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***Project Governance System failure, a critical risk in Project and Programmes Delivery.
Techniques and Tools for soft system risk management described.**

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ABSTRACT

Presentation title.

Project Governance System failure as a critical risk in Project and Programmes. Techniques and Tools for soft system risk management described.

Abstract Body

This paper addresses key findings and proposes solutions to manage risk of Project Governance failure in major Projects. The (2014) Productivity Commission report into Infrastructure investment and related reports identified that failure of Projects to deliver value, estimated at \$30Bn each year, is due to wastage arising from failures of their Project Governance system.

Recent major failures such as Inland Rail (Kerry Schott report, March 2023 and (Snowy Hydro April 2023) have further highlighted the absence of effective Project Governance assurance as the critical factor. In addition, unreported failures, estimated at 50% of projects, do not deliver the outcomes intended.

For emphasis of the problem facing Engineering leaders if a private sector client had a \$30bn pa revenues at risk due to system failures, (equivalent to a \$300Bn liability), then the Governing Board would be sacked immediately as incompetent.

The paper outlines the key Project Governance system risks and opportunities and sets out triggering mechanisms including, proper governance setup, risk management activities, assurance steps and mitigating / avoidance measures and controls.

Systems for Public Sector Governance, how they work in practice and how they can be verified or audited under a Quality assurance framework or gateway review process are explained and proposals for risk avoidance and opportunity support are proposed.

System design and test and inspection plans (T&IP) for resilience /risk audit based on a Project Governance Maturity Model designed to support intervention for poor Governance and to enable transformative Governance.

This paper draws upon the work of the author, Ted Tooher, Tom Crow, Shankar Sankaran in their paper "Enough is Enough and the Project Governance workshop series on Project Governance risk and assurance in 2023 and 2024.

Keywords: Project, Governance, Systems Compliance, Quality Assurance audit, Resilience, Test and inspection planning.