



# Project Confidence

## Capability Statement

**Sententia**  
CONSULTING

# PROJECT CONFIDENCE



## Our Vision

Established confidence planning and delivery of projects

Project confidence comes from certainty that your investment is based on reliable information for decision making, agreed prioritisation, and is aligned with your organisation's strategy and goals. It is established through effective, consistent and repeatable planning, successful delivery, real-time progress monitoring and reporting, and the ability to address problems when they arise. This keeps projects, programs and portfolios within scope and budget, on schedule, and utilises resources as planned. Improving the health of your project, program or portfolio planning and delivery leads to increased confidence in the achievement of objectives and benefits.

## Our Mission

Provide high quality fit-for-purpose project-specific advice and services

# OUR SERVICES



Sententia Consulting offers services that can help you to improve your project, program and portfolio planning, establishment and delivery, to drive more successful outcomes in an effective and efficient manner. Our deep experience and subject matter knowledge in project, program and portfolio management, project review, project assurance, project turn-around (when things aren't progressing as planned) and change management capability, can effectively contribute to the success of your projects, and ultimately to you meeting your strategic goals.

Sententia Consulting provides value by utilising big thinkers to help you implement fit-for-purpose project planning and delivery, which aligns with your strategy, risks and performance expectations. Our team will tailor our solutions and advice based on your unique circumstances, industry better practice and our extensive experience.

Sententia Consulting professionals have provided our services on \$10b of projects in the Australian Government in the past 5 years, so we are well equipped to help you.

## The Challenge

Activities that lead to changes in processes and systems are often not well defined, leading to inconsistency in planning and delivery, poor decision-making and the desired end-results not being achieved.



## AREAS OF EXPERTISE



### Big picture thinking

Orientating, planning and delivery to achieve objectives.

Alignment with organisation strategy and risks.



### Solving problems

We are here to make you the champion.

Deliver with holistic knowledge.



### Value to the Business

Drive higher performance with confidence.

Deliver both insight and foresight.

#### **Project Support**

Sententia Consulting provides genuine expert advice to guide continuous improvement and achieve better project planning and delivery. We tailor our approach and advice to best fit your circumstances, working collaboratively to understand your needs, dependencies within the business, and other external influences. We can also provide capability uplift advice and services, where we use our expertise to improve your team's project management skills.

#### **Project Assurance**

We provide objective project assessment to identify risks that may prevent the successful delivery of your project or program. We will deliver a report outlining identified gaps, areas for improvement, and provide you with recommendations specific the nature of your organisation. This gives you the opportunity to rectify identified issues, and provides you with assurance that your projects and programs will deliver as you anticipated.

#### **PMO / EPMO Support**

Sententia can assist with the establishment your program or enterprise-program management office, providing guidance on governance, processes, documentation and reporting as well as implementation resources. We also work with existing PMO/EPMOs to support improvement activities.

#### **Project Turnaround**

Sometime projects don't go as planned. Our team can help you to course-correct when your project or program is not progressing as expected. We will carry out a root cause analysis to understand the problem(s) and determine the best course of action to get your project back on track. We can provide you with advice or the capability to support you.

#### **Project, Program and Portfolio Management**

The Sententia Team is experienced in project, program and portfolio management design, establishment and delivery. We provide stand-alone capability, or we can supplement your project or program team to deliver successful projects. We understand program management and its benefits, including more effective resource utilisation and increased return on investment. We can help you uplift your project and program management capabilities, and support you to develop the tools and templates needed to deliver your portfolio goals and objectives.

#### **Portfolio, Program and Project Governance**

The benefit of well-established governance underpinning portfolio, program and/or project governance is often underestimated, leading to a lack of clear accountability, decision making and reduced benefit realisation. We provide advice on the establishment and can support your team to implement portfolio, program and project governance.

#### **Benefits Management**

There is increasing focus on the need for more effective benefits management to maximise organisations' investment in changes to systems and processes. Sententia Consulting can work with your team to identify benefits, and establish a process to monitor your benefits realisation.

#### **Change Management**

Program and project delivery always impacts people, but often this impact is not considered or is considered late. Early inclusion of change management practices positively influences successful program and project delivery. We provide change management advice and implementation support, to increase the likelihood of successful delivery.

# OUR APPROACH



We will draw from our specialist governance experience, as well as industry expertise and resources including (but not limited to):

- Guidance published from whole-of-government sources including the Department of Finance and the Australian Public Service Commission.
- Better practice guidance from the Australian National Audit Office (ANAO), ISO 21505 – Project, program and portfolio management — Guidance on governance, the Principles of Effective Governance (Project Management Institute), and the Victorian Government's Project Governance Technical Guide.
- Compliance and operational requirements set out in establishing legislation including the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and *Public Service Act 1999*.

As a strong portfolio, program and project management experienced team, we understand the expectations and requirements for good project expertise, the common challenges, and opportunities to be leveraged. We also understand that project maturity and approaches can be variable between different agencies and within the agencies themselves.

Sententia Consulting will work with you embedding a team of specialists who will work transparently, provide regular and clear communication, and work collaboratively with your team and key engagement personnel to build solutions specific to your needs.

## GENERAL APPROACH

We tailor our approach to suit your organisation's needs. We will:

- Ensure all artefacts, deliverables and products are **tailored to the organisational circumstances, useable by the organisation's people**, and developed in concert with the organisation.
- Identify key risks to the success of the engagement and work closely with you to appropriately **manage risks**, and ensure the work is successful.
- **Bring genuine expertise** in terms of people who have worked in and studied portfolio, program and project management and who understand better practice.
- Work with your team in a **highly collaborative manner** to ensure everyone is included in the discovery, delivery and realisation of the outcomes ('we will do the work with you, not to you').
- Give your organisation **sufficient time to engage with and approve** all delivery direction, decisions and key deliverables (minimum two weeks). We will also actively engage in feedback and respond accordingly.
- **Build trusting relationships**, leveraging existing relationships, and quickly develop new ones.
- Understand the **importance of establishment and management practices** in the successful delivery of any transformation activity.
- Have a **unique ability to quickly understand** the existing governance, strategic and project environment allowing the team to **hit the ground running**.
- Work transparently, provide regular and **clear communication to reduce change impacts**.



# OUR EXPERIENCE



A trusted partner with a great track record. The team at Sententia Consulting has extensive experience at all levels of design and operations (portfolio, program, project and change management), supporting federal and state government agencies through transformation programs, as well as providing our expertise in the form of advice and management to many high-profile programs and projects. The case studies below outline examples of the valuable services Sententia Consulting have delivered.

## Gateway Reviews



Gateway is a program whereby high value or high-risk Cabinet approved programs are subject to periodic reviews. These **reviews examine implementation governance, process and confidence**.

Sententia Consulting has **undertaken over 80 of these reviews throughout the last 15 years of major programs** on matters including technology implementation, policy implementation, major construction and organisational transformation. The total value of these reviews is in excess of \$50b.

The practical experience in government program implementation from these reviews provides broad ranging insights.

## Project Operational Support



Sententia Consulting supported the COVID-19 Vaccine rollout and the achievement of the objectives of the program, through the provision of **pragmatic, influential and responsive probity advice, assurance advice, and project and operational support**.

Our team of trusted and experienced personnel worked closely with the departments delivering the program to manage probity risk, obtain independent assurance and operational support, and progress the delivery of the vaccine roll-out.

## Property Acquisition Project and Change Management



Since mid-2021, Sententia Consulting has been engaged by a state government department to **re-design all aspects** of the way they acquire property.

This engagement involved all aspects of functional and process design, governance design and execution, performance and assurance management design, **development of the suite of artefacts to support implementation**, and all aspects of project management.

From the commencement of the engagement, we applied **change management methods to support the transition** as were subsequently engaged to embed and reinforce the changes with teams across the Department.

## Portfolio, Program and Project Management Advice



Sententia Consulting worked with a small agency which was experiencing difficulties in the execution of its range of programs and projects.

We were appointed to provide timely advice on how to **establish fit-for purpose structures for portfolio, program and project governance, oversight and management**.

The agency accepted our advice and implemented structures and governance accordingly.

## Portfolio, Program and Project Management Capability Maturity Assessment and Uplift

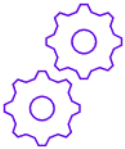


Sententia Consulting was commissioned by an agency to **review their portfolio, program and project management current state** capability using a P3M3 assessment.

Once the current state maturity was determined, we worked with the agency to **determine their desired future state**, taking into consideration the planned investment in projects to drive change, the capability needed to deliver the changes, the cost to **uplift the Agency**, and the timeframe available to increase their portfolio, program and project maturity.

Key areas needing improvement were identified and activities developed to deliver the capability uplift. An **implementation roadmap was designed** to capture the activities and deliver them in a sequential order taking dependencies and delivery timeframes into consideration. We developed and supported the capability uplift activities including an education program.

## Project Management Establishment and Support



Over more than 3 years, Sententia Consulting provided support to a large government review which impacted all Australians. The Review required a complex governance arrangement that met political expectations and delivery requirements, and required a team within the Department of approximately 40 FTE including public service staff and external experts.

The Sententia Consulting team was requested initially to provide **advice on program governance**, and was subsequently asked to **establish a program management office** to design governance and management arrangements, and then **operate that PMO and support the Department leadership** in delivering the Review.

The Review resulted in a comprehensive set of recommendations and observations regarding: clarity of strategy, governance capability, performance management, governance and risk management. These recommendations provided an opportunity for the Review to **improve accountability and alignment of business objectives**.

## Portfolio Management and Investment Planning Review



Sententia Consulting completed two strategic reviews for a large government business entity.

The first was a **review of their portfolio, program and project management**. This involved an in-flight assessment of the design, and implementation of changes in portfolio, program and project management to be **more flexible and tailored to the client's needs**.

The second review focused on **enterprise investment planning and management**, which looked at the design and oversight of their investment portfolio. These reviews had high visibility from the Executive and Board, **resulting in material recommendations for improvement** which have since been implemented.

## Project Assurance

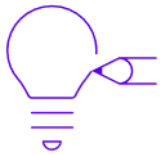


Sententia Consulting conducted a review of Phase 1 of a significant government project to provide the department with **independent assurance and advice** in preparation for future phases.

Following the completion of the review, Sententia Consulting embedded a team to work with the department to review and update the project governance structure and supporting suite of project management documents appropriate for a Tier 1 project.

Key to this document suite was the 'Concept of Operations' which **provided an end-to-end pathway for the integration of existing capability and development of new capability**.

## Project and Probity Support



Sententia Consulting team members were heavily involved in the recent and **historical negotiations of a key government and industry agreement**. This included negotiation strategy design and implementation, project management, probity management and advice, and quality support in measure design, agreement drafting, and NPP and legislation drafting and costing.

Key to our support was a **deep understanding and contribution to the policy subject matter**. We also supported the implementation of several components of the agreements, including governance design, programs, and reviews of key features of funding.

Some of the clients that Sententia Consulting have provided services for are included below.



# OUR TEAM



The seasoned expertise of our leaders guides Sententia Consulting's every step and is the reason we can help so many organisations. Our team has extensive project, program and portfolio management experience including establishment, delivery, review and assurance. Key members of our Project Confidence team are outlined below.

## Mark Harrison

Mark has **over 30 years' experience** specialising in financial, risk and governance advisory services. His areas of expertise include governance advice, risk, fraud, business continuity, compliance, project, program and portfolio management, ICT, construction, policy and program implementation, organisational transformation, outsourced internal audit management and stand-alone internal audit projects, and funding/financial management reviews.



Mark has conducted more than 80 Gateway Reviews giving him broad insights into the Australian Government's largest projects. Mark is a **trusted advisor across the public sector** due to his knowledge, experience, and commitment to clients, and is a respected speaker on many topics including project assurance and management.

## Brioni Bale

Brioni is a **proficient** manager with more than **25 years' diverse experience** in the public and private sector. She excels through a **flexible approach**, leveraging the skills of the team to deliver outcomes. She has high quality analytical skills, is an exceptional communicator, and a capable leader who always strives to lead others to achieve. She has **extensive stakeholder engagement experience**, has highly developed negotiation skills, and an ability to influence decisions and direction. Brioni has provided **program, project, change management, and operational support** to several high-profile government projects including the COVID-19 Vaccine Taskforce, the COVID-19 Primary Care Response, the 7<sup>th</sup> Community Pharmacy Agreement and the Medicare Benefits Schedule review.



## Gihan Mallawaarachchi

Gihan is an experienced management consultant with **over 14 years' professional services experience** in the provision of business advisory, program and project management, and assurance services to Australian Government entities. Gihan has a **proven capability providing valued advice to senior stakeholders to solve complex problems in areas of strategy, governance, and organisational performance** including work across the pillars of good governance: efficiency and effectiveness in decision making, stakeholder engagement and negotiations, performance re-design and evaluation.





## Bryan Luangkhot



Bryan is a former Australian Soldier who has gained **project management** experience through **military operations** deploying to Afghanistan and working in arduous conditions in teams.

Bryan has also led the coordination and management of new systems within the National COVID-19 Vaccine Taskforce (NCVTF).

Bryan focuses on working closely with the client to **deliver projects on time, providing strategies and building honest and reliable stakeholder relationships** in order to achieve effective objective measures. Bryan's experience both in the Australian Army and NCVTF have been highly regarded proving he is adaptable to any type of environment displaying a **professional and disciplined attitude** to meet any objective.

## Patina Inthavong



Patina has extensive experience in providing **project support** and in the review and allocation of grants across the Department of Health and other departments. Patina provided **operational support** to the NCVTF Operations Centre then joined the Planning Cell within the Office of the Coordinator General supporting **development and execution** of vaccine planning.

Patina successfully managed a team of six in executing Health grant agreements including **process improvement** to develop a streamlined grants process for policy areas leading to the highest number of grants awarded in a 12-month period. Patina's **problem-solving** capabilities and ability to find **innovative solutions** add value to every engagement.

## Tom Foster



Tom is an experienced management consultant with over five years' professional services experience providing **governance-oriented support** functions including: internal audit, assurance services, business performance improvement,

probity, and project management services to federal and state government.

Tom understands the expectations and requirements for accountability, performance, and proper public administration in the delivery of Government programs and services. Additionally, **Tom is an experienced and certified LUMA Design Thinking facilitator**. He is practiced in using these design thinking methodologies to support the establishment and review of governance arrangements.

## Kelli Pierce



Kelli brings a **unique combination of experience** to the Sententia team, ranging from large scale event management, program and project management and policy development and procurement compliance.

Having extensive exposure to both private and public sectors, Kelli is well versed in **communications and engagement with stakeholders** in a variety of settings. Regardless of the environment or field of work, Kelli has a **passion for innovation and problem-solving**.



**WE DRIVE  
POSITIVE  
CHANGE, SPARK  
SOCIETAL  
IMPACT, AND  
BETTER EQUIP  
YOU FOR IT.**



## **Contact Us**

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