

ISO 6082:2025-03 (E)

Construction project governance - Guidance on delivery management

Contents

Page

| | |
|--|-----------|
| Foreword | v |
| Introduction | vi |
| 1 Scope | 1 |
| 2 Normative references | 1 |
| 3 Terms and definitions | 1 |
| 4 Delivery management concepts | 4 |
| 4.1 Fundamentals of construction works projects | 4 |
| 4.2 The delivery process | 5 |
| 4.2.1 Overview | 5 |
| 4.2.2 Organizational governance practices | 6 |
| 4.2.3 Controlling practices | 6 |
| 4.2.4 Influencing practices | 7 |
| 4.3 Procurement cycle associated with the delivery of a construction works project | 7 |
| 4.4 Context for project delivery | 8 |
| 4.4.1 Regional, organizational and project context | 8 |
| 4.4.2 Risk | 11 |
| 4.5 Client organization inputs into projects | 13 |
| 4.5.1 Overview | 13 |
| 4.5.2 Values and vision | 13 |
| 4.5.3 Organizational policies which inform project delivery values | 14 |
| 4.5.4 Strategic planning | 16 |
| 4.5.5 Business case and feasibility studies | 17 |
| 5 Roles and responsibilities to support project delivery | 18 |
| 5.1 Overview | 18 |
| 5.2 Project delivery steering committee of senior management | 18 |
| 5.3 Client delivery management team | 20 |
| 5.3.1 Typical functions | 20 |
| 5.3.2 Client delivery manager | 21 |
| 5.4 Finance department | 24 |
| 5.5 Project delivery team | 24 |
| 5.6 Stakeholders | 25 |
| 6 Client delivery management practices | 26 |
| 6.1 Plan | 26 |
| 6.1.1 Overview | 26 |
| 6.1.2 Site considerations | 26 |
| 6.1.3 Predicting outturn (final) costs | 28 |
| 6.1.4 Whole life costs | 28 |
| 6.1.5 Project delivery management plan | 28 |
| 6.1.6 Procurement planning | 29 |
| 6.1.7 Implementation plans | 30 |
| 6.2 Specify | 32 |
| 6.2.1 Overview | 32 |
| 6.2.2 Shaping the project | 32 |
| 6.2.3 Scope of work | 33 |
| 6.2.4 Quality requirements | 33 |
| 6.2.5 Sustainable development contributions | 34 |
| 6.2.6 Specification for data requirements | 36 |

| | | |
|---|--|-----------|
| 6.3 | Procure..... | 36 |
| 6.3.1 | General..... | 36 |
| 6.3.2 | Procurement system for project delivery..... | 36 |
| 6.3.3 | The use of procurement as an instrument of policy..... | 39 |
| 6.3.4 | Standardizing procurement..... | 40 |
| 6.3.5 | Contract management..... | 41 |
| 6.4 | Oversee delivery..... | 42 |
| 6.4.1 | Overview..... | 42 |
| 6.4.2 | Control framework for project delivery..... | 42 |
| 6.4.3 | Control budgets..... | 43 |
| 6.4.4 | Achieving outcomes..... | 44 |
| 6.4.5 | Data gathering..... | 44 |
| 6.4.6 | Reporting to governance structures..... | 44 |
| 6.4.7 | Interrogation of information..... | 44 |
| 6.4.8 | Managing project risks and change..... | 45 |
| 6.4.9 | Commissioning..... | 45 |
| 6.4.10 | Standardization..... | 45 |
| 6.4.11 | Data capture and disclosure..... | 46 |
| 6.4.12 | Exit strategies..... | 46 |
| Annex A (informative) Core systems for the delivery of construction works projects..... | | 48 |
| Annex B (informative) Control framework for the delivery of construction works projects..... | | 53 |
| Annex C (informative) Specifying requirements..... | | 60 |
| Bibliography..... | | 64 |