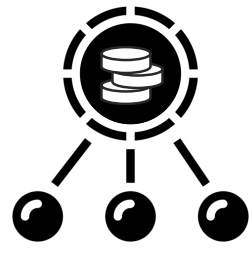
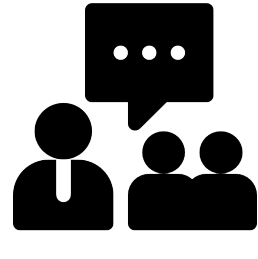


# Governance Levels

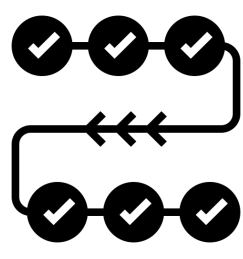
## Principles of Minimum Viable Governance



Smart top-down control and coordination to optimise portfolios



Strong leadership and mandate to make decisions and drive business value



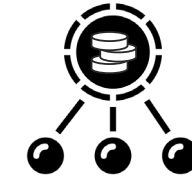
Smooth E2E flow discipline to create value and escalate decisions when needed

### CONTROL AND ALIGNMENT

Value streams execute portfolio governance. The enterprise level has cross-value stream governance bodies to ensure control, coordination and alignment for enterprise-wide security, business continuity, efficiency and optimal use of resources.

### SPEED AND AGILITY

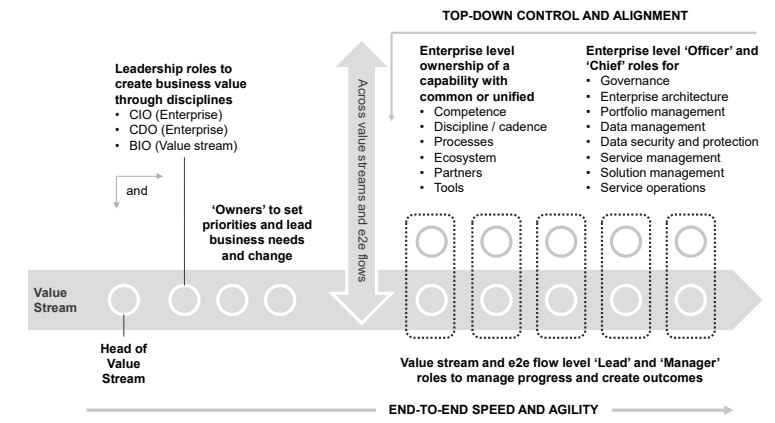
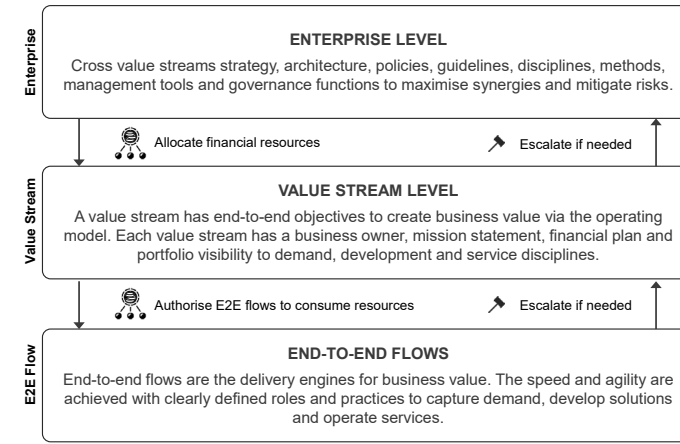
Value streams and end-to-end flows are mandated to drive business value through efficient decision-making and plan-build-run discipline. They follow an enterprise-wide governance structure and ask for reviews, consultancy and decisions from the enterprise level when needed.



Smart top-down control and coordination to optimize portfolios



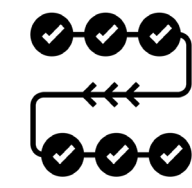
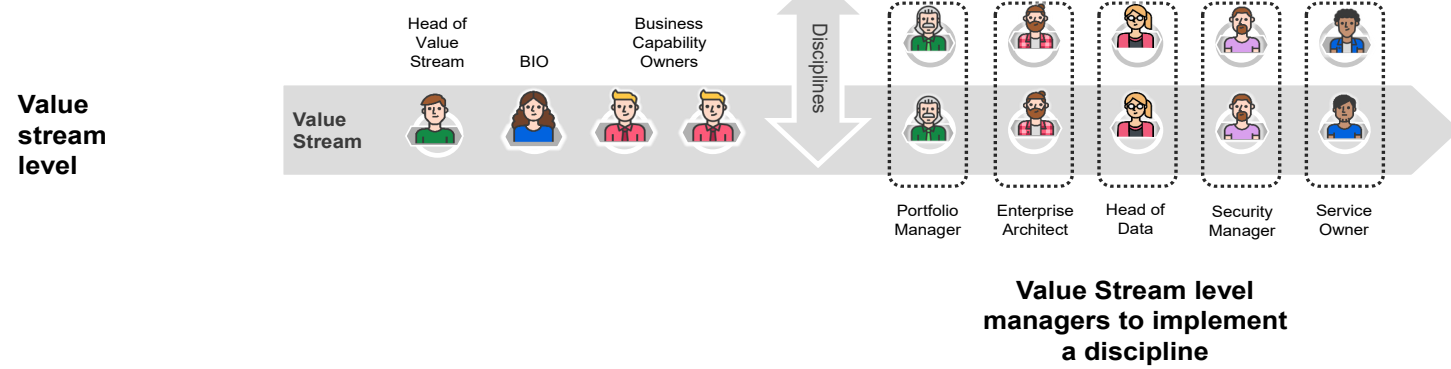
Strong leadership and mandate to make decision and drive business value



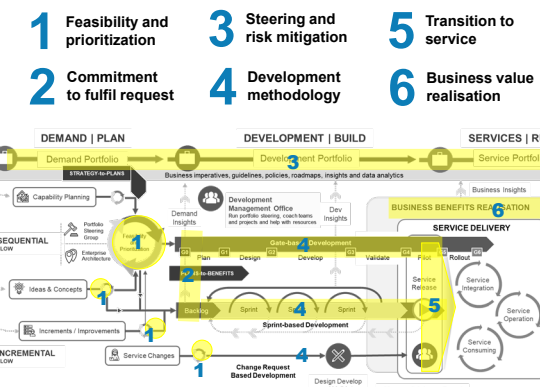
## Key Value Stream Roles

Value streams have diverse competence needs and they have members from different disciplines. Business capability owners are from business units and have a business focus, while the discipline managers ensure cross value stream coordination and are guided by the value stream level officers. Together, they form a tribe to create business value.

Enterprise level officers to build, lead and orchestrate a discipline



Smooth E2E flow discipline to create value and escalate decisions when needed



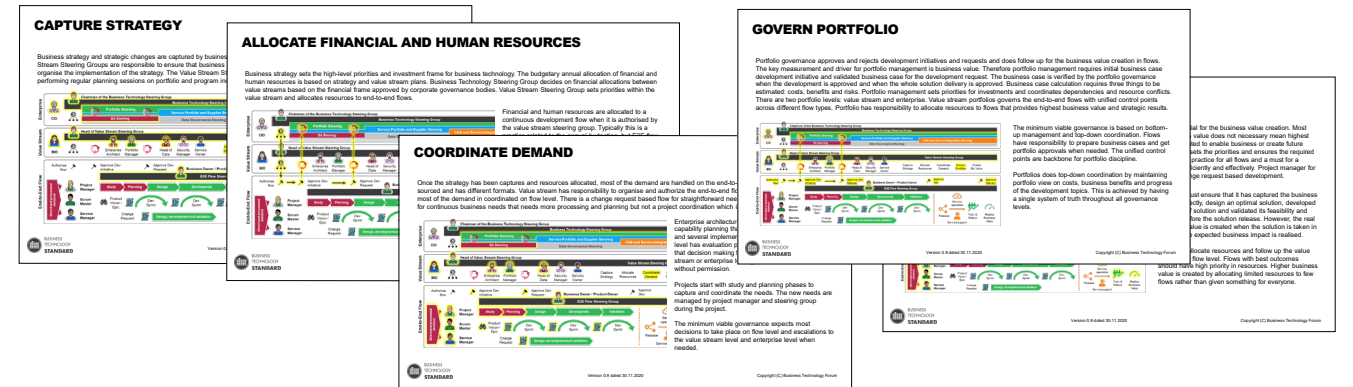
## Enterprise Governance Bodies

Enterprise level governance steering bodies implement synergies across value streams. Each governance body has a dedicated focus and role.

GOVERNANCE BODY	FOCUS
<b>Business Technology Steering Group</b>	Highest decision-making body for strategies, budgets, policies and guidelines that has cross value stream impact
<b>Business Technology Management Team</b>	The CIO's management team with focus on people, performance, capabilities, quality, risks and costs
<b>Portfolio Steering</b>	Demand prioritisation and development performance run by the DMO to supporting value streams in DEV disciplines
<b>Service Portfolio Steering</b>	Service and cost performance and lifecycle governance across values streams and suppliers
<b>EA Steering</b>	Core enterprise architecture decisions and roadmaps and coordination of value stream domain architectures
<b>Data Governance Steering</b>	Data related strategies, policies, guidelines and decision making that has cross value stream impact
<b>CAB and Service Integration Steering</b>	Business continuity and major incident management across all services and suppliers

## Business Technology Governance Levels

The ultimate target of the value stream governance is to create business value and not only create but maximise the business value outcome. To achieve that target the value stream has five governance topics to organise and implement properly. Value stream is planning and implementing them with enterprise and e2e flow levels. Value streams are the business transformation aspect in business technology, while enterprise level takes care of common architecture and disciplines and e2e flow levels on actual development and operations.



## Business Technology Governance Levels

