



# The Good Governance Guide

Good project and program OUTCOMES...

...are ENABLED by... understanding how benefits will be achieved...

...through implementing these CONTROLS...

...which avoid these common governance CHALLENGES

The Project/ Program is recognised as a success

- Outputs delivered by projects meet objectives
- Organisation and stakeholder changes required to realise benefits are known
- Objectives are clear and benefits are measurable

- Program or project vision and blueprint
- Benefits framework
- Agreed benefits set with agreed measures consistent with other organisational operational KPIs and performance targets
- Benefits results chains

- Project contribution to benefits is not clear
- Project benefits are not set in a consistent way
- Objectives are not agreed

If it's not clear what the project/program needs to achieve, risks cannot be clear

High risks are mitigated before becoming issues

...understanding risk and risk control for delivery and benefits...

- The most important risks and issues are understood
- Active risk management

- Risk registers capture risks to delivery, risks to operationalisation and risk to benefit realisation
- Risk categorisation
- Issues registers
- Assurance plans
- Lessons learnt
- Planned review of risk
- Active engagement in agreeing treatments and closing risks

- The impact of changes to scope or timing on objectives is not understood
- Risk register incomplete
- Risk management is passive

If risks aren't clear or well managed, tolerances and risk exposure cannot be understood

The Project/ Program is delivered within agreed tolerances

- Contingencies are understood and agreed based on risk. Tolerances are set for escalation

- Clearly established project/program tolerances and business rules for escalation
- Clear decision rights
- Consistent estimating guidelines and review points
- The basis of contingency is directly linked to risk

- Risks and tolerances are not understood

Without understanding objectives or risks, it's unlikely that the right people will be effectively engaged in governance

Consistent, effective and efficient Board decisions and direction

...managed by good governance and control...

- Informed and empowered Board at the right level for the Project/ Program

- Clear governance framework and terms of reference
- Meeting attendees know why they are in the room
- Focusing beyond the "admin" of governance
- Attendees are clear on "why they are there" and "what they need to do" from the agenda
- Agenda items have specific objectives
- Meeting papers are concise and clear and allow for good decision making
- Meetings take as long as they need to – no more, no less
- Governance evolves with the project or program lifecycle. Meeting frequency changes to reflect issues and risks and decision requirements

- Required decisions/ direction not clear
- Governance roles are not agreed
- Delegation of attendance
- Poor meeting attendance
- Lack of clarity on progress

Without good governance and controls, the project/ program cannot have a defensible history

The Project/ Program has a defensible history

- The decision history and the reasoning behind it are well documented

- Clear agendas and minutes
- Schedule controls
- Financial controls
- Attendance registers
- Decisions register
- Approval registers
- All consistent with organisational policy – including agreement on tailoring where required

- Poor records
- Inadequate controls