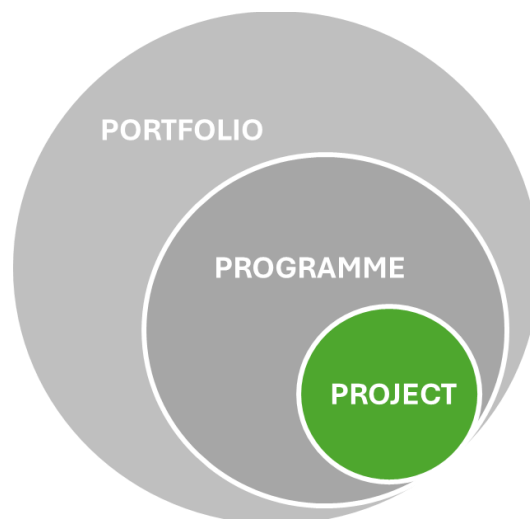# Project Roles and Responsibilities

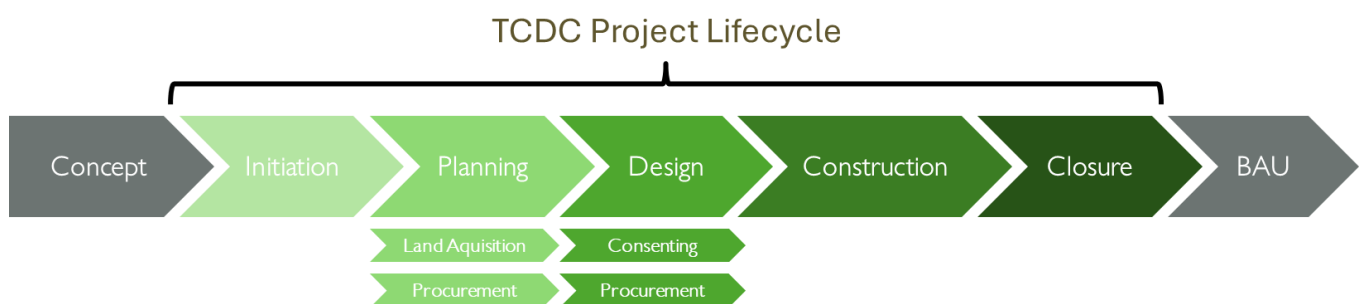Portfolio, Programme & Project Management Framework (PPMF)

Project Management Methodology

TCDC has an approved consistent organizational Project Management Methodology that has been developed to provide a consistent approach for project planning and delivery. The Portfolio, Programme & Project Management Framework (PPMF) supports the approved methodology. It is expected everyone involved in planning and delivering projects fully understand their roles and responsibilities to help support project delivery.

Project Lifecycle

There are many different sizes of projects at TCDC, however each project will pass through a consistent set of phases and decision points before being finally delivered.

TCDC Project Lifecycle

Concept	Initiation	Planning	Design	Construction	Closure	BAU

Land Aquisition	Consenting
Procurement	Procurement

Roles and Responsibilities Purpose

The purpose of this document is to provide clear information for roles and responsibilities for Projects.

Roles and Responsibilities Context

Project Roles need to be clear to ensure each member understands the role that they play within the Project context (which can be different to the organizational context).

The roles and responsibilities within this document have been developed to align with best practise and ensure they are applied appropriately within a TCDC context.

Sponsor

Role Overview

The Project Sponsor champions the project in the organisational arena. The Project Sponsor wants the opportunity to be investigated or problem to be resolved. The Project Sponsor provides official backing, support for obtaining timely resources, and strategic direction.

The Sponsor is the focal point for project decisions beyond the Senior Responsible Owner's (SRO) authority.

Role Responsibilities

- Committed champion for the project and assists the SRO with their responsibilities as the ultimate decision maker for the project – removes roadblocks where possible
- Responsible for sourcing initial funding and resources – through TCDC Long-term and Annual planning activities, for commencing work on the project
- Securing and approval of funds for project delivery and approval of expenditure (within delegated authorities)
- Supports the SRO with:
  - continuous assessment of business justification and viability
  - alignment to TCDC's strategic direction
  - resources, financial and people
  - identification and escalation of high and/or extreme issues and risks, along with recommended management approaches
  - gives support in securing resources, financial and people, and cooperation
  - act as a sounding board and provide advice to the SRO as required
- Seeks assurance that appropriate consultation and communication is occurring throughout the project – personally undertakes communications with senior executives or Elected Members when necessary
- Ensures ongoing alignment with other organisation initiatives and wider strategic goals
- Approve the release of all major communications about the project – especially to external audiences and/or Elected Members
- Approve project closure and transition to business as usual

Key Relationships

- Senior Responsible Owner (SRO)
- Peers and Managers one-up
- Elected Members

Low Complexity	Medium Complexity	High Complexity
Tier 2 Sponsor	Tier 2 Sponsor	Tier 2 Sponsor
Line Governance	Simplified Governance	Full Governance

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Senior Responsible Owner

Role Overview

The Senior Responsible Owner (SRO) is overall responsible for the project's successful delivery (within delegated authorities). They are a committed champion of the project and is the primary decision maker supported by the Sponsor and Project Steering Group, which is Chaired by the SRO.

The SRO's role is to ensure that the project is focussed throughout its life on achieving its objectives and delivering the agreed outputs.

The SRO owns the Sponsor approved Project Brief throughout the life of the project. They are accountable for the project delivering the asset/outputs and that the project will be completed within agreed baselines for budget, time and scope.

Role Responsibilities

- Accountable for representing the project, including presenting the Project Brief for approval, presenting change requests for approval, for the Transition to BAU and presenting the closure report for approval.
- Owner of the approved Project Brief – oversees and provides input and direction for its development, and responsible for ensuring:
    - Continuous assessment of business justification and viability
    - Cost benefit position
    - Alignment to TCDC's strategic direction
- Assemble Project Steering Group and is the chair of the Group
- Authorise expenditure (within delegated authorities)
- Monitor and control the project at a strategic level
- Ensures that any changes have been assessed for impact against the Project Brief and Project Management Plan baselines. Recommend action when project baselines may be exceeded
- Assesses the impact of potential changes on the Project Brief and Project Management Plan
- Ensures risk assessments and analysis are appropriate to the project:
    - Risk advice is sought, received in a timely manner, and acted upon with good intent
    - Escalates high and/or extreme issues/risks, along with recommended management approaches to the Sponsor in a timely manner
- Provide an 'open desk' to the Project Manager as required. Act as a sounding board and provide advice to the Project Manager
- Keep the project in alignment with TCDC strategies
- Keep the project aligned with the TCDC Portfolio, Programme & Project Management Framework (PPMF)
- Monitor project progress against the agreed baseline
- Ensures that project closure processes are systematically enacted, and that formal closure is approved

Key Relationships

▪ Sponsor ▪ Project Manager ▪ Project Steering Group Members	▪ Community Board Members ▪ Key Stakeholders

Low Complexity	Medium Complexity	High Complexity
Tier 3 or 4 SRO	Tier 3 or 4 SRO	Tier 2 or 3 SRO

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Business Owner

Role Overview

The Business Owner must ensure the business needs are being met. They (through their team) are responsible for writing the Project Brief.

As part of the Project Steering Group the Business Owner monitors the successful delivery and escalates to the SRO any risks or issues that may impact on the projects ability to deliver on the approved Project Brief.

Role Responsibilities

- Represents the needs of the end user and the business unit/group that will receive the project's deliverable/s.
- Develops the Project Brief (through their team) ahead of Project Initiation.
- Accountability of making sure the business needs are being met. Monitors risk to achievement of project objective and outputs **and** provides advice to the SRO where these may be affected by project changes.
- Promotes the project within the business and maintain focus on delivering the expected outcomes and outputs.
- Supports the project through utilisation of key internal and external relationships.
- Ensures completed products are fit-for-purpose and formally accepted by the business
- Works with the Project Manager to resolve any user requirements or prioritisation conflicts
- Ensures the availability of business resources required by the project
- Accepts the outputs from the project once the Project Sponsor formally approves closure.

Key Relationships

▪ Senior Responsible Owner ▪ Sponsor ▪ Project Manager	▪ Project Steering Group Members ▪ Community Board Members ▪ Key Stakeholders

Low Complexity	Medium Complexity	High Complexity
Tier 4 or 5	Tier 4	Tier 3 or 4

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Project Manager

Role Overview

The Project Manager is responsible and has the authority to manage the project on a day-to-day basis within the constraints laid down by the Project Steering Group and the baseline established in the Project Brief and the subsequent Project Management Plan.

The Project Manager is responsible for the project producing a result capable of achieving the Outcomes and Outputs defined in the Project Brief.

Role Responsibilities

- The Project Manager is responsible for day-to-day running of the project (within baseline) on behalf of the SRO.
- Plans and monitors the Project in line with the TCDC Portfolio, Programme & Project Management Framework (PPMF)
- Manages the required deliverables – on time, on budget
- Provides regular and timely project status reports and to the SRO and Steering Group members
- Responsible for all project documentation – i.e. Project Management Plan, Change Requests, Project Closure Report, Communications Plan
- Responsible for maintaining the register of Risks, Actions, Issues, Decisions, Communications, and Lessons Learned
- Provides information and notification of any changes that have a potential impact on outcome, output and benefit achievability
- Advises the SRO immediately of any deviations from baseline and escalates decisions appropriately – helping to moderate and mitigate risks before they are realised
    - Manage the Risks including development of management strategies and risk treatments.
    - Ensure risk management strategies are being implemented
    - Provides risk summaries and insights on all risks and success of management strategies to the Project Steering Group and the SRO
- Ensuring the project delivers the required objective and outputs as outlined in the Project Brief
- Liaise with SRO and Steering Group to assure the overall direction and integrity of the project
- Responsible for ensuring project closure activities are completed

Key Relationships

▪ Senior Responsible Owner ▪ Project Steering Group ▪ Project Team	▪ Stakeholders

Project Steering Group Members

Responsibilities

Customer Care Focus
- Be an advocate for the project and foster positive communication outside of the Project Steering Group regarding the project's progress and outcomes
- Focus on the needs of those who will use the final product (end users) or will be affected by the project's deliverable(s).

Delivery Care Focus
- Understand the strategic implications of project ensure project remains aligned to the agreed outcomes and outputs
- Focus on TCDC's capacity and capability to maintain and support the project's deliverable(s) post-implementation
- Ensure product specifications and solutions have been worked through to ensure they are realistic and fit for purpose and will integrate well with existing processes and systems
- Ensure the expected quality expectations for the deliverable(s) are being met
- Help balance conflicting priorities and resources
- Have a broad understanding of project management issues and ensure change control around the project is being appropriately managed (i.e. a change request is approved for changes to scope, time, cost and/or benefits) and all project documentation is updated to reflect change as required.

Governance Focus
- Ensuring the Portfolio, Programme & Project Management Framework (PPMF) is adhered to
- Ensuring all change is well considered
- Ensuring the project remains viable and outcomes and outputs remain on track for realisation
- Ensuring financial management is well managed
- Provide governance over risk management to ensure risks are analysed, reviewed, discussed and addressed
- Ensuring subject matter advice is sought, received and acted upon
- Ensuring scope is adhered to
- Ensuring probity

Key Relationships

- Senior Responsible Owner
- Project Manager

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Project Team Members

Responsibilities

- Provide collective advice and support to Project Managers, SRO, and/or Steering Groups.
- Provide assistance with planning, delivery, working through impacts, dependencies, risks, and issues, etc
- Provide recommendations to the Project Manager (who can escalate to the SRO and/or Project Steering Group if/as required)
- Support with cross-organisational planning and development of project documentation.

Key Relationships

- Senior Responsible Owner
- Project Manager
- Project Steering Group

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