![Australian National University logo]

ANU Digital and Services Governance Plan

Digital and Services Strategy Board

The Digital and Services Portfolio of Programs (P3O) is the combination of the Digital Master Plan and the work emanating from the implementation of the Service Performance Framework (the Services Master Plan)

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Document Control

This document will be reviewed annually and updated as needed, which will be recorded in the revision history log, and monitored by the Secretariat of the Digital Services and Strategy Board.

Version	Date	Author	Amendment
1.0	31/03/2022	Debra Mewett Associate Director, Service Solutions, PSP	Document as presented to the Senior Management Group (SMG)
2.0	01/04/2022	Jonathan Churchill, CIO	Review and minor edits
3.0	26/04/2022	Debra Mewett	Incorporated feedback from SMG Include the Capital Investment Framework Update diagram to reflect 'Education'
4.0	09/09/2022	Debra Mewett	Update of titles and adding names of program directors.

Document approval

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Chief Operating Officer

Contents

Purpose

This Governance Plan describes the overall governance and decision-making process to guide the Digital and Services portfolio of programs (P3O) to a successful deliver all of the agreed outcomes for the University.

The Digital and Services P3O is the combination of the Digital Master Plan (DMP) and the Service Performance Framework (the Services Master Plan).

The structure is represented at Appendix A: Digital and Services governance:

> **Digital and Services Strategy Board (DSSB)** - strategic priorities and alignment, balance of investment across programs, endorsement of program business cases, outcomes and benefits, benefit monitoring, sponsor accountability.
>
> **Program governance** - definition and delivery of program objectives and benefits, selection and prioritisation of initiatives, endorsement of project and product business cases, value assessment.
>
> **Project and Product governance** - definition and delivery of project and product objectives and benefits.
>
> **Design Authority** - business, services, data and technology architecture, endorsement of high level designs, roadmaps, principles and standards.

The governance and management structure is based on the P3O model of Portfolio, Programs and Projects/Products. This focusses on increasing the effectiveness and efficiencies across multiple programs with independent objectives that have a shared or collective benefit profile.

For this work to be successful, decisions must be timely and determined at the right level of authority and delegation. A well-defined and active governance structure will result in more efficient and effective processes, improved results, reduced risks, provide better resource utilisation and the ability to adapt to incorporate new information, and derive benefits by:

- providing strategic leadership and direction to improve the potential for success
- ensuring decisions are made in a timely fashion and at the appropriate level
- ensuring the maintenance of active, engaged sponsorship and funding
- fostering a culture of accountability and transparency
- adapting to learnings to actively decide to 'stop/pivot/persevere' to ensure delivery of value.

The Digital and Services Strategy Board (DSSB) exists to ensure this important body of works will meet its goals and has the ultimate responsibility to ensure the success of the programs, projects and products.

The governance structure adopts a 'sponsor' supporting role at the upper level through Domains, (as were reflected in the [Service Performance Framework](#)), and at the Program level.

The Domains and Domain Sponsors are:

Our Academics	DVC Research and Innovation
Our Students	DVC Academic and DVC Student & University Experience
Our Partners	DVC International Strategy
Our Staff	Chief Operating Officer
Our Digital Environment	Chief Operating Officer

While the terms of reference for the Design Authority and the Program Committees are yet to be determined, the Design Authority will support every level of governance by engaging people from across the organisation with skills and experience in processes, data, technologies and service delivery, who will consider, investigate and advise on the design of well-engineered solutions to address the service and digital challenges.

This Governance Plan documents the approach to how decisions will be made across the structure. It also defines roles and responsibilities, the timeframe in which decisions must be made, and the supporting administrative guidelines.

The plan supports and encourages an adaptive governance approach that embraces flexible, learning-based and collaborative decision-making. It operates on the principle of subsidiarity and empowers decision-making at the lowest level while providing a supportive framework to ensure any cross project and/or program blocks are removed. This ensures that decision-makers are accountable for delivery of outcomes within their control.

The important and pressing issue of data governance for the University is not specifically addressed in this document. However, bringing together the disparate activities across the University related to data governance and the creation of a framework to manage the full data lifecycle at the ANU will be a vital enabler of this body of work. This may include the creation of University-wide data governance group responsible for determining the priorities for data as part of our digital future, advising on data issues in projects and ensuring data is treated as a strategic asset.

Guiding principles

Each level of governance as part of this plan operates under the following principles:

Strategic vision and subsidiarity

Decisions will be considered from the strategic point of view and guided by the objectives of the Digital Master Plan and Services Master Plan while ensuring currency with overarching strategy of the University. All levels of governance are empowered to make determinations within their remit, and should only perform functions that are not within the remit of subordinate bodies.

Outcomes, benefits and accountability

The intended outcomes and benefits of an initiative, and those accountable for the achievement of those outcomes and benefits, will be well-defined and include adequate measurement to allow assessment of delivery and continued evaluation.

Sustainability and adaptability

Adaptive decision-making is fundamental in transformations in order to respond to complexity and incorporate new information. Adaptive decision-making allows focus on delivery of value, rather than historical notions of control through fixing scope, time and cost. Sustainable solutions are required that consider total cost of ownership and especially ongoing lifecycle costs of services and assets.

Risk and opportunity management

The governance bodies will consider the risks and opportunities, and implications, of proposed initiatives within the existing digital and business environment as well as those arising from proposed digital and service initiatives in other programs.

Cooperation, coordination and transparency

The governance bodies will cooperate and coordinate with each other and work to support all levels of University leadership, and make their workings and decisions available to the University to promote the transparency of operations.

Digital and Services Strategy Board

Terms of reference

Purpose

The Digital and Services Strategy Board (DSSB) was established in March 2022 following the release of the Digital Master Plan and the Services Master Plan (the implementation of the Service Performance Framework), in late 2021.

The DSSB is a whole-of-University resource that oversees the delivery and benefits realisation of the ANU Digital and Services portfolio of programs and ensures its alignment with the ANU Strategic Plan and ANU Corporate Plan. It provides strategic direction and insight about strategic risks, approves programs of work and monitors progress to ensure value delivery from the investments and the realisation of defined benefits.

The Digital and Services Strategy Board is the ultimate decision-making body for the ANU Digital and Services body of works (Digital Master Plan and Services Master Plan), with the purpose of:

- oversight of the delivery and benefits realisation of the ANU Digital and Services portfolio of programs
- strategic governance and coordination of the body of works and alignment with ANU strategic goals
- strategic allocation of funds and resources to support the programs
- evaluation of defined benefits that result from maximising and leveraging programs

These responsibilities are carried out by performing the following functions:

- balance investment across the programs
- control scope at the level of organisational outcomes as emergent issues force changes to be considered, and if necessary, re-casting the overall budget or schedule changes in keeping with the principle to 'stop/pivot/persevere' to ensure delivery of value
- inform, review and approve program business cases, goals, objectives and benefit realisation against defined measures
- ensure synchronisation across the programs and prioritise where required
- set direction and determine strategic principles and priorities to enable program committees to operate and deliver programs effectively in alignment with the University's strategic direction, and maintain currency with the changing University environment
- confirm that strategies to address major risks to the program of projects' success have been identified, budgeted and executed
- identify and communicate potential conflicts in proposed changes between program initiatives and actively supporting a resolution process
- review and, where appropriate, resolve issues or requests for guidance escalated from program committees
- ensure resources are available to implement its decisions with a clear understanding of whole-of-life costs and resource requirements, and any budget impacts
- appoint Program Sponsors and ensure that they clearly understand their role and responsibilities
- advocate for the work of the Digital and Services body of works within and external to the University

It is the responsibility of the Chair and all members to adhere to the policies of the ANU.

Membership

Chair

1. The Chair of the Board will be appointed externally

Ex officio:

2. Deputy Vice-Chancellor (Academic)
3. Deputy Vice-Chancellor (Research and Innovation)
4. Deputy Vice-Chancellor (Student and University Experience)
5. Deputy Vice-Chancellor (International Strategy)
6. Chief Operating Officer (COO)

Rotating two-year membership:

7. HASS Senior Executive
8. STEM Senior Executive
9. College General Manager

Attendees (including Program sponsors)

- Pro Vice-Chancellor (Education and Digital)
- Chief Financial Officer (CFO)
- Chief Information Officer (CIO)
- Chief Information Security Officer (CISO)
- Director, Planning and Service Performance
- Director, Shared Services
- Digital Services and Strategy Director

Other attendees

The Chair may invite advisers or observers to attend meetings in response to requests by members or attendees through the Secretariat at least one (1) working day prior to the scheduled meeting.

Frequency of meetings

To monitor progress against the established goals, benefits and timeframes, the DSSB meets quarterly.

'Out of session' arrangements may be nominated by the Chair and facilitated through the Secretariat. These matters should be by exception and accompanied by appropriate documentation, and consideration will require a quorum.

Quorum and voting

In accordance with ANU guidelines, a quorum is to be 50 per cent plus one of the membership. In addition, one of the members of the quorum must be the Chair or the Chair's nominated proxy.

A quorum is required for the meeting to convene and for any voting.

While governance and decision-making at ANU is characterised by a strong emphasis on collegial advice and input, should it be necessary, the Board may vote on a decision if a quorum is present.

Majority vote means that some members will not be supportive of the decision. These members should accept that even if not supportive, once a decision is made, they must support the decision of the Board.

Proxies

The members may not, unless identified above, send a representative to the DSSB meetings as it is important that the members themselves are making these significant decisions, and are aware of programs' status.

However, the Chair will accept a proxy by written substitution to the Secretariat at least one (1) working day prior to the scheduled meeting, and this proxy will be reflected in the discussion and meeting minutes.

Responsibilities of Chair

The Board Chair communicates, from an executive perspective, the collection of programs' progress to internal and external stakeholders, and is responsible for the efficient, effective and compliant operation of the DSSB.

The Chair will provide a regular progress update to ANU Senior Management Group (SMG), or through the COO, regarding the realisation of the programs' implementation and any issues arising.

Responsibilities of members and attendees

Members should be aware of the time commitment required to review documentation and provide valuable feedback during meetings. This is to ensure that the committee leverages the experience of its members and is able to maintain an efficient pace in making strategic decisions.

Conflicts of Interest

All members, including the chairs of the DSSB and its subsidiary governance bodies are required to declare any conflicts of interest as outlined in of the ANU Conflict of Interest and Commitment procedure and the corresponding policies.

Reporting

The Board will report to the University's Senior Management Group.

The DSSB will also make its workings and decisions transparently available to the University through a summary of meeting discussions and decisions made available to the ANU community.

Self-evaluation and reviews of committees

In line with good governance practise, Chairs are responsible for initiating periodic self-evaluation reviews of governance bodies' performance. These reviews provide an opportunity for members to reflect on the appropriateness of their terms of reference and the effectiveness of their work. Further details are contained in Appendix C: Administrative guidelines.

As with members, Chairs have the right to provide appropriate feedback to the appropriate body on the work of the board.

Secretariat

The secretariat is responsible for:
- developing agenda based on solicited input from members and forward work plans of the DSSB
- capturing and publishing meeting minutes that include decisions and action items
- preparing issue papers for the DSSB
- scheduling the DSSB meetings
- other duties as outlined in Appendix C.

The agenda, with attached meeting papers, will be distributed by the secretariat at least five working days prior to the scheduled meeting.

Minutes will be provided by the secretariat to the members no later than five working days following each meeting. Minutes will be taken as endorsed unless specific items are raised for update within five working days of distribution. The format of the minutes of meeting will be as agreed with the Chair.

Approval and Changes to Terms of Reference

The Committee will approve these Terms of Reference and any changes to them after any required consultation with other governance committees and the Senior Management Group.
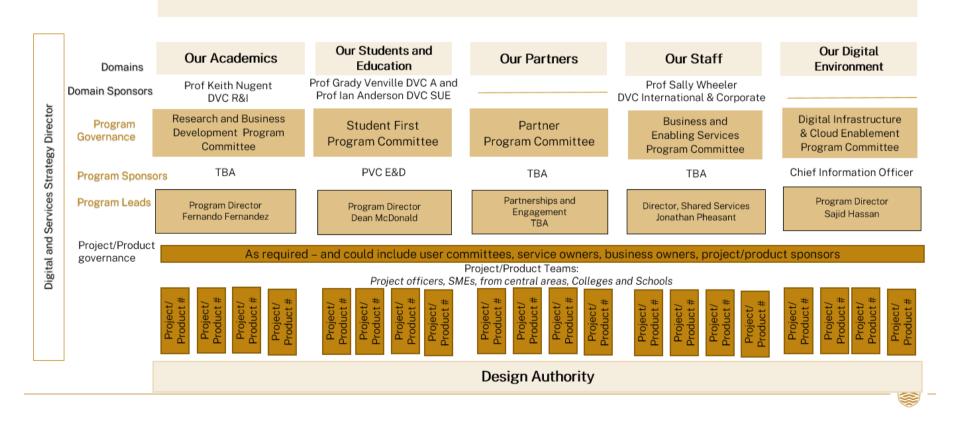
Appendix A: Governance structure

Lead Governance

Digital and Services Strategy Board
Members: External Chair, DVC (R&I), DVC (A), DVC (SUE), DVC (I&C), 1 x HASS Senior Rep, 1 x STEM Senior Rep, 1 x College General Manager
In attendance: CFO, CIO, CISO, PVC E&D, Director PSP, Director Shared Services, P3O Director (TBA)

	Our Academics	Our Students and Education	Our Partners	Our Staff	Our Digital Environment
Domains					
Domain Sponsors	Prof Keith Nugent DVC R&I	Prof Grady Venville DVC A and Prof Ian Anderson DVC SUE		Prof Sally Wheeler DVC International & Corporate	
Program Governance	Research and Business Development Program Committee	Student First Program Committee	Partner Program Committee	Business and Enabling Services Program Committee	Digital Infrastructure & Cloud Enablement Program Committee
Program Sponsors	TBA	PVC E&D	TBA	TBA	Chief Information Officer
Program Leads	Program Director Fernando Fernandez	Program Director Dean McDonald	Partnerships and Engagement TBA	Director, Shared Services Jonathan Pheasant	Program Director Sajid Hassan

Digital and Services Strategy Director

Project/Product governance

As required – and could include user committees, service owners, business owners, project/product sponsors

Project/Product Teams:
Project officers, SMEs, from central areas, Colleges and Schools

Project/Product # (repeated)

Design Authority

Appendix B: Functions and responsibilities by governance level

Review and approve programs of work

Inform, review and approve the University-wide Digital and Services P3O (Digital Master Plan and Service Master Plan) roadmap, investment plans and programs of works. (Digital and Service Strategy Board)

Determine the viability of proposed programs towards achieving defined business outcomes and benefits, and the alignment to the overarching ANU Strategic Plan and ANU Corporate Plan. (Program Committees)

Approval of program business cases, goals, objectives and benefit realisation against defined measures. (Digital and Service Strategy Board)

Ensure synchronisation across the programs and prioritise where required. (Digital and Service Strategy Board)

Ensure synchronisation across the plans and prioritise where required. (Program Committee; Project/Product Committees)

Allocate the Program Sponsor and ensure that they clearly understand their role and responsibilities. (Digital and Service Strategy Board)

Oversight on strategic alignment

Set direction and determine strategic principles and priorities to enable Program Managers and Program Boards to execute effectively. (Digital and Service Strategy Board)

Ensure that the program plans align with the University Strategy and maintain currency with the changing University environment. (Digital and Service Strategy Board)

Actively support the New Ways of Working and Thinking as approved in the Digital Master Plan, and ensure adherence to the Service Performance Framework. (All governance bodies)

Investment management

Ensure adherence to the ANU Capital and Investment Framework.

Provide direction, value assessment, oversight and approve investments in both strategic and tactical programs of work for the body of work as a whole. (Digital and Service Strategy Board)

Provide direction, value assessment, oversight and approve investments in both strategic and tactical projects/products of work. (Program Committees)

Ensure investments are set up for success, effectively prioritised and consistent with the defined technology roadmaps and service improvement processes to maximise the achievement of planned outcomes, benefits and value to the University. (All governance bodies)

Ensure that investments are made with a clear understanding of whole-of-life costs and resource requirements, and any budget impacts. (All governance bodies)

Balance investments across the programs. (Digital and Service Strategy Board)

Ensure assessment by the Design Authority on proposed initiatives. (All governance bodies)

Ensure a program of benefit management is established to maximise the value of the investments. (Program Committees)

Track and monitor benefits realisation. (Program Committees)

Risk management

Establish and communicate the risk appetite for the programs of work in the context of the University risk management framework. (Digital and Service Strategy Board)

Be informed and review significant strategic risks arising. (All governance bodies)

Monitor and review

Review and where appropriate resolve issues or requests for guidance escalated from Program Committees (Digital and Service Strategy Board)

Communication

Advocate for the Digital and Services P3O, its programs, projects and products to the wider stakeholder community of the University. (All governance bodies)

Facilitate communicating key messages and the cascading of these messages across the University. (All governance bodies)

Appendix C: Administrative guidelines

General responsibilities of the Chair of a committee

The role of the Chair is pivotal in ensuring that the committee operates efficiently and effectively. Chairs should ensure:

- they are clear about the terms of reference of the committee and its place in area or University governance or management
- with the advice of the members, appropriate meeting procedures are devised
- agenda items are consistent with the committee's terms of reference authority and reporting lines
- agenda items are supported by clear and relevant background or explanatory documents
- discussion is facilitated, and where necessary moderated
- discussion is focused on the agenda item under discussion
- by way of summarising the discussion of an item, that the outcome of the discussion is clear to members and the secretariat
- the membership of the committee represents a range of skill sets relevant to the work of the committee
- the membership reflects as far as practicable the diversity of the campus community.

Self-assessment and evaluation

Each governance bodies will periodically assess the effectiveness of their operations and analyse if the purpose of the committee is being achieved. Questions that might be explored include the following:

- has there been adequate access to material, information and persons
- has there been useful feedback to the committee from persons or bodies receiving its advice
- has the committee been informed of internal and external developments relevant to their deliberations
- have members had ample opportunities to contribute to the work of the committee.

General responsibilities of committee members

Members contribute to the work of the committee by contributing in the following ways:

- understanding the purposes, authority and reporting lines of the committee set out in its terms of reference
- taking the time to read agenda papers and attend meetings
- balancing their role as an advocate or representative of their constituency or area with the need to respect the larger purposes of the committee
- accepting from time to time individual tasks on behalf of the committee, such as drafting a discussion paper
- providing feedback to their constituency or area on the work of the committee as appropriate
- advising the committee secretary of absences from meetings
- declaring any conflict of interest.

General duties of committee secretariats

The minutes of each meeting will be monitored and maintained by the Secretariat.

The secretariat works closely with the Chair of a governing body to determine the preferred procedure required.

The secretariat must be familiar with the terms of reference of the committee and its place in area or University governance or management, be able to prepare concise and clear agenda and minutes and assist if required with the preparation of discussion papers and background documents.

Pre-meeting tasks and agenda preparation

Ensure members re notified in good time of the date, time and place of the schedule of meetings, and the timing for the call for agenda items, closing date for agenda items and notification of apologies.

Ensure meeting room booked and that it has appropriate AV/IT facilities.

Check that carry-over items, actions, reports on progress or outcomes from previous meetings will be available on time from the responsible area.

Monitor progress of preparation of discussion papers for the agenda content with the Chair.

Be familiar with the substance of agenda items and with University policies relevant to items on the agenda, particularly if the committee is a decision-making body.

Circulate agenda and papers sufficiently in advance of the meeting so that members have time to read the papers.

Meeting and minutes

Check quorum and report apologies to the committee.

Record key items of discussion to provide a record of the flow of discussion and the key reason for a decision being taken.

If a committee decision is not clear, ask the Chair to clarify the decision with the committee, preferably before dealing with the next item.

Offer information and advice to the Chair, or with the permission of the Chair, to the meeting.

Establish the scope of record-keeping for your committee by consulting staff of University Records if necessary.

Post-meeting tasks

Prepare the draft minutes for consideration by the Chair. ANU practise is to limit the content of minutes to recording background, the key points made during discussion, and then the formal resolution. Comments are not generally attributed to individuals unless the committee agrees to such action or procedures allow, though practise is to record a dissenting view, vote or abstention if a member so wishes.

Prepare an action sheet and circulate it promptly.

If it is committee procedure to circulate the minutes of meetings prior to the agenda for the next meeting, this should be done as soon as practicable after approval by the Chair.

House-keeping

Maintain a diary of terms of office and timelines for appointing or reappointing members.

Devise an appropriate induction process for new members of the committee.