

Getting to know
the

Project Management Framework



Working together
to create the world's most liveable community

Overview of PMF

Designed to maximise project success and business outcomes by:









- ❑ Ensuring projects are **planned, controlled and reported** on in a consistent, transparent and robust way;
- ❑ Establishing approved project **baselines** prior to project delivery, and maintaining their currency throughout project delivery;
- ❑ Applying appropriately scaled project **governance**; and
- ❑ Appointing project **sponsors** that are accountable for directing a project and ensuring its investment benefits are realised.

- ❑ Engagement across the business
- ❑ Keeping it simple, flexible and scalable
- ❑ Provides a custom fit for project management at the City
- ❑ Four key components
- ❑ Can support elements of other popular methodologies such as Agile and Waterfall



Figure 1: Project Management Framework

Project Management Framework guiding principles

Principle	PMF Application
<ul style="list-style-type: none"> ▪ Projects require unique governance structures. The project decision-making path does not necessarily follow the organisational line of command. 	 <p>Project Governance</p>
<ul style="list-style-type: none"> ▪ Single points of accountability must be maintained. Provides clarity of decision-making and empowers the accountable person. 	 <p>Project Sponsor; Gateway</p>
<ul style="list-style-type: none"> ▪ Service responsibility determines project ownership. Places service responsibility at the heart of project delivery. 	 <p>Project Sponsor; Methodology</p>
<ul style="list-style-type: none"> ▪ Developing and maintaining project documentation is critical. A Business Case remains a key governance document by which decisions are made. 	 <p>Methodology; Gateway; PM Knowledge Areas; Template & Forms</p>
<ul style="list-style-type: none"> ▪ Decision making responsibilities must be clear. All stakeholders (internal and external) should understand who makes what decisions and why. 	 <p>Methodology; Gateway</p>
<ul style="list-style-type: none"> ▪ Clear boundaries between stakeholder management and project decision making. Ensures quality and accountable decision making through consensus and free from unintentional bias. 	 <p>Project Governance; Methodology; Gateway</p>
<ul style="list-style-type: none"> ▪ On-going support will be available. City officers are supported in approaching project management. 	 <p>Methodology; Templates & Forms; Training & Support</p>
<ul style="list-style-type: none"> ▪ Maintain the human side of project management. The PMF will always respond to the needs of our staff and our community. 	 <p>Strategic Capital Management; Training & Support</p>

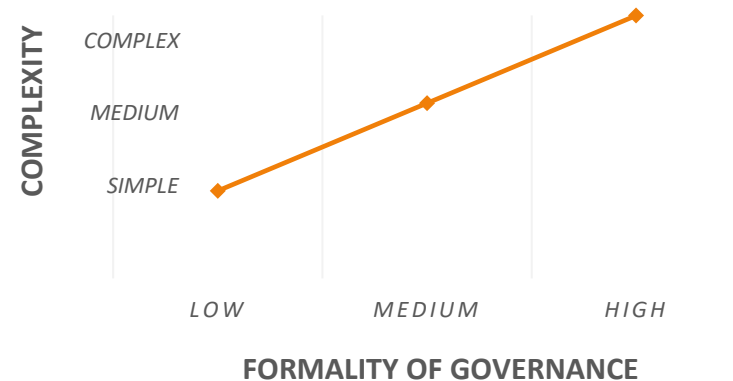
Project Governance

Project governance structures

Depending on the complexity of a project, the project is either required to be linked to:

- an Asset Class Program meeting (simple),
- a monthly coordination meeting to oversee a collective group of projects (medium), or
- an individual Project Control Group, or PCG (Complex).

LEVEL OF PROJECT GOVERNANCE




OUR VALUES:





Project Sponsor

- ❑ Generally sits in Service Directorate.
- ❑ Remains the same throughout life of project **except for complex projects.**
- ❑ Service and Delivery Sponsors in partnership.

	Simple (Coordinator)	Medium (Manager)	Complex (Director)	
Project Lifecycle Phases	Need	<ul style="list-style-type: none"> Project identified Supports the 'Project Proposal' 	<ul style="list-style-type: none"> Project Sponsor identified Supports the 'Project Proposal' 	<ul style="list-style-type: none"> Project Sponsor identified Supports the 'Project Proposal'
	Concept		<ul style="list-style-type: none"> Support preliminary business case, project brief (scope), program, costings and benefits 	<ul style="list-style-type: none"> Support preliminary business case, project brief (scope), program, costings and benefits
	Design & Approvals	<ul style="list-style-type: none"> Minimal Engagement 	<ul style="list-style-type: none"> Review Project/ Program Charter Reviews monthly Project Status Report (PSR) 	<ul style="list-style-type: none"> Review Monthly Project Status Report (PSR) Review Project Management Plan Support recommendations on business case Review tender evaluation
	Deliver	<ul style="list-style-type: none"> Reviews Monthly Project/ Program Status Report (PSR) Approve project delivery requirements Approve project delivery completion 	<ul style="list-style-type: none"> Reviews Monthly Project Status Report (PSR) Approve project delivery requirements Approve project delivery completion 	<ul style="list-style-type: none"> Reviews Monthly Project Status Report (PSR) Ensure scope remains aligned to approved business case. Oversight contract/delivery management Oversight of commissioning outcomes Oversight and approval of transition to operation, asset handover and completion
	Close-out	<ul style="list-style-type: none"> Confirm project completion through project close Oversight project evaluation 	<ul style="list-style-type: none"> Confirm project completion through project close Oversight project evaluation 	<ul style="list-style-type: none"> Approve Project Completion Report Oversight Project final audit Approve Final project benefit evaluation report

Methodology

- A series of consecutive phases.
- Step-by-step sequence to design, develop and deliver.
- Works on a succession model throughout implementation.
- Provides the benefits of milestone-based planning and building of capable and connected project teams.

NEED

CONCEPT

DESIGN &
APPROVALS

DELIVERY

CLOSE-OUT

Gateways