

Governance Framework

Project & Program Governance Overview

Intended Audience

- Project/ Program Sponsor
- Project/ Program Governance Members
- EPMO / Technology PMO Members
- Project / Program Practitioners

Template Document Control

Template Version: v1.2

Owner: Manager, Governance & Architecture

Project Governance Principles

The Project Sponsor and members of project governance groups will be guided by and be in alignment with the following Project Governance principles:

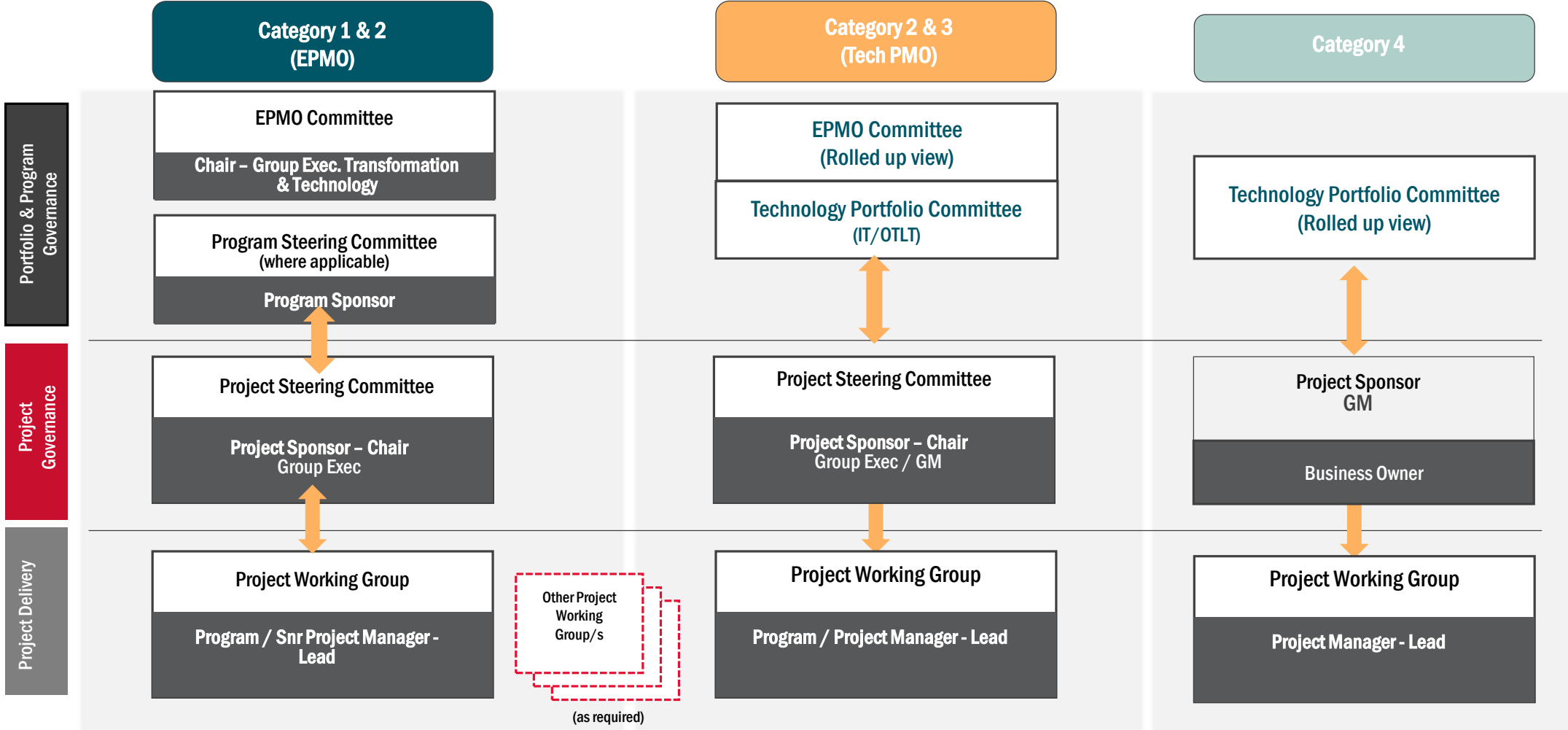
- **Accountable** – be answerable for decisions, and having meaningful mechanisms in place to ensure that all applicable standards are adhered to.
- **Transparent** – have clear roles and responsibilities, and clear procedures for making decisions and exercising power.
- **Impartial** – be impartial, ethical, and not misusing information obtained from positions of trust.
- **Stewardship** – use every opportunity to enhance the value of the business investments.
- **Efficient** – ensure the best use of resources to further the aims of APA, with a clear commitment to evidence based strategies for improvement.
- **Leadership** – achieve a clear commitment to good governance through leadership from the top.

Scalable Governance

At commencement of the project lifecycle (Initiate phase) a project Category Assessment is performed to determine the scale and complexity of the initiative to determine what level of delivery rigour and governance should be applied. The outcome of this assessment will be a specified category of either 1, 2, 3, or 4. Category 1 projects are the largest and most complex while category 4 are the smaller, lower risk and more predictable initiatives.

		Expected Investment				
		\$15M+	\$5M - \$15M	\$1.5M - \$5M	\$500k-\$1.5M	\$500k-\$1.5M
Risk & Complexity	High	Cat 1	Cat 1	Cat 2	Cat 3	Cat 4
	Medium	Cat 1	Cat 2	Cat 3	Cat 4	ME
	Low	Cat 2	Cat 2	Cat 3	Cat 4	ME

Scalable Governance

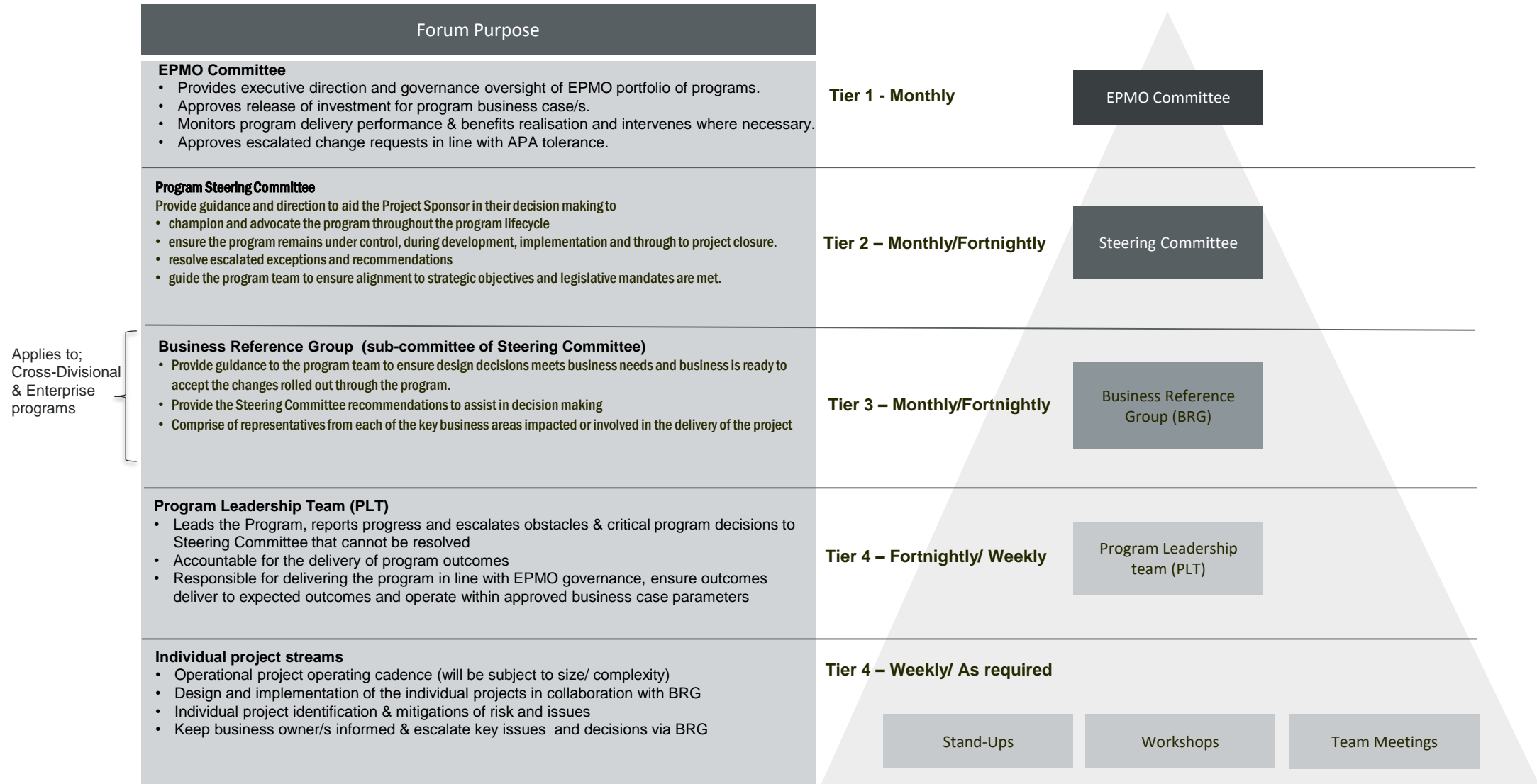


Steering Committee Optional for Category 4. As required by Project Sponsor.

In lieu of a Steering Committee decisions would be made by the Sponsor or Business Owner with the Project Working group forum.

Governance Forums

EPMO & Program Governance

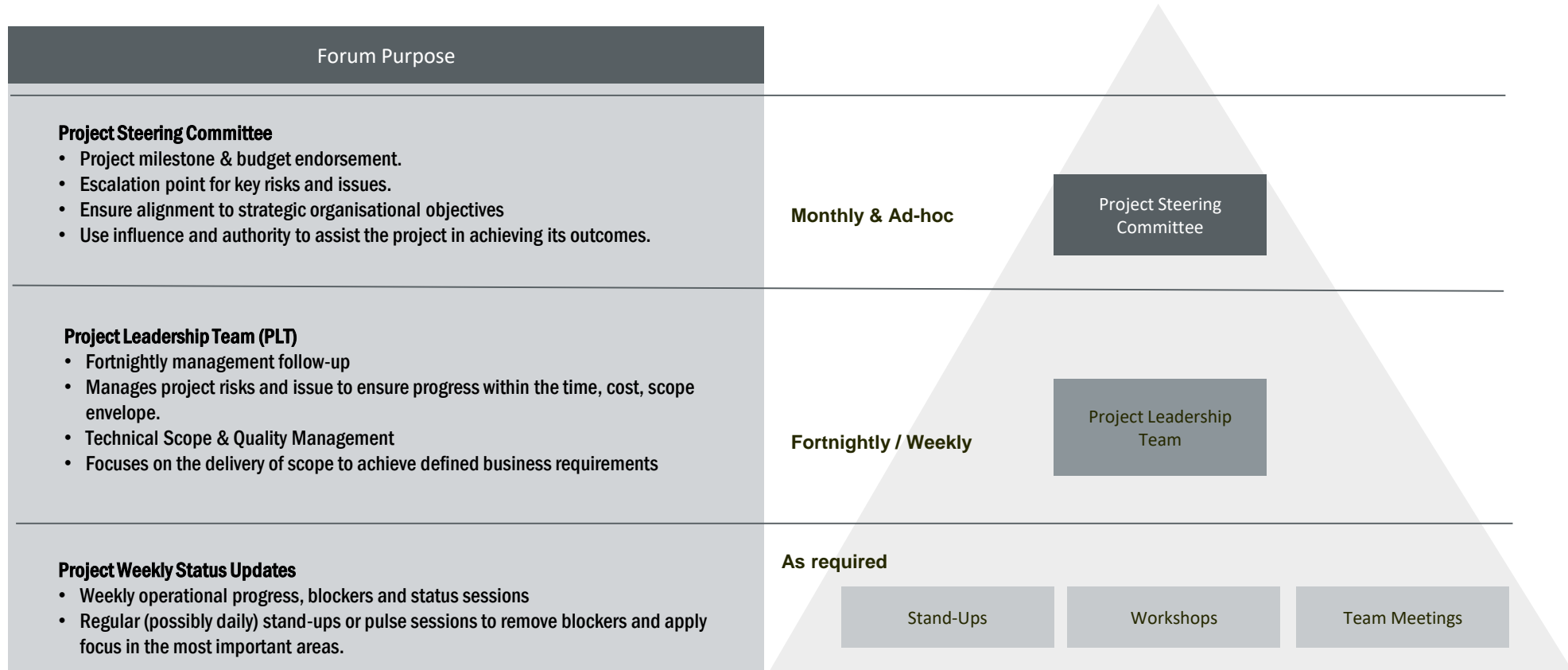


EPMO Governance & Program Structure

Considerations		Division Program	Cross-divisional Program	Enterprise Program
1. Key Attributes		<ul style="list-style-type: none"> • Scope: Single Division/Function • Business mandate and benefit realisation accountability sits within the Division 	<ul style="list-style-type: none"> • Scope: Two or more divisions • Business mandate and benefit realisation accountability sits across two or more Divisions 	<ul style="list-style-type: none"> • Scope: Enterprise • Business mandate to have oversight of enterprise benefits sits within one division
2. Governance Structure	Core Program Leadership Team	<ul style="list-style-type: none"> • Sponsor – Group Executive of division • Business Owner – GM level • Program Manager 	<ul style="list-style-type: none"> • Sponsor* – 1 Group Executive selected from accountable Divisions • Multiple Business Owner/s – GM level (unless group executives agree to having one overarching business owner) • Program Manager <p><i>*Selection should take into account the following considerations; which division carries the most risk exposure, benefits realisation and previous experience related to the program outcomes</i></p>	<ul style="list-style-type: none"> • Sponsor – Group Executive of Division with accountability in mandate • Business Owner – GM level • Program Manager
	Program Steering Committee	<p>Minimum standard EPMO steer co: Sponsor plus</p> <ul style="list-style-type: none"> • Business Owner • EPMO Representative • IT Representative (If project is technology enabled) • Program Manager <p>Additional members – at discretion of sponsor i.e. external delivery partners, independent advisor</p>	<p>Minimum standard EPMO steer co:</p> <p>Plus:</p> <ul style="list-style-type: none"> • Additional Group Executives from accountable divisions 	<p>Minimum standard EPMO steer co:</p> <p>Plus:</p> <ul style="list-style-type: none"> • Additional Group Executives or their GM delegate who are most impacted/ most enable the change
	Business Readiness Group (BRG)	<ul style="list-style-type: none"> • No 	<ul style="list-style-type: none"> • Yes 	<ul style="list-style-type: none"> • Yes

Project Governance

Project governance is driven by the Project Steering Committee lead by the Project Sponsor. Activity below the Steering Committee is generally focussed on delivery, progress and the management of risks and issues.



Project Steering Committee Membership

Membership of a Project Steering Committee requires active commitment to aid the project and prepare the business for the change to maximise value.

Membership of the committee is determined by the Project Sponsor and should include Key Stakeholders who are decision makers and who are receiving and/or impacted by the business change.

The relevant PMO (EPMO / Technology PMO) will provide support and guidance to ensure that the make-up of the Steering Committee is appropriate for the particular project.

Typical Members:

- ✓ Sponsor (Chairperson)
- ✓ Business Owner
- ✓ Technology Owner (if applicable)
- ✓ Finance (as required)
- ✓ Vendor Senior Representative (attendee only)[#]
- ✓ Project Manager (presenter)
- ✓ EPMO / Tech PMO Representative (attendee only)

Guests (as required):

- ✓ PSC Change Manager
- ✓ Legal, Risk and HR
- ✓ Procurement
- ✓ Independent External Consultant
- ✓ Assurance Consultant