
Project Delivery Management Structure

Business Sponsor (Organisational Lens)

- Overall responsibility for the fitness for purpose of the project and end deliverable/s
- Decision maker within set tolerances (DFAs, CRs)
 - Responsible for sourcing funding and ensuring adequate resources for the project
 - Confident that project is following the Programmes Project Management Delivery model
 - Ensures project is focussed throughout its life on achieving its objectives
 - To deliver a product that will achieve the forecasted benefits once implemented
 - Ensures clear ownership of benefits, and that a realistic realisation plan linked to the overall Programme is in place and is being managed effectively.
 - Ensures the project is being championed within the organisation
 - Ensures that the needs across the Business are being addressed in regard to quality, functionality and ease of use as well as the operating model and MVS. (supporting an end-to-end Immigration focus)
 - Ensures that the project gives value for money
 - Ensure a cost conscious approach to the project
 - Is held accountable by the Programme Board to ensure forecast benefits are realised.
 - Acts as a sounding board and/or provides advice to the Business owner
 - Confident that the Business case/Project Plans are updated when required

Business Owner (Customer/User Lens)

- Overall accountable for the project deliverables
- Specifies the needs of those who will use the projects deliverables ensuring quality expectations and acceptance criteria are met. (the voice of the business in project delivery)
 - Ensures Business Sponsor is informed of project progress, MVS discussions, and risks and issues
 - Ensures project is focussed throughout its life on achieving its objectives
 - Ensures delivery of business value and alignment to Vision 2015
 - Considers the impact on INZ's internal and external customers
 - Monitors solution to ensure it is 'fit for purpose' in regard to quality, functionality and ease of use.
 - Represents the interests of those who will use the projects deliverables (including operations and maintenance)
 - Commits user resources
 - Monitors deliverables against requirements
 - Ensures solutions will meet customers/user needs, within the constraints of the business case
 - Making prompt decisions on matters of INZ function and process and on project delivery of capability features.
 - Specifies the benefits
 - Facilitates agreement in questions of cross INZ-Programme domain.

- Risks to customers/users are being identified and well managed.

Supplier Lens (Paul Fagan and Nicola Kilkelly)

- Represents the interests of those designing, developing, facilitating, procuring and implementing the project outputs (deliverables)
- Accountable for the quality of outputs delivered by suppliers
- Responsible for the technical integrity of the project.
- Provides supplier resources to the project.
- Ensures proposals for designing and developing the outputs are feasible and realistic.
- Represents the interests of those who will maintain the outputs of the project after closure
- Gains assurance that descriptions, specifications and solutions are realistic and fit for purpose
- The solution integrates well with existing processes and systems (EA)
- The project is liaising with providers, suppliers and internal business areas responsible for the ongoing support of the solution appropriately and in a timely way.
- The quality expectations of deliverables are being met
- Supplier requirements and priority conflicts are being identified and well managed.
- Production and ongoing support risks are being constantly identified and managed

Lead Subject Matter Expert (SME)

- Overall responsible for the projects specialised knowledge ensuring content of project deliverables meet business requirements.
- A Lead SME understands, articulates and implements best practices related to their area of expertise.
- Provides guidance on how their area of capability can resolve an organisational need and actively participates in all phases of project lifecycle.
- Responsible for defining business requirements and recommending a technical or process approach to meet those needs.
- Generates design specifications for software development and/or business processes
- The Lead SME oversees the development, testing and implementation of the business solution and validates that the final product satisfies the defined requirements/needs and/or business process.
- Reviews technical and process documentation, such as user guides, SOPs business models, training manuals and system specifications, prior to distribution to end-users and ensures their subject area is accurately represented.
- Cultivates and maintains effective working relationships with a variety of stakeholders, including end-users, project managers, and senior staff members.
- Actively participates in multiple work-groups and disseminates information across all levels of the organization.
- Articulates and communicates information effectively to diverse audiences.
- Translates subject matter terminology into business terms, and recommends alternatives to both senior management and software developers.
- May perform product demonstrations in a variety of settings, including internal meetings,

training sessions and stakeholder engagement sessions.

Project Manager

Overall responsible for the delivery of each project through the project lifecycle.

- Responsible for the day-to-day running of the project (within tolerances) on behalf of the Project Board.
- Ensures the project produces results and delivers measurable benefits
- Manages the flow of information between Project Board, Project Teams/Programme Office.
- Prepare the following baseline management products in conjunction with Assurance roles, and PDG:
 - Project brief – including Product Descriptions
 - Business Case/Project Plan
 - Stage/Exception Plans and their Product Descriptions
 - Develop and maintain project schedule
- Prepare the following reports (as required):
 - End of stage Reports
 - Lessons Reports
 - Exception Reports
 - Handover Reports
 - Project Closure report
- Maintain the following records:
 - Issues register
 - Risk Register
 - Daily log (if required)
 - Lessons Log
- Liaise with PMO to ensure work is neither overlooked nor duplicated
- Liaise with any external suppliers
- Liaise with suppliers and SMEs to develop key documentation
- Lead and motivate those contributing to the project from the business
- Manage production of products, taking responsibility for overall progress and use of resources
- Follow and manage the projects procedures i.e. risk management, issues and change control, and communication
- Manage the project controls – monitoring and reporting
- Provide required reporting to the PMO weekly and monthly, including schedule updates
- Advise the Project Board of any deviations from the plan and escalate decisions appropriately – helping to moderate and mitigate risk beforehand.

How lenses apply to Vision 2015 Projects and Programme:

Lens	Project	Programme
Customer voice	Business Owner	Catriona McKay
Supplier voice	Paul Fagan/Nicola Kilkelly	Mark Bermingham/ Paul Fagan
Organisation voice	Business Sponsor	Nigel Bickle (SRO)