

MAJOR PROJECTS GUIDANCE FOR LOCAL GOVERNMENT

Overview

Part A: Strategic assessment

Part B1: Business case – developing the business case

Part B2: Business case – procurement options

Part B3: Business case – funding and financing options

Part C: Project development

Part D: Tender process

Part E: Contract management

Part F: Project review

Annexure 1: Reports to the Council

Annexure 2: Sources of power for local government

Annexure 3: Risk checklist

Annexure 4: Gateway review process

Annexure 5: Case studies

Bibliography

Features of reports to the Council	
Item	Content to be included in the report
Author:	The Chief Executive Officer or General Manager is held accountable for all reports submitted to the Council. However, in practice, a senior officer usually authors the report and his/her name should be noted on the document for accountability and transparency reasons.
Purpose:	State the purpose of the report together with the reasons for its submission to the Council. Clearly articulate the issue for which a decision or approval is sought.
Policy framework:	Outline how the project aligns with the Council's strategic and policy frameworks. Projects are more likely to be viewed favourably where there is a strong alignment between the project and the current strategies and policies of the Council.
Supporting information:	List the supporting documentation that is attached to the report. This may include drawings and plans, planning statements, retail statements, design and access statements, transport assessments, statements of community participation relating to consultations undertaken, sustainability reports, environmental impact assessment, etc.
Background:	Provide the background to the report, including mention of any previous reports and the decisions made by the Council in respect of the project.
Issues and comments:	<p>This is the body of the report. Draft a discussion of the issues relevant to the decision to be made or approval sought from the Council as well as any other key issues arising from the project.</p> <p>It is important that this section highlights the broader significance of the project. This includes its importance to the community and opportunities that it may provide to the Council or the private sector. For example, employment, retail, residential and commercial opportunities.</p>
Financial and resource implications:	Explore the financial implications or resource implications (for example, staffing) relevant to the report. Depending on the complexity or magnitude of the implications, the Chief Financial Officer, General Manager or the external financial adviser may provide these comments in an annexure to the report. If so, briefly summarise the findings and refer to the annexure.
Legal implications:	The Head of Legal or the Council's external legal adviser should provide comments for this section, setting out any relevant legislative or regulatory requirements or consents and approvals that are necessary.
Stakeholder consultation:	For each major project it is likely that stakeholder engagement will be necessary, including consultation with affected businesses, community groups or the wider community. Outline the consultation plan or report on the consultation activities relevant to the issue for decision or approval sought.
Options:	There may be a number of options available to the Council that need to be considered before a decision can be made. For instance, the project assessment will set out a number of options for procurement methods, location of the site, options relating to the 'bundling' of services, etc. Discuss the options relevant to the decision to be made or approval sought.

Features of reports to the Council	
Conclusion:	Conclusions should be drawn as to the way in which the Council should proceed with regard to the purpose of the report. These conclusions need to take account of all the information to hand. This may include broader community sentiment, specific stakeholder issues or best practice in the marketplace.
Recommendations:	<p>Specific recommendations must be outlined for the Council to approve or reject. The recommendations should be drafted in a clear and concise manner and relate to the particular purpose of the report. Examples of the types of recommendations which may be sought include:</p> <ul style="list-style-type: none"> ▪ the 'in-principle' endorsement of the project and approval of funds for a full business case (within a specified budget) ▪ the authorisation for the Director of Infrastructure/project director to commence the tendering process for the project or a part of the project ▪ the delegation of authority by the Council to the Chief Executive Officer/General Manager/Director of Infrastructure/Project Director to deal with any minor variations to the legal documentation that do not carry a material risk or financial implications to the Council ▪ the creation of project specific instruments of delegation ▪ the authorisation of a compulsory acquisition order.