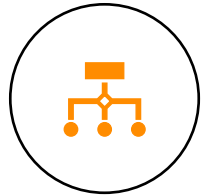# Programme governance proposal

by Hans Winkler
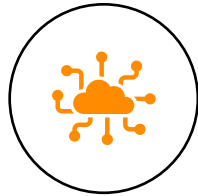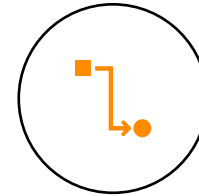
Identified situation and assumptions require a tailored governance structure to treasure Company culture

Balance mobilization and tracking admin

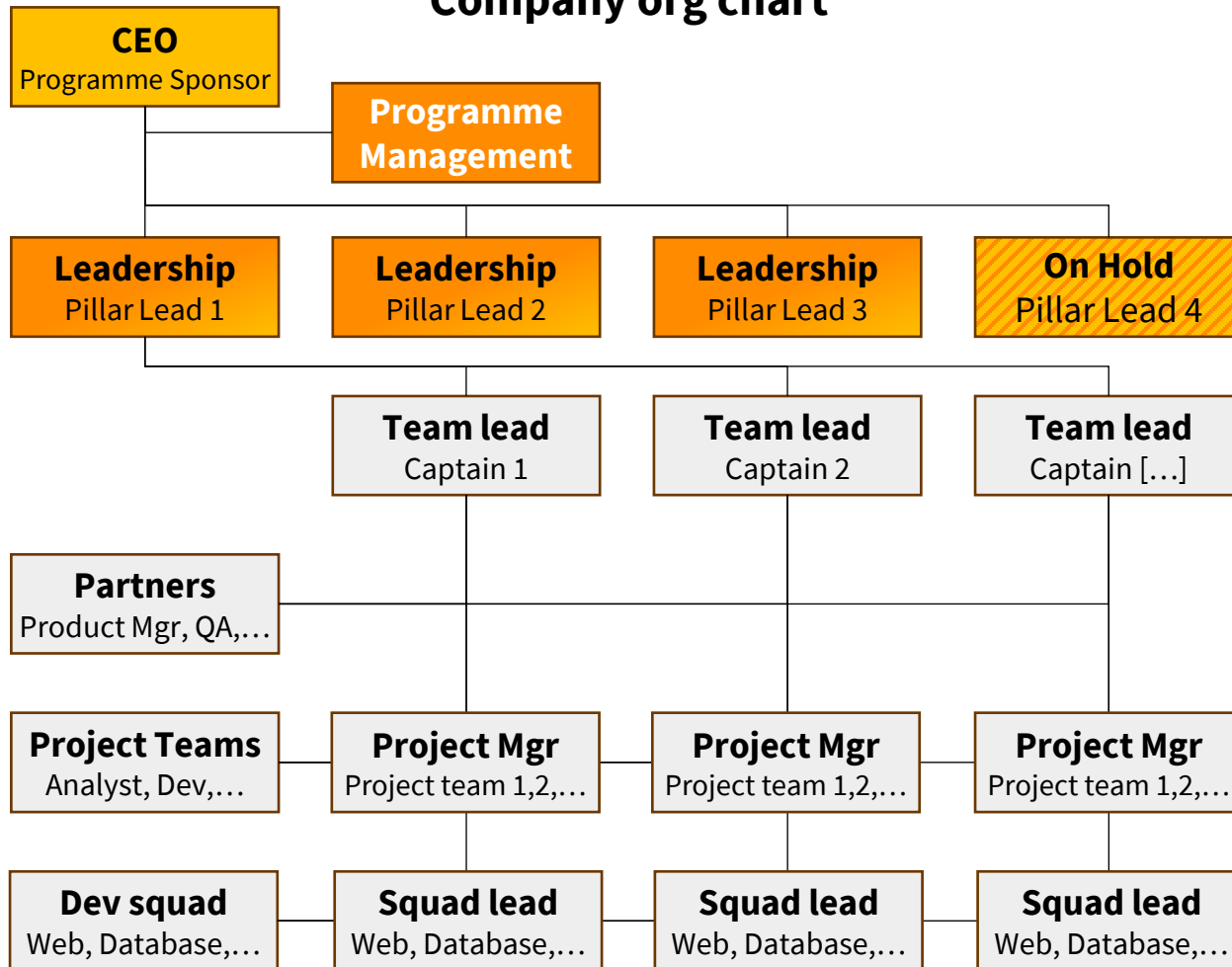Different project management processes and tools

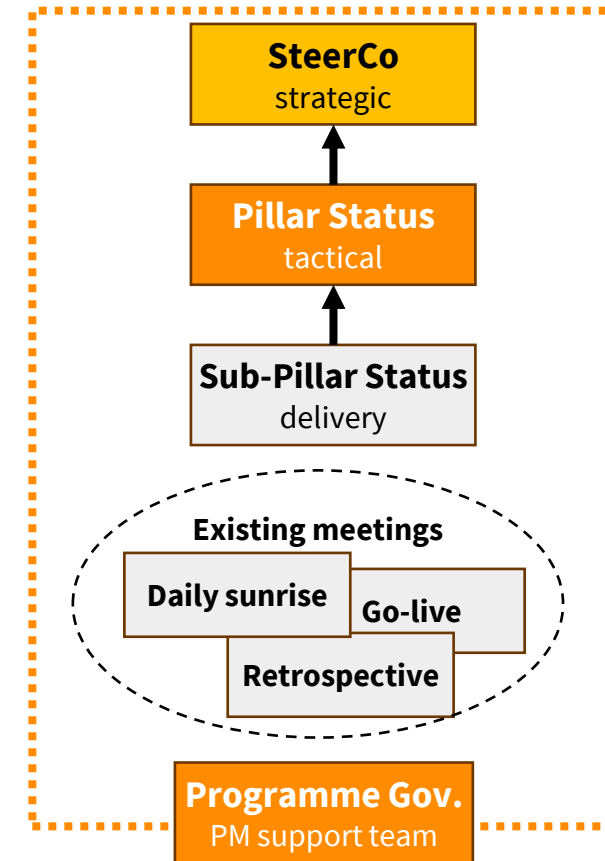Project delivery in agile or phased waterfall launches

Governance Structure – Create clarity because we are committed

We start by arranging the organisational chart in three levels and reflect that in programme governance structure

Company org chart

CEO
Programme Sponsor

Programme Management

Leadership Pillar Lead 1	**Leadership** Pillar Lead 2	**Leadership** Pillar Lead 3	**On Hold** Pillar Lead 4

	Team lead Captain 1	**Team lead** Captain 2	**Team lead** Captain […]

Partners
Product Mgr, QA,…

Project Teams Analyst, Dev,…	**Project Mgr** Project team 1,2,…	**Project Mgr** Project team 1,2,…	**Project Mgr** Project team 1,2,…

Dev squad Web, Database,…	**Squad lead** Web, Database,…	**Squad lead** Web, Database,…	**Squad lead** Web, Database,…

Programme governance structure

SteerCo
strategic

Pillar Status
tactical

Sub-Pillar Status
delivery

Existing meetings
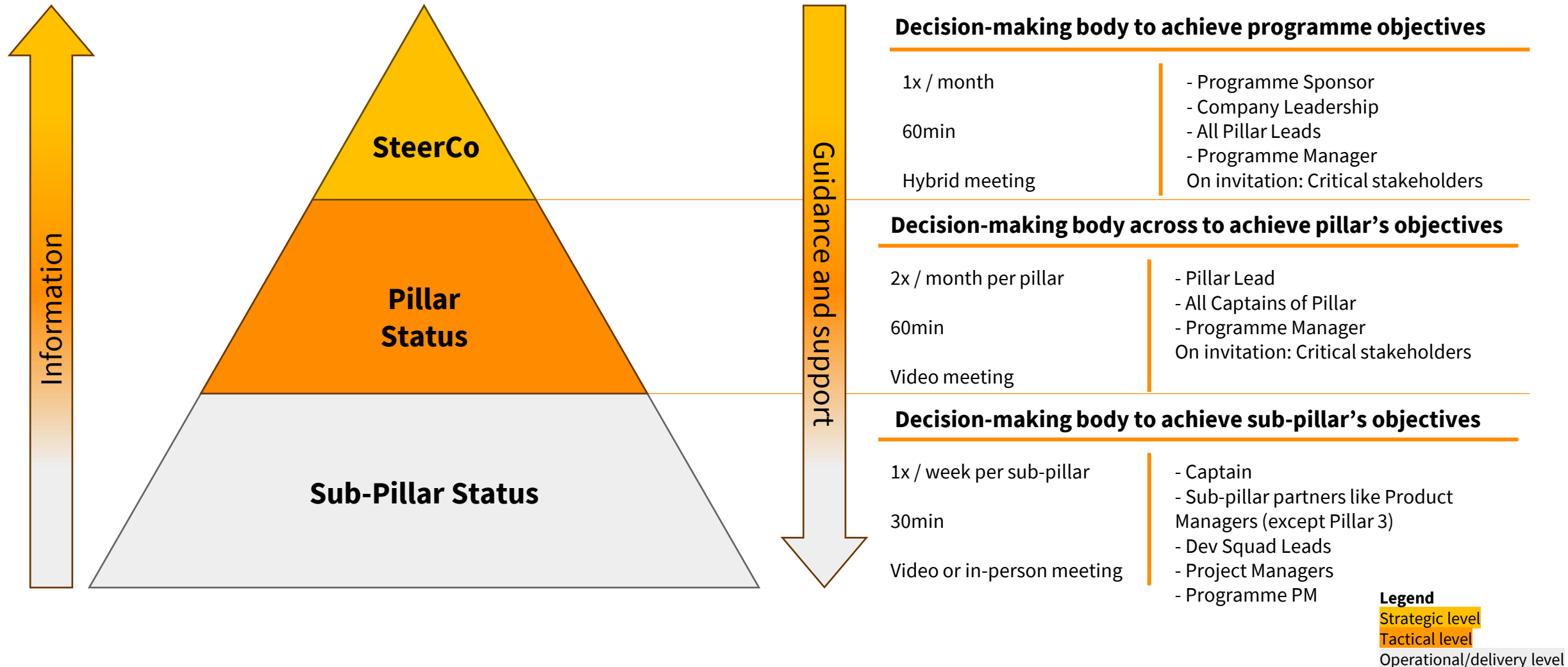
Daily sunrise
Go-live
Retrospective

Programme Gov.
PM support team

Legend
Strategic level
Tactical level
Operational/delivery level

Meeting Cadence – Effective collaboration to make stuff happen

The meeting setup invites for open discussion and resolution of blockers; it's a two-way communication channel driven from the bottom

Terms of reference of meetings

Information (upward arrow on left)

Guidance and support (downward arrow in middle)

SteerCo

Pillar Status

Sub-Pillar Status

Decision-making body to achieve programme objectives

1x / month	- Programme Sponsor
	- Company Leadership
60min	- All Pillar Leads
	- Programme Manager
Hybrid meeting	On invitation: Critical stakeholders

Decision-making body across to achieve pillar's objectives

2x / month per pillar	- Pillar Lead
	- All Captains of Pillar
60min	- Programme Manager
	On invitation: Critical stakeholders
Video meeting	

Decision-making body to achieve sub-pillar's objectives

1x / week per sub-pillar	- Captain
	- Sub-pillar partners like Product
30min	Managers (except Pillar 3)
	- Dev Squad Leads
Video or in-person meeting	- Project Managers
	- Programme PM

Legend
Strategic level
Tactical level
Operational/delivery level

Tools for progress reporting – Transparency because we love data

Initial tools to get governance started are status reports and clarification of roles through RACI and Roles & Responsibilities

Status Update, Team 1

Meeting: SteerCo
Date: 14 Aug 2023

Status Update, Team 1

Meeting: SteerCo
Date: 21 Aug 2023

Status Update, Team 1

Meeting: SteerCo
Date: 28 Aug 2023

⚙ Scope	📅 Schedule	🖨 Costs	👥 People	📋 Quality	⚠ Risks

Status this week	Outlook next week

• Pillar 1
  • Achievement 1
  • Achievement 2
• Pillar 2
  • Achievement 1
  • Achievement 2
• Pillar 3
  • Achievement 1
  • Achievement 2
	• Pillar 1
	  • Outlook 1
	  • Outlook 2
	• Pillar 2
	  • Outlook 1
	  • Outlook 2
	• Pillar 3
	  • Outlook 1
	  • Outlook 2

Critical risks and issues

• Issue 1
• Risk 1
• Risk 2

secret escapes

● On-time   ● Recoverable   ● Unrecoverable

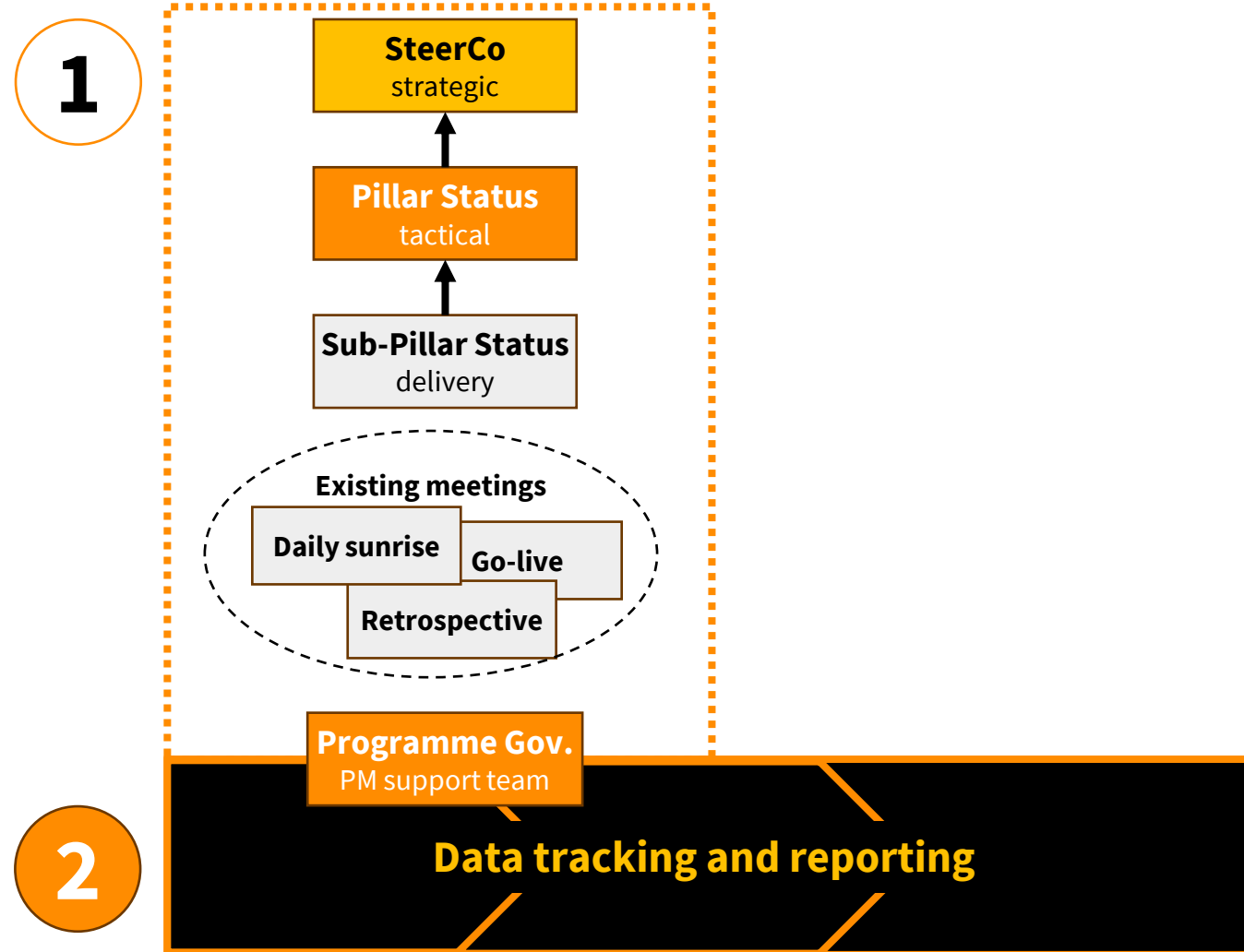| Meeting & Organisation		Audience	Purpose / Role
SteerCo Monthly Hybrid 60min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Programme Sponsor - Secret Escapes Leadership - All Pillar Leads - Programme Manager On invitation: Critical and affected stakeholders	- Ensure strategic alignment of programme - Review against high-level targets - Provide guidance on cross-pillar coordination - Preparation of launches (e.g. change mgmt. & comms) that affect external stakeholders
Pillar Status Bi-weekly Video-conf 30min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Pillar Lead - All Captains of Pillar - Programme Manager On demand: Change affected business unit leads	- Manage cross-dependencies between pillars - Ensure successful delivery - Provide guidance on intra-pillar coordination - Preparation of launches (e.g. change mgmt. & comms) that affect external stakeholders
Sub-Pillar Status Weekly Video-conf 30min	Quorum: >60% of audience Voting: all except Programme PM	- Captain - Sub-pillar partners like Product Managers (except Pillar 3) - Dev Squad Leads - Project Managers - Programme PM	- Alignment of tasks and priorities within the pillar - Processing of risks and issues - Assign tasks & accountability - Provide guidance on intra-pillar coordination - Preparation of launches within sub-pillar unit

Activity	Programme Sponsor	SteerCo	Pillar Leads	Pillar status meeting	Captain	Sub-pillar status meeting	Project Managers	Delivery team	Programme Manager	Programme PM Team
Performance tracking										
Update RAID tracker	R	C	R	C	R	C	R	R	A	I
Escalate RAID to next level		C	A/R	C	R	C	C	C	C	I
Monitor RAID for resolution		I		I		I			A	R
Update progress tracker		I		I	R	C	R	R	A	I
Escalate progress tracker		C	A/R	C	R	C	C	C	C	I
Monitor progress tracker		I		I		I			A	R
Budget / cost control		I	A	I	R				C	I
Team management										
Allocate people efficiently					I	A/R	I	R	I	I	I
Add people with required skills			A	C	R	I	R	I	C	I
Develop and coach the team						A/R	I	R	C		

Legend
A = Accountable, R = Responsible, C = Consulted, I = Informed

Governance Structure – Create clarity because we are committed

The programme governance creates a common language and collaboration, a precursor to gain support for quantitative data tracking

1

SteerCo
strategic

Pillar Status
tactical

Sub-Pillar Status
delivery

Existing meetings

Daily sunrise

Go-live

Retrospective

Programme Gov.
PM support team

2

Data tracking and reporting

Legend
Strategic level
Tactical level
Operational/delivery level

Tools for progress reporting – Transparency because we love data

All of the required trackers can be created with Google Workspace applications, and later enhanced with specialised software

Google Workspace
with Zapier automation
approx. £100-£150 / month

Possible additions
− Power BI (Reporting)
− JIRA or Smartsheet
  (Project Management)

Document library
− Storage of documents
− Status report slides
− Baseline of schedule, costs, and scope

Collaborative trackers by team
− Deliverable tracker (scope & time)
− Financial & Resource tracker (cost)
− RAID (risk, assumptions, issue, dependencies)

Reporting and tools introduction
− Reporting
− Standardising project management tools

Phased rollout

Conceptualising and introducing new progress trackers requires tactful change management

Managing the change when introducing progress trackers

1 Co-develop with opinion leaders
- Map out process
- Develop a progress tracker in Google Workspace based on mapped-out process

2 Launch tracker (pilot or full launch) with compartmentalised trackers per team

3 Monitor usage of tracker and reduce manual transactions over time with automated workflows

Critical trackers	KPI
Deliverable tracker	Schedule variance
Financial / cost tracking	Cost variance
Risk, assumptions, issue, and dependency (RAID) tracking	Time to resolution R:A:I:D ratio Criticality ratio

Optional trackers	KPI
Scope control tracking	Ratio change to baseline
Quality assurance tracking	Defect distribution %
Baseline tracking	Schedule variance
Benefits tracking	ROI, Objective compl. %
Resource allocation	Utilisation & capacity
Requirements	n/a

Governance Structure – Create clarity because we are committed

Once regular meetings and a data basis is established, planning meetings can be introduced that make the programme more adaptive
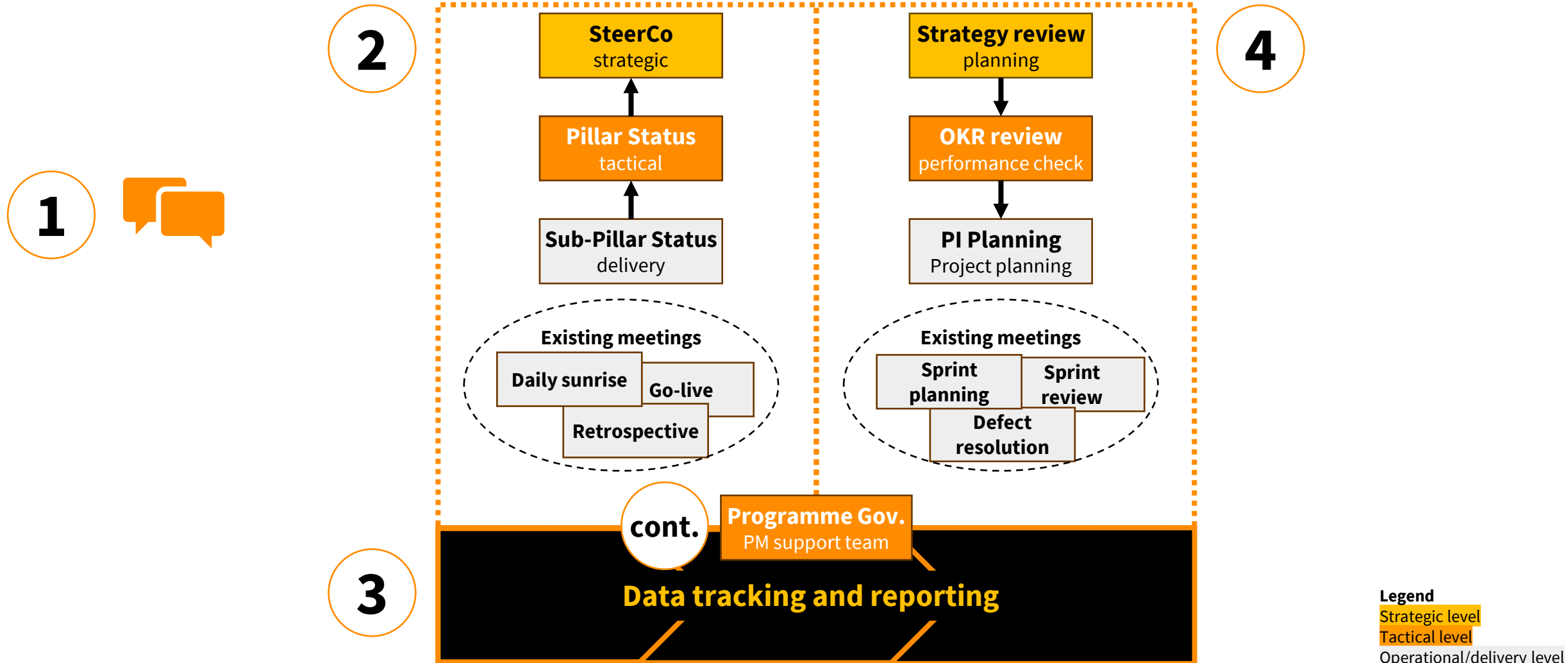

(1)

SteerCo
strategic

Pillar Status
tactical

Sub-Pillar Status
delivery

Existing meetings

Daily sunrise

Go-live

Retrospective

(3)

Strategy review
planning

OKR review
performance check

PI Planning
Project planning

Existing meetings

Sprint planning

Sprint review

Defect resolution

Programme Gov.
PM support team

(2)

Data tracking and reporting

Legend
Strategic level
Tactical level
Operational/delivery level

Meeting Cadence – Effective collaboration to make stuff happen

Programme governance structure is aimed at taking the right decisions on the right level while project is mapped out

Set direction →

Strategy Review

OKR* Review

PI** Planning

Implementation plans →

Terms of reference of meetings

Benefits monitoring, priority setting, project validation

1x / quarter	- Programme Sponsor (chair)
90min	- Programme Manager (organizer)
	- Company Leadership
	- All Pillar Leads
In person meeting (hybrid)	On invitation: Critical stakeholders

Create work packages to deliver on new priorities

1x / quarter	- Pillar Lead (chair)
60min	- Programme Manager (organizer)
	- All Captains of Pillar
In person meeting (hybrid)	On invitation: Critical stakeholders

Plan scope and schedule to achieve given work packages

1x / quarter	- Captain (chair)
120min	- Product Manager (except Pillar 3)
	- Dev Squad Leads
	- Project Managers
Video or in-person meeting	- Programme PM (organizer)

Explanations
* Objective, Key Results
** Programme Interval

Legend
Strategic level
Tactical level
Operational/delivery level

Governance Structure – Create clarity because we are committed

In summary, we would create a bi-directional communication setup through a tactful integration to Company

2

SteerCo
strategic

↑

Pillar Status
tactical

↑

Sub-Pillar Status
delivery

Existing meetings

Daily sunrise

Go-live

Retrospective

4

Strategy review
planning

↓

OKR review
performance check

↓

PI Planning
Project planning

Existing meetings

Sprint planning

Sprint review

Defect resolution

1

3

cont.

Programme Gov.
PM support team

Data tracking and reporting

Legend
Strategic level
Tactical level
Operational/delivery level

What does the Programme Manager do? Making the management of programmes easy and foster a healthy environment for collaboration

Rollout programme governance
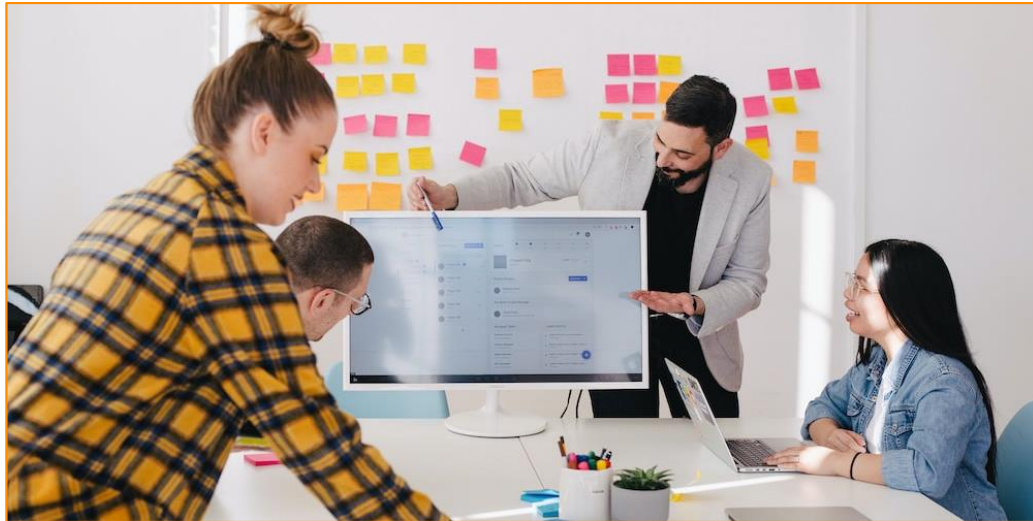
- Build and maintain effective trackers and data-capturing processes

- Standardise tools to capture programme data

- Review programme management processes

- Programme management process and tool documentation

Support programme management processes

- Prepare and moderate through status meetings

- Support in auxiliary programme management processes
  - E.g. Communications, Change Management, Quality Assurance, Deployment Management

- Regular syncs with stakeholders to find ways to facilitate work

- Monitor and proactively address dependencies and blockers

Questions and (hopefully) Answers

RACI model

Decision authority 1

Decision authority 2

Roles & responsibilities

Status update slide

Technical details

KPI Details

Potential time savers

Project validation process

Communications Planning

Main assumptions

Additional considerations - Sustain because we take care of every trip

Roles and responsibilities – RACI matrix

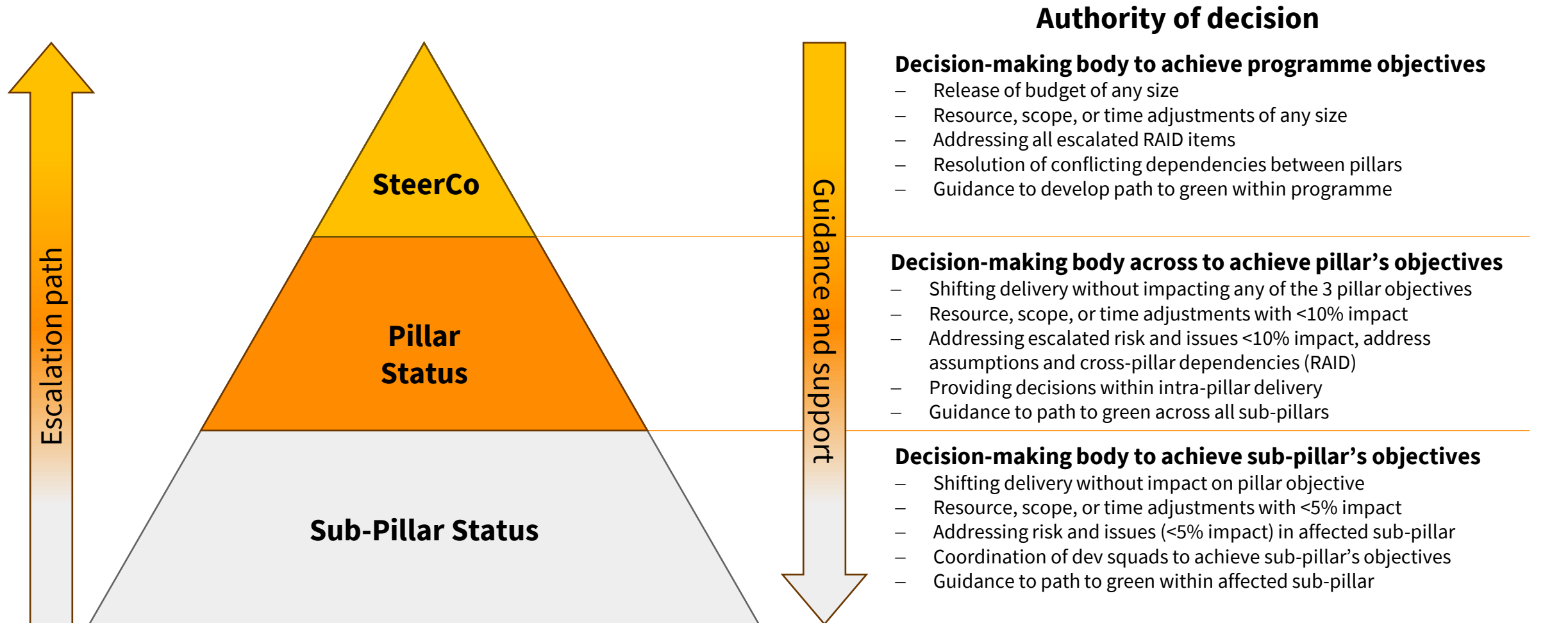| Activity	Programme Sponsor	SteerCo	Pillar Leads	Pillar status meeting	Captain	Sub-pillar status meeting	Project Managers	Delivery team	Programme Manager	Programme PM
Planning										
Define and communicate strategic vision	A	R	C	I	I	I	I	I	C	I
Ensure strategic alignment	A	R	C	I	I				C	
Monitor benefits tracking	A	C	C	I	C				R	
Validate new and existing projects	A	R	C	I	I	I			C	I
Budget planning and funding	A	C	R	C	I	I			C	I
Create work packages for OKR			A	R	C	I			I	C
Sub-pillar planning to achieve objectives					A	R	C	C	I	C
Realise target benefits (objectives and key results)					A	R	C	C	I	I
Change management										
Ensure Stakeholder management and engagement	A	C	R	C	C	I	I	I	C	I
Enable affected stakeholders to change			A	C	R	C	I	I		C
Handover project deliverable to operations					A	C	R	C		C

Legend
A = Accountable
R = Responsible
C = Consulted
I = Informed

Additional considerations - Sustain because we take care of every trip

Roles and responsibilities – RACI matrix

Activity	Programme Sponsor	SteerCo	Pillar Leads	Pillar status meeting	Captain	Sub-pillar status meeting	Project Managers	Delivery team	Programme Manager	Programme PM
Performance tracking										
Update RAID tracker	R	C	R	C	R	C	R	R	A	I
Escalate RAID to next level		C	A/R	C	R	C	C	C	C	I
Monitor RAID for resolution		I		I		I			A	R
Update progress tracker		I		I	R	C	R	R	A	I
Escalate progress tracker		C	A/R	C	R	C	C	C	C	I
Monitor progress tracker		I		I		I			A	R
Budget / cost control		I	A	I	R				C	I
Team management										
Allocate people efficiently				I	A/R	I	R	I	I	I
Add people with required skills			A	C	R	I	R	I	C	I
Develop and coach the team					A/R	I	R	C		

Legend
A = Accountable
R = Responsible
C = Consulted
I = Informed

Additional considerations - Sustain because we take care of every trip

Roles and responsibilities – RACI matrix

Activity	Programme Sponsor	SteerCo	Pillar Leads	Pillar status meeting	Captain	Sub-pillar status meeting	Project Managers	Delivery team	Programme Manager	Programme PM
Auxiliary programme management tasks										
Hire contractors	A	C	C	C	R	C	C	I	C	I
Ensure quality control of deliverables					A	C	R	C	I	I
Ensure scope control within programme	C		C		C		I		A/R	R
Program governance										
Prepare strategic and tactical meetings	C	I	C	I					A/R	C
Prepare and hold delivery meetings					C	I	C	I	A	R
Improve existing progress trackers	I		C		C		C	C	A/R	R/C
Programme and project health monitoring	C	I	C	I	C	I	C	C	A/R	R
Monitor progress tracker and identify challenges	C	C	C	C	C	C	C	C	A/R	R
Programme and project health monitoring	I	I	I	I		I			A/R	I
Document programme processes and tools									A	R
Support in auxiliary programme processes (e.g. CHM)									A/R	C

Legend
A = Accountable
R = Responsible
C = Consulted
I = Informed

Additional considerations - Sustain because we take care of every trip

Authority of decision in programme governance setup

Authority of decision

Decision-making body to achieve programme objectives
– Release of budget of any size
– Resource, scope, or time adjustments of any size
– Addressing all escalated RAID items
– Resolution of conflicting dependencies between pillars
– Guidance to develop path to green within programme

Decision-making body across to achieve pillar's objectives
– Shifting delivery without impacting any of the 3 pillar objectives
– Resource, scope, or time adjustments with <10% impact
– Addressing escalated risk and issues <10% impact, address assumptions and cross-pillar dependencies (RAID)
– Providing decisions within intra-pillar delivery
– Guidance to path to green across all sub-pillars

Decision-making body to achieve sub-pillar's objectives
– Shifting delivery without impact on pillar objective
– Resource, scope, or time adjustments with <5% impact
– Addressing risk and issues (<5% impact) in affected sub-pillar
– Coordination of dev squads to achieve sub-pillar's objectives
– Guidance to path to green within affected sub-pillar

Legend
Strategic level
Tactical level
Operational/delivery level

SteerCo
Pillar Status
Sub-Pillar Status
Escalation path
Guidance and support

Additional considerations - Sustain because we take care of every trip

Authority of decision in programme planning setup

Authority of decision

Strategy review

OKR review

PI Planning

Navigation

Plans

Strategic planning review to assess current initiatives
- Validating new projects and exiting current projects
- Terminating running projects in case validation fails
- Defining strategic priorities to achieve OKR
- Recognising delivered benefits and deferring unrealised benefits

Refinement of sub-pillar activity to achieve OKR
- Allocating resources within pillar to address priorities from strategy
- Defining work packages (e.g. epics or business requirements) to achieve OKR and delegating detailed planning to sub-pillars
- Recognising delivered benefits and deferring unrealised benefits

Decision-making body to achieve sub-pillar's objectives
- Allocating resources within sub-pillar to address priorities from pillar
- Splitting work packages in more sizeable work-breakdown-structure (WBS in waterfall projects) or story points (in agile projects)
- Scheduling activities of WBS (waterfall projects) or developing a product backlog to achieve target story points (agile)

Legend
Strategic level
Tactical level
Operational/delivery level

Additional considerations - Sustain because we take care of every trip

Terms of reference – Program governance meetings

Meeting & Organisation		Audience	Purpose / Role
SteerCo Monthly Hybrid 60min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Programme Sponsor - Company Leadership - All Pillar Leads - Programme Manager On invitation: Critical and affected stakeholders	- Ensure strategic alignment of programme - Review against high-level targets - Provide guidance on cross-pillar coordination - Preparation of launches (e.g. change mgmt. & comms) that affect external stakeholders
Pillar Status Bi-weekly Video-conf 30min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Pillar Lead - All Captains of Pillar - Programme Manager On demand: Change affected business unit leads	- Manage cross-dependencies between pillars - Ensure successful delivery - Provide guidance on intra-pillar coordination - Preparation of launches (e.g. change mgmt. & comms) that affect external stakeholders
Sub-Pillar Status Weekly Video-conf 30min	Quorum: >60% of audience Voting: all except Programme PM	- Captain - Sub-pillar partners like Product Managers (except Pillar 3) - Dev Squad Leads - Project Managers - Programme PM	- Alignment of tasks and priorities within the pillar - Processing of risks and issues - Assign tasks & accountability - Provide guidance on intra-pillar coordination - Preparation of launches within sub-pillar unit

Additional considerations - Sustain because we take care of every trip

Terms of reference – Program planning meetings

Meeting & Organisation		Audience	Purpose / Role
Strategy review Quarterly In-person 90min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Programme Sponsor - Company Leadership - All Pillar Leads - Programme Manager On invitation: Critical and affected stakeholders	- Validating new projects and exiting current projects - Terminating running projects in case validation fails - Defining strategic priorities to achieve OKR - Recognising delivered benefits and deferring unrealised benefits
OKR review Quarterly In-person or hybrid 90min	Quorum: >50% of audience Voting: all except Programme manager and external stakeholders	- Pillar Lead - All Captains of Pillar - Programme Manager On demand: Change affected business unit leads	- Allocating resources within pillar to address priorities from strategy - Defining work packages (e.g. epics or business requirements) to achieve OKR and delegating detailed planning to sub-pillars - Recognising delivered benefits and deferring unrealised benefits
PI planning Quarterly Video, hybrid, or in-person 120min	Quorum: >60% of audience Voting: all except Programme PM	- Captain - Sub-pillar partners like Product Managers (except Pillar 3) - Dev Squad Leads - Project Managers - Programme PM	- Allocating resources within sub-pillar to address priorities from pillar - Splitting work packages in more sizeable work-breakdown-structure (WBS in waterfall projects) or story points (in agile projects) - Scheduling activities of WBS (waterfall projects) or developing a product backlog to achieve target story points (agile)

return

Additional considerations - Sustain because we take care of every trip

Roles and responsibilities of individuals within 326 programme

Role	Members	Responsibilities
Programme Sponsor	Alex Saint	- Takes overall accountability for the programme's success. - Supports programme in resolving high-level issues and removing obstacles. - Owner of the Budget, Timeline, and Business Case. - Manages expectations of critical external and internal stakeholders. - Advocates the implementation of programme management standards within SE. - Chairs the SteerCo and the Strategy Review meeting
Company Leadership	Alex Saint, Tom Valentine, Will Fawcett, etc.	- Provides advice and domain insights in SteerCo and Strategy Review meetings. - Participates and votes in SteerCo and Strategy Review meetings.
Pillar Leads	TBD	- Takes accountability for the delivery pillar's objective (OKR). - Supports pillar in resolving high-level issues and removing obstacles. - Owner of the Budget, Timeline, and OKR for the pillar. - Manages expectations of external and internal stakeholders. - Advocates the implementation of programme management standards within pillar. - Chairs the Pillar Status and the OKR Review meetings. - Manages, mentors, and guides the team members who report into the pillar lead.
Captains	TBD	- Takes accountability for the delivery sub-pillar's objectives - Supports sub-pillar in resolving issues and removing obstacles. - Owner of the Budget, Timeline, and OKR for the pillar. - Manages expectations of impacted stakeholders. - Sets an example of using programme management standards within sub-pillar. - Chairs the Sub-Pillar Status and the PI Planning meetings. - Manages, mentors, and guides their team members and partners.

Additional considerations - Sustain because we take care of every trip

Roles and responsibilities of individuals within 326 programme

Role	Members	Responsibilities
Programme Manager	TBC	- Rollout programme governance framework. - Build and maintain effective trackers and data-capturing processes. - Standardise tools to capture programme data. - Review programme management processes. - Programme management process and tool documentation. - Prepare and moderate through status meetings - Monitor and proactively address dependencies and blockers - Support in auxiliary programme management processes - Regular syncs with stakeholders to find ways to facilitate work - Manage, mentor, and guide team member Programme PM. - Organises and moderates through SteerCo, Strategy Review, Pillar Status and OKR Review meetings.
Programme PM	TBC	- Monitors all progress trackers and identifies unresolved blockers. - Maintains the progress trackers under guidance of Programme Manager. - Regular syncs with stakeholders to find ways to facilitate work - Organises and moderates through Sub-Pillar Status and PI Planning meetings.

Status Update, Team 1

⚙ Scope	📅 Schedule	🪙 Costs	👥 People	📋 Quality	⚠ Risks
🟠	🔵	🔴	🟠	🔵	🔴

Status this week

- Pillar 1
  - Achievement 1
  - Achievement 2
- Pillar 2
  - Achievement 1
  - Achievement 2
- Pillar 3
  - Achievement 1
  - Achievement 2

Outlook next week

- Pillar 1
  - Outlook 1
  - Outlook 2
- Pillar 2
  - Outlook 1
  - Outlook 2
- Pillar 3
  - Outlook 1
  - Outlook 2

Critical risks and issues

- Issue 1
- Risk 1
- Risk 2

🔵 On-time   🟠 Recoverable   🔴 Unrecoverable

Additional considerations - Sustain because we take care of every trip

Features of the three tool elements

Document library
- Version history / control
- Only one author at a time
- Storage of static documents

Collaborative trackers by team
- Continuously updates
- Several authors compartmentalised
- Update of live trackers and basis for performance reports
- Automated process workflows

Reporting and tools
- Optimised project management tools
- Interactive analysis
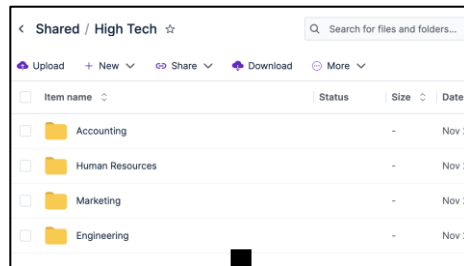
Standardised folder layout
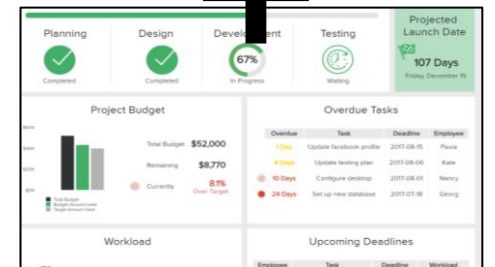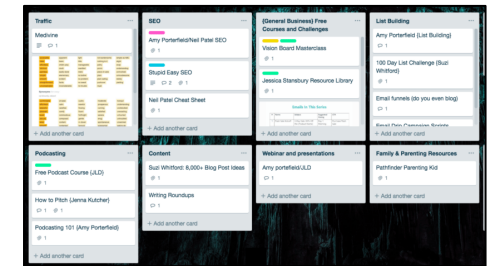
Archive of status slides

Team view of tracker

Appended master view for reporting
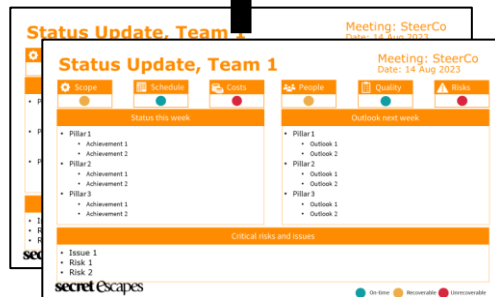
Additional considerations - Sustain because we take care of every trip

KPI explanation

KPI	Purpose	Formula	Results interpretation
SV / SPI	SV identifies whether a project is ahead or behind the planned schedule and by how much.	SV = EV – PV SPI = EV / PV	SV >0 ahead of time SPI >1.0 ahead of time
CV / CPI	CV determines whether the estimated project cost is above or below the planned baseline	CV = EV – PV CPI = EV / PV	CV >0 ahead of time CPI >1.0 ahead of time
T2R: Time to resolution	T2R tracks how long a newly opened RAID items remains unprocessed and unresolved	Res. Date – Open Date	> 10: issue for delivery level, >30 issue across pillar, >60 issue across all levels
R:A:I:D	Tracks how the 4 different types of RAID items are opened and compares them with programme	# of (R,A,I,D) / SUM(R,A,I,D)	Split per team shows where each team should put more thought into RAID
Crit. Ratio	Tracks how many critical RAID are raised	#Critical / SUM(R,A,I,D)	Healthy balance should be <10%
Ratio BL change	Tracks how many dates were updated against the initial baseline plan dates	#changed BL dates / Total BL dates	Define a threshold where changes in delivery is questioned (e.g. 25%)
Defect dist.	Tracks how many defects are found by clients versus internal quality assurance processes	#Defects found in prod / (#Defects found in pro + Defects found in testing)	Investigate if above 5%
ROI	Return of investment calculation	ROI = Gains / Cost	If not above 1.00, challenge project
Resource Capacity & Utilisation	Capacity reflects how much time teams have access to business team members for projects and utilisation shows how much they were used for project work	Capacity = PV in h per week / 40h Utilisation EV / PV	Check if capacity reflects target baseline in programme. If Utilisation is <80%, inefficient use of available resource

Additional considerations - Sustain because we take care of every trip

Potential time savers in programme management

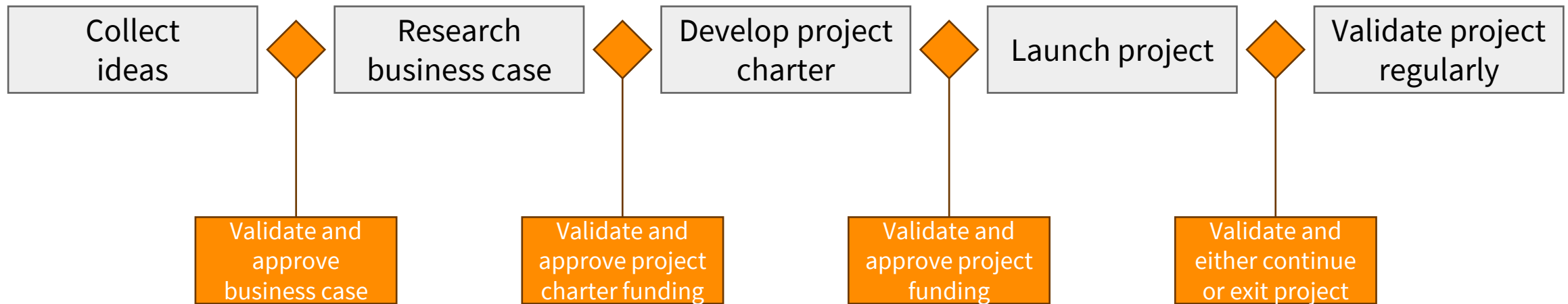|	
Approval management	Automated workflows with dynamic linking No manual follow-ups needed
Dependency monitoring	Ensure intra and cross-pillar dependencies are managed
Regular programme health checks	Reviews whether programme governance is applied Identify areas for process improvements
Process monitoring	Ensure that RAID items are processed on time Review status updates updates Review mapping of requirements to deliverables

Additional considerations - Sustain because we take care of every trip

Project validation process

Collect ideas	◆	Research business case	◆	Develop project charter	◆	Launch project	◆	Validate project regularly

	Validate and approve business case		Validate and approve project charter funding		Validate and approve project funding		Validate and either continue or exit project

3 main questions at each gate:
1) Project adding value?
2) Project portfolio balanced with operations?
3) Project objectives in strategic alignment?

Additional considerations - Sustain because we take care of every trip

Communications planning

Document	Distributed to	Frequency
Project Charter	All project stakeholders	- Once before the sign-off - Posted on the intranet afterwards
Project Plan	All project stakeholders	- Once before the sign-off - Every time a significant change is made to it - Posted on the intranet afterwards
Meeting Minutes	Project team, other stakeholders based on individual requests	- Weekly - Posted on the intranet afterwards
Status Reports	Customers, senior management	- Depending on level (monthly, bi-weekly, or weekly) - Posted on the intranet afterwards
Lessons Learned	All project stakeholders	- Once - Posted on the intranet afterwards

Additional considerations - Sustain because we take care of every trip
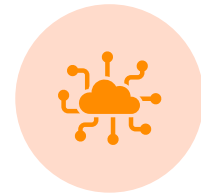
Expanded list of assumptions

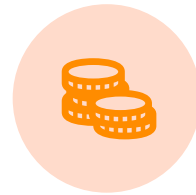Balance mobilization and tracking admin
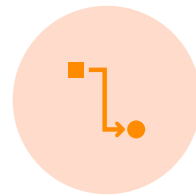
Project delivery in agile or phased waterfall launches

Phased rollout of programme governance to ensure acceptance within SE

Different project management processes and tools

Costs are tracked as internal resource allocation at SE

Every pillar has a 10% contingency budget

Leverage available Google Workspace office suite