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Governing for success.

This presentation has changed dramatically in the 6 months since I proposed the outline to Fred!

Six months ago the new Elizabeth Line in London, being delivered by Crossrail Ltd, was due to be opened December 2018. At the time this project was seen as an exemplary example of good governance and good management! At £14.8 billion it was the biggest engineering project in Europe.

Then, at the end of August 2018 it was announced that the launch of the new line will be delayed until autumn 2019 and an additional £500 million was needed.

Then in December 2018 after an independent audit the delivery has pushed back until sometime in 2020 and the costs have blown out by £1.7 billion. A governance failure of spectacular proportions.

We will be using this example of failure to highlight the importance of governance and controls to identify and fix problems in projects - the primary failure in delivering Crossrail could have been identified in 2015 but no one wanted to see the emerging issues.

Delivering successful projects consistently requires more than good project controls. The performing organisation needed to be structured to deliver success by ensuring best practices are developed and used. This paper will look at the symbiotic relationship between effective project controls and good governance based on the framework outlined in ISO 21505.

The governors of an organisation cannot fulfil their obligations to owners and shareholders if they are not receiving accurate and useful information on the status of their organisation's projects. Project controls professionals cannot do their job properly if they are subjected to political interference or denied access to resources and information. Steering the organisation along the right path to achieve consistent success is a governance challenge but the senior executives responsible for governance cannot be expected to be experts in project controls – our job is to provide them with the support and information they need, so they can support us to do our job well.

This paper will cover:

- Defining governance what it is and what it is not
- A brief look at some major organisations that are achieving consistent governance success and delivering major projects well
- Laying out a framework for effective governance and controls based on ISO 21505.