

The Project Decision Guide provides guidance on the level of authority required to make operational, tactical and strategic decisions relating to the delivery of a project. The Framework is based on levels of authority granted to the Project Manager, Executive Sponsor, Project Advisory Group (Tier 1 projects only), relevant Project Board and Technology Strategy Committee. These levels of authority change depending on the classification/categorisation of the project and may be tailored for a project with the agreement of the Technology Strategy Committee. Changes to the project baseline, agreed in writing by the relevant decision maker, must be advised to the Governance Hub within 1 working day for action.

## Tier 1 Projects

Type of Decision	Project Manager	Executive Sponsor & Chief Information Officer	Project Advisory Group	Project Board	Technology Strategy Committee
<b>Project Baseline</b>	The <b>Project Manager</b> has the authority to make decisions regarding the management of the project. These operational decisions cannot change the agreed project baseline (Scope, Time, Benefits, Risk, Quality and Budget).	<p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to make decisions regarding the management of the project. These decisions cannot change the:</p> <ul style="list-style-type: none"> <li>Budget more than +10%</li> <li>Delivery Date more than + 10 weeks</li> </ul> <p>The decisions can:</p> <ul style="list-style-type: none"> <li>Clarify scope statements</li> <li>Change the sequencing of the project to provide a better outcome</li> <li>Change the scope, with up to a work effort impact of up to 20%</li> <li>Change the allocation of budget between fiscal quarters</li> </ul>	<p>The <b>Project Advisory Group</b> has the authority to make recommendations to the Project Board, Executive Sponsor and Chief Information Officer regarding the management of the project and its scope. It is not a decision-making body.</p> <p>The <b>Project Advisory Group</b> has the authority to endorse the project delivery documentation.</p> <p>This endorsement can occur out of session to the relevant Project Board (if required), Executive Sponsor and Chief Information Officer.</p>	<p>The <b>Project Board</b> has the authority to make decisions regarding the management of the project. These decisions cannot change the:</p> <ul style="list-style-type: none"> <li>Budget more than +10%</li> <li>Delivery Date more than + 10 weeks</li> </ul> <p>The decisions can:</p> <ul style="list-style-type: none"> <li>Clarify scope statements</li> <li>Change the sequencing of the project to provide a better outcome</li> <li>Change the scope, with up to a work effort impact of up to 20%</li> <li>Change the allocation of budget between fiscal quarters</li> </ul>	<p>The <b>Technology Strategy Committee</b> has ultimate authority over the project. It is able to make decisions regarding the:</p> <ul style="list-style-type: none"> <li>Scope</li> <li>Time</li> <li>Benefits</li> <li>Risk</li> <li>Quality</li> <li>Budget.</li> </ul>

		<ul style="list-style-type: none"> <li>• Change the acceptance criteria of the project</li> <li>• Change the treatment date for issues by up to 10 weeks.</li> </ul> <p>The <b>Executive Sponsor and Chief Information Officer</b> have the authority to approve the project delivery documentation and Project Managers Stage Report.</p>		<ul style="list-style-type: none"> <li>• Change the acceptance criteria of the project</li> <li>• Change the treatment date for issues by up to 10 weeks.</li> </ul> <p>The <b>Project Board</b> has the authority to approve the Project Initiation Document (PID) and Stage Gate Reports.</p>	
<b>Risk</b>	The <b>Project Manager</b> has the authority to raise risks and conduct an initial assessment against the Risk Management Approach.	<p>The <b>Executive Sponsor and Chief Information Officer</b> have the authority to review risks and approve the Project Managers assessment and proposed treatment plan for risks rated (pre-treatment) as Insignificant, Minor and Moderate.</p> <p>The <b>Executive Sponsor and Chief Information Officer</b> has the authority to set a treatment plan for risks rated (pre-treatment) as Insignificant, Minor and Moderate.</p>	The <b>Project Advisory Group</b> has the authority to make recommendations to the Project Board regarding the proposed treatment plan for all risks.	<p>The <b>Project Board</b> has the authority to review risks and approve the Project Managers assessment and treatment plan for risks rated (pre-treatment) as High or Extreme.</p> <p>The <b>Project Board</b> has the authority to set a treatment plan for all risks.</p>	The <b>Technology Strategy Committee</b> has the ultimate authority over all project risks and their respective treatment plans.
<b>Issues</b>	The <b>Project Manager</b> has the authority to raise issues, recommend a treatment plan and action an endorsed treatment plan.	The <b>Executive Sponsor and Chief Information Officer</b> have the authority to approve a recommended treatment plan for issues rated as Convenient, Timely and Prompt.	The <b>Project Working Group</b> has the authority to make recommendations to the Project Board regarding the proposed treatment plan for all issues.	The <b>Project Board</b> has the authority to approve a recommended treatment plan for all issues. The <b>Project Board</b> has the authority to set a treatment plan for all issues.	The <b>Technology Strategy Committee</b> has the ultimate authority over all project issues and their respective treatment plans.

## Tier 2 Projects

Type of Decision	Project Manager	Executive Sponsor and Chief Information Officer	Project Board	Technology Strategy Committee
<b>Project Baseline</b>	The <b>Project Manager</b> has the authority to make decisions regarding the management of the project. These operational decisions cannot change the agreed project baseline (Scope, Time, Benefits, Risk, Quality and Budget).	<p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to make decisions regarding the management of the project. These decisions cannot change the:</p> <ul style="list-style-type: none"> <li>• Budget more than +10%</li> <li>• Delivery Date more than + 10 weeks</li> </ul> <p>The decisions can:</p> <ul style="list-style-type: none"> <li>• Clarify scope statements</li> <li>• Change the sequencing of the project to provide a better outcome</li> <li>• Change the scope, with up to a work effort impact of up to 20%</li> <li>• Change the acceptance criteria of the project</li> <li>• Change the allocation of budget between fiscal quarters</li> </ul> <p>Change the treatment date for issues by up to 8 weeks.</p> <p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to approve the project delivery documentation, such as the Project Initiation Document (PID) and Project Managers Stage Report and most other project artefacts.</p>	<p>The <b>Project Board</b> has authority over the project. It is able to make decisions regarding the:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Time</li> <li>• Benefits</li> <li>• Risk</li> <li>• Quality</li> <li>• Budget.</li> </ul> <p>The <b>Project Board</b> has the authority to approve Stage Gate Reports.</p>	<p>The <b>Technology Strategy Committee</b> has ultimate authority over the project. It is able to make decisions regarding the:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Time</li> <li>• Benefits</li> <li>• Risk</li> <li>• Quality</li> <li>• Budget.</li> </ul>
<b>Risk</b>	The <b>Project Manager</b> has the authority to raise risks and conduct an	The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to review risks and approve	The <b>Project Board</b> has the authority to review risks and approve the Project Managers assessment and	The <b>Technology Strategy Committee</b> has the ultimate authority over all

Type of Decision	Project Manager	Executive Sponsor and Chief Information Officer	Project Board	Technology Strategy Committee
	initial assessment against the Risk Management Framework.	<p>the Project Managers assessment and proposed treatment plan for risks rated (pre-treatment) as Insignificant, Minor, Moderate and High.</p> <p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> has the authority to set a treatment plan for risks rated (pre-treatment) as Insignificant, Minor, Moderate and High.</p> <p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> has the authority to make recommendations to the Project Board regarding the proposed treatment plan for all risks.</p>	<p>treatment plan for risks rated (pre-treatment) as Extreme.</p> <p>The <b>Project Board</b> has the authority to set a treatment plan for all risks.</p>	project risks and their respective treatment plans.
Issues	The <b>Project Manager</b> has the authority to raise issues, recommend a treatment plan and action an endorsed treatment plan.	<p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to approve a recommended treatment plan for issues rated as Convenient, Timely and Prompt.</p> <p>The <b>Executive Sponsor</b> and <b>Chief Information Officer</b> have the authority to make recommendations to the Project Board regarding the proposed treatment plan for all issues.</p>	<p>The <b>Project Board</b> has the authority to approve a recommended treatment plan for all issues.</p> <p>The <b>Project Board</b> has the authority to set a treatment plan for all issues.</p>	The <b>Technology Strategy Committee</b> has the ultimate authority over all project issues and their respective treatment plans.

## Tier 3 & 4 Projects

Type of Decision	Project Manager	Senior Director	Chief Information Officer
<b>Project Baseline</b>	The <b>Project Manager</b> has the authority to make decisions regarding the management of the project. These operational decisions cannot change the agreed project baseline (Scope, Time, Benefits, Risk, Quality and Budget).	<p>The <b>Senior Director</b> has the authority to make decisions regarding the management of the project. These decisions cannot change the:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Time</li> <li>• Benefits</li> <li>• Risk</li> <li>• Quality</li> <li>• Budget.</li> </ul> <p>The decisions can:</p> <ul style="list-style-type: none"> <li>• Clarify scope statements</li> <li>• Change the sequencing of the project to provide a better outcome</li> <li>• Change the allocation of budget between fiscal quarters</li> </ul>	<p>The <b>Chief Information Officer</b> has ultimate authority over the project. It is able to make decisions regarding the:</p> <ul style="list-style-type: none"> <li>• Scope</li> <li>• Time</li> <li>• Benefits</li> <li>• Risk</li> <li>• Quality</li> <li>• Budget.</li> </ul> <p>These decisions will be notified to the relevant Governing Committee where appropriate.</p>
<b>Risk</b>	The <b>Project Manager</b> has the authority to raise risks and conduct an initial assessment against the Risk Management Approach.	<p>The <b>Senior Director</b> has the authority to review risks and approve the Project Managers assessment and proposed treatment plan for risks rated (pre-treatment) as Insignificant, Minor and Moderate.</p> <p>The <b>Senior Director</b> has the authority to set a treatment plan for risks rated (pre-treatment) as Insignificant, Minor and Moderate.</p> <p>The <b>Senior Director</b> has the authority to make recommendations to the <b>Chief Information Officer</b> regarding the proposed treatment plan for all risks.</p>	The <b>Chief Information Officer</b> has the ultimate authority over all project risks and their respective treatment plans.
<b>Issues</b>	The <b>Project Manager</b> has the authority to raise issues, recommend a treatment plan and action an endorsed treatment plan.	<p>The <b>Senior Director</b> has the authority to approve a recommended treatment plan for issues rated as Low and Moderate.</p> <p>The <b>Senior Director</b> has the authority to make recommendations to the <b>Chief Information Officer</b> regarding the proposed treatment plan for all issues.</p>	The <b>Chief Information Officer</b> has the ultimate authority over all project issues and their respective treatment plans.