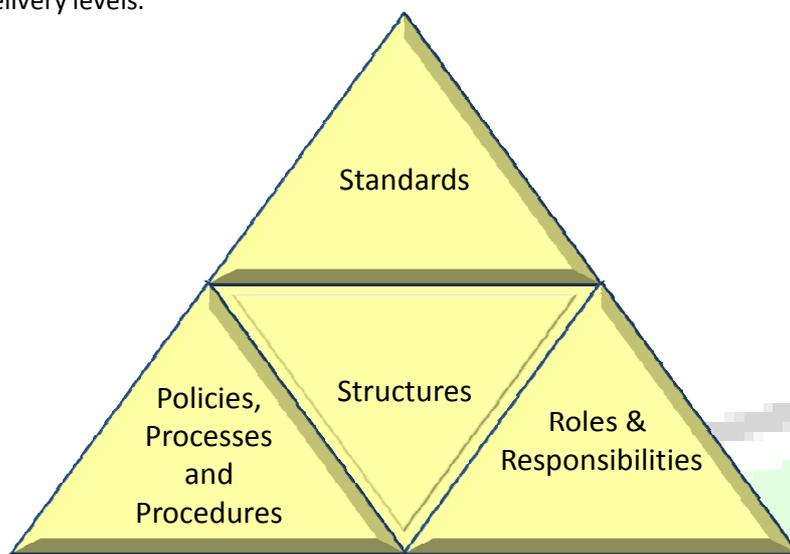# Delivery Governance

START[pm] consulting understands that **Delivery Governance** is key to ensuring ongoing and effective oversight of your projects and programs.

Our approach to Delivery Governance ties together the Standards, Structures, Policies, Processes and Procedures, and Roles and Responsibilities at the Enterprise (**Strategic**), Program / Portfolio (**Tactical**) and Project (**Real-Time**) delivery levels.

Standards

Policies, Processes and Procedures

Structures

Roles & Responsibilities

- **Standards** - The '*what*' of Delivery Governance: Supports appropriate articulation of delivery status through consistency of data and information presented.

- **Roles and Responsibilities** - The '*who*' of Delivery Governance: Supports consistency of individuals' behaviours (*"we know what we are supposed to do"*) – everyone has a role in effective governance.

- **Policies, Processes and Procedures** - The '*how*' of Delivery Governance: Supports consistency of controls (application of policies; internal and external interfaces and their management).

- **Structures** - The '*where*' and the '*when*' of Delivery Governance: Defines situational mechanisms that bind the other elements to effect Governance.

Each of these elements of Delivery Governance needs to be addressed when entrusting your organisation's future to the outcomes of the programs and projects you undertake.

The **START[pm] consulting** Delivery Governance approach operates through the hierarchy of organisational decision-making, ensuring that programs and projects fulfil their governance responsibilities, keep stakeholders informed, manage risks and opportunities, and deliver expected value to the business.

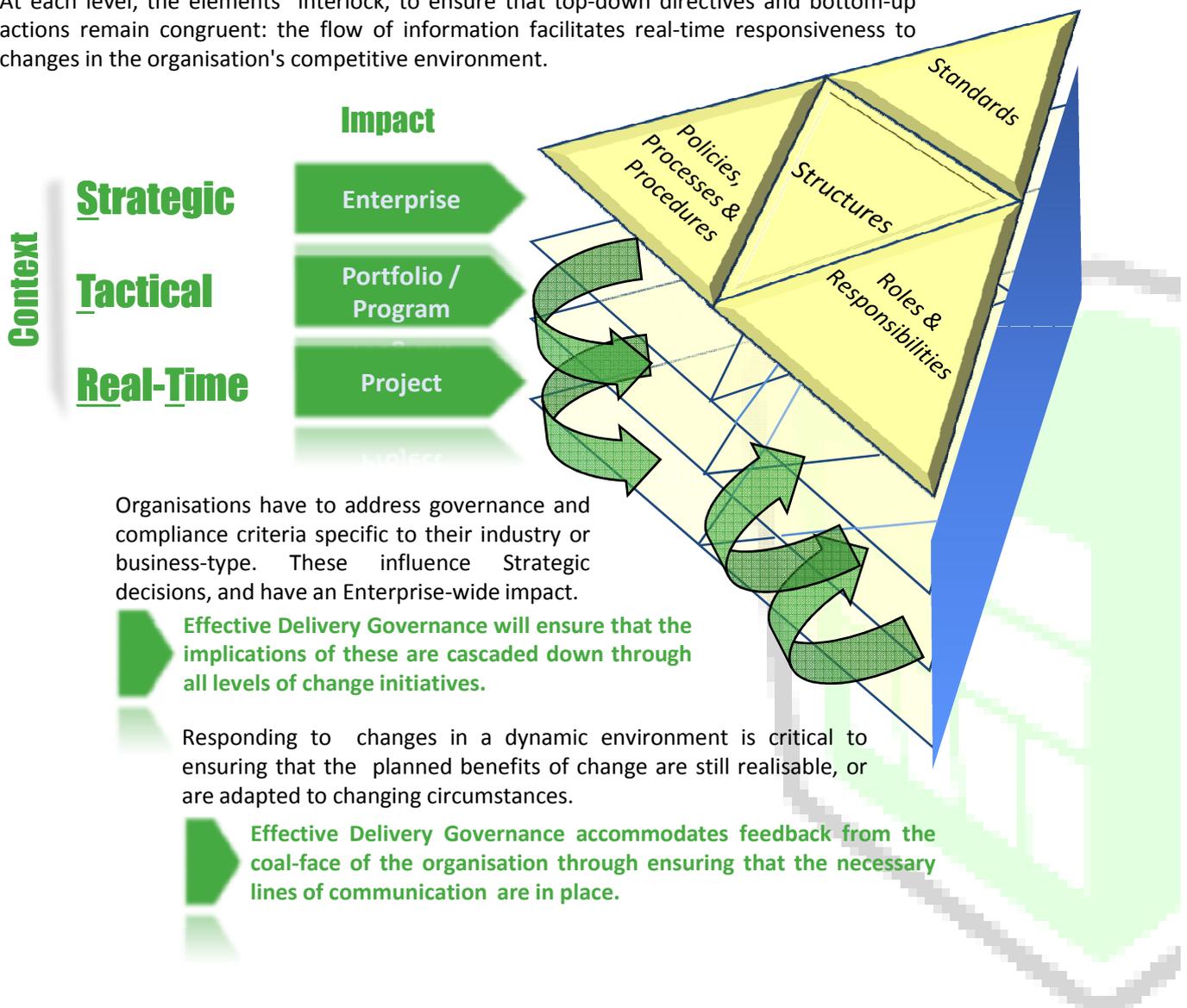1

More

Delivery Governance V1.0

Achieving consistency in Delivery Governance

Our approach to Delivery Governance is intended to assure consistency across all levels of the organisation, so that change activities delivery their intended value.

Through putting in place the elements of Delivery Governance, **START[pm] consulting** ensures that change activities remain cognisant of the organisation's responsibilities to its stakeholders.

At each level, the elements interlock, to ensure that top-down directives and bottom-up actions remain congruent: the flow of information facilitates real-time responsiveness to changes in the organisation's competitive environment.

Impact

Strategic — Enterprise

Context

Tactical — Portfolio / Program

Real-Time — Project

Policies, Processes & Procedures — *Standards* — *Structures* — *Roles & Responsibilities*

Organisations have to address governance and compliance criteria specific to their industry or business-type. These influence Strategic decisions, and have an Enterprise-wide impact.

Effective Delivery Governance will ensure that the implications of these are cascaded down through all levels of change initiatives.

Responding to changes in a dynamic environment is critical to ensuring that the planned benefits of change are still realisable, or are adapted to changing circumstances.
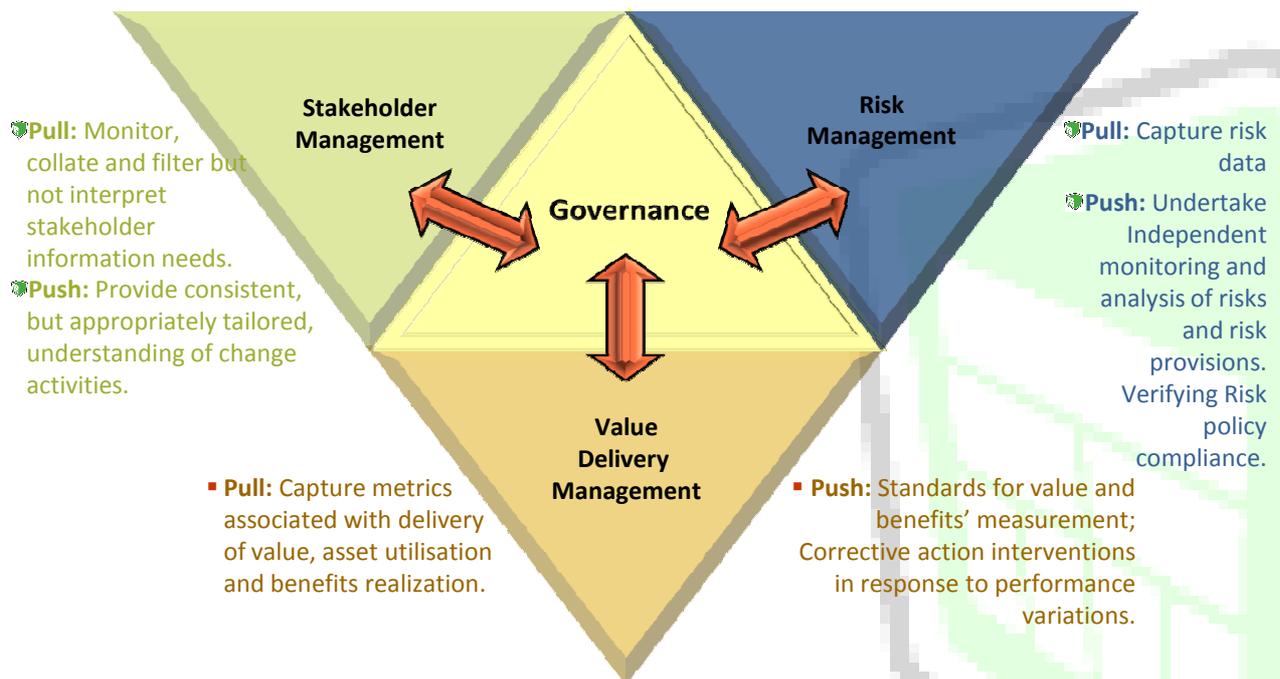
Effective Delivery Governance accommodates feedback from the coal-face of the organisation through ensuring that the necessary lines of communication are in place.

More

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Governance: the engine of effective Delivery

Delivery Governance is not an isolated activity – it needs to drive and integrate with other aspects of effective delivery. Delivery Governance has to have a "pull-push" relationship with each area, to ensure that Governance needs are addressed, through insightful analysis of information extracted from various sources ("pull"), whilst also engaging with each to provide the feedback, support and guidance necessary to maintain alignment of delivery to the organisation's goals ("push").

Critically, Delivery Governance must support:

🛡 **Value Delivery Management**, through defining standards and measures for value delivery, asset utilisation (project investment) and benefits realisation;

🛡 **Stakeholder Management**, through understanding each stakeholders' core stake, and ensuring Delivery Governance provides consistent, tailored understanding of change activities; *and*

🛡 **Risk Management**, through Independent monitoring and analysis of risks and risk management provisions.

🛡**Pull:** Monitor, collate and filter but not interpret stakeholder information needs.

🛡**Push:** Provide consistent, but appropriately tailored, understanding of change activities.

Stakeholder Management

Governance

Risk Management

🛡**Pull:** Capture risk data

🛡**Push:** Undertake Independent monitoring and analysis of risks and risk provisions. Verifying Risk policy compliance.

Value Delivery Management

▪ **Pull:** Capture metrics associated with delivery of value, asset utilisation and benefits realization.

▪ **Push:** Standards for value and benefits' measurement; Corrective action interventions in response to performance variations.

The **START[pm] consulting** Delivery Governance approach embeds the requisite disciplines as part of the management of change, through uniting the **Strategic**, **Tactical** and **Real-Time** contexts within a single framework.

To find out more, visit www.startprojectmanagement.com, or e-mail info@startprojectmanagement.com

3

Delivery Governance V1.0