



Program Delivery Framework

Version 2.0



Document Control

Version	Summary of Changes	Author	Date
1.0	Sentenced as Approved Document	K. Carroll	30/05/2019
1.1	Updated with feedback and inclusion of Program Tolerance Guide and Decision framework	S. Millett	04/06/2020
1.2	Minor edits based on feedback from Technology Strategy Committee	K. Carroll	17/07/2020

Document Review

Version	Reviewer	Position	Date
1.1	K. Carroll	Senior Director, Governance Hub, Future Capability & Governance, Digital Solutions	24/06/2020

Document Approval

Version	Approver	Position	Date
1.0	Technology Strategy Committee	ICT Governing Committee	30/05/2019
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References

Document	Version	Location
Portfolio Delivery Framework	2.0	https://health.act.gov.au/digital
Project Delivery Framework	2.0	https://health.act.gov.au/digital

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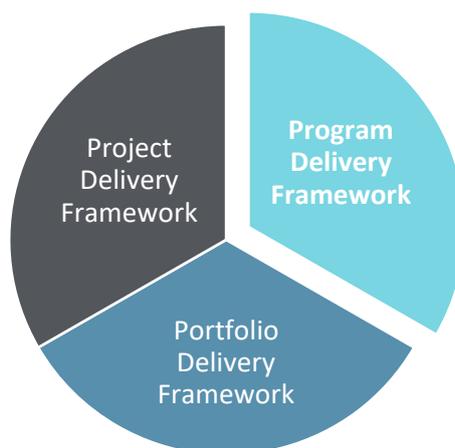
Document Purpose

The purpose of the Program Delivery Framework is to bring together, into a central document the approaches that support the Digital Solutions Division (DSD) staff to deliver technology solutions programs. This set of approaches and documentation is to provide all stakeholders with a single authoritative and up-to-date source of advice on the program management practices to be used.



This Framework document is underpinned by the:

- Project Delivery Framework, where project management approaches are provided to support project delivery, and
- Portfolio Delivery Framework, where the approach to portfolio management is defined to support the delivery of programs and projects.



Best Practice Methodology

The Digital Solutions Division has adopted and tailored the following international best practice methodologies for healthcare technology-based project, program and portfolio delivery:

- Project Management – Projects IN Controlled Environments (PRINCE2)
- Program Management – Managing Successful Programmes (MSP)
- Portfolio Management – Management of Portfolios (MoP)
- Project, Programme and Portfolio Management Office – Portfolio, Programme and Project Offices (P30)

All of these methodologies are aligned with the industry recognised *Control Objectives for Information and related Technologies* (COBIT) maturity model.

It is assumed that the reader of this Framework has a level of familiarity with these best practice methodologies.

Definitions

Programs and projects are primarily focused on delivery of outcomes/benefits and outputs/products respectively. The Portfolio by contrast is focused on the overall contribution of these outcomes, benefits and outputs to strategic objectives.

Project and program management seeks to ensure successful delivery at each individual project and program level. However, Portfolio Management is concerned with ensuring that the programs and projects undertaken are the right ones in the context of the organisation’s strategic objectives, managing delivery at a collective level, maximising benefits realisation and ensuring that lessons are identified, disseminated and applied in the future.

Portfolio

A portfolio is the totality of its investment in the changes required to achieve its strategic objectives. This is termed the “Digital Solutions Division Portfolio” (Portfolio) and the portfolio is a permanent function of the Division managed through the Governance Hub.

Portfolio Management

Portfolio Management is the coordinated collection of strategic processes and decisions that together enable the most effective balance of organisational change and business as usual activities. Portfolio Management achieves this by ensuring that initiatives are:

- Agreed at the appropriate management level and contribute to strategic objectives of Calvary Public Hospital Bruce, Canberra Health Services and ACT Health Directorate priorities,
- Prioritised in line with strategic objectives and organisational priorities,
- Prioritised in the context of the rest of the portfolio, affordability, risk, resource capacity and the ability to absorb change, and
- Reviewed regularly in terms of progress, cost, risk, benefits and strategic contribution.

Programs

A program is a temporary, flexible grouping of projects created to coordinate, direct and oversee the implementation of a set of related technology capability in order to deliver outcomes and benefits related to the organisation’s strategic objectives.

The Portfolio is grouped into programs. Programs are temporary, though they may exist for many years at a time.

Program Management

Management of a program is the action of carrying out the coordination, direction and implementation of a dossier of projects and transformation activities to achieve outcomes and realise benefits of strategic importance to Calvary Public Hospital Bruce, Canberra Health Services and ACT Health Directorate.

Projects

A project is a temporary organisation, existing for a shorter time than a program, which will deliver one or more outputs in accordance with a specific business case. A particular project may or may not be part of a program.

The Portfolio is made up of multiple projects, grouped within programs under the direction of Directors from each Branch within the Digital Solutions Division.

Project Management

Project management is the planning, monitoring and control of all aspects of the project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance. Project Management is the most commonly used process within the Portfolio. All Project Management guidelines and policies are documented within the DSD Project Management Framework.

Program Management Fundamentals

Purpose

Applying program management knowledge, processes, skills, tools and techniques can significantly improve the effectiveness in achieving a Program's outcomes and realising benefits for the organisation.

The purpose of the Program Management Approach is to establish a common understanding and set of processes for program management across the portfolio and to facilitate access to a common set of procedures, tools and templates.

It is based on the *Management of Successful Programmes* (MSP) methodology and is designed to leverage off the Project Delivery Framework which is based on the widely adopted *Projects IN Controlled Environments* (PRINCE2) methodology.

Fundamentals

The Program Management Approach is based on the following MSP Principles, Governance Themes, and Transformational Flows.

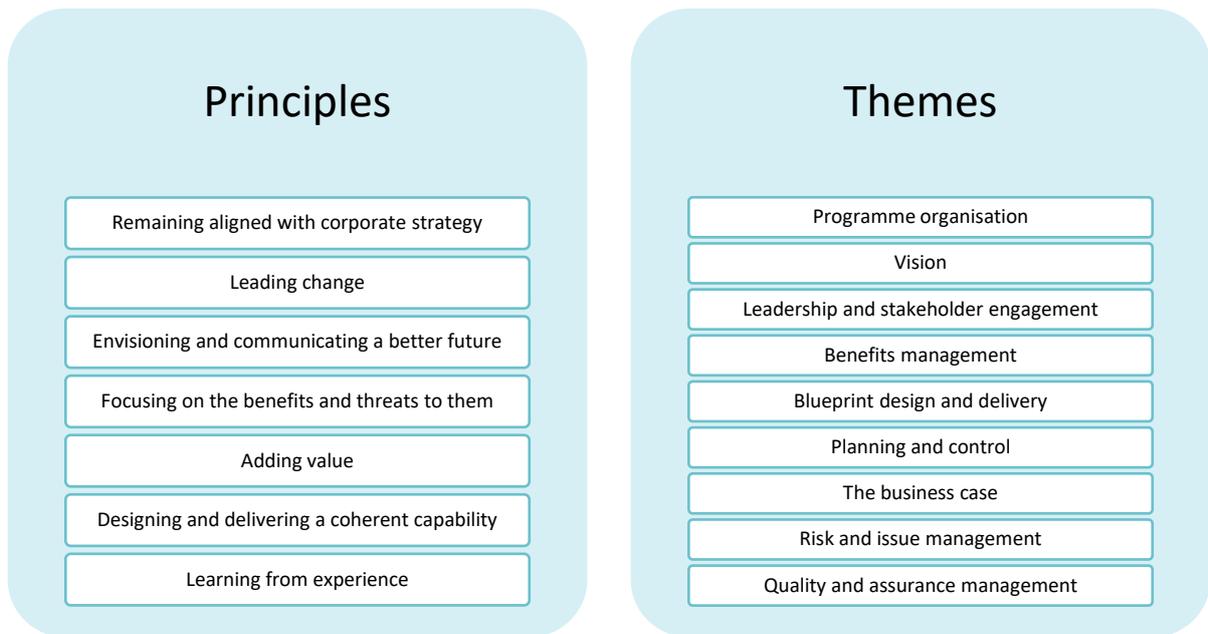


Figure 1 MSP Principles and Governance Themes

Full details regarding the Principles, Themes and Transformational Flows are available in the *Managing Successful Programmes* publication from AXELOS. A hardcopy of the book is available from the Governance Hub.

The Themes, as tailored for healthcare technology-based program management, are covered in the Approach sections of the Program Delivery Framework.

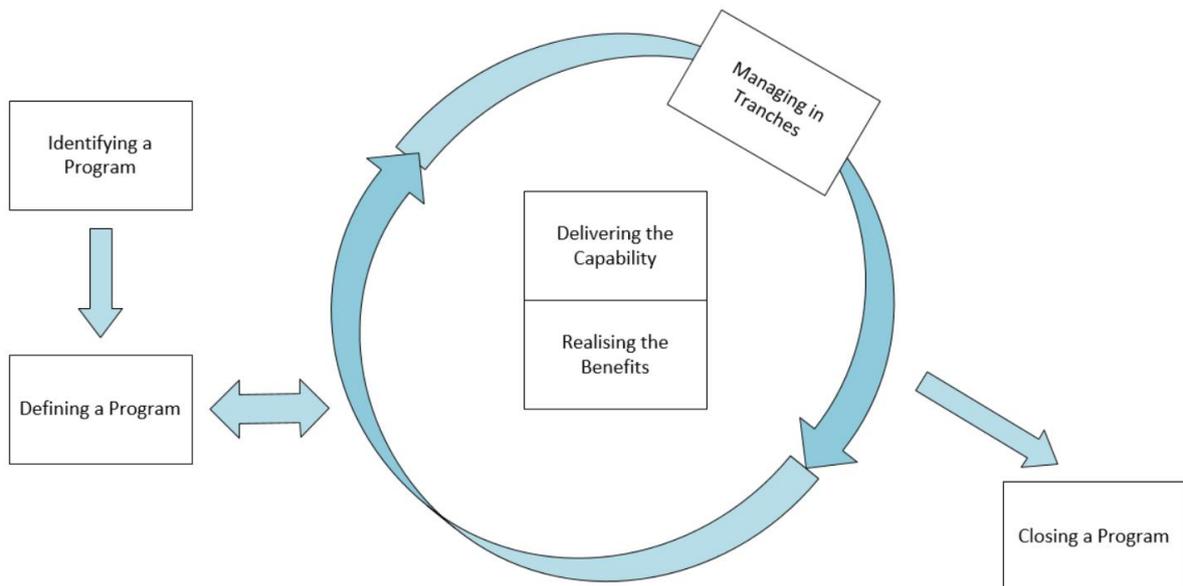


Figure 2 MSP Transformational Flows

Classification and Tailoring

Program Tiers and Classifications

Projects are assessed as being complex through to simple by the DSD Governance Hub during the Pre-Project activities. These assessments are confirmed by the DSD Executive. The detail regarding the tiering and classification is contained in the Project Delivery Framework.

All Programs in the DSD Portfolio are treated the same with no differentiation applied as programs are established as transformational in nature and fall under the Innovation category as outlined in the Portfolio Delivery Framework.

Tailoring to Suit the Program

All aspects of this Framework apply to all programs, and the tailoring of any of the elements will be specified in the Program Brief and confirmed as a part of the Program Plan Document.

The Program Manager is responsible for identifying and documenting the level of tailoring for the project, in consultation with the Senior Director Governance Hub, DSD Executive and Program Executive Sponsor (referred to as a Senior Responsible Owner in MSP).

The Framework serves as a reference guide for the Program Manager and executives. It should be tailored based on the type and complexity of the Program. Tailoring of projects within the Program are covered under the Project Delivery Framework. Not all processes, procedures and templates will need to be used for all Programs. The Program Manager is responsible for determining what is appropriate for a given Program in consultation with the Senior Director Governance Hub at Program Identification and during each Program Manager's Tranche Report, subject to the agreement of the relevant governance mechanism¹.

Program Governance

Programs require clear and open governance to be successful. The purpose of program governance is to provide structure, stability and guidance to the program and its capability delivering projects, whilst providing the appropriate level of control for an ACT Government program environment.

A tiered governance structure is required to be in place for all Programs that include:

- A recognition that a successful outcome is achieved only if all parties are engaged,
- Clear delegation of authority at each level,
- An escalation process to enable significant issues to be raised to the appropriate level,
- Structured communications, enabling efficient decision-making at all levels, and
- Terms of Reference for each tier.

¹ Commonly referred to as a Program Board throughout this document.



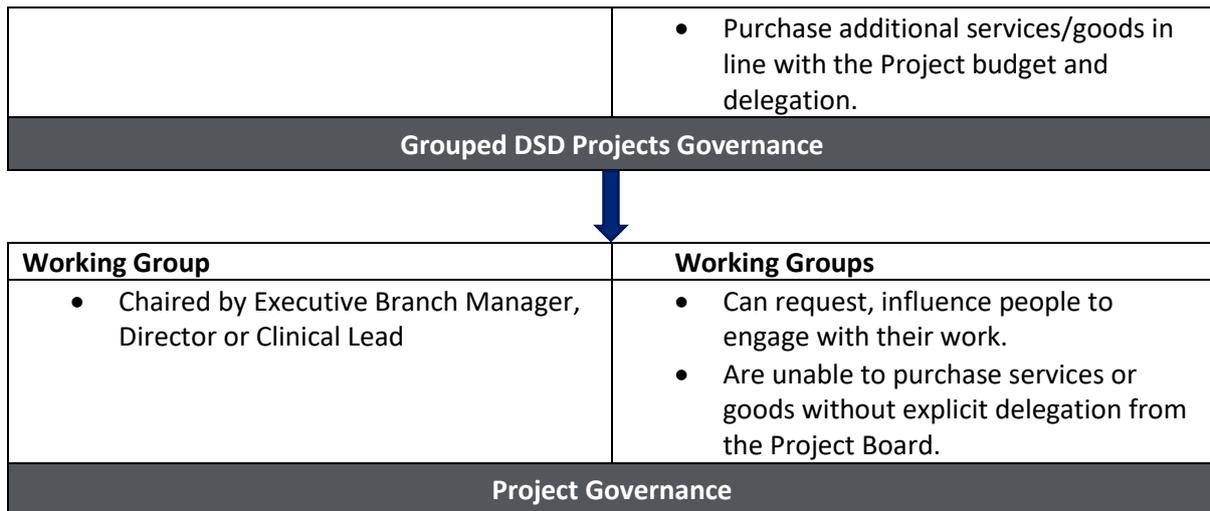
Governance using the tiered governance structure is mandatory for all Programs in the DSD Portfolio.

Governance Structure

DSD programs conform to the [ACT Health Governance Framework 2018-2023](#).

According to this, the program levels of governance are as follows:

Direction Setting and Decision Making	Overall Governing Committee e.g. Technology Strategy Committee
<ul style="list-style-type: none"> Chaired by the Chief Information Officer 	<ul style="list-style-type: none"> Is the Sponsoring Group for Programs Direct resources across the Portfolio Garner additional/re-direct resources according to priorities Purchase services and goods with appropriate procurement advice
Corporate Governance	
↓	
Decision Making	Program Board
<ul style="list-style-type: none"> Chaired by an Executive Group Manager or equivalent (the Executive Sponsor of the Program) 	<ul style="list-style-type: none"> Can request, influence people to engage with their work. Purchase services and goods with appropriate procurement advice, within the agreed Program budget and the Chair's delegation.
Program Governance	
↓	
Decision Making	Project Boards
<ul style="list-style-type: none"> Executive Branch Manager, Director, Professional Lead or equivalent (the Executive Sponsor of the Project) 	<ul style="list-style-type: none"> Can direct resources to act in a particular manner.



Programs will have a Sponsoring Group, Program Board, Project Board/s and Working Groups. The Program Board will be defined during pre-program establishment by the Governance Hub and approved by the Overall Governing Committee in its role as the Sponsoring Group.

Project Boards and Working Groups will be established and dis-established by the Program Board as required for delivery of each Program tranche.

Program Decision Guide

The Program Decision Guide provides guidance on the level of authority granted to the Program Manager, Executive Sponsor, Program Board, Project Boards and the overall Governing Committee required to make decisions in the context of the Program. These levels of authority change depending on the classification/categorisation and weighted to the highest level of the projects involved. For example, if a Program contains a Tier 1 Project and two Tier 2 projects, then decisions are set at the Tier 1 level.

Refer to Attachment A for details of the Program Decision Framework.

Program Governance Meetings

Program Boards are responsible for multiple projects that have been grouped together to form a Program.

Meeting	Meeting Frequency	Chair	DSD Responsible Manager	Seeks decisions from
Program Board	Monthly	Program Executive Sponsor	Director or Executive Branch Manager	Overall Governing Committee e.g. Technology Strategy Committee
Project Board	As defined within the Program Preparation Plan.			Program Board
Working Groups	As defined within the Program Preparation Plan.			Project Board/s

Roles and Responsibilities

To be successful, programs must have an explicit management structure consisting of defined and agreed roles and responsibilities for the people involved in the Program and a means for effective communication between them. The following are the Key Roles and Responsibilities relating to Program Governance:

Role/Committee	Responsibility
Overall Governing Committee e.g. Technology Strategy Committee	<ul style="list-style-type: none"> • Authorising the Program mandate, definition and funding envelope. • Appointing a Program Executive Sponsor and providing advice and support as requested via recommendations from the Program Board. • Resolving strategic and directional issues between programs within the Portfolio. • Authorising the Program vision, delivery and closure of the Program. • Authorising the commencement of each Program Tranche.
Program Board	<ul style="list-style-type: none"> • Accountable for the success of the Program meeting the clinical and/or business and user needs. • Providing unified direction to the Program. • Resolving strategic and directional issues between projects within the Program. • Assuring the integrity of benefits and their realisation. • Maintaining a focus on the development, maintenance and achievement of the Program Blueprint. • Providing assurance through the Program delivery. • Providing recommendations to the Technology Strategy Committee. • Receiving recommendations from the Working Groups. • Delegating controls designed for the direction of the Program. • Facilitating integration of the project team within ACT Health, Calvary Public Hospital Bruce and Canberra Health Services. • Authorising change requests, Stage Gates and key documentation related to the Projects within the Program.² • Chair of the Program Board.
Project Board	<ul style="list-style-type: none"> • Accountable for the success of the project meeting the clinical and/or business and user needs. • Provides recommendations to the Program Board. • Receives recommendations from the Working Group/s. • Providing unified direction to the project. • Delegating controls designed for the direction of the project. • Facilitating integration of the project team within ACT Health and Canberra Health Services.

² The Project Tolerance Guide and Decision Guide refer to the Technology Strategy Committee. The Program Board fulfils their role in the context of a Program.

Role/Committee	Responsibility
	<ul style="list-style-type: none"> • Actively managing projects as per the Tolerances Guide. • Authorise the PID, stage report and exception plans. • Endorse project closure and seek approval from the Program Board. • Approve all major plans, authorise deviation that exceeds or is forecast to exceed stage tolerances. • Approve the completion of a Stage and authorise the start of the next Stage. • Authorise change requests related to the Product Description or Scope within the constraints set by the Program Board.
Working Group/s	<ul style="list-style-type: none"> • Provide advice and support to the project/program, particularly to the Project Manager and Change Manager within the constraints set out by the Project Board and the Tolerance Guide. • Provides recommendations to the Project Board. • Integrates the project teams with operational teams responsible for delivering the project. • Facilitates communication within the project and other stakeholders, in line with the Program and Project Communication Plan/s. • Endorses project documentation, stage completion and moving to the next project stage (then recommends to the Project Board).
DD-G Sponsor	<ul style="list-style-type: none"> • High level oversight of the overall strategic objectives of the Program outcomes and benefits. • Receive escalations from the Program Executive Sponsor and/or CIO.
Executive Sponsor	<ul style="list-style-type: none"> • Referred to as Senior Responsible Officer (SRO) in MSP, is accountable for the success of the Program and ultimate decision maker ensuring that the Program meets its objectives. • Accountable for the Program success supported by the Clinical Owner, Program Manager and Program Change Manager. • Ensure the Program is focused throughout its life on achieving its objectives and delivering capabilities that will achieve the forecast benefits. • Monitors key strategic risks and ensures that the Program continues to maintain alignment with the organisational strategic direction. • Ensure the effectiveness and performance of the organisation. • Executive Group Manager/Executive Director or higher level. • Lead the Program Board
Clinical Owner	<ul style="list-style-type: none"> • Normally a Clinical Director who is responsible for clinical services that will utilise the benefits delivered by the Program. • Owns the definition and realisation of benefits that the Program is delivering. • Clinical Director, or equivalent. • Member of the Program Board.

Role/Committee	Responsibility
Chief Information Officer	<ul style="list-style-type: none"> • Assess and confirm the viability of the Program approach. • Decision maker ensuring that the Program meets overall technology objectives. • Financial delegation for DSD led programs. • Advise and approve the design, development and acceptance methods. • Ensure that the resources required for the programs are made available. • Make decisions on escalated issues, with particular focus on safeguarding the integrity of the completed solution. • Resolve supplier requirements and priority conflicts. • Brief non-technical management and executive on the technical aspects of the project. • Ensure quality procedures are used correctly so that the solution adheres to the requirements of the clinical area or business. • Accountable for the quality of products delivered by the supplier according to the contract(s). • Member of the Program Board.
Executive Branch Manager, Future Capability and Governance	<ul style="list-style-type: none"> • Management accountability over Future Capability Hub, Infrastructure Hub and Governance Hub. • Priority of program and project resourcing where conflicts arise. • Manage portfolio resourcing conflicts. • Accountable for project management, program management and portfolio management methodology and processes.
Senior Director (can be the Program Manager)	<ul style="list-style-type: none"> • Responsible for governance and leadership for the Program. • Monitor and compare actual achievements against those planned by reporting to the Program Board. • Provide a forecast for the objectives and the projects continual viability to the Program Board. • Work with the Program Executive Sponsor and CIO to control any deviations to the planned program delivery.
Program Manager	<ul style="list-style-type: none"> • Responsible for leading and managing the Program in order to deliver capabilities. • Develop, monitor and manage the Program ensuring agreed processes and plans are in place to effectively manage successful Program outcomes. • Responsible for benefits realisation in conjunction with the Program Change Manager. • Oversee and manage the delivery of the agreed body of work, including adherence to scope, budget and schedule. • Oversee and manage risks and issues associated with the delivery of the body of work with assistance from the Program Team. • Human resource management for the Program.

Role/Committee	Responsibility
	<ul style="list-style-type: none"> Regularly reports to the Chief Information Officer and Executive Sponsor any issues or risks requiring immediate escalation.
Project Manager/s	<ul style="list-style-type: none"> As defined in the Project Delivery Framework.
Program Change Manager	<ul style="list-style-type: none"> Works to the Program Manager and closely with the Clinical Owner to define the benefits, measuring improvements and performance. Establish and specify the extent of the organisational change required. Lead the change to process, work practices, organisation structure, training, communications, roles and responsibilities to ensure the realisation of benefits. Lead stakeholder engagement to identify stakeholders that may: <ul style="list-style-type: none"> Support or oppose the project, Gain or lose as a result of Program and project delivery, See the Program as an enhancement or threat to their role, and Become active supporters or blockers of the Program and its projects and their progress. Evaluate the extent to which the change activities have contributed to the realisation of benefits.
Senior Director, Governance Hub	<ul style="list-style-type: none"> Monitor all aspects of Program performance and products independently of the Program Manager including risks, resourcing, quality methods, scope, communications, standards alignment and security approaches are being adhered to. Support the Program Manager by giving advice and guidance on the application of the Portfolio frameworks and guides. Coordinating Program assurance involving monitoring all aspects of its performance, including the quality of deliverables. Conducting Tranche Reviews to recommend to the Program Board that the Program remains viable and ensure that: <ul style="list-style-type: none"> The deliverables of the business case are being met, The Program is progressing with preparing the organisation for the change, and benefits are being delivered, and Internal processes and governance requirements are met and continue to be appropriate for the Program.

Program Life Cycle

Program Transformational Flow

Programs are created by organisations to drive and deliver a transformational change. This change is delivered through a series of iterative, and interrelated steps known collectively as the Transformational Flow. This is referred to as the Program Life Cycle for the remainder of this Framework.

The Program Life Cycle describes the process that a Program will pass through as it delivers the required capabilities and benefits. Delivery of the Program is divided into Tranches. Changes from one Tranche to another includes the completion of a specific set of activities. The Program Life Cycle defines:

- Activities to be completed,
- Deliverables to be generated and reviewed,
- Responsibilities and roles, and
- Entry and Exit conditions for each Tranche.

Program Life Cycle

The Program Life Cycle is not as linear as the Project Life Cycle as outlined in the Project Delivery Framework. At a minimum a successful Program will have the following life cycle:

- Identification (Tranche 0)
- Definition (Tranche 1)
- Delivery (over 1 or more Tranches)
- Closure

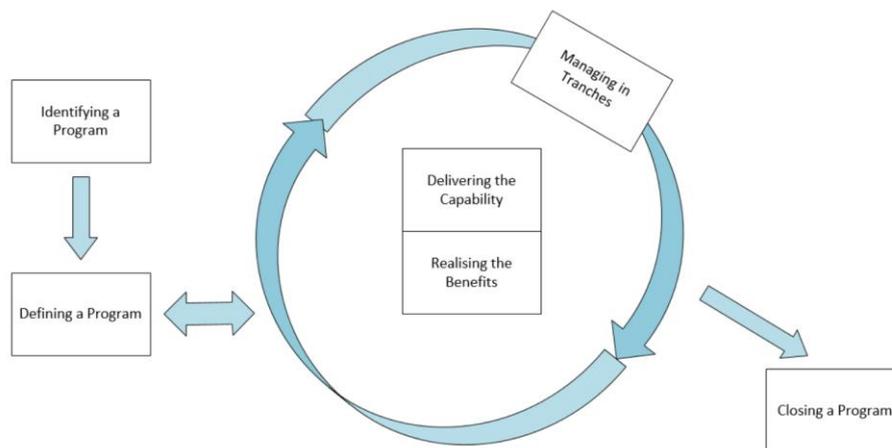


Figure 3 MSP Transformational Flows

The Delivery Tranche contains processes focused on delivering the capability and realising the benefits and management of these.

Each Tranche is separated by Tranche Reviews. These are explained in further detail in the 'Tranche Reviews' section. The key objective of undertaking a Tranche Review at the end of each Tranche is to maintain compliance for key controls and to ensure the Program remains within its established business case.

Tranche	Description
Identifying a Program (Identification)	Referred to as Tranche 0. Triggered by the Program Manager. This Tranche focusses on the definition of the vision, expected benefits, estimated costs, timescales and risks at a high level in the Program Brief. The Program Manager is appointed at this time.
Defining a Program (Definition)	Referred to as Tranche 1. Provides the basis for deciding whether to proceed with the Program or not. The detailed definition and planning of the Program is undertaken

Delivery	<p>during this time. This includes the establishment of the core Program Team.</p>
	<p>Focused on delivering the capability and realising the benefits. There will be one or more Delivery Tranches and have the following processes.</p> <p>Managing a Tranche (Tranche Management) - The defined program governance strategies are enacted to ensure that the capability being delivered is aligned with the strategic direction of the organisation and the business case, and the benefits released.</p> <p>Delivering the Capability (Capability Delivery) - Activities for coordinating and managing project delivery in accordance with the Program Plan and Project Dossier. This is the focus of the Program Manager.</p> <p>Realising the Benefits (Realising Benefits) - Focussed on managing the benefits from their initial identification through to their realisation. This includes monitoring the progress of projects to ensure that the outputs are fit for purpose and can be integrated into the organisation to ensure that benefits can be realised. This is the focus of the Program Change Manager.</p>
	<p>Moves the Program and the organisation for a transition to business as usual and deployment or redeployment of resources.</p>
Closing the Program (Closure)	

Program Identification (Tranche 0)

The Program Identification Tranche is a short tranche with the purpose to establish the Program foundations and an organisational understanding of what the Program is to deliver. The following table outlines the key activities, inputs and outputs of the Tranche. These requirements can be tailored depending on specific Program requirements in consultation with the Senior Director Governance Hub.

ACCOUNTABLE FOR TRANCHE	Governance Hub, Program Manager and Executive Sponsor
WHO TO ENGAGE	<ul style="list-style-type: none"> • Technology Strategy Committee • Executive Sponsor • Clinical Owner • Chief Information Officer • Governance Hub • Director
KEY INPUTS	<ul style="list-style-type: none"> • Business Case/Program Mandate
CORE ACTIVITIES	<ul style="list-style-type: none"> • Set Up Program folders and templates on Q:/ Drive • Record baseline information in the program management tool • Assign a Program Manager • Undertake discovery work to define the Program Brief and Program Preparation Plan • Engage with Executive Sponsor and Clinical Owner to determine high level impacted area and the approach for Program engagement • Develop of Program Brief

	<ul style="list-style-type: none"> Develop high level WBS/Schedule for Program
ARTEFACTS	<ul style="list-style-type: none"> Program Brief Program Schedule Program Exception Report (if required) Program Manager Tranche Report
RESPONSIBLE FOR PRODUCTS	Program Manager
TIMEFRAME	< 8 weeks / per Program Schedule
GOVERNANCE	Tranche Review Report – Tranche 0
NEXT STEPS	Options: <ol style="list-style-type: none"> Identification activities determine that the Program is no longer viable, therefore cease the Program. Reduce the scope or increase the budget and approve changes. Approve to proceed to the Definition Tranche.

Deliverables

Deliverable	Description	Contributor	Producer	Approver ³
Program Tool Record (Dynamic Records)	<p>The Program is initiated in the P3M Gateway. The record holds a Program summary including financial information and the Project Dossier (when projects are established).</p> <p>Records of program reflective of the current state of the Program.</p>	Program Team	DSD Governance Hub Program Manager	N/A
Program Brief	Used to assess whether the program is viable and achievable. It includes a high-level timelines (schedule).		Program Manager	EBM, Future Capability & Governance ⁴ CIO Executive Sponsor

³ The order in the table represents the chain of approval.

⁴ For this Tranche only, approval for the is sought from once the Tranche Review meeting has occurred.

				Overall Governing Committee
Program Manager Tranche Report	Details the activities, deliverables, and Program state for the end of the current Tranche, and the plans for the next Tranche.		Program Manager	Senior Director, Governance Hub EBM, Future Capability & Governance CIO Executive Sponsor Overall Governing Committee
Tranche Review Report	Used to confirm that all controls and supporting deliverables for the Tranche have been completed.	Governance Hub	Senior Director, Governance Hub	EBM, Future Capability & Governance CIO Overall Governing Committee
Program Exception Report (if required)	Report to the Program Board stating Program variances and impacts associated as well as options for recovery.	PMO	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)

Program Definition (Tranche 1)

The Program Definition Tranche provides the basis for deciding whether to proceed with the Program or not. This is where the detailed definition and planning is undertaken. The following table outlines the key activities, inputs and outputs of the Tranche. These requirements can be tailored depending on specific Program requirements in consultation with the Senior Director Governance Hub.

ACCOUNTABLE FOR TRANCHE	Program Manager and Executive Sponsor
WHO TO ENGAGE	<ul style="list-style-type: none"> • Executive Sponsor • Clinical Owner • Chief Information Officer • Governance Hub • Director • Stakeholders

	<ul style="list-style-type: none"> Working Groups
KEY INPUTS	<ul style="list-style-type: none"> Program Managers Tranche Report Tranche Review Report Program Brief
CORE ACTIVITIES	<ul style="list-style-type: none"> Implement tranche plan (from Program Manager's Tranche Report) Establish the program team Identify and analyse stakeholders Refine the Program Vision Statement Develop the Blueprint Develop Benefit Profiles Model the benefits and refine the Profiles Validate the benefits Design the Projects Dossier Develop the Program Plan Prepare for the first delivery Tranche Update Program Schedule
ARTEFACTS	<ul style="list-style-type: none"> Program Plan Program Benefits Management Approach Stakeholder Engagement Approach Program Change Management Approach Program Exception Report (if required) Program Change Request (if required) Program Manager Tranche Report Updated Program Schedule
RESPONSIBLE FOR PRODUCTS	Program Manager
TIMEFRAME	> 8 weeks / Per Program Schedule
GOVERNANCE	Tranche Review Report – Tranche 1
NEXT STEPS	Options: <ol style="list-style-type: none"> Definition activities determine that the Program is no longer viable, therefore cease the Program. Reduce the scope or increase the budget and approve changes. Approve to proceed to first Delivery Tranche.

Deliverables

Deliverable	Description	Contributor	Producer	Approver ⁵
Program Plan	Single source of information to define the planned approach and	Program Change Manager	Program Manager	Executive Branch Manager, Future Capability and Governance

⁵ The order in the table represents the chain of approval.

	controls for delivery of program. Also includes Vision, scope, Budget, Governance, Projects Dossier, Schedule Quality & Assurance and Resource Plans			CIO Executive Sponsor Overall Governing Committee (if required)
Program Benefits Management Approach	Defines the approach to realising benefits and the framework within which benefits realisation is achieved. Includes the Benefit Profile and Realisation Plan	Program Manager	Program Change Manager	EBM, Future Capability & Governance CIO Executive Sponsor Clinical Owner Executive Sponsor Overall Governing Committee
Program Change Management Approach	Defines the approach including preparing, managing and reinforcing the change. This includes the Blueprint	Program Manager	Program Change Manager	Program Manager EBM, Future Capability & Governance CIO Executive Sponsor Clinical Owner Executive Sponsor Overall Governing Committee
Stakeholder Engagement Approach	Used to define the approach that will enable effective stakeholder engagement and communication. Includes stakeholder profile, map and Communication plan	Program Change Manager	Program Manager	EBM, Future Capability & Governance CIO Executive Sponsor Clinical Owner Executive Sponsor Overall Governing Committee
Program Manager Tranche Report	Details the activities, deliverables, and Program state for		Program Manager	Senior Director, Governance Hub

	the end of the current Tranche, and the plans for the next Tranche.			EBM, Future Capability & Governance CIO Executive Sponsor Clinical Owner Executive Sponsor Overall Governing Committee
Program Exception Report (if required)	Report to the Program Board stating Program variances and impacts associated as well as options for recovery.	PMO	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Program Change Request (if required)	Request to the Program Board requesting changes to the Program baseline based on new information.	PMO	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Tranche Review Report	Used to confirm that all controls and supporting deliverables for the Tranche have been completed.	Governance Hub	Senior Director, Governance Hub	Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee
Dynamic Records	Records of program reflective of the	Program Team	Program Manager	As required

	current state of the Program.			
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Program Delivery

The Program Delivery is a combination of three processes to deliver a Tranche.

1. Tranche Management
2. Capability Delivery
3. Realising Benefits

There can be a single delivery Tranche, or multiple delivery Tranches in this part of a Program. The first delivery Tranche is referred to as Tranche 2, with each subsequent Tranche numbered consecutively.

The following table outlines the key activities, inputs and outputs of the Tranche. These requirements can be tailored depending on specific Program requirements in consultation with the Senior Director Governance Hub.

ACCOUNTABLE FOR TRANCHE	Program Manager and Executive Sponsor
WHO TO ENGAGE	<ul style="list-style-type: none"> • Executive Sponsor • Clinical Owner • Chief Information Officer • Governance Hub • Director • Stakeholders • Working Groups
KEY INPUTS	<ul style="list-style-type: none"> • Program Managers Tranche Report • Tranche Review Report • Program Plan • Program Benefits Management Approach • Program Change Management Approach • Program Stakeholder Engagement Approach
CORE ACTIVITIES	<p>Tranche Management</p> <ul style="list-style-type: none"> • Establish the Tranche • Direct work of the program team • Manage risks and issues • Control and delivery of communications • Undertake audits and assurance reviews • Maintain the alignment between the Program Blueprint and strategic objectives • Manage people and other resources • Procurement and contract management • Monitor, report and control • Prepare for the next Tranche • End to Tranche Review • Update Program Schedule <p>Capability Delivery</p> <ul style="list-style-type: none"> • Start projects as per the Project Dossier

	<ul style="list-style-type: none"> • Engage stakeholders • Align projects with benefits realisation • Align projects with organisational objectives • Manage and control delivery • Close projects <p>Realising Benefits</p> <ul style="list-style-type: none"> • Pre-transition <ul style="list-style-type: none"> ○ Establish benefit measurements ○ Monitor benefit realisation ○ Plan transition ○ Communicate the change ○ Assess change readiness • Transition <ul style="list-style-type: none"> ○ Initiate transition ○ Establish support arrangements ○ Enact transition ○ Review transition ○ Manage outcome achievement • Post-transition <ul style="list-style-type: none"> ○ Measure benefits ○ Remove access to legacy working practices and systems ○ Respond to changing requirements ○ Monitor and report benefits realisation
ARTEFACTS	<ul style="list-style-type: none"> • Program Manager Tranche Report • Updated Program Schedule • Updated <ul style="list-style-type: none"> ○ Program Plan ○ Program Benefits Management Approach ○ Program Stakeholder Engagement Approach ○ Program Change Management Plan
RESPONSIBLE FOR PRODUCTS	Program Manager
TIMEFRAME	per Program Schedule
GOVERNANCE	Tranche Review Report (per delivery Tranche)
NEXT STEPS	Options: <ol style="list-style-type: none"> 1. End of Tranche Review determines that the Program is no longer viable, therefore cease the Program. 2. Reduce the scope or increase the budget and approve changes. 3. Approve to proceed to the next Tranche.

Deliverables

Deliverable	Description	Contributor	Producer	Approver⁶
Updated Program Plan	Updated Program approach and controls for delivery of program.	Program Team	Program Manager	Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Updated Program Benefits Management Approach	Updated approach to realising benefits and the framework within which benefits realisation is achieved.	Program Manager	Program Change Manager	Executive Branch Manager, Future Capability and Governance CIO Clinical Owner Executive Sponsor Overall Governing Committee (if required)
Updated Program Change Management Approach	Updated approach including preparing, managing and reinforcing the change.	Program Manager	Program Change Manager	Executive Branch Manager, Future Capability and Governance CIO Clinical Owner Executive Sponsor Overall Governing Committee (if required)
Updated Stakeholder Engagement Approach	Updated approach that will enable effective stakeholder engagement and communication.	Program Change Manager	Program Manager	Executive Branch Manager, Future Capability and Governance CIO Clinical Owner Executive Sponsor

⁶ The order in the table represents the chain of approval.

				Overall Governing Committee (if required)
Program Manager Tranche Report	Details the activities, deliverables, and Program state for the end of the current Tranche, and the plans for the next Tranche.		Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Program Exception Report (if required)	Report to the Program Board stating Program variances and impacts associated as well as options for recovery.	PMO	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Program Change Request (if required)	Request to the Program Board requesting changes to the Program baseline based on new information.	PMO	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor Overall Governing Committee (if required)
Tranche Review Report	Used to confirm that all controls and supporting deliverables for the Tranche have been completed.	Governance Hub	Senior Director, Governance Hub	Executive Branch Manager, Future Capability and Governance CIO Executive Sponsor

				Overall Governing Committee
Dynamic Records	Records of program reflective of the current state of the Program.	Program Team	Program Manager	As required

Program Closure

The Program Closure Tranche is to ensure the end goal that the Program is completed. This is where the Program has delivered the new capabilities described in the Plan and has assessed the outcome by measuring benefits. The following table outlines the key activities, inputs and outputs of the Tranche. These requirements can be tailored depending on specific Program requirements in consultation with the Senior Director Governance Hub.

ACCOUNTABLE FOR TRANCHE	Program Manager
WHO TO ENGAGE	<ul style="list-style-type: none"> • Governance Hub • Executive Sponsor • Clinical Owner • Program Board • Technology Strategy Committee
KEY INPUTS	<ul style="list-style-type: none"> • Program Managers Tranche Report • Tranche Review Report
CORE ACTIVITIES	<ul style="list-style-type: none"> • Confirm that ongoing support is in place • Confirm that the Program can close • Notification to stakeholders that the Program is to close, referring them to the ongoing support that is available • Conduct a Program review ensuring that any Lessons are added to the Portfolio Lesson Register • Review and finalise any residual issues, risks and actions and ensure that they have been dealt with appropriately • Provide feedback to the Overall Governing Committee • Finalise all Program documentation within official files and archive • Disband the Program
ARTEFACTS	<ul style="list-style-type: none"> • Updated <ul style="list-style-type: none"> ○ Program Plan ○ Program Benefits Management Approach ○ Program Stakeholder Engagement Approach ○ ○ Program Change Management Approach • Program Closure Report • Program Financial Statement • Post Program Benefits Plan

RESPONSIBLE FOR PRODUCTS	Program Manager
TIMEFRAME	< 8 weeks / per Program Schedule
NEXT STEPS	Approve closure of Program

Deliverables

Deliverable	Description	Contributor	Producer	Approver ⁷
Updated Program Plan, Benefits Management Approach, Stakeholder Engagement Approach and Change Management Approach	Updated documents to reflect changes made during the Program Delivery	Program Team	Program Manager	CIO Executive Sponsor
Program Closure Report	Prepared by the Program Manager for the Overall Governing Committee. Includes an evaluation of the Program against its objectives.	Program Change Manager	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability & Governance CIO Clinical Owner Executive Sponsor Overall Governing Committee Technology Strategy Committee
Program Financial Statement	Statement of full financial activities for the life of the Program.	Finance Manager	Program Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability & Governance CIO

⁷ The order in the table represents the chain of approval.

Post Program Benefits Plan	Determines how the benefits review will be undertaken post program.	Program Change Manager	Program Manager Program Change Manager	Senior Director, Governance Hub Executive Branch Manager, Future Capability & Governance CIO Clinical Owner Executive Sponsor
Dynamic Records	Records reflective of the final state of the Program.	Program Team	Program Manager	Senior Director, Governance Hub

Leadership and Engagement Approach

A stakeholder is any individual, group or organisation that can affect, be affected or perceive itself to be affected by the Program. Therefore, it is crucial that a Program has an effective approach to manage the leadership of the Program as well as its engagement with stakeholders.

The Project Stakeholder Engagement and Communication Approach in the Project Delivery Framework provides a detailed explanation of how the Division is to manage engagement with Stakeholders. This equally applies at the Program level.

Guidelines

Engagement needs to be managed at the Program level to ensure consistency in messaging and approach. As a general guide:

1. The Program Manager should be aware of all planned communications and engagement, and changes to these where they are anticipated.
2. Certain key stakeholders are always engaged with the Program Manager and/or Director involved. These should be identified in the Stakeholder Profiles that are developed and maintained by the Program for use by the Program and its projects.
3. Regular program communication briefings should be provided to the Executive Sponsor, Clinical Owner, CIO and Program Team to ensure communication stay on message.
4. Project communications must align with the overarching Program Communications Plan.

Key Roles and Areas of Focus

Role

Area of Focus

Executive Sponsor	<p>Engaging with key stakeholders early and at appropriate milestones throughout the Program.</p> <p>Leading engagement with high-impact stakeholders and anticipating stakeholder issues that may arise.</p> <p>Briefing the Overall Governing Committee with the Chief Information Officer and gathering strategic guidance on changing organisational drivers or direction that may impact the Program.</p> <p>Showing visible leadership at key communication and engagement events.</p>
Program Manager	<p>Development and implementation of the Program Stakeholder Engagement Approach including the Communications Plan.</p> <p>Day to day management of the stakeholder engagement process.</p> <p>Development and maintenance of stakeholder profiles.</p> <p>Alignment between all Program and Project communication activities to ensure a consistent message to all stakeholders.</p> <p>Ensuring effective communication between projects within the Program.</p>
Program Change Manager	<p>Support the Program Manager in the development and implementation of the Program Stakeholder Engagement Strategy and Program Communications Plan.</p> <p>Providing intelligence to the stakeholder profiles.</p> <p>Facilitate activities specified in the Program Communications Plan.</p> <p>Actively engaging with the areas of Calvary Public Hospital Bruce, Canberra Health Services and ACT Health Directorate that are impacted by the transformational change.</p> <p>Briefing, training and liaising with clinical change champions.</p> <p>Communicating with impacted areas to identify new benefits and improved ways to realise benefits.</p> <p>Alerting the Program Manager to any issues that will impact the delivery of the Program.</p> <p>Delivering key communication messages to the impacted areas and wider ACT Health system.</p> <p>Maintain an audit trail of communication activity.</p>
Clinical Owner	<p>Leading engagement with high-impact clinical stakeholders and anticipating stakeholder issues that may arise in the clinical setting.</p> <p>Providing intelligence to the stakeholder profiles.</p> <p>Showing visible leadership at key communication and engagement events.</p>

	Alerting the Program Manager to any issues that will impact the delivery of the Program. Delivering key communication messages to the impacted clinical areas.
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Benefits Management Approach

Definition

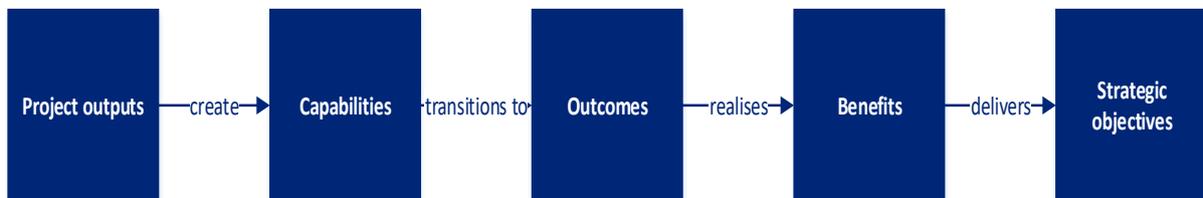
A **Benefit** is the measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders, which contributes towards one or more organisational objectives.

A **Dis-Benefit** is the measurable decline resulting from an outcome perceived as negative by one or more stakeholders, which detracts from one or more of the organisational objectives.

On their own project outputs of capabilities are not considered benefits. It is when capabilities are used to generate change to a business and outcomes, they enable the measurable improvement of that change, or the benefits, to be realised and optimised to deliver continued value to the business.

The DSD Programs have benefits principles, categories, types and beneficiaries to ensure a consistent approach to benefits categorisation. The following information is also used within the Benefits Profiles for each Program.

The benefits are reviewed by the Governance Hub during the Program life cycle to ensure that benefits are consistently expressed in terms that clearly demonstrate the impact on strategic objectives via Benefits Mapping.



The Project Delivery Framework outlines the complete Benefits Management Approach utilised by the Digital Solutions Division.

Where a Project is part of a Program, the project will not be responsible for Benefit Management. The Program Change Manager will be responsible for the management and realisation of benefits working in partnership with the Clinical Owner.

Benefit Management Stages

The table below outlines the actions within the Program for the management of Benefits. The timing of each of these actions is driven by the Program Plan and overall schedule.

Stage	Actions
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Identifying a Program (Tranche 0)	Identification of high-level program benefits when developing the business justification of the Program.
Defining a Program (Tranche 1)	Refinement of the business case following investment approval including identification of additional or refinement of existing benefits.
Program Delivery (multiple Tranches)	<p>Iterative approach for each tranche of program delivery.</p> <ul style="list-style-type: none"> • Pre-transition <ul style="list-style-type: none"> ○ Establish benefit measurements ○ Monitor benefit realisation ○ Plan transition ○ Communicate the change ○ Assess change readiness • Transition <ul style="list-style-type: none"> ○ Initiate transition ○ Establish support arrangements ○ Enact transition ○ Review transition ○ Manage outcome achievement • Post-transition <ul style="list-style-type: none"> ○ Measure benefits ○ Remove access to legacy working practices and systems ○ Respond to changing requirements ○ Monitor and report benefits realisation
Program Closure	Conclude benefits realisation including the quantification of the final program benefits measurements. Document the Post Program Benefits Plan.
Post Program	Clinical area to measure benefits as agreed within the program Post Project Benefits Plan.

Key Roles and Areas of Focus

Role	Area of Focus
Executive Sponsor	<p>Reports to the Overall Governing Committee on the delivery of the benefits.</p> <p>Ensures that the focus is maintained by the Program on benefit delivery.</p> <p>Ensures that the Benefits Management Strategy is created and maintained.</p>
Program Manager	<p>Develops the Benefits Management Approach on behalf of the Executive Sponsor and Clinical Owner, with the assistance of the Program Change Manager.</p> <p>Develops the Benefits Realisation Plan.</p> <p>Ensures that the delivery of capability is aligned to maximise the realisation of benefits.</p>

	Initiates benefit reviews as required to ensure benefit delivery.
Program Change Manager	<p>Identifies and quantifies the benefits with the support of the Clinical Owner, stakeholders and Program Manager.</p> <p>Provides information and support to the development and delivery of the Benefits Realisations Plan.</p> <p>Develops and maintains the Benefit Profiles.</p> <p>Monitors the progress of benefits realisation against the Benefits Realisation Plan.</p> <p>Delivers particular benefits as profiled.</p>
Clinical Owner	<p>Ensures that the focus is maintained by the Program on benefit delivery.</p> <p>Initiates benefit reviews after the Program has closed.</p> <p>Delivers particular benefits as profiled.</p>

Planning and Control Management Approach

Monitoring and Control

Purpose

The purpose of monitoring and control is to define the approach for the Program including key activities throughout the Program life cycle and the related roles and responsibilities.

The overall purpose of monitoring is to ensure effectively managed Program results through the measurement and assessment of performance. The purpose of controlling a Program (by each Tranche) is to assign work to be done, monitor such work, deal with issues, report progress, and take corrective actions to ensure the Tranche and therefore Program remains within tolerance.

The establishment of the governance body, the Program Board, is key to the monitoring and control of the Program.

The Project Delivery Framework covers the monitoring, control and reporting approach for all projects.

This is applicable to all projects within the Portfolio, whether or not they are in a Program.

Objectives

The underlying objectives of this Approach are to ensure that the Executive Sponsor, Clinical Owner, DSD Executive, and Program Board have a common understanding of the controls and reporting requirements for the Program.

Monitoring is the continuous process of assessing the progress of the project in relation to the approved Program artefacts and budget. Monitoring helps to improve performance and achieve results. Examples of effective program monitoring practices includes monthly budget and expenditure reviews or the Program and its projects, Program status reports in an agreed cycle (monthly).

The objectives of controlling the Program within the Tranche is to safeguard that attention is focused on the delivery within the defined tolerances – for example, that risks and issues are kept under control, the business case is kept under review, the agreed capabilities and benefits for the Tranche are delivered to the stated quality standards, within the agreed cost, effort and time.

Controlling the Program

Program control provides supporting activities and processes that run through the life cycle of the Program to refine and improve delivery, minimise the impact of ambiguity and provide certainty, and justify the continuance of the Program. It needs to be established early, as a part of Program Identification.

Tranche Reviews

The purpose of a Tranche Review is to enable the Program Manager to provide the CIO, Executive Sponsor and Program Board with sufficient information to be able to:

- Review the success of the current Tranche,
- Approve the Program Manager Tranche Report, and
- Review the updated Program Plan.

A Tranche Review is held before the next Tranche begins. This is the opportunity for the Program Board to review the on-going relevance, progress and status of the Program and provide authorisation and direction for the next Tranche. This is a critical aspect of controlling the Program.

There is a minimum set of requirements that need to be met for each Tranche Review. The Tranche Review Report is documented by the Governance Hub and a recommendation made to the Program Board by the Senior Director, Governance Hub.

Tranche Review Process

Step	Task	Responsibility
1	Review Tranche Checklist.	Program Manager
2	Ensure all artefacts are complete and approved.	Program Manager
3	Submit required artefacts and Tranche Checklist to DSD Governance Hub by 10am Monday.	Program Manager
4	Desktop review of artefacts and Checklist to ensure compliance with Tranche Review requirements.	Governance Support
5	Book Tranche Review Meeting with Program Manager and Program Change Manager for the following Friday.	Governance Support
6	Review artefacts and provide recommendations to Senior Director, Governance Hub.	Governance Hub Assistant Directors

7	Conduct meeting to discuss findings and recommendations.	All
8	Create Tranche Review Report	Senior Director, Governance Hub
9	Submit Tranche Review Report to the Program Board for approval to commence next Tranche.	Senior Director, Governance Hub

The Tranche Review does not replace the Project Stage Gate process that each Project is expected to undertake. It is a complementary process focused on the Program as a whole.

Dependency Management

The management of dependencies within a Program is a key aspect of effective control.

What is a Dependency?

A dependency means one activity is dependent on another. There are three types of dependencies that can impact a Program:

1. Internal dependencies that are within the Program. These can be managed within the Program and may reflect how the projects depend on each other in order to deliver the benefits.
2. Inter-dependencies that are within the Portfolio. These are dependencies that are external to the Program but reside in the Portfolio.
3. External dependencies extend beyond the Portfolio.

Dependencies are managed at the Portfolio level within the Digital Solutions Division. Portfolio dependency management is contained in the Portfolio Delivery Framework.

Regular dependency meetings are run by the Governance Hub that cover all three types of dependencies for the Portfolio, programs and projects.

Monitoring the Program

Program monitoring utilises established mechanisms to compare expected achievements against actual achievement. Dynamics records must be maintained by the Program Manager for the Program, these include:

- Program Schedule
- Program Dependency Map
- Program Budget
- Program Benefits (no Project Benefits should exist if a project is part of a Program)
- Program Decision Log
- Program Risks
- Program Issues
- Program Quality

- Program Lessons
- Program Communications

A number of these Dynamics Records will be a roll up of project records, although it is expected that there will be specific records that relate directly to the Program delivery, rather than its individual projects.

The Program Tolerance Guide sets the parameters to which the Program Manager can work to, prior to escalation. Program Risk Tolerances are also described in further detail below.

Programs are expected to generate reports that will provide a view of how particular elements are tracking, or the overall Program health.

Report	Frequency	Description	Audience
Program Status Report	Monthly	Contains a roll up of project health as well as Program specific metrics relating to budget, risks, issues and schedule.	Director, Executive Sponsor, Clinical Owner, CIO and Program Board
Program Financial Report	Monthly	Contains a detailed expenditure and forecast expenditure for the life of the Program broken down by Project and Financial Year.	Director, Executive Sponsor, Clinical Owner, CIO and Program Board
Exception Report	As required.	Report to the Program Board stating Program variances and impacts associated as well as options for recovery.	Director, Executive Sponsor, Clinical Owner, CIO and Program Board
Program Manager Tranche Report	Per the Program Life Cycle and schedule.	Details the activities, deliverables, and Program state for the end of the current Tranche, and the plans for the next Tranche.	Director, Executive Sponsor, Clinical Owner, CIO and Program Board
Program Closure Report	Per the Program Life Cycle and schedule.	Report to the Program Board to recommend Program closure. Evaluation against Program objectives and of Program management.	Director, Executive Sponsor, Clinical Owner, CIO, Program Board and Technology Strategy Committee
Tranche Review Report	Per the Program Life Cycle and schedule.	Used to confirm that all controls and supporting deliverables for the Tranche have been completed.	Director, Executive Sponsor, Clinical Owner, CIO, Program Board and Technology Strategy Committee

Resource Management

Resources are required to deliver the Program and its dossier of projects are often constrained. This could be due to availability of appropriately skilled resources, cost implications or many other reasons. The purpose of resource management is to put in place mechanisms to understand and manage the amount of resources required and available.

Resource management is overseen at the Portfolio level and the approach is detailed in the Portfolio Delivery Framework.

Key Roles and Areas of Focus

Role	Area of Focus
Chief Information Officer	<p>Appointment of the Program Manager and Program Change Manager based on recommendations from the Senior Director, Governance Hub and Senior Director responsible for program delivery.</p> <p>Putting clear lines of authority in place.</p> <p>Ensuring that the Technology Strategy Committee has a clear understanding of their role in the Program's delivery.</p>
Program Manager	<p>Identification of the skills and expertise required for each program team role and engaging the Senior Director, Governance Hub to source appropriate resources.</p> <p>Ensuring all roles are clearly defined.</p> <p>Induction of new team members into the Program.</p> <p>Line management of the program team.</p>
Program Change Manager	<p>Induction of program change champions.</p>
Senior Director, Governance Hub	<p>Ensuring that the Program has the necessary skills, resources and experience required to deliver the change.</p> <p>Training of new resources in the Delivery Frameworks and ensuring up to date skills to perform their assigned role.</p> <p>Recruitment and appointment of program team members in consultation with the Program Manager and Senior Director responsible for program delivery.</p> <p>Advice and guidance on the roles and responsibilities within the program team.</p>

Risk and Issue Management Approach

Risk Management

Purpose

Risk Management is a core function of Program Management and requires standard processes and procedures. The purpose of this Approach to guide Program Managers and all associated staff on the steps and procedures used when managing Risk within the Program. Uncertainty within the Program when trying to achieve benefits is expected.

The purpose of Risk Management is to identify, assess and control any uncertainty and as a result improve the ability of the project to succeed. Risk Management is the systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, planning and implementing risk treatment strategies and communicating risk management with stakeholders.

The Risk Management Approach is to be used by all Programs and Projects within DSD. It provides confidence to the Chief Information Officer and Executive Branch Managers, the Overall Governing Committee and Program Boards that there is a robust process in place to identify, manage and report Project and Program risks.

Risk Management within the DSD is based on PRINCE2 Methodology (best practice Project Management), and the ACT Insurance Authority (ACTIA) Risk Management (following internationally accepted standard AS/NZS IS 31000:2009 as the basis for best risk management practice within the Territory).

Fundamentals

The objective of risk management is to maximise the likelihood that the project or program will successfully deliver the required capability on time and within budget by minimising the uncertainty associated with its delivery. Risk management reduces the level of uncertainty by identifying both positive (opportunity) and negative (threat) effects that can be managed.

The Program Manager, with the assistance of the Program Team, is responsible for the day to day management of risks and issues associated with the delivery of the body of work. Any member of the Program Team or Program's governance structure can raise risks.

The Program Manager is also responsible for the timely escalation of risks (and issues) to the Chief Information Officer, Executive Sponsor and relevant Governing Committee.

Program Risk Definitions

A definition and example of how risks are to be described in the Program is included below.

Risk	<p>A risk is something that will impact on the achievement of the project's objectives. The Australian and New Zealand Risk Management Standard (AS/NZS ISO 31000:2009 Risk Management) defines a risk as <i>the 'effect of uncertainty on objectives'</i>.</p> <p><i>Example:</i> There is a chance that a breakdown in communication between stakeholders will interrupt key activities and result in capabilities that do not deliver the required benefit.</p>
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Identification and Management of Program Risks

Identification of Program risk occurs through the day to day management of the Program and its dossier of projects. The identification and management for Program risk is the same as the process for projects as outlined in the *Project Delivery Framework*.

Project Risks vs. Program Risks

Project risks are those risks which are likely to impact on the schedule, quality, budget or achievement of outcomes for the projects in the Program and the Program as a whole (including any impact to system-specific deliverables).

Program risks are risks which are likely to impact on the achievement of strategic objectives for the Program. These include risks that will have an impact on one or more of the following:

- Benefits
- Scope
- Schedule
- Resourcing
- Stakeholder/s
- Finance

Risks to the Program include:

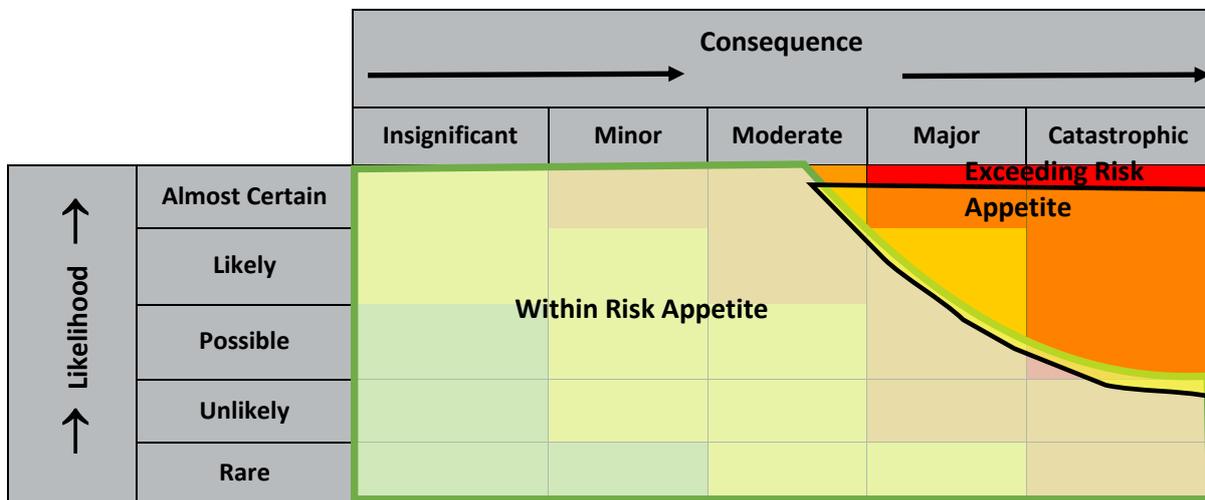
- The post treatment rated high program risks that are increasing and have a treatment due date in the next 4 weeks, and/or increasing to extreme rating.
- Risks that are repeated across multiple projects within the Program.
- Project interdependencies within the Program and Portfolio.
- Realised Program risks when the issue has a Priority of high or critical, and an Impact of moderate, major or catastrophic.

Regular review of the Project and Program risks are expected to occur.

Program Risk Appetite

Risk appetite is the amount of risk the organisation is willing to endure over the life of the Program. The Division is willing to assume the Program will remain successful with up to 15% of all project risks with ratings post treatment of High. The Program will not normally accept project risks rated as Extreme post treatment, as more effective measures or agreed acceptance by governance will need to be implemented with the assistance of the DSD Governance Hub.

Boundaries outlined on the probability and impact grid, where there is no appetite to accept any risks rated as Extreme post treatment. These need to be treated as issues.



Program Risk Tolerance

Program risk tolerance is the Program’s readiness to bear the risk after treatment in order to achieve the objectives.

All Program risks that are rated **Extreme** or **High** are considered out of tolerance and must be communicated and ‘escalated’ for oversight and review by the Executive Sponsor, Clinical Owner and CIO. An effective treatment strategy must be developed and implemented.

All program risks that are rated as **Medium** or **Low** are considered within tolerance. For these risks, 'Accept and Monitor' would usually be chosen as the treatment strategy. However further treatment strategies may be implemented depending on the risk and if desired.

The Project Delivery Framework outlines the Risk Management Approach in detail and this should be utilised as the fundamental approach for the Program, as well as its dossier of projects.

All Project risks that are rated post treatment as **Extreme** and new **High** risks are considered out-of-tolerance and are communicated and 'escalated' for oversight and review and will automatically form part of the Program risks, although may be re-rated in context of the Program.

Program Risk Reporting

Program level risks will be reported to the Program Board as part of the Program Performance Dashboard. Project level risks with a rating of High or Extreme post treatment will also be reported.

Refer to the Program Tolerance Guide for further details on Risk Tolerances and escalation criteria.

Issue Management and Change Control

The purpose of Issue Management and Change Control is to identify, assess and control any potential and approved changes to the Program and its project baselines. It describes the procedures, techniques and standards to be applied and the responsibilities in achieving effective issue management and change control. This Approach provides standard terminology, a detailed description of the issue and change control management process, and the standard templates to be used in the process. It is designed to guide the program team and related stakeholders.

The Project Delivery Framework outlines the Issue Management and Change Control Approach in detail and this should be utilised as the fundamental approach for the Program, as well as its dossier of projects.

Project Issues vs. Program Issues

Project issues are those issues that are impacting on the schedule, quality, budget or achievement of outcomes for the projects in the Program and the Program as a whole (including any impact to system-specific deliverables).

Program issues are issues that are impacting the achievement of strategic objectives for the Program.

Program Risk and Issue Management Roles and Responsibilities

Role	Responsibility
Clinical Owner	Contributes to risk and issue identification and assessment.

	<p>Coordinates the resolution of risks relating to benefits achievement.</p> <p>Ensures that clinical impacts of risk, issues and proposed changes are understood and the treatments are safe in a clinical environment.</p>
Executive Sponsor	<p>Intervenes to control risks and issues that affect the alignment of the Program with organisational objectives.</p> <p>Ensure risks associated with the overall Program are identified, assessed and controlled.</p> <p>Initiates assurance reviews of risks and issue management.</p>
Governance Hub	<p>Assists in Program risk management, including the facilitation of Risk Workshops.</p> <p>Provides support and advice on risks, issues and change control.</p> <p>Facilitate program assurance including the review of exceptions and change requests for feasibility and accuracy prior to progression to the CIO, Executive Sponsor and Program Board.</p>
Program Change Manager	<p>Contributes to risk and issue identification and assessment.</p> <p>Coordinates the resolution of risks relating to benefits achievement.</p>
Program Manager	<p>Develops and implements strategies for handling risks and issues and owns Program level risks and issues.</p> <p>Manages the aggregated level of risks and issues and ensures that they are understood by the relevant stakeholders.</p> <p>Ensures Program adherence to the risk management, issue management and control management requirements.</p>

Quality and Assurance Management Approach

Quality and Assurance

The purpose of Quality and Assurance Management is to ensure that all management aspects of the Program are operating efficiently and effectively. This will ensure that the Program stays on target to achieve its objectives. Quality and assurance management at the Program level is different to the project level.

From a Program perspective, the focus is on management process and alignment within the organisational context and Portfolio environment. In contrast, quality management within the projects is focused on ensuring that the outputs meet acceptable criteria and are fit for purpose.

Each Project within the Program will set out quality criteria and methods for assessing the achievement of these criteria. Information on this is available in the Project Delivery Framework.

Assurance Management

Robust assurance ensures the Program and its objectives, outcomes and benefits have the best possible chance of being achieved. Program assurance activities run continuously throughout the life of the program and beyond. These activities are embedded in program processes and responsibilities.

There are two dimensions to the Program Assurance Strategy:

- Program Assurance Controls – defined as measures, processes or standards that are put in place to ensure program conformance and/or performance objectives are achieved; and
- Program Assurance Activities – active review activities to confirm achievement of the desired level of assurance.

The manner in which assurance controls and activities will be implemented in order to ensure that the Program delivers outcomes must be in line with the expectations of its key stakeholders. This is achieved by:

- Defining the program-level assurance control mechanisms;
- Defining the assurance and control activities to be undertaken by the Program; and
- Establishing and communicating expectations of the Program and projects, regarding the level of controls and assurance activities required by the Program.

There are two assurance streams for the Programs:

1. **Internal Program Assurance** – these assurance mechanisms are established and undertaken by management within the Program and the Digital Solutions Division.
2. **External Program Assurance** – delivered directly to the Executive Sponsor for the Program and CIO through an independent adviser from outside the program. This may be a consultant or contractor or an independent entity within the Directorate.

As appropriate, these activities should be scheduled and coordinated as part of the Program Schedule.

Assurance Activities

In addition to the assurance control environment, the Program will undertake a series of program assurance activities and reviews to monitor the on-going operation and adherence to assurance controls. The focus for these activities and reviews is on testing to ensure that the products / outputs of the Program and projects pass through the control framework.

Internal Assurance Activities

Assurance Activity	Description	Responsibility
Program and Project Health Checks	Health Checks are a management product delivered at both the Program and Project level. Such assurance review activities will be planned and executed throughout the Program and project lifecycles. The focus will	Governance Hub

Assurance Activity	Description	Responsibility
	be on early detection and prevention of nonconforming products being delivered for the program and projects.	
Stage Gate Reviews	Stage Gates are covered as a part of the Project Delivery Framework.	Program Manager Project Manager/s Governance Hub
Document Reviews	A rigorous document review process is undertaken against all project and program artefacts. Documents are developed iteratively and peer reviewed within the program team. Individual subject matter experts from projects and programs are also engaged to review documentation.	Program Manager Project Managers External SMEs
Benefits Reviews	Benefits review should not only take place at the conclusion of a program or project. At a minimum, reviews should be held during each stage gate process to ensure that benefits realisation is still on track and, if not, immediate changes should be made to the benefits realisation plan. The outcome of a benefits review might also require the Program Board to review the value of the investment. The objectives of a benefits review are to: <ul style="list-style-type: none"> Assess and update the individual benefit profiles and the benefit realisation plan to ensure that the planned benefits remain achievable and have not changes in scope or value. Ensure that the overall set of benefits included within the benefits map and benefits register remains aligned to the Program objectives. Inform stakeholder and senior management of progress in benefits realisation and help to identify any further potential for benefits. Assess the performance of the changed business operations against their original baselined performance levels. Assess the level of benefits achieved against the benefits realisation plan. 	Executive Sponsor Clinical Owner Program Change Manager
Post Implementation Reviews	Post Implementation Reviews (PIRs) are management products delivered at the program and project level. PIR's will be undertaken as the final phase for project and program deliverables. A PIR will evaluate how well the objectives and outcomes were realised and identify and distribute organisational learning. Review outcomes will be added to the Program's Lessons Learned Log.	Program Manager Program Team Governance Hub

Assurance Activity	Description	Responsibility
	The PIR will compare what was planned to what actually occurred and assess whether the outcome was successful. The lessons learned and feedback including key findings, further improvements and recommendations will be documented and incorporated into the planning and development of further deliverables.	External 3rd party (as required)
Lessons Learned Reviews	<p>Lessons learned will be captured in the form of a lessons learned log. The log will include:</p> <ul style="list-style-type: none"> • The source of the lesson; • Which aspect of the Program it is relevant to; and • To whom it has been communicated or is applicable. <p>Timely dissemination of lessons learned to managers, stakeholders and others working on the program is a key program assurance mechanism.</p> <p>Information will be sourced from:</p> <ul style="list-style-type: none"> • Stage Gate and Health Check Reports; • PIRs; • Change Requests; and • Independent assurance reports. 	Program Team Governance Hub

External Assurance Activities

Assurance Activity	Description	Responsibility
Independent Program Assurance Reviews	Independent Program Assurance is delivered directly to the Executive Sponsor and Chief Information Officer through an independent adviser from outside the Program. This may be a consultant or contractor or an independent entity within the department.	Executive Sponsor CIO

Information Management

Information Management refers to the measures, systems and techniques that will be used to maintain and control of the Program and its project information and records. At a high level, the Information Management includes the following key activities:

- Standards and processes for records management;
- Naming conventions and version controls;
- Record Keeping; and
- Project templates.

The Project Delivery Framework outlines the Information Management Approach for projects. The same approach is applicable for Programs.

Key Roles and Areas of Focus

Role	Area of Focus
Chief Information Officer	<p>Consults with the Overall Governing Committee on the approach to Program Assurance.</p> <p>Ensures that an adequate assurance process is in place for all aspects of the Program.</p> <p>Initiates assurance reviews and audits.</p>
Program Manager	<p>Develops and implements the Quality and Assurance Strategy for the Program, and subsequently plans and coordinates the delivery of project outputs to ensure they are fit for purpose in order to achieve the desired outcomes and benefits.</p> <p>Ensures compliance with the Information Management Approach.</p> <p>Ensures that lessons learnt are implemented.</p>
Program Change Manager	<p>Initiates assurance reviews of performance and change readiness for clinical areas.</p>
Clinical Owner	<p>Initiates assurance reviews of performance and change readiness for clinical areas.</p>