

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

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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 I	nvestment		
		\$15M+	\$5M - \$15M	\$1.5M - \$5M	\$500k-\$1.5M	\$500k-\$1.5M
compressing	High	Cat 1	Cat 1	Cat 2	Cat 3	Cat 4
	Medium	Cat 1	Cat 2	Cat 3	Cat 4	ME
2	Low	Cat 2	Cat 2	Cat 3	Cat 4	ME

Risk & Complexity

Scalable Governance



Governance Forums

EPMO & Program Governance

	Forum Purpose			
	 EPMO Committee Provides executive direction and governance oversight of EPMO portfolio of programs. Approves release of investment for program business case/s. Monitors program delivery performance & benefits realisation and intervenes where necessary. Approves escalated change requests in line with APA tolerance. 	Tier 1 - Monthly	EPMO Committee	
	 Program Steering Committee Provide guidance and direction to aid the Project Sponsor in their decision making to champion and advocate the program throughout the program lifecycle ensure the program remains under control, during development, implementation and through to project closure. resolve escalated exceptions and recommendations guide the program team to ensure alignment to strategic objectives and legislative mandates are met. 	Tier 2 – Monthly/Fortnightly	Steering Committee	
Applies to; Cross-Divisional & Enterprise programs	 Business Reference Group (sub-committee of Steering Committee) Provide guidance to the program team to ensure design decisions meets business needs and business is ready to accept the changes rolled out through the program. Provide the Steering Committee recommendations to assist in decision making Comprise of representatives from each of the key business areas impacted or involved in the delivery of the project 	Tier 3 – Monthly/Fortnightly	Business Reference Group (BRG)	
	 Program Leadership Team (PLT) Leads the Program, reports progress and escalates obstacles & critical program decisions to Steering Committee that cannot be resolved Accountable for the delivery of program outcomes Responsible for delivering the program in line with EPMO governance, ensure outcomes deliver to expected outcomes and operate within approved business case parameters 	Tier 4 – Fortnightly/ Weekly	Program Leadership team (PLT)	
	 Individual project streams Operational project operating cadence (will be subject to size/ complexity) Design and implementation of the individual projects in collaboration with BRG Individual project identification & mitigations of risk and issues Keep business owner/s informed & escalate key issues and decisions via BRG 	Tier 4 – Weekly/ As required Stand-Ups	Workshops	Team Meetings

EPMO Governance & Program Structure

Consider	ations	Division Program	Cross-divisional Program	Enterprise Program
1. Key Attributes		 Scope: Single Division/Function Business mandate and benefit realisation accountability sits within the Division 	 Scope: Two or more divisions Business mandate and benefit realisation accountability sits across two or more Divisions 	 Scope: Enterprise Business mandate to have oversight of enterprise benefits sits within one division
	Core Program Leadership Team	 Sponsor - Group Executive of division Business Owner - GM level Program Manager 	 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 *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 	 Sponsor - Group Executive of Division with accountability in mandate Business Owner - GM level Program Manager
2. Governance Structure	Program Steering Committee	Minimum standard EPMO steer co: Sponsor plus Business Owner EPMO Representative IT Representative (If project is technology enabled) Program Manager Additional members – at discretion of sponsor i.e. external delivery partners, independent advisor 	Minimum standard EPMO steer co: Plus: • Additional Group Executives from accountable divisions	Minimum standard EPMO steer co: Plus: • Additional Group Executives or their GM delegate who are most impacted/ most enable the change
	Business Readiness Group (BRG)	• No	• Yes	• 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.

Forum Purpose			
 Project Steering Committee Project milestone & budget endorsement. Escalation point for key risks and issues. Ensure alignment to strategic organisational objectives Use influence and authority to assist the project in achieving its outcomes. 	Monthly & Ad-hoc	Project Steering Committee	
 Project Leadership Team (PLT) Fortnightly management follow-up Manages project risks and issue to ensure progress within the time, cost, scope envelope. Technical Scope & Quality Management Focuses on the delivery of scope to achieve defined business requirements 	Fortnightly / Weekly	Project Leadership Team	
 Project Weekly Status Updates Weekly operational progress, blockers and status sessions Regular (possibly daily) stand-ups or pulse sessions to remove blockers and apply focus in the most important areas. 	As required Stand-Ups	Workshops	Team Meetings

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)

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

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