefits risks and timescales. It must provide a compelling case to obtain funding for the project.

The content and detail included in the business case will be dependent upon the size of the project. Two business case templates have been developed for this phase, a light version (for use within the Commission only) and a full version. Generally, the Business Case (light) template is used for small projects and the Business Case (full) template is used for larger projects (and may be used for funding submissions outside the Commission).

It is important to ensure the cost of developing the business case is proportionate to the size, risk and complexity of the investment. Guidance for template selection is available from the Project Management Office, in conjunction with the Project Sponsor.

The Business Case (full) template is based on NSW Government Business Case Guidelines developed by NSW Treasury. This template requires specific financial information including a detailed cost benefit analysis and return on investment details and may require specialist input from the Commission's finance division.

The following table is a summary of the key steps and questions to answer when developing a robust business case using the NSW Government Business Case Guidelines (TPP18-06) issued by NSW Treasury.

These steps are also applicable to the light business case, however far less detail is required for small to medium projects

What is a Business Case?
A multipurpose proposal for action that meets Government's objectives and informs an investment and policy decision.

What are the characteristics of a good business case?
A good business case should:
- Be clear and concise
- Be planned early in the investment process
- Reflect stakeholder views and consultation outcomes
- Contain the right evidence, including reference of previous experiences and outcomes in implementing similar initiatives
- Treated as a living document, that is continuously updated and repurposed

When should a business case be prepared?
Business cases are prepared for different reasons:
- To inform prioritisation, an investment or regulatory decision and an assurance process
- To demonstrate that adequate due diligence and thinking was undertaken
- To gain funding

How much time does it take to develop?
It depends on the complexity, size, potential risks etc. It can be a short document of few pages, but contain all relevant aspects including key objectives, costs, benefits, risks, stakeholders etc., which can be completed in a few days. Or it can involve a robust analysis, and hence require few months and be a more resource intensive process

What are the key components of a business case?
A business case contains:
- A case for change i.e. a clear rationale for government action that is based on an identified community need
- Evidence that the options achieve selected objectives and maximise social welfare and value for money (cost benefit analysis)
- Evidence that the options are financially viable (financial analysis)
- Evidence that there is capacity and capability required to procure, implement and maintain the proposal and realise the benefits anticipated (commercial analysis)
- Evidence that the solutions put forward can be delivered (management analysis)

How is a business case developed?
A business case is a continuously evolving document that at its most complex can develop over three main stages:
- Stage 0: Problem Definition - Focus on a case for change
- Stage 1: Strategic Business Case – Focus on option identification and analysis
- Stage 2: Detailed Business Case – Focus on option selection and deliverability

Who should be contacted for questions relating to business cases?
Your relevant Agency Budget and Policy Group Treasury contact

A comprehensive description of the full business case requirements is provided at https://www.treasury.nsw.gov.au/sites/default/files/2018-08/TPP18-06%20%20NSW%20Government%20Business%20Case%20Guidelines.pdf

The PMO and ICT Compliance Manager is available to assist with determining the most appropriate business case template for the project.

☞ Complete the **Business Case (light)** template, or **Business Case (full)** template.

7.2   Briefing Note Submission for Project Approval to commence project
If the project is already funded, or if no funding is required for the project, develop a briefing note submission seeking approval to formally commence the project.

☞ Complete the **Briefing Note Submission for Project Approval** template.

8 Establish Project

Upon approval to proceed with the project, the following steps should be undertaken to establish the project and meet project governance and compliance requirements.

Please consult with the PMO and ICT Compliance Manager to determine governance requirements for the project.

8.1 Form Steering Committee

Form a project steering committee for the project and establish Terms of Reference for the group. It is important to identify roles and responsibilities of the Committee members, and reporting requirements. _Please note:_ not all projects will require a project steering committee.

☞ | Complete the **Terms of Reference** template for the project steering committee.

8.2 Form Project Team

Identify suitably skilled resources and obtain the team necessary to achieve the project objectives. Assess the project team skill levels and identify any additional training requirements. Advise project team members of reporting requirements, which are determined by the Project Sponsor. Reporting templates are available from the Project Management Office.

8.3 Procure Services

In the event it is necessary to procure external specialist services, it is essential to comply with the Commission's Procurement Policy, which conforms with the NSW Government Procurement Policy Framework (July 2015). This sets out the policy and operating framework for the NSW public sector procurement system, and provides a single source of guidance on the rules for procurement.

Further information on the NSW Government Procurement Policy Framework is provided at https://www.procurepoint.nsw.gov.au/policy-and-reform/nsw-government-procurement-policy-framework

The Commission's finance division will assist with any questions relating to procurement, as it pertains to the Commission.

9 Project Planning

Upon establishing the project, use the following templates to develop project documentation that forms the blueprint for controlling and monitoring the project. It is essential to consult with the PMO and ICT Compliance Manager at this time to determine the exact documentation requirements for the project.

9.1   Project Plans

The following project documentation must be developed to facilitate planning for the project and establish processes for the controlling and monitoring of the project.

9.1.1   Project Plan:

The project plan or brief as it may also be referred to forms the basis of monitoring and controlling the project and includes details on project definition, project organization, benefits management, risk management, quality management, communications management, change management and reporting.

A light project plan template has been developed for use with small / medium projects. Small / medium projects do not always require a separate Benefits Review Plan, Quality Management Plan, Communications and Reporting Plan, or Change Management Plan as this information is captured in the light project plan.

A full project plan template has been developed for use with large and complex projects.

Further information regarding documentation requirements for managing large and more complex projects is provided at section 12.

☞ | Complete the **Project Plan** template

9.1.2   Risk Management Plan

Managing project risk is a critical activity in project management. It is imperative to ensure information security risks related to projects and deliverables are effectively addressed in project management throughout the project life cycle. The project's Risk Management Plan describes the specific risk management techniques and standards to be applied and the responsibilities for achieving an effective risk management procedure during the project and complies with the ISMS Risk Management Policy and Procedure. The Risk Management Plan requires that

- Information security risks are assessed and treated at an early stage and periodically as part of project risks throughout the project life cycle
- Information security requirements (e.g. application security requirements, requirements for complying with intellectual property rights etc) are addressed in the early stages of the project
- Information security risks associated with the execution of projects, such as security of internal and external communication aspects are considered and treated throughout the project life cycle
- Progress on information security risk treatment is reviewed and effectiveness of the treatment is evaluated and tested

The Commission's risk management assessment process is a structured approach used to identify risks that can impact on the Commission's activities, and the objectives of the project. The

Program Director will facilitate the risk assessment process with relevant project team members following the procedures detailed under this process. The project risk management plan covers the following activities:

- Establish the context – consider internal and external risks
- Identify the risks, vulnerabilities and threats
    - Describe the risks, including description, cause and impact
    - Describe key controls that influence the consequences or likelihood
- Assign a risk category
- Analyse the risks by allocating a value to the likelihood and consequence
- Determine the risk rating
- Prioritise the risk in accordance with the value assigned during the previous steps
- Identify a risk mitigation strategy
- Communicate with Steering Committee and project team regularly

Protective security policies **must** be adhered at all times.

Please note this information is captured in the project plan for small projects.

☞ | Complete the **Risk Management Plan** template

9.1.3   Benefits Review (Benefits Realisation) Plan

The Benefits Review Plan defines how and when a measurement of the achievement of the project's benefits, expected by the Program Sponsor, can be made.

This plan covers the activities to find out whether the expected benefits for the project have been realised. Each expected benefit is assessed for the level of its achievement and whether any additional time is needed to assess the residual benefits. If the project has brought unexpected side effects, either beneficial or adverse, time and effort will be allowed to identify and analyse why these side effects were unforeseen.

Please note this information is captured in the project plan for small projects.

☞ | Complete the **Benefits Review Plan** template

9.1.4   Quality Management Plan

The Quality Management Plan provides full details on how the required levels of quality will be achieved during the project. The following tools, techniques and standards are applied to the project to ensure the required levels of quality are achieved during the development and implementation of a project:

- compliance with the Commission's project management methodology and supporting project documentation

- regular reporting by Project Manager on all project activities; and
- regular progress reporting to Project Steering Committee

Please note this information is captured in the project plan for small projects.

☞ | Complete the **Quality Management Plan** template for the project

9.1.5   Communication Management Plan

The Communications Plan defines the means and frequency of communication to parties internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information. The Communications Plan includes a communications matrix, which identifies all stakeholders and their reporting needs. It may be sufficient to complete the Stakeholder Engagement Plan using the template provided if the project is small.

Please note this information is captured in the project plan for small projects.

☞ | Complete the **Communication Management** and/or **Stakeholder Engagement Plan** template

9.1.6   Change Management Plan

Change management is another critical activity in project management. The Change Management Plan addresses the requirements of the Change Manager appointed for the project, whose responsibilities include:

- Identifying key stakeholders
- Ensuring adequate communications are maintained with all stakeholders
- Ensuring all individuals affected by the implementation of the project have adequate knowledge and skills to enable them to perform their duties

Please note this information is captured in the project plan for small projects.

☞ | Complete the **Change Management Plan** template

9.2   Project Schedule

Project planning documents may be used to assist in preparing a project schedule. The project schedule contains activities and tasks, milestones and deliverables, resources responsible for undertaking activities and tasks, and dates allocated for tasks and activities. Microsoft Project is an excellent resource for larger projects, containing built in templates for Gantt charts, a comprehensive project scheduling tool.

Project schedules for smaller projects need not contain the same level of detail as the Gantt chart, and several project schedule templates have been developed to facilitate planning, controlling an monitoring the project.

☞	Develop Gantt chart or complete the **Project Schedule** template

9.3 Registers

The following registers must be developed during the planning stage to facilitate project control. The project plan template for small / medium projects may include some of these registers; it is important to consult with the PMO and ICT Compliance Manager to determine the exact register documentation requirements for the project.

9.3.3 Risk Register

Information security requirements should be determined for all types of projects and the following should be considered when determining these requirements:

- What information is involved (information determination), what are the corresponding information security needs (classification) and the potential negative business impact which can result from lack of adequate security
- The required protection needs of information and other associated assets involved, particularly in terms of confidentiality, integrity and availability
- The level of confidence or assurance required towards the claimed identity of the entities in order to derive the authentication requirements
- Access provisioning and authorization processes, for customers and other potential business users as well as for privileged or technical users such as relevant project members, potential operation staff or external suppliers
- Informing users of their duties and responsibilities
- Requirements derived from business processes, such as transaction logging and monitoring, non-repudiation requirements
- Requirements mandated by other information security controls (e.g. interfaces to logging and monitoring or data leakage detection systems)
- Compliance with the legal, statutory, regulatory and contractual environment in which the Commission operates
- Level of confidence or assurance required for this parties to meet the Commission's information security policy and topic-specific policies including relevant security clauses in any agreements or contracts

Project risks are identified and monitored during the life of the project in accordance with the New South Wales Crime Commission Risk Management Policy and Procedures and recorded on the project risk register. The project risk register captures the following information:

- Risk category
- Risk description
- Likely impact

- Likelihood
- Consequence
- Risk rating
- Review date
- Mitigation strategy and target date
- Contingency
- Risk Owner

This risk register must be reviewed frequently, ensuring that mitigation strategies are effective and new risks are identified and mitigated.

An Issues Control Register is created to capture details of project issues, and risks that become issues, and their treatment plans.

☞ | Complete the **Risk Register** template and **Issues Control Register** template

9.3.2   Benefits Register

The Benefits Register reflects the project's benefits (those realised) and provides a structure for ongoing review of the benefits and capture of all details pertaining to the project's benefits. The Benefits Register provides the following information:

- Benefit definition
- Metrics
- Dependencies (where applicable)
- Target performance
- Benefit owner
- Actual performance

The benefits review is undertaken in accordance with the instructions of the Project Sponsor and/or their nominated representatives. During the course of the project, all benefits review activities are undertaken by members of the project team as required.

☞ | Complete the **Benefits Register** template

9.3.3 Quality Register

Project quality is managed during the life of the project in accordance with the Quality Management Plan, and all activities are recorded in the Quality Register.

☞ | Complete the **Quality Register** template

10 Manage, Control and Monitor

10.1 Project meetings

Conduct regular project meetings for the life of the project as follows:

- Project Steering Committee – frequency determined by the Terms of Reference
- Project Team – weekly (recommended minimum)

Project reports are vital in the preparation for meetings, and it is imperative to ensure all project team members are providing regular reports, using the templates available from the Project Management Office

Tips for taking meeting minutes are provided at Appendix D.

☞ | Prepare meeting papers using **Meeting Agenda, Meeting Minutes, Meeting Actions Register** templates as required

From time to time the Chair of the Project Steering Committee will be required to report to the Independent Audit and Risk Committee (IARC) on the project's progress. An IARC Briefing template is available from the Project Management Office for this purpose.

10.2 Manage risk and issues

Conduct regular risk review meetings to review risk register, add and evaluate new risks, close mitigated risks. Risks that materialize are added to the Issues Control Register, which is also reviewed during risk review meetings

- Risk and issues review – as determined by the Project Sponsor

☞ | Update the **Risk Register** and **Issues Register** as required

10.3 Manage quality

The project manager must ensure project quality is managed and maintained throughout the life of the project by reviewing the Quality Register at regular intervals and updating as required.

	Update the **Quality Register** as required

10.4 Manage progress

The project manager must regularly review the project progress against the project schedule and update accordingly. This activity must be undertaken at least weekly, and the information provided at project team meetings, which provide a forum for discussing any problems with the progress of the project.

	Update the **Project Schedule** as required

10.5 Manage change

The project manager must ensure communications and change are managed in accordance with the Communications Management Plan and the Change Management Plan. It is imperative to the success of the project to provide stakeholders with all relevant information in a timely manner, to ensure their understanding and acceptance of the change. This may require training users in the new system / process, and the provision of support post project implementation.

10.6 Project Reporting

The project manager must meet project governance requirements by providing project reports regularly to the Project Sponsor, who will advise format and frequency of reports.

11 Close Project (Delivery of outcomes)

Upon project completion and implementation, the project manager must close the project by undertaking the following activities.

11.1 Benefits review

A review of benefits is undertaken in accordance with the Benefits Review Plan to determine if expected benefits for the project have been realised, and if the project has delivered unintended consequences or side effects (often referred to as dis-benefits) that require time and effort to analyse.

	Update **Benefits Register** for the project

11.2 Lessons learned workshop

Develop a Lessons Learned Plan for distribution to the project team. Conduct a lessons learned workshop in accordance with the Lessons Learned Plan to capture details of learnings regarding what went well and what might be improved for future projects. It is important to acknowledge

positive lessons and provide feedback to project teams. Consider all aspects of the project including:

- Procurement management
- Human resource management
- Scope management
- Compliance management
- Risk management
- Quality management

☞ | Complete the **Lessons Learned Plan** template and
the **Lessons Learned Register** template for the project

11.3   End of project/PIR report

Finally, the project manager must conduct a post implementation review of the project to determine how the project performed against its targets with the original plan, and if its objectives were achieved. It also provides details of unfinished tasks, ongoing risks and issues, lessons learned and benefits realised to date and expected to be realised in the future. The project manager must complete an End of Project Report, or Post Implementation Review Report detailing findings of the post implementation review.

The End of Project Report provides more detail than the Post Implementation Review Report and is preferable for larger projects.

☞ | Complete the **Post Implementation Review Report** template or
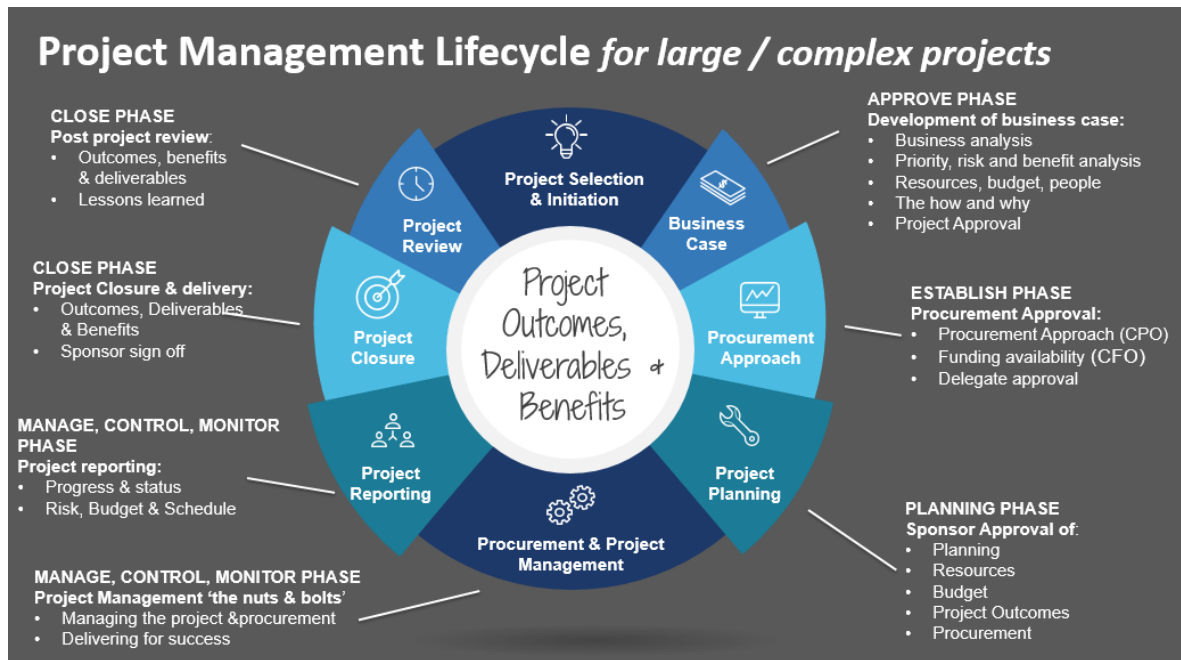**End of Project Report** template for the project

12   Managing Large and Complex Projects

Large and complex projects require additional processes to be incorporated in all phases of project management, supported by additional project documentation. These projects often require procurement of additional resources, and activities ensuring compliance with NSW government and the Commission's procurement requirements and vendor management must be factored into the project plan. Further information is provided in the Commission's Procurement Policy, which conforms to the NSW Government Procurement Policy Framework (July 2015).

Large and complex project may be managed more effectively by adopting an iterative and agile approach to the project. This is achieved by breaking the project down into smaller, more manageable stages (work packages, phases, stages or sprints) which ensures improved quality and risk management of the project.

It is essential to consult with the PMO and ICT Compliance Manager to tailor an approach to managing the project and determine the specific documentation requirements of the project.

The following diagram illustrates additional tasks that apply to large and complex projects when external resources / services are procured to deliver the project successfully.

Project Management Lifecycle *for large / complex projects*

CLOSE PHASE
Post project review:
• Outcomes, benefits & deliverables
• Lessons learned

CLOSE PHASE
Project Closure & delivery:
• Outcomes, Deliverables & Benefits
• Sponsor sign off

MANAGE, CONTROL, MONITOR PHASE
Project reporting:
• Progress & status
• Risk, Budget & Schedule

MANAGE, CONTROL, MONITOR PHASE
Project Management 'the nuts & bolts'
• Managing the project & procurement
• Delivering for success

APPROVE PHASE
Development of business case:
• Business analysis
• Priority, risk and benefit analysis
• Resources, budget, people
• The how and why
• Project Approval

ESTABLISH PHASE
Procurement Approval:
• Procurement Approach (CPO)
• Funding availability (CFO)
• Delegate approval

PLANNING PHASE
Sponsor Approval of:
• Planning
• Resources
• Budget
• Project Outcomes
• Procurement

Project Selection & Initiation — Business Case — Procurement Approach — Project Planning — Procurement & Project Management — Project Reporting — Project Closure — Project Review

Project Outcomes, Deliverables & Benefits

Key differences in the project management lifecycle include the following additional tasks for large and complex projects:

Establish Phase:
• determine procurement approach
• determine funding availability

Planning Phase:
• manage procurement process
• vendor management

These additional tasks listed above require planning with the Chief Procurement Officer and Chief Financial Officer.

Manage, Control, Monitor Phase:
Large and complex projects may be broken down into smaller chunks, known as sprints or iterations. These are short, repeatable phases, typically one to four weeks in length. Each sprint should result in a draft, prototype or workable version of the final project deliverable. This enables the project team to plan a single sprint at a time and adapt future sprints based on the outcome of the sprints already completed.

While the planning occurs at the beginning of each sprint, the number of sprints should be determined at the beginning of the project. A sprint needs to be timeboxed, and each sprint should be approximately the same length.

13   Policy and Procedure Review

This policy and procedure will be reviewed annually or sooner if required, in accordance with the ISMS calendar of activities, ensuring full compliance with the Commission's policies, regulatory frameworks and ISO 27001 certified Information Security Management System.

The Project Management Framework will also be audited regularly to ensure it is meeting the requirements of Commission project managers, and compliance requirements.

Appendix A: Definitions

Benefits Realisation
The process of identifying, executing and measuring benefits. A benefit is the measureable improvement resulting from an outcome perceived as an advantage by one or more stakeholders.

Business Case
A document based on an operational or strategic need that has been identified from within a business unit. It should provide justification for undertaking a project and outline key information such as objectives, costs, benefits risks and timescales, and against which continuing viability is tested.

Change Management
The activity of assisting an organization and individuals within an organization to change from one process, system or structure to a new process, system or structure

Communication Management Plan
A description of the means and frequency of communication between the project and the project's stakeholders

End of Project Report
A document prepared by the Project Management Office or project manager, which confirms the handover of all products, The End of Project Report is used to show how a project has performed against targets and the changes that should be made to subsequent projects to achieve the project outcomes.

Issue
A realised risk, i.e. a problem or concern that has emerged and if not addressed is expected to affect the project timeframes or outcomes; an event that has occurred, was not planned and requires management action.

Issue Control Register
A document that captures and maintains information on all formal project issues, monitored by the Project Manager throughout the project.

ISO 27005
The global risk assessment standard, which provides guidelines for information security risk management.

Lessons Learned Plan
A document describing the approach to capturing lessons learned throughout the life of a project. This includes the format for a Lessons Learned Register.

Lessons Learned Register
A repository for lessons that can be usefully applied to other projects, capturing positive and negative lessons learned.

PMO & ICT Compliance Manager

A function that is intended to build the Commission's project management capability by fostering a community of project management that promotes collaboration and best practice in project management.

Post Implementation Review

A review that is conducted after a project is completed to ensure that the project has met its objectives and the outcomes meet the requirements of users and stakeholders. The review also considers the extent to which projected benefits have been realised and whether further recommendations are appropriate.

Portfolio

A collection of programs and projects that are managed as a group to achieve strategic objectives

Portfolio Management

The selection, prioritization and control of an organization's projects and programs in line with its strategic objectives and capacity to deliver. The goal is to balance change initiatives and business-as-usual

Program

Projects that are grouped together to achieve a common solution to a foreseen business requirement or strategic priority. Projects within a program will typically have shared objectives that are linked to the organisational unit plan.

Project

A body of work with distinct start and end dates that progresses through defined phases and adheres to a formal project management methodology. It results in the transformation of a business function and/or delivery of one or more outcomes.

Project Governance

The framework within which project decisions are made. The governance structure ensures a consistent and predictable delivery of projects by recommending a standard approach to achieving project objectives and monitoring project performance.

Project Management

The discipline of planning, organising, securing and managing resources to bring about the successful completion of specific project objectives.

Project Management Office

The Project Management Office (PMO) is a centralised management structure for the delivery of programs/projects across the Commission aimed at ensuring standardisation, reducing duplication and leveraging resources such as people, technology, and communication. The PMO is managed by the PMO and ICT Compliance Manager whose role is to implement an overarching framework to establish standard performance measures, ensure effective management of an ICT program, support delivery of projects and maintain compliance of the ICT framework standards.

Project Manager

The role responsible for the day-to-day management of the project objectives, tasks and the project team.

Project Phase/Stage

A grouping of similar activities within the project lifecycle. Phases/stages are sequential in that one phase should be largely completed before the next phase of the project is started. The Project Management Lifecycle identifies the following major phases of the project lifecycle – project approval, project establishment, project planning, control and monitor, project closure

Project Plan/Brief

Developed through a series of iterative processes until project closure. This process results in the development of a project plan that is progressively elaborated by updates and controlled and approved by the Steering Committee. This document describes the purpose, scope, cost, time, risks and constraints for a project.

Project Sponsor

The role that has overall responsibility for ensuring that a project meets its objectives and delivers the projected benefits. The Sponsor is considered the champion of the project and is ultimately accountable for the project outcomes. The Project Sponsor for medium and large projects should be a member of the Executive.

Project Stakeholder

A party with an interest in the execution and outcome of a project. This may be internal or external to the Commission.

Project Steering Group

The key governance body within the project governance structure. It provides guidance on the overall strategic direction of the project and endorses recommendations from the Project Manager.

Project Team Member

An individual who is responsible for undertaking project tasks as directed by the Project Manager.

Project Working Group

The group that is responsible for supporting a project by contributing skills and knowledge to the project as required and passing on project information to respective stakeholders as appropriate.

Quality Management Plan

A plan for all activities related to the management of the quality of the project, including quality techniques and standards to be applied and the various responsibilities for achieving the required quality levels during a project.

Risk

A threat to the successful delivery of a project that has a higher likelihood of becoming an issue without appropriate mitigation strategies being put in place. Risks are often grouped into categories so that the proposed mitigation strategy addresses a multiple of potential eventualities or issues that

might emerge, e.g. Financial Risk captures budget exceedance, funding risks and commercial success (i.e. revenue).

Risk Register

A record of identified risks relating to a project, including their status, history and mitigation strategies.

Sprint

A set period of time during which specific work has to be completed and made ready for review.

Appendix B: List of Project Templates and Resources

Project templates

Governance:

- Project Steering Committee Terms of Reference template

Meetings:

- Meeting Actions Register template
- Meeting Agenda template
- Meeting Minutes template

Business Cases:

- Business Case (full) template (guideline TPP18-06)
- Business Case (light) template
- Briefing Note Submission for Project Approval template

Project Plans:

- Benefits Review Plan template
- Change Management Plan template
- Communication Plan template
- Lessons Learned Plan template
- Project Plan / Brief (full) template
- Project Plan / Brief (light) template
- Quality Management Plan template
- Risk Management Plan template
- Stakeholder Engagement Plan template

Project Registers:

- Benefits Register template
- Issue Control Register template
- Lessons Learned Register template
- Quality Register template
- Risk Register template

Reporting:

- End Project Report template
- IARC Briefing template
- Post Implementation Review template
- Status Report 1 template
- Status Report 2 template
- Monthly project report template

Resources:

- Generic project document template

Project Schedules:

- High Level Project Schedule 1
- High Level Project Schedule 2
- Project Schedule

Project resources

NSWCC Project Management Policy and Procedure
NSWCC Meeting Minutes Guide
NSWCC Project Sizing Guide

Appendix C: Project Checklist

The following table provides a checklist for documentation required to successfully manage a project at the Commission, meeting governance and regulatory frameworks, and ensuring a consistent approach to project management, leading to a successful project completion, and taking project size into consideration.

Document	Completed		Comment
	Yes	No	
BN Submission for Project Approval			**Mandatory** if no business case is required
Business case (light)			If applicable, for small / medium projects
Business case (full)			If applicable, for large / complex projects
Steering Committee Terms of Reference			If applicable
Project plan / brief (light)			**Mandatory** for small / medium projects
Project plan / brief (full)			**Mandatory** for large / complex projects
Risk Management Plan			Applicable to large projects
Benefits Review Plan			Applicable to large projects
Quality Management Plan			Applicable to large projects
Communication Management Plan			Applicable to large projects
Stakeholder Engagement Plan			Applicable to large projects
Change Management Plan			**Mandatory** – may be considered in light project plan / brief
Project Schedule			**Mandatory**
Risk Register			**Mandatory** – may be considered in light project plan / brief
Issues Control Register			**Mandatory**
Benefits Register			Applicable to large projects
Quality Register			Applicable to large projects
Lessons Learned Plan			Applicable to large projects
Lessons Learned Register			**Mandatory**
End of Project Report			If applicable
Post Implementation Review Report			If applicable

Appendix D: Project Sizing Guide

1   Introduction

The purpose of this project sizing guide is to assist with identifying a suitable project approach to execute projects based on high-level project attributes, and determine the project documentation requirements.

The project life cycle identifies the beginning and the end of the project. At a high level, the project life cycle breaks down a project and identifies the logical sequence of tasks that must be completed to produce a service or deliverable.

The Commission's project management policy and procedure provides detailed guidance on the project lifecycle, the five phases of project management, and the project documentation required to ensure effective delivery of the project. However project principles, best practices, and approach must be appropriate to the specific needs of the project.

Using a sizing tool, based on project attributes and impact, puts projects in perspective to determine the extent and degree to which project management component processes should be applied to the project.

2   Initial Evaluation

Initial evaluation is based on an assessment of the project attributes used in the project justification process, and summarised in the following project sizing matrix:

Small project	Medium project	Large project
Project duration < 6 months	Project duration 6 to 12 months	Project duration > 12 months
Project budget < $20k	Project budget $20k to $250k	Project budget > $250k
Project team < 5 people	Project team 5 to 10 people	Project team > 10 people
Impacts < 20 end users	Impacts 20 to 75 end users	Impacts > 75 end users
Minimal impact on enterprise	Moderate impact on enterprise	Significant impact on enterprise
Project complexity < 3 phases/stages	Project complexity 3-5 phases/stages	Project complexity > 5 phases/stages
Low risk implementation and impact	Medium risk implementation and impact	High risk implementation and impact

3 Further considerations

Various other factors can influence determining the most appropriate approach to managing a project.

3.1 Strategic Value

A project with a short duration and small budget can be of strategically high value to the Commission, i.e. highly critical to the Commission's performance, and applying a minimal amount of project management practices may not be appropriate. In this case, it may be necessary to include more project management processes than would usually be applied to a small project.

3.2 Project complexity

In addition to project duration, the complexity of the project must be considered. For example, a project with short duration but multiple phases/stages may require more project management processes than would usually be applied to a small project.

3.3 Project Characteristics

The project approach involves the selection of project management practices, means, and methods that the project management team should perform based on the specific, high-level project characteristics. These high-level project characteristics involve comparing the project objectives and other related information to the quality and accuracy of the information necessary to adequately plan and execute the project.

The following tool may assist with identifying the requirements and a suitable approach to managing the project.

	Characteristic/Value		1	2	3	4	5	
1	Clarity of project goals or objectives	Clearly defined	o	o	o	o	o	Vaguely defined
2	Quality of requirements	Well defined	o	o	o	o	o	Vaguely defined
3	Key stakeholder involvement	Less involvement	o	o	o	o	o	Highly involved
4	Timeframe to complete project	Less aggressive	o	o	o	o	o	Highly aggressive
5	User involvement during development	Minimally involved	o	o	o	o	o	Highly involved
6	Capabilities of project manager	Minimally capable	o	o	o	o	o	Highly capable
7	Need to establish budget and schedule	Highly important	o	o	o	o	o	Minimally important
8	Degree of regulatory compliance	High compliance	o	o	o	o	o	Minimal compliance
9	Flexibility to adapt to changes	Low flexibility	o	o	o	o	o	High flexibility
10	Degree of documentation	Extensive documentation	o	o	o	o	o	Minimal documentation

Appendix E: Tips for Taking Meeting Minutes

1 Introduction

This guide provides some helpful tips for taking and finalising minutes of project meetings for team members who are responsible for the secretariat role.

2 Purpose of meeting minutes

- Minutes serve as a permanent record of who attended project meeting, project discussions, decisions, and actions arising
- Minutes provide clear communications to stakeholders and project team on project progress
- Meeting minutes demonstrate compliance with ISO 27001 certification requirements
- Meeting minutes are auditable documents

3 How to take meeting minutes

- Make clear, concise notes – not subjective or verbatim speaking
- Be accurate, listen carefully, seek clarification if required
- Remain neutral, objective – no bias or opinions
- Use passive voice
- Identify accurately any documents referenced during the meeting

4 What to include in meeting minutes

- Project accomplishments
- Decisions
- Key discussion points
- Actions arising and their owners

5 Finalising meeting minutes

- Use project meeting minutes template and actions register
- Finalise minutes as soon as possible after meeting
- Use bullet lists and tables to present information clearly
- Distribute promptly to enable action owners to meet their project obligations in a timely manner