



ICT **Project Delivery Framework**

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Acknowledgement of Country

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders past, present and emerging.

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1. Background

The Digital Capability Fund (the Fund) is designed to support digital transformation across the WA Government. It is the primary mechanism for assessing, prioritising, and funding ICT proposals for WA government agencies. The Office of Digital Government (DGOv) is responsible for administering the Fund, including consolidated project status reporting.

In late 2022, an independent review of the Fund and DGOv was completed. One of the recommendations from the review was for DGOv to develop a project delivery framework to support the successful delivery of funded projects. The review further recommended that the project delivery framework clearly identify project accountabilities, including roles and responsibilities; outline best practices for project delivery and assurance; and provide guidance on identifying, mitigating and managing risks.

The purpose of the Framework

The Framework is based on Projects in Controlled Environments (PRINCE2) and sets out recommended practices for agencies delivering ICT projects supported by the Fund.

The framework is intended to:

- » provide Project Boards, Senior Responsible Officers (Project Sponsors), and Project Managers with a common language for ICT project delivery;
- » introduce standardised project stages that allow for clear reporting across government;
- » provide guidance on the scaling of project methods so they are proportionate to the value and complexity of the project;
- » identify project accountabilities including roles and responsibilities; outline key project delivery and assurance practices; and
- » provide guidance on how to identify, mitigate and manage risks.

Who is it for?

The primary audience is those responsible for delivering ICT projects, such as Senior Responsible Officers and Project Managers.

When and how do I use it?

It is expected that the reader of this Framework is familiar with PRINCE2 terminology and can implement and adapt PRINCE2 principles as required. As such, this Framework will not provide step-by-step guidance on PRINCE2; rather, it outlines core activities and management products that agencies in the WA Government are expected to follow at specific stages across the entire project lifecycle. Where necessary, further guidance and templates to support these activities and products may be provided or developed over time.

The Project Delivery framework comprises the following five key components:

1. Project Management Methodology
2. Appropriate and Proportionate application of the methodology
3. Governance Structure
4. Roles and Responsibilities
5. Risk Management

2. Project Management Methodology

2.1 Primary Methodology: PRINCE2

PRINCE2 is selected as the recommended project management methodology for ICT projects within the WA Government. PRINCE2 is a structured project management methodology widely adopted in the UK and internationally. It provides a step-by-step approach to project delivery, emphasising clear processes, roles, and responsibilities.

ICT Projects should be planned and delivered using best practice principles from PRINCE2.

PRINCE2 should be appropriately tailored to the project scale, value, risk and complexity. Regardless of how an agency tailors PRINCE2, it is important that the project stages are aligned with the stages mentioned below since they are used in planning and progress reporting across all projects funded by the Fund.

2.2 Supplementary Methodology: Agile

An agency may choose to integrate other methods, such as Agile, with PRINCE2. While these methods may appear contrasting, they can be effectively integrated, especially in the delivery and implementation phases. PRINCE2 provides a structured framework and governance, while Agile offers flexibility in product delivery.

PRINCE2's stage boundaries in the delivery phase can align with Agile's iterations or sprints. Within the relevant PRINCE2 stage, Agile practices can be employed to deliver products incrementally. The Project Board in PRINCE2 can set the direction and approve stages, while the delivery team, using Agile, can focus on iterative development, regular feedback, and continuous improvement.

2.3 Project Stages

The ICT Project Delivery Framework contains five stages (excluding pre-project and post-project stages) against which agencies with projects funded by the Fund are required to report progress (Figure 1).



Figure 1 Project Delivery Framework Stages

These 5 Stages can be defined in the following way:

1. **Initiation:** The stage where the project's feasibility and relevance are assessed, its objectives are defined, and a decision to proceed with the proposed project is made. Often, a Project Initiation Document (PID) is created as a decision to proceed is made.
2. **Planning:** The stage where the project's tasks, timeline, resources, and budget are outlined, and potential risks are identified, ensuring that all elements align with the project's objectives. A detailed project plan is developed to align with the project's objectives.
3. **Delivery:** This stage involves executing the tasks outlined in the planning stage, monitoring progress, and ensuring that the project stays on track in terms of time, budget, and quality. In PRINCE2, the delivery stage is often divided into multiple 'Management Stages', each with its own set of tasks and objectives. Monitoring and control are integral parts of this stage.
4. **Implementation:** This stage is when the project's deliverables are integrated into existing systems or processes. In standard PRINCE2 terminology, these activities are usually part of the delivery stage, where the project's products are tested and "go-live".
5. **Close:** This is the stage where transition planning and support are completed, all completed deliverables are handed over, and the project is formally closed.

The Framework stages are mapped to the PRINCE2 stages in Figure 2.

ICT Project Delivery Framework	Pre-project	Initiation	Planning	Delivery	Implementation	Close	Post-project
PRINCE2	Starting up a project	Initiation Stage		Controlling a Stage and Managing Product Delivery		Closing a Project	Benefits Realisation

Figure 2 The Fund Project delivery stage alignment with PRINCE2

2.4 Qualification Requirements

Agencies are recommended to employ individuals or teams with sufficient experience and qualifications to manage projects according to the PRINCE2 methodology. At a minimum, the Project Manager is required to have PRINCE2 Foundation Project Management Certification. It is recommended that all key members of project teams have relevant PRINCE2 certifications. The Senior Responsible Officer and other members of the Project Board are recommended to have completed at least a half-day PRINCE2 project management workshop that covers the roles and responsibilities of senior management in a project.

Project Managers are required to have PRINCE2 Foundation Project Management Certification. All other key members of project teams are recommended to have a level of PRINCE2 training commensurate with their role.

Adherence to these qualification standards will help ensure common work processes, terminology and project reporting across the sector and help build ICT project delivery skills.

2.5 Reporting Requirements

An agency is responsible for establishing, maintaining, and archiving Management Products that are appropriate and proportionate to the relevant project.

In addition, agencies with projects funded by the Fund are required to adhere to the whole-of-government reporting requirements based on predetermined timing, stages, and events. Agencies must report to DGov monthly on the progress of Funded Projects, providing a status rating against key parameters, and this is reported to Government twice a year, in alignment with each Budget cycle. The key reporting requirements are: 1) Baseline Document, 2) Monthly Report, 3) Change Requests (if required), and 4) End Report. DGov can provide further information on and templates for each of these reporting requirements upon request.

Refer to the Digital Capability Fund Agency Reporting Guide for the change request process.

3. Appropriate and Proportionate application of the methodology

The fundamental principle of this framework is that the degree of oversight of a project should match the magnitude of the project. While methodology, governance, and assurance processes are pivotal for successful project delivery, it is crucial to tailor these elements to the project's scale, cost, and complexity.

The PRINCE2 methodology offers a pathway to ensure projects are managed appropriately. Central to PRINCE2 are its seven essential themes that provide insights into how a project should be managed and delivered:

1. Business Case: Determines the project's justification, benefits, and continued viability.
2. Organisation: Defines roles and responsibilities within the project team.
3. Quality: Sets the quality requirements and how they will be achieved.
4. Plans: Lays out the approach to planning, defining steps, and resource allocation.
5. Risk: Identifies potential threats and opportunities, assessing their implications.
6. Change: Manages project changes effectively, ensuring alignment with objectives.
7. Progress: Monitors and compares actual project progress against the plan.

While all seven themes must be applied in PRINCE2, they can be adapted to fit the specific magnitude, nature and requirements of the project.

4. Governance Structure

4.1 Agency Responsibilities

Project governance is critical in ensuring a project delivers its intended objectives, outcomes and benefits. It is the responsibility of the project management team, which includes the project board, the project manager and the team managers, to understand and implement the project management methodology.

A governance structure requires a mandatory project board. High-value/high-risk (HVHR) projects or projects spanning multiple departments or agencies may require a steering committee in addition to a project board.

4.2 Agency Project Governance Structure

The success of a project depends on effective management, direction, and communication. It's vital to establish a robust project management structure from the outset and maintain it throughout. PRINCE2 requires that certain roles be fulfilled in every project. Figure 3 (below) summarises a typical governance structure for a funded project, and Table 1 in the following section (below) provides an overview of specific roles and responsibilities.

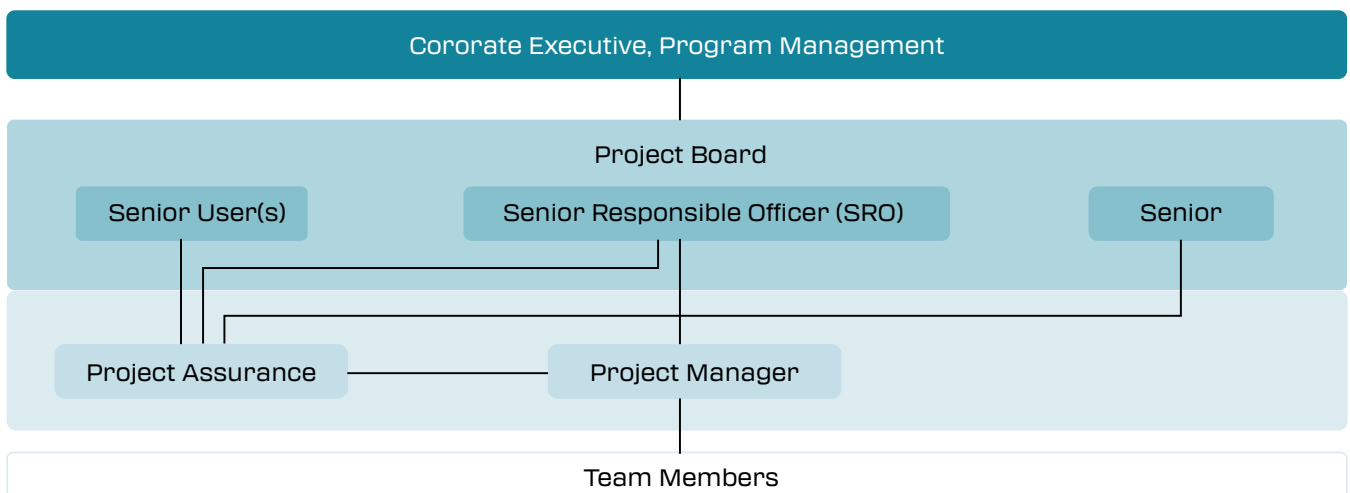


Figure 3 Project Governance Structure

5. Roles and Responsibilities

Projects are expected to have an explicit management structure consisting of defined and agreed roles and responsibilities for the people involved in the project and a means for effective communication between them.

To ensure clarity around roles and responsibilities and avoid misunderstanding when agencies communicate their governance structure to the Digital Capability Fund Administrator, Steering Committee and Government, agencies are strongly recommended to align with the PRINCE2 nomenclature for roles and responsibilities as set out in Table 1.

Table 1 Specific Roles and Responsibilities Overview

Role		Responsibilities
Program Management	Agency Directors General (or equivalent)	<ul style="list-style-type: none"> » Successfully delivering ICT projects (or components of projects where projects are jointly delivered) as per Government decisions and parameters. » Ensuring that agencies meet their reporting obligations (including establishing project baselines and monthly reporting to DGov). » Endorsing submission of agency requests to DGov for material changes to project timeframes, scope or budget. » Appointment of the SRO and possibly the project manager.
Project Management Team	Project Board	<p>The project board is responsible for the overall direction and management of the project within the constraints set out by corporate or program management. The project board is accountable for the success of the project. As part of directing the project, the project board will:</p> <ul style="list-style-type: none"> » Approve all major plans and resources » Authorise any deviation that exceeds or is forecast to exceed stage tolerances » Approve the completion of each management stage and authorise the start of the next management stage » Communicate with other stakeholders.

Role	Responsibilities
Project Management Team	<p data-bbox="395 168 663 241">Senior Responsible Officer (SRO)</p> <p data-bbox="683 168 1497 481">The project board shares responsibility, but the SRO holds ultimate accountability for the project's success and is the primary decision-maker. Appointed by the corporate executive during the project's initiation, the SRO ensures a single point of accountability. This individual then shapes the project management team, possibly appointing board members if the project is part of a program.</p> <p data-bbox="683 526 1141 560">Key SRO responsibilities include:</p> <ul data-bbox="683 564 1497 1019" style="list-style-type: none"> <li data-bbox="683 564 1497 638">» Appointing the project manager (unless done by the corporate executive) <li data-bbox="683 642 1093 676">» Leading the project board <li data-bbox="683 680 1332 714">» Providing direction and securing resources <li data-bbox="683 719 1497 792">» Making major decisions and ensuring alignment with strategic goals <li data-bbox="683 797 1497 831">» Confirming the project management team's structure <li data-bbox="683 835 1497 909">» Acting as the main link between the project team and upper management <li data-bbox="683 913 1396 1019">» Overseeing the business case and the project's ongoing justification.
	<p data-bbox="448 1034 663 1068">Senior Supplier</p> <p data-bbox="683 1034 1497 1227">The Senior Supplier represents the interests of those involved in the design, development, and implementation of project products, ensuring they meet time, cost, and quality standards. They provide technical guidance and ensure product quality. Responsibilities include:</p> <ul data-bbox="683 1232 1497 1355" style="list-style-type: none"> <li data-bbox="683 1232 1497 1265">» Supplying skilled resources to the project manager; <li data-bbox="683 1270 1497 1303">» Resolving technical and resource issues/risks; and <li data-bbox="683 1308 1204 1355">» Maintaining solution consistency.
	<p data-bbox="499 1370 663 1404">Senior User</p> <p data-bbox="683 1370 1497 1601">The Senior Users represent the business (end) users, focusing on benefits and change impacts in their business areas. They advocate for the project, support and manage changes within their business areas, and ensure user needs align with the business case. Their responsibilities include:</p> <ul data-bbox="683 1606 1497 2107" style="list-style-type: none"> <li data-bbox="683 1606 1497 1639">» Articulating end-user needs for the project outcome. <li data-bbox="683 1644 1497 1718">» Monitoring the project for user needs and business case alignment. <li data-bbox="683 1722 1497 1796">» Facilitating communication between the project team and users. <li data-bbox="683 1800 1364 1834">» Ensuring business area needs are in the plan. <li data-bbox="683 1839 1380 1912">» Highlighting project impacts and risks in their business area. <li data-bbox="683 1917 1396 1991">» Overseeing transition plans and reporting their status. <li data-bbox="683 1995 1497 2107">» Reporting business area issues that might affect the project.

Role		Responsibilities
Project Management Team	Project Manager	<p>A Project Manager works on behalf of the project board to achieve the project objectives while balancing the project constraints. They are responsible for:</p> <ul style="list-style-type: none"> » Planning, executing, and closing projects » Ensuring the project is completed on time, within scope, and within budget. » Coordinating the team, managing stakeholders' expectations, handling risks and issues, and regularly reporting on project progress to the project board and stakeholders.
	Project Assurance	<p>Project assurance will perform the following tasks:</p> <ul style="list-style-type: none"> » Advise on selection of project team members » Advise on stakeholders » Ensure that the communication management approach is appropriate and that planned communication activities take place.
Team Members	Project Officers	<p>Depending on the scale and complexity of the project, the project management tasks might be undertaken by staff working with the project manager. Typically, these staff undertake specific sets of project management tasks – such as business case preparation, financial management, contract management, and communications.</p> <p>Sometimes, project officers are fully engaged in the project. However, the project will often be just one of a number of activities in which they are involved at the same time.</p>
	Business Analyst	<p>Business analysts can generally engage in a range of tasks, including:</p> <ul style="list-style-type: none"> » Defining the scope of the project and providing well-documented requirements » Identifying business needs and prioritising features » Representing the business owner and handling communication with the development team and stakeholders » Researching the market, competitors, and user feedback » Ensuring easy onboarding and user satisfaction

6. Risk Management

PRINCE2 defines Risk Management as the systematic application of principles, approaches and processes of identifying and assessing risks, planning and implementing risk responses and communicating risk management activities with stakeholders. The ultimate purpose of risk management is to identify, assess and control uncertainty and, as a result, improve the ability of the project to succeed.

In accordance with the Treasurer's Instruction 825 (Risk Management) (TI825), each agency must ensure suitable risk management policies and practices are developed, periodically assessed and updated to ensure that they are suitable for managing risks inherent in the operations of the agency. TI825 also recommends that agencies, where possible, ensure that risk management policies and processes are consistent with Standards Australia, AS ISO 31000:2018 Risk Management – Guidelines. Use of the ISO31000 Risk Management standard is also recommended in the Department of Finance's [Procurement Context Guideline](#) and the Treasury's [Strategic Asset Plan Guidelines](#). It is recommended that agencies delivering ICT projects:

1. Conduct Project Risk Management activities consistent with their established risk management policies and practices (as per the TI825).
2. Where possible, ensure that risk management policies and processes are consistent with Standards Australia, AS ISO 31000:2018 Risk Management – Guidelines.
3. Produce and maintain the below two Risk Management Products (6.1 and 6.2) in accordance with PRINCE2 best practice.

6.1 Risk Management Approach

This product describes how risks will be managed in the project, including the specific processes, procedures, techniques, standards, and responsibilities to be applied. The risk management approach is generally derived from the project brief, the business case, or, where relevant, any corporate, programme management or customer risk management guides, strategies or policies. It can be a stand-alone document, a section of the Project Initiation Document (PID), or an entry in a project management tool.

The Risk Management Approach is recommended to be used by all projects funded by the Fund. It helps provide confidence to the SRO, the Fund Administrator, the Fund Steering Committee and the Government that a robust process is in place to identify, manage and report project risks.

6.2 Risk Register

This product provides a record of identified risks relating to the project, including its status and history. It should capture and maintain information on all the identified threats and opportunities relating to the project. A risk register can take a number of formats, including:

- » a document, spreadsheet or database
- » a stand-alone register or in the minutes of progress review meetings
- » an entry in a project management tool
- » a part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons, etc.

Appendix 1 – Glossary

Term	Definition
Agile	A project management and product development approach that prioritises flexibility and collaboration.
AS ISO 31000:2018 Risk Management – Guidelines	Standards Australia’s guide on risk management.
Baseline Document	A document capturing the initial plans and intentions of a project.
Business Analyst	An individual who assesses a business’s operations to suggest improvements.
Business Case	A justification for a proposed project or initiative on the basis of its expected benefit.
Change Requests	Formal requests for changes to be made during the course of a project.
Digital Capability Fund	A mechanism designed to support digital transformation across the WA Government by assessing, prioritising, and funding ICT proposals.
End Report	A summary report produced at the end of a project phase or the project itself.
High-value/high-risk (HVHR) projects	Projects that, due to their scale or nature, have significant potential implications.
ICT	Information and Communications Technology.
Office of Digital Government (DGOv)	An entity responsible for administering the Digital Capability Fund, including consolidated project status reporting.
PRINCE2 (Projects in Controlled Environments)	A structured project management methodology widely adopted for managing projects, emphasising clear processes, roles, and responsibilities.
Program	A temporary, flexible organisation structure was created to coordinate, direct, and oversee the implementation of a set of related projects and activities to deliver outcomes and benefits related to the organisation’s strategic objectives.
Project	A temporary organisation that is created for the purpose of delivering one or more business products according to an agreed Business Case.
Project Assurance	Ensures the project stays aligned with its objectives and adheres to best practices.
Project Governance	The framework within which decisions are made for a project.
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.
Project Managers	Professionals responsible for planning, executing, and closing projects.

Term	Definition
Risk Management	The systematic process of identifying, assessing, and controlling project risks.
Risk Management Approach	Describes how risks will be managed in the project.
Risk Register	A record of identified project risks, their status, and history.
Senior Responsible Officer (SRO)	Appointed during the project's initiation, the SRO is the primary decision-maker and ensures alignment with strategic goals. They provide direction, secure resources, and oversee the business case and the project's ongoing justification.
Senior Supplier	Represents the interests of those designing and implementing project products.
Senior User	Represents the end users and focuses on benefits and changes in their respective business areas.
Stage Boundaries	The delineations between different phases of a project in PRINCE2.
Steering Committee	A group of high-level stakeholders who are responsible for guiding a project to completion.
Treasurer's Instruction 825 (Risk Management) (TI825)	A directive ensuring suitable risk management policies and practices are developed.

Appendix 2 – Other Relevant Policies

This Framework complements an existing suite of frameworks, policies and strategies underpinning ICT procurement in the WA Government, including:

The Digital Strategy for the Western Australian Government 2021-2025 – Convenient, smart and secure services for all Western Australians. A strategy that seeks to transform community-government interactions by prioritising the needs of Western Australians and envisioning a government with accessible online services, data-driven insights, and robust cyber security measures.

The Strategic Asset Management Framework (SAMF) – An integrated policy for enhancing asset management and capital investment in the State's public sector, laying a solid foundation for Cabinet decisions regarding the investment, management, and disposal of government assets.

The Western Australian Buy Local Policy (WA Buy Local Policy) 2022 – Designed to provide local businesses with enhanced access to the government market through the application of a range of initiatives and price preferences.

The Western Australia Industry Participation Strategy (WAIPS) – Underpinned by the Western Australian Jobs Act 2017, the WAIPS represents a transformative approach to State Government purchasing, emphasising local business engagement, economic diversification, innovation, training, and levelling the playing field against foreign suppliers.

The Digital Strategy Outcomes Framework – Using a 'results-based framework' model, this framework delineates the goals the Western Australian Government aims to reach through its digital transformation, aligning with the four strategic priorities of the Digital Strategy for the Western Australian Government 2021-2025

The ICT Benefits Realisation Framework – Designed to align ICT projects with the WA Government's objectives, standardise benefits realisation approaches across agencies, emphasise project design around benefits, and establish benefits measurement and reporting practices.

Appendix 3 – References and Resource Links

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