



Portfolio and Project Management Framework

1. Purpose

In conjunction with the [Project Management Policy](#), the Portfolio and Project Management (PPM) Framework is intended to guide UNE Portfolio, Program and Project Managers through the governance and management requirements for each stage of the project lifecycle. The Framework is to be used by all UNE project managers for IT, IM and business process projects. It does not cover research, collaboration or building projects where specific rules and regulations apply. In those cases, the Framework may be used for general guidance and project managers will need to seek specific guidance pertaining to research, collaboration and building projects. The Framework is based on a dispersed model, whereby project management will be undertaken within business units (and not through a centralised project management office) and subject to portfolio and project governance arrangements. The Framework is intended as a dynamic document and will be subject to regular review and updating.

As part of UNE's decadal plan '[Future Fit](#)', a complex program of work, comprised of numerous initiatives, to deliver strategic outcomes over the next 10 years, across each of the three future fit goals have been identified. Projects are classified as strategic or operational and will be governed as separate discrete portfolios. These portfolios provide the structure around which to organise, align and monitor our investment in order to achieve the '[Future Fit](#)' outcomes.

2. Framework principles

1. Enables the strategic objectives of the University.
2. Supports and encourages active and effective portfolio/project governance.
3. Articulates clear lines of authority and accountability for decision making and approvals.
4. Ensures transparency and compliance within the organisation.
5. Provides consistent and fit for purpose expectations, standards, processes and documentation.
6. Allows for flexibility in project delivery methodologies to suit individual projects within UNE common standards.

3. Portfolio Management

A portfolio is a group of related projects with synergies or dependencies delivering on specific strategic objectives. Portfolio management refers to the management of a project and program portfolio to achieve those objectives. It is concerned with achievement of benefits, compared to project and program management, which are concerned with delivery of outputs within quality, schedule and cost constraints.

Processes

1. Strategy – setting strategic objectives at the portfolio level
2. Enterprise architecture – understanding and informing the technical and digital landscape
3. Planning – managing a pipeline of projects within governance authority, to meet strategic objectives and business outcomes emerging from strategic planning, market research and/or business consultation
4. Prioritisation – selecting the right fit of projects at the right time to meet strategic objectives
5. Sequencing – investing in projects through time to maximise the benefits from investment
6. Realisation of benefits – managing project performance and risk to ensure projects deliver benefits and synergistic opportunities are captured
7. Resource management – ensuring the portfolio is appropriately resourced to deliver benefits and managing resource conflicts
8. Risk management – mitigate strategic risk at the portfolio level and ensure a balanced portfolio, some projects being higher risk than others, and
9. Performance management – monitor the performance of the portfolio as a whole with line of sight to project performance via appropriate governance mechanisms.

Requirements

1. All University projects will be assigned to (by the Senior Executive) and managed through a portfolio. Portfolios will have a governance structure approved by the VC (or delegate) and will be overseen by a Portfolio Sponsor. Typically, this will include a portfolio governance committee. The portfolios include:
 - a. Strategic initiatives
 - b. TDS capital portfolio
 - c. EBE capital portfolio, or
 - d. A project portfolio managed within a business area.
2. The Strategic portfolio will have a dedicated portfolio manager. The portfolio manager will be responsible for managing the portfolio under the direction of the portfolio sponsor. Capital portfolio Sponsor will nominate an existing role to undertake the portfolio management function within existing team structures.
3. Portfolio managers will develop and maintain portfolio plans for a planning horizon relevant to the portfolio and including a one-year and either a 'rolling' three- or five-year plan.
4. Portfolio managers will develop criteria for project prioritisation and update as needed.

5. Projects require approved commencement documentation. Projects will be approved in two stages; firstly, a concept brief, and later, a business case (revision of concept brief for small projects). Depending on the size of the final project, business case may require Council or Council committee approval. See project approval, Governance and Documentation Guide for steps.
6. Project funding approval is at portfolio level via the annual UNE budget process budget. Approval of a project Business Case is not an automatic approval for budget. Budget must be approved before commencement of a project.
7. Small/medium projects will be managed within Programs comprising projects that are co-dependent or share resources. Performance will be monitored at the Program or business unit level.
8. The portfolio manager will monitor and report on portfolio performance to the Portfolio Sponsor and portfolio governance committee.
9. The Portfolio Sponsor will be responsible for ensuring adequate reporting of portfolio performance to Senior Executive, VC and Council as appropriate.
10. Performance monitoring will focus on achievement of strategic objectives, benefits realisation, project prioritisation, portfolio risk and portfolio resourcing.
11. The portfolio will request monthly project and program progress reports from project managers during the life of the project, and business owners of benefits following project closure.

Guidance and templates

- [Project Management Policy](#)
- Procurement [Policy](#) and [Procedures](#)
- [Risk Management Policy](#) and [Annexure 1 Risk Approach and Terminology](#)
- Portfolio Governance Committee Terms of Reference
- Portfolio status report template and dashboard
- Know the authorities:
 - o [Financial Delegations Rule](#)
 - o Senior Executive and VC Open Information (<https://www.une.edu.au/staff-current/vice-chancellor/vice-chancellors-committee-meetings>)
 - o [VC Tender Committee Terms of Reference](#)
 - o [Finance & Infrastructure Committee](#) Terms of Reference
 - o [UNE Council Charter](#) and [Authorities Retained by Council Rule](#)
 - o [Financial Delegations Rule and Schedules in Tables 1 - 3](#)
 - o [Compliance Rule](#)
 - o [Organisational Resilience Rule](#)
 - o [Financial Management Policy](#) (Part A Risk appetite and Part G – Financial Operational Risk) and [Financial Management Rule](#)

4. Program and project management

Program and Project Management

A program is a tight or loosely related group of projects that are managed under one governance structure, either to manage synergies or dependencies across projects or to manage project resourcing where resources are shared across the projects.

A project is a unique piece of work with a set timeframe (it is not continuing) that is undertaken outside of 'business as usual' operations. Project management covers the entire lifecycle of a project – from when it is initiated, planned, implemented and transitioned to operations.

Through the lifecycle of a project, authorisation is provided at key stages based on documentation and demonstration of progress. The governance process requires projects to proceed through a minimum of four stages with approval required at each stage gate. This Framework does not support a single project management methodology. Project managers are encouraged to use the most appropriate project management techniques as approved by the steering committee for the type of project they are managing.

Project Lifecycle

1. **Pipeline** - Pre project, consultation and development of a potential project. May include Business Case development. Does not have an approved initiation stage plan. No funding allocated.
2. **Initiation** – approval of a concept brief and subsequent business case and authorisation to commence.
The first stage requires approval of the concept brief initially, followed by approval of the business case. For some major projects, an initiation stage plan may be approved to authorise seed funding for early work (eg market research, design documents) required to inform development of a business case. Allocation to Strategic or capital portfolio by the Senior Executive.
3. **Planning** – start of the project and approval of a project management plan.
The second stage develops planning documentation, undertakes consultation and undertakes risk assessment. An approved project management plan is required to proceed to execution. Any significant changes to the original scope, budget, schedule or benefits requires a revised Business Case and re-approval see Project approval, Governance and Documentation Guide for steps.
4. **Execution** – project management and performance monitoring.
The third stage executes the project using an agreed project management methodology. For major projects, the project may proceed over multiple stages with review and approval required to proceed from one stage to the next. Monthly performance monitoring is required for all projects.
5. **Completion** – project closure, benefits review and transition to operations.
The final stage of the project involves project closure (finances, records, data) and review of project outcomes, benefits and key learnings. This stage involves transition to operations (where relevant).



- Concept brief
- Approval
- Assigned to portfolio
- Initiation stage plan (seed funded projects)
- Approval
- Business case
- Approval
- Budget Allocation

- PMP
- Enterprise Risk Register
- Benefits realisation plan
- Stakeholder engagement plan
- Approval
- Revised Business Case if significant changes
- Approval

- Status reports (monthly)
- Enterprise Risk Register
- Decision Log
- Budget control/financial tracking
- Change requests
- Transition plan
- Revised Business Case if significant changes
- Approval

- End stage/Close report
- Approval for next stage
- Revised Business Case if significant changes
- Approval
- Lessons learned
- Approval

Processes

- Project initiation and development of a business case
- Project governance and performance management
- Planning and resourcing
- Project management and performance monitoring
- Procurement, contract and vendor/supplier management
- Management of project finances, resources, timelines, information and risk,
- Delivery of project objectives and outcomes
- Stakeholder engagement and communications, and
- Management of change associated with the project including transition to operations.

Requirements

1. All programs and projects are to be assigned to a portfolio, categorised (refer to the sizing guide D21/30224) and recorded in a project register. This will be undertaken during project initiation, by Office of Strategy Management and approved by the Senior Executive.
2. All projects must have approved budget before commencement. For small projects this budget approval can be a cost centre level if budget is available, for medium and major projects funding is approved via the portfolio submission in the annual UNE budget process. If the project is unfunded, funding must be secured prior to commencement.
3. All programs and projects require a governance structure to be approved at the time of commencement. Typically, major projects or larger programs will require a steering committee.

4. All programs and projects require a sponsor. For strategic and/or major projects this is a member of the Senior Executive team. The Sponsor is selected on the basis of the primary change impacts being in their division and that they are accountable for ensuring the outcomes and benefits arising from the project are realised.. This person will be the responsible university delegate in the governance structure.
5. In the event of a change of sponsorship the current Project Sponsor is responsible for completing a project handover to the interim or new sponsor. This should be held with the project manager and will include a comprehensive handover document including overview of the project, purpose, objectives, benefits and any project changes. It should also include information on project Governance arrangements and copies of key project documentation such as Business Case, project management plan, status reports, risk registers etc. The incoming sponsor should be provided access to all project-related information, such as project management tools, shared drives, TRIM folders
6. All programs and major projects require a designated project manager with appropriate project management expertise and with access to training and continuing professional development.
7. Project Managers will be responsible for project delivery including planning, execution, delivery and achievement of project outcomes.
8. Project Managers will oversee the preparation and approvals of all project documentation including a business case, budget, Project Management Plan (PMP), risk management plan, benefits realisation plan, stakeholder engagement and communication plan, monthly status reports, risk register and project review.
9. Project Managers are responsible for performance reporting, financial and resource management, risk management, information management and record keeping in line with University policies.
10. Project Managers are responsible for completing a project handover before the end of their engagement. Handover should occur either directly with the incoming project manager or with a Project Sponsors and/or Director of project delivery area nominee. The outgoing project manager should prepare a comprehensive handover document that includes all the project details, such as project status, milestones, budgets, timelines, risks, issues, assumptions, dependencies and a thorough stakeholder list. The outgoing project manager should also provide the incoming project manager with access to all project-related information, such as project management tools, shared drives, TRIM folders and email lists. Ensuring this handover occurs is the responsibility of the Project Sponsor.
11. Project Managers will report on performance to the portfolio manager. Major projects will report to the Finance and Infrastructure and Audit and Risk Committees of Council, the same reporting will be acceptable. Reporting will include progress against delivery, milestones, timelines, finances, project changes/decisions, risk and benefits (as per PMP).

Guidance and templates

- Initiation
 - o Project approvals, governance, definitions and documentation guidelines
 - o Concept brief template
 - o Business case template

- Planning
 - o Project management plan template
 - o Benefits realisation plan
 - o Stakeholder engagement / communication plan (to come)
 - o Risk register and assessment matrix
- Execution
 - o Project status report template
 - o Project reporting definitions
 - o Project decision log template
 - o Change request template
 - o Transition plan template
 - o Budget control / financial tracking template (under development)
 - o Meeting minutes, agendas and action sheets
- [Project Management Guidelines](#)
- Procurement [Policy](#) and [Procedures](#)
- [Risk Management Guidelines](#) and [Annexure 1 Risk Approach and Terminology](#)
- Portfolio Governance Committee Terms of Reference
- Portfolio status report template and dashboard
- Know the authorities:
 - o [Financial Delegations Rule](#)
 - o Senior Executive and VC Open Information (<https://www.une.edu.au/staff-current/vice-chancellor/vice-chancellors-committee-meetings>)
 - o [VC Tender Committee Terms of Reference](#) (under 'Terms of Reference' in the policies register)
 - o [Finance & Infrastructure Committee](#) Terms of Reference (under 'Terms of Reference' in the policies register)
 - o [UNE Council Charter](#) and [Authorities Retained by Council Rule](#)
 - o [Financial Delegations Rule and Schedules in Tables 1 - 3](#)
 - o [Compliance Rule](#)
 - o [Organisational Resilience Rule](#)
 - o [Financial Management Guidelines](#) (Part A Risk appetite and Part G – Financial Operational Risk) and [Financial Management Principles](#)

5. Governance

Project governance focusses on strategic management of resources, realisation of benefits, monitoring of performance, management of risk, achievement of outcomes and financial accountability. Responsibilities are shared between the portfolio sponsor, portfolio manager, program/project sponsor and project manager.

Project governance		
Portfolio governance	Program/project governance	Project Management
Identify strategic opportunities	Executive oversight	Project management processes
Address strategic risks	Stage gate review and approvals	Committee secretariat
Program/project assessment	Performance monitoring	Status reporting
Prioritisation	Project assurance	Financial management
Resource allocation	Monitor resourcing and finances	Risk management
Benefits realisation	Monitor project risk	Information management
Project review / lessons learned	Monitor benefits realisation	Change management

Portfolio

Each portfolio will be governed by a committee chaired by a member of the Senior Executive. For the Strategic portfolio, the governance committee will be chaired by the Vice Chancellor. Portfolio Governance committees will have Terms of Reference approved by the Vice Chancellor and will abide by University policies relating to the conduct of University governance committees. Responsibilities and accountabilities will be set by University policy and defined in the terms of reference. Each portfolio will have a portfolio manager with responsibilities detailed in the terms of reference for the governance committee and at least including scheduling of meetings, committee secretariat, record keeping, status reporting and oversight of committee actions.

Programs and Projects

- Each program and project will be governed according to a governance structure set out in an approved business case. This will at least include a Project Sponsor (a Senior Executive for Strategic and/major projects, senior executive or head of cost centre for medium/minor projects) who will take overall responsibility for the project and will ultimately be accountable for performance, risk and financial management and governance approvals.

Project Steering Committees

Major projects (according to the sizing guide) require a project steering committee within their governance structure due to the complexity of decision making and a need for Executive oversight. Steering committees will have Terms of Reference to be approved by the Vice-Chancellor and will abide by University policies relating to the conduct, responsibilities and accountability of University governance committees.

The Project sponsor will be the Chair of the Steering Committee, they will abide by UNE policies in establishing the Committee and selecting only 8 -10 members, except where additional membership is critical to the effective functioning of the Committee. Members may be selected from the University community (with consideration of diversity), stakeholders, beneficiaries or specialist expertise or

responsibilities associated with the project. Representation from the Senior Executive should be minimised. The project Sponsor will operate on behalf of the whole Senior Executive or Heads of Cost Centres. Attendees will be invited to be present for particular items only as needed. Guidance (and training) will be made available to steering committee members.

Project Sponsors and Project Managers will be accountable for the timely communication of Steering Committee decisions. Meeting minutes and decision logs will be made available to the project team no later than 3 business days after the Steering Committee meeting.

Portfolio, Program and Project Managers will have responsibilities detailed within the terms of reference for the governance committee and at least including scheduling of meetings, management of committee secretariat, record keeping, performance reporting and oversight of committee actions and decisions.

The project steering committee may approve a sub-committee (comprising selected members of the steering committee) or working groups to support the project. For major projects these are likely to include an implementation working group, user/stakeholder reference group and a procurement sub-committee.

Guidance and templates

- [Project Management Guidelines](#)
- Project approvals, governance, definitions and documentation guidelines
- Steering Committee Terms of Reference template
- Steering and Stakeholder group agenda, minutes and action items templates
- Monthly Project reporting template (includes allowance for significant change reporting)

6. Risk management

Portfolio Managers are primarily concerned with strategic risk and managing risks to the portfolio. These are risks that are outside of the control of the portfolio such as sector changes, global drivers, disasters, government regulation, consumer behaviours and so on. Program/Project Managers are primarily concerned with managing project risk. Project risk is within the control of the project, for example, equipment failure, vendor performance, loss of key resources. Project Managers are to be comprehensive and realistic in assessment of risk and guard against being overly optimistic or generic. Portfolio Managers and Steering Committees need to provide adequate oversight and critical review of risk assessment and treatments.

Requirements

1. Risk identification – identify risk for the appropriate scale and area of influence (context)
2. Risk assessment – likelihood of occurrence combined with overall consequence
3. Risk treatment – control and/or mitigation measures and residual risk (after treatment), and
4. Monitor and review – regular monitoring of risks and effectiveness of mitigation measures.

Guidance and templates

- Risk assessment matrix ([click to access](#))
- Risk register in Enterprise Risk Management System or risk register template



7. Benefits realisation

Benefits realisation is the process that allows the University to assess whether projects are suitable for investment and hold portfolio and project managers to account for delivery of those benefits. Benefits will be specified in the business case and in some cases, this will include supporting research or analytics. UNE has an established benefits modelling tool, contact finance for assistance. Benefits must clearly align with strategic objectives. A benefits realisation plan will articulate how project benefits will be achieved, measured and transitioned to operations. At the close of a project, benefits are to be reviewed, and processes implemented to sustain benefits.

Requirements

1. Identification of benefits – typically involving research and/or analytics to support claims.
2. Execution of benefits – undertaking work throughout a project to ensure that benefits are realised and maximised and risk to realisation of benefits is managed, and
3. Sustain benefits – ensure that the outcomes of a project deliver lasting benefits – where applicable, this may require additional work as part of the transition of a project to operations.

Guidance and templates

- Benefits realisation plan template

Benefits modelling tool – Contact finance

8. Budgets, resourcing and procurement

A key component of project initiation and planning is the development of project budgets and resourcing requirements, agreement on a project budget and approval for funding and procurement. These elements are iterative given that the final budget for a project will not be known until procurement has been completed. Resourcing and procurement will require input from the project owner, portfolio manager, Sponsor, Technical Architecture Group (if IT) and Strategic Procurement and contracting teams. The aim is to develop an indicative budget at the initiation stage and an agreed final budget at the planning stage, with sign off at the project governance and portfolio governance levels.

All purchasing must follow University procurement [policy](#). This can be a major hurdle for projects where expenditure is to be significant and where procurement and contracting processes are rigorous. It is the

responsibility of program/project manager to be aware of anticipated procurement, to commence discussions with procurement and contract teams early and to ensure timelines are put in place that allow adequate time for procurement and contracting. Projects with individual procurement activities >\$250K or complex engagements require a procurement plan as an addendum to the Project Management Plan that is developed with procurement and contracting. The approved procurement plan that adheres to UNE procurement [policy](#) and outlines roles and responsibilities and desired timelines, noting that some contingency is likely to be needed. Some projects will need to form a tender/procurement Committee.

Requirements

1. Portfolio budgets will be established by Senior Executive during the annual budget process, with a 3-5-year planning horizon reviewed annually.
2. Portfolio Managers are to develop a portfolio budget in alignment with approved one- and three-year plans and with a clear line-of-sight to those projects which are set out in the portfolio plan.
3. Portfolio budgets are to be shown over 3-5 years but will only receive funds for one financial year. The portfolio budget and all associated project budgets will be reviewed and approved annually.
4. Portfolio budgets are to be endorsed by the portfolio governance committee and/or sponsor and approved via Executive Team (and ultimately through Council) via University budget processes.
5. Portfolio Managers are to maintain a list of approved and future (pipeline) projects that have been funded or will require funding.
6. Project Managers are to work with Portfolio Managers to initiate, negotiate and finalise project business cases, budgets and resourcing plans, especially where there are resourcing conflicts.
7. Approval of a Business Case is not an automatic approval for a budget. Project budgets will be approved via the portfolio submission in the annual UNE budget process and released according to approval stage gates to be specified in the PMP.
8. Project budgets are to include all project expenditure including 'in-kind' contributed by business units, transition costs to operations and forward operating costs including licencing.
9. At each approval stage, the project sponsor with input from the project steering committee is expected to review progress and confirm continued business case viability and alignment and formally endorse project continuation to next stage or proceed to project closure. Any significant changes to the original scope, budget, schedule or benefits requires a revised Business Case and re-approval see Project approval, Governance and Documentation Guide for steps.
10. Release of budget for a project stage is to be endorsed by the project steering committee or project owner and approved by the portfolio executive sponsor (via the portfolio governance committee).
11. Projects with individual procurement activities >\$250K or complex engagements are to have a procurement plan that adheres to UNE Procurement [Policy](#) and attached to the PMP and are required to engage with the procurement and contract teams in developing the plan as it will also specify roles and responsibilities and desired timelines. Procurement thresholds are available in the Procurement Policy The Portfolio/ Project Manager should seek the advice and support of the Strategic Procurement team to develop the procurement plan.
12. Resourcing requirements (human and financial resources as well as any other resources) to be included in the PMP.

13. Project Managers are to consult with Strategic Procurement team, Legal Services, and TAG as needed, and as early as possible to avoid unnecessary delays. Guidance and templates
 - [Procurement Policy](#)
 - Project approvals, governance, definitions and documentation guidelines
 - Procurement plan – contact Procurement
 - [Contract Management](#)

9. Performance management

Performance management is important for both governance oversight and project management transparency, coordination and communication. Ideally it generates information that allows for agile response to change or emerging issues. It underpins portfolio management and should provide information that informs project delivery, accountability and benefits realisation.

For performance management to be effective, portfolio and project governance need to both be accountable for performance and performance measures need to be effective, reasonable and realistic. Performance measures will be set by steering committee through approved project management plans.

Performance measures will typically cover progress (timing), delivery (outcomes), benefits realisation, finances, resourcing, risk, quality, information management and change management. Performance management will include monthly reporting to governance committees using the specified template to be completed by the end of the second week of each month. It is important that governance committees put in place processes for responding to performance reporting include formal acceptance of reports and corrective actions where necessary.

Requirements

1. Portfolio governance set key performance areas that will be used to assess the performance of all projects within the portfolio. Key performance areas are to include, at a minimum:
 - i. Finance – expenditure against budget
 - ii. Delivery – tracking of progress towards project outcomes against the timelines and projected expenditure detailed in the project management plan
 - iii. Assurance – project is compliant with regulations, policies and requirements and producing outputs of a suitable quality as detailed in the project management plan,
 - iv. Risk – risk treatments are in place, monitored and effective, and
 - v. Benefits realisation – maximising benefits to UNE.
 - vi. Traceability – documenting any deviations or changes to the originally approved business case.
2. The Project Management Plan is to include performance measures (KPIs) to monitor key performance areas (KPAs), to be reviewed annually alongside budget review.
3. The Project Manager reports KPIs to the portfolio and project governance committees on a monthly basis using a project status report. It is the responsibility of the project manager to alert the governance committees to any change in project status.

4. The Portfolio governance committee monitors progress and uses this information to inform annual review. Where concerns are identified in status reports they may initiate an interim project review.
5. The Project governance committee requests and receives status reports from project managers. At a minimum the governance committee is required to respond to all status reports:
 - i. Accept the status report and noting of performance
 - ii. Request more information, assessment of options, or clarification
 - iii. Initiate a change action or approve a change request, or
 - iv. Initiate a review of the project.
6. Change action, change request or project review occur in response to an identified need to make changes to the project (major or minor) as a result of external drivers, change to risk profile, emerging issues or identification of an alternative way to deliver outcomes and maximise benefits. All changes to be documented in the change log and reported in the status report.
7. Portfolio and project governance processes allow for Executive to reduce the scope, suspend or close a project at any time in response to project review. Reviews are to be led by either the project sponsor or the Portfolio Sponsor. Reviews are intended to change a project (say, to maximise benefits) or decommission or close a project and in either case require governance oversight, communication and change management.
8. Formal project review occurs annually in line with budget approval for the following year. A review may be initiated at any time through the governance committees in response to external change, a need to revisit project planning or in response to opportunities that will maximise project benefits.

Guidance and templates

- Project status report template and project reporting definitions
- Portfolio status report and dashboard template
- Budget control / financial tracking (to come)
- Change request template
- Decision/Change log template
- [Contract management](#)

10. Transition management

A majority of projects will aim to improve the services delivered by the University, replace infrastructure, or transform business processes. These projects assume that at some future point, the knowledge, infrastructure, artefacts and outputs of the project will integrate with University operations and funding will be available for ongoing maintenance and improvement. While assumed, the transition to operations rarely is included in project management planning at the time of approval.

Transition management in this context manages the change associated with transition of a project to operations including impact to business processes, resourcing impacts, impact to users (staff and students) and ongoing financial costs. Ideally this process begins at project initiation so that impacted business areas may work on transition alongside the project team throughout the project. This transition is the purpose

for user or stakeholder reference groups. Transition planning also needs to estimate the budget for out-years associated with the transition to operations. It is the responsibility of portfolio managers to ensure that out-year budget estimates for all projects are included in forward budget planning.

Requirements

1. Change management or transition planning to be included in project management plans
2. Impacted business areas to be consulted through the project, preferably through a user or stakeholder reference group formulated for that purpose
3. Budgets for out-years to be included in annual budgets, and
4. Update status of project risks/Add operational risks as relevant/ Update contract management fields and information
5. Formal transition planning to be included in the completion phase of the project.

Guidance and templates

- Transition plan template
- [Contract Management](#)

11. Teamwork, roles and responsibilities

Project sponsors in conjunction with Projects managers will form project teams to deliver on projects, drawing on capacity and capability from across the University, external suppliers, vendors and specialist expertise (internal and external). To be effective, teams will need to be agile, high performing and have freedom to operate. This requires high-level communication, documentation of project changes/decisions, articulation of roles and responsibilities and collaboration tools (including team meetings, collaboration platforms and group problem solving).

Requirements

1. Formation of a project team with suitable capability, capacity and subject matter expertise
2. Articulate roles and responsibilities at all levels, including governance
3. Establish collaboration tools at least including regular meetings and file sharing, ensuring compliance with the State Records Act 1998 (NSW) and UNE Records Management Rule for the management of record keeping obligations.
4. Timely communication of Governance Committee decisions. Meeting minutes and decision logs will be made available to project teams no later than 3 business days after the meeting, and
5. Establish document processes and controls at least including decision/change registers, ensuring compliance with the State Records Act 1998 (NSW) and UNE Records Management Rule for the management of record keeping obligations.
6. The Project Manager is responsible for inducting any new project team members into the project and providing them with an overview of the project, purpose, and objectives and copies of key documentation for review.

7. Individual project team members are responsible for completing a project handover before the end of their project engagement. Handover should occur either directly with the new incumbent or with a project sponsors and/or Director of project delivery area nominee. The outgoing team member should provide at a minimum an overview of their role, the project, purpose, and objectives, any key historical information and copies of key documentation for review. Project Mangers and Project Sponsors review Section 4 for more detail on project handover requirements.

Guidance and templates

- Project approvals, governance, definitions and documentation guidelines

12. Guidance and Templates

All templates and guides are stored in Content Manager (TRIM). It is recommended templates are accessed via the Kapish tab for Word or directly from TRIM and saved into the project TRIM container to ensure the latest template version. Templates have TRIM record number fields inserted in the footer which will populate once the document is saved and reopened the first time. For more instructions on how to access TRIM templates see the project approvals, governance and documentation guide.

Project stage	Document	TRIM Reference
Portfolio		
	Portfolio Governance Committee Terms of Reference	Word Kapish template
	Portfolio Governance Committee agenda, minutes and action templates use CONVENE	Word Kapish template
	Portfolio status report template and dashboard	Word Kapish template
Program and project		
Initiation	Project approvals, governance, definitions and documentation guide	D21/30575
	Sizing guide	D21/30224
	Concept brief template	Word Kapish template
	Business case template	Word Kapish template
Planning	Project management plan template	Word Kapish template
	Risk assessment matrix	Link
	Risk register	D21/32048 TRIM Template
	Benefits realisation plan template	Word Kapish template
	Procurement plan	Via Procurement
	Stakeholder engagement/communications plan template	Under development
Execution	Project status report template	D21/33530 TRIM template
	Dashboard status report template	D21/182306

	Project Reporting Definitions	D21/177297
	Portfolio dashboard	Word Kapish template
	Transition plan template	Word Kapish template
	Project change/decision log template	D21/32048 TRIM template
	Change request template	Word Kapish template
	Budget control / financial tracking template	Under development
	Steering Committee Terms of Reference template	Word Kapish template
	Steering Committee agenda, minutes templates	Word Kapish template
	Steering Committee Action Sheet	D21/32048 TRIM template
	Stakeholder group agenda, minutes and action sheet templates	Word Kapish template
Closure	Lesson learned template	D21/32966 Excel TRIM template
	End stage/ close report template	Word Kapish template
	Change /Operationalisation Checklist	