Introduction	When do you use this guide
Setting up the governance structure for a programme or project is a critical activity. If it is done well it will contribute to the successful delivery of outcomes. If it is set up badly it will set the foundations for potentially major failure through poor decision making and lack of accountability and control. This guide supports a lot of information within the framework. Within each of the Theme overviews (for example Benefits) you will find tables setting out the main activities relating to that theme and who is responsible for each. There is a specific Governance theme that explains the structures that should be adopted and applied to projects and programmes. Within the lifecycle, there is specific tasks and guidance associated with the each of the milestones. These tasks relate to each role and each theme within the framework.	The governance arrangements are set up formally during the Define stage; however there may be need for structure before this. Decisions about the governance arrangements are a specific milestone during the Define stage. At this stage there should be a defined set of roles and responsibilities that are appropriate to the scale of the change. The governance arrangements are not set in stone. They are very likely to evolve as the programme or project moves forward. This is particularly the case for large projects and programmes which may require different governance arrangements and controls in different phases. This guide covers: a. Establishing authority b. Designing the structure c. Technique – Role Description

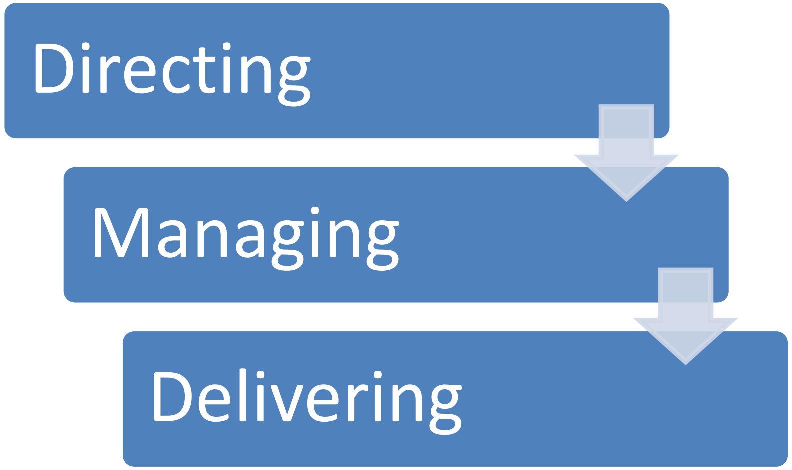
Establishing Authority

Authority has two sources; the authority gained from seniority and the authority gained from knowledge and expertise. Both are relevant to considering the governance arrangements. The change will need to be led by individuals with the right levels of seniority and authority from within the organisation; however, there will also be the need for specific expertise and knowledge.

The RACI concept is used extensively within your organisations framework and is a key concept in differentiating responsibilities within the programme. The RACI acronym reflects the following terms:

Responsibility	Accountability
This term is normally associated with the management layer for the project or programme. The project or programme manager would have specific responsibilities allocated to them to deliver some aspects of the project or programme.	Accountability is normally associated with the Executive Sponsor and the Senior Responsible Owner and is associating with directing the project or programme.

Within the framework the Themes have clearly defined sets of responsibilities associated with them. Unlike accountabilities, responsibilities can be delegated but they owner is still responsible for ensuring the associated tasks are undertaken to the required standard.	This is the highest level of authority. It is normally allocated to a Director and cannot be cascaded more than the tier below a Director. The accountable person will have a direct reporting responsibility to a Director. Accountability for successful delivery of a change cannot be delegated.
Consult	**Inform**
There will be individuals and roles that will be involved in the decision process but without necessarily having responsibility for the actual decisions. This could apply to specialists who can provide expertise, experience and guidance on a particular topic and provide input to the decision making process, but the decision to take this advice still sits with the accountable or responsible individuals. Attendance at project and programme boards would normally by specific invitation to provide input and advice.	Within the structure this would apply to people who need to know about decisions, when they will be made and what the decisions are. As a courtesy there may also be dialogue to maintain positive relationships, however, they would have no formal input to the decision process. You would not expect to have individuals with this level of authority involved with project or programme boards.



When considering the hierarchy of the programme or project, there are basically 3 layers to consider when organising the structure. The structure itself is defined in the Governance theme.

Directing should be undertaken by the board. This should be chaired by the SRO and only have the individuals with the authority to set direction and make executive decision. The board is accountable for achieving the strategic objectives and maintaining strategic alignment with the organisation’s priorities.

Managing should be undertaken by the management team, i.e. the project manager or the programme and business change managers. This is where the activities around organising and optimising the resources to deliver the objectives are undertaken. The responsibilities will be largely around the delivery of outcomes.

Delivering should be undertaken by the team. This can vary from small in-house teams to large external organisations. The responsibilities will largely be around the delivery of products and tasks.

Scaling

During the Define stage a decision will be made as to whether the initiative is going to be a programme or a project. This will define the route that it will take through the lifecycle and the decision will have a major impact on the level and type of governance.

The other major input into the scale of the governance will be the Risk Profile Assessment. This is a requirement for all projects and it assesses the levels of risk associated with the change. The assessment looks at the levels of cost, previous experience within the organisation, level of "novelty", external perception, extent of the change and other factors that will affect the likelihood of success.

If the decision is to proceed as a project then the lifecycle defines the stages and milestones that will need to be followed. The level of compliance to the framework can be varied as follows:

- **High** risk projects should follow the lifecycle ensuring that theme and role tasks are completed for each milestones and that the Theme activities are undertaken
- **Medium** risk projects should follow the lifecycle ensuring that the role tasks are completed for each milestone and the Theme activities are undertaken
- **Low** risk projects should follow the lifecycle ensuring that all the milestones are achieved as part of their delivery plan and that role tasks are undertaken for each milestone.

A programme should be fully compliant with all aspects of the framework.

Technique: Role Description

Technique Overview	Concept
Each role within the programme and project should have a clear definition of their responsibilities. This simple template sets out the main elements that should be in a role definition clarifying their commitments and obligations to the project or programme.	Within the framework there are a number of areas where responsibilities are defined, namely: a. Recommended activities within each of the Theme guidance overviews b. Role guidance tasks for each of the milestones in the lifecycle c. Theme guidance tasks for each of the milestones

The example outlines the main headings that should be in a role definition.

Within the framework there are a number of areas where responsibilities are defined, namely:

a. Recommended activities within each of the Theme guidance overviews
b. Role guidance tasks for each of the milestones in the lifecycle
c. Theme guidance tasks for each of the milestones

There are also sample sets of responsibilities defined within the Governance theme overview.

There are also sample sets of responsibilities defined within the Governance theme overview.

Heading	Explanation	Example
Title	This is the brief description of the role that they will fulfil.	Project Manager
Objectives	Each role should have some specific objectives against which performance can be measured. They should relate to their specific area of authority and meet the SMARTA criteria, which is: **S**uitable; **M**easurable; **A**chievable; **R**ealistic; **T**imebound; **A**greed	"Establish a fully operational risk management for the project within 3 months"
Authority	This uses the RACI headings explained earlier in the H2G. These terms define their level of authority in decision making. In most cases accountability will sit with the SRO with responsibilities sitting in the management level. Within the framework, authority for each theme is set out in the documentation.	"Responsible for maintaining an up to date risk register compliant to your organisations Framework risk management standards
Activities	This heading is used to define what people are expected to do in terms of duties and tasks. Within the framework there are recommended tasks for each milestone, some are specific to the role and some are specific to the themes. These should be referenced in the role description and any specific activities for this project should also be referenced.	"Weekly review of supply chain risk with the Senior Suppler on the project board"
Time Commitment	This outlines the expected time people will spend working within the team. It is very important that this defined, particularly when the members of the team are part time on the project.	4 days per week for the first 3 months, then full time for the remaining 9 months of the project