

First name:	Surname:	Brief overview of your background and experience in this SIG subject matter: (maximum 150 words)	What motivated you to put yourself forward for election to the APM Governance SIG committee? (maximum 150 words)	What qualities, skills and experience do you think you'll bring to the APM Governance SIG committee? (maximum 150 words)
Callum	Batey	I studied civil engineering with project management at university. After graduation I joined AECOM where I spent 3 years largely working on Thames Tideway Tunnel managing cost and change control. In my last six months at AECOM I also worked as an assistant commercial manager where I provided commercial support to projects across the water business and managed opportunity governance, ensuring all appropriate stage reviews were completed. Five months ago, I joined KPMG where I immediately started work on a major government programme as part of the governance and assurance team. Here I manage the bespoke upstream governance of the programme, ensuring the programme complies with departmental, Cabinet Office, and HMT spend controls. I also have a knowledge of the business case appraisal process following the guidance in the HMT Green Book.	Throughout my time working in governance, I have been fascinated by the differing delegation levels of authority across organisations, especially when a programme covers multiples organisations. What is interesting to me is how the organisations produce a governance structure that satisfies the needs of both parties. Whilst I have only worked in governance for a relatively short period of time, I have a strong desire to learn about the subject and would love to be able to help the Governance SIG in leading market thinking and producing documentation to help project professionals develop their skills in governance. I also want to grow as a professional, and I see being part of a SIG group a big part of my development. It would be great to learn from project professionals that can offer insights from multiple industries and seeing how I can use that knowledge in my own work.	I am a committed professional and will bring a strong desire to learn, an enthusiasm for the role and governance insights from a consultancy perspective. I have experience in working in industry and consulting, for a project and programme. I have a range of perspectives as to how governance is used in projects, programmes and organisations to achieve goals and realise benefits.
Jonathan	Daley	I am a Programme Director for rail projects within the Department for	I have participated in the Governance SIG for the past 2 years, first as a volunteer	I have significant experience of governance both as an investment

		Transport with 20 years experience of ensuring that projects are properly accountable and have effective decision making processes in place. My current role is in charge of the sponsor team for a portfolio of Network Rail projects. I am responsible for ensuring effective governance is in place to deliver successful outcomes.	and then as an elected member. I am keen to improve the guidance and knowledge available to APM's community of members and would like to continue to work within the Governance SIG to this end.	board member and as a sponsor and formerly project director accountable to boards. I have a holistic view of the subject and in my current role am involved in developing governance structures which deliver accountability but also enable swifter decision making so that governance is not a barrier to effective and timely delivery of projects
Estelle	Detrembleur	My experience is mainly gained working on complex major infrastructure programmes in the UK. This year has been the greatest as it enables to focus on the questions about what good governance looks like. I particularly focused this year in communicating the benefits of governance in an organisation and project environment. I'm a passionate individual and have the experience to promote a greater sense of togetherness towards a shared vision. I feel I have much more to give so 2022/23 so here I come!	I found the SIG very supportive and rewarding as I felt empowered in all initiative taken. Hence, I hope to continue my established participation this new term. My main motivation is to support the governance management community by sharing best practices. I am happy to support the committee and contribute to technical papers, conferences, webinar. Developing proactive, progressive recommendations and advocating these to the committee and community. My desire is to both enhance the learning and capabilities of the APM members and assist in shaping the future of good governance.	I have an innovative mind and like to achieve common goals and sharing ideas; I am an advocate in working in collaborative way. I possess excellent communication and team working skills some of which I gained through my career. From newsletters to implementing complex concepts, I contribute and deliver all projects I am involved with. I recognise the need to inspire people with project management capabilities as well as driving innovation and creating an environment where career progression is open to all.
Roger	Garrini	I have been a committee member for some years and have contributed to several publications and events.	Governance is ever more important to the profession and I am keen to continue to contribute	I have participated in the development of the Agile and Directing Change guides
Nick	Gray	My career has been spent working on complex major infrastructure	Even hardened global programme professionals comment on the complexity	The experience and accountability needed to sponsor complex high

		<p>programmes in the UK. I have sponsored and delivered enhancements at all stages of the lifecycle under a range of governance and management frameworks. My roots go back to London Underground as a graduate Civil Engineer. I moved to Docklands Light Railway project managing schemes from light rail extensions to business recovery following the Docklands bombing. A move to Network Rail led to senior roles on enhancement programmes. Highlights include sponsoring the iconic redevelopment of Kings Cross station and sponsoring the £5bn Thameslink Infrastructure Programme guiding 100 component projects as well as leading delivery of £780m of enabling activities. I had a spell as Head of Profession for the 320 strong nationwide sponsor community and then Programme Director covering assurance, risk and knowledge management in the internal Rail Investment Centre of Excellence.</p>	<p>of the rail industry in the UK and this does mean you get exposed to a wide range of topics and stakeholders. This all adds to the interest of the roles I have undertaken. I am an accredited Peer Review team leader and was involved in initiatives to provide assurance, map risks and disseminate lessons. I am at the stage in my career where I would like to continue to utilise and share my experiences. As the national head of the sponsorship profession within Network Rail I continued development of good practice methodologies to improve capability and competence. Strong links with professional bodies are a key component and ultimately also provide better career paths for individuals coming into the field so I would like to continue to contribute to the debate.</p>	<p>value schemes. Starting with business cases and definition of requirements, acting as the guiding mind during implementation then steering close-out to deliver outcomes providing tangible benefits for funders and users. Providing performance-improving insights for the project community underpinned by sharing of lessons learnt through leadership of over 20 independent Peer Reviews. An understanding of sustainability & environmental issues backed by voluntary work. Extensive dealings with a wide range of stakeholders linked to the rail industry. An ability to map out and align industry interfaces and integration of complex systems. Extensive experience of leading diverse professional multi-disciplinary teams on schemes at all stages in the lifecycle actively encouraging career development.</p>
Stephen	Hardy	<p>I have over 15 years' experience delivering complex large scale transformation portfolios, programmes and projects across the financial services and market data providers.</p>	<p>Since joining the APM I've been looking for an opportunity to play a more active role within the APM, its branches and the various specific interest groups. I'm looking to help shape the future of the APM and the project management profession by sharing what I have learnt</p>	<p>I have an in-depth understanding of the various Project Management methodologies, the challenges faced by senior management and delivery teams and industry best practices for ensuring projects are delivered on time, within budget</p>

			from 15 years in the industry and look forward to learning more from other like-minded project professionals.	and to agreed levels of quality. As a project management professional, I have experience across the full spectrum of project management activities and responsibilities from Strategy, Governance, Execution and Capabilities that help deliver change from start to finish; planning, resourcing, finances, risk, change control, stakeholder management, quality assurance, Management reporting and everything in between.
Greg	Krawczyk	Project success rates, measured against time, cost and/or benefits is not good. Against all three, it's 0.5% according to Oxford University. Fixing the problem will look a lot like reference class data, informing business case estimates. Data is a must, but personnel must show personal accountability for estimating accuracy against actual costs, embrace transparency and critical challenge. Governance is key. Over the last 6 years, I have been dedicated to this cause. Firstly, as an APM branch volunteer and through work. I have designed P3M governance for Network Rail, utilised Praxis BIG twice, provided project assurance for TfL, setup the first PMO and for a major international charity and deployed P3M3	I am motivated by the fact that, more often than not, projects do not achieve success as measured against the business case. I am motivated by the need for data, but more by the need for good governance to ensure that the data is not misrepresented. I am motivated by the recent event series by the Governance SIG. I am motivated by the SIG's collaboration with the CoreP3M club. I am motivated by organisations successfully delivering projects, and their ability to apply the governance necessary to success in the brave new, data enabled world.	On skills, I can bring learning and insight into the art and science of governance to enable better utilisation of data, addressing the persistent failure of projects to achieve success against the business case. My primary skills in this area relate to P3M governance design, the application of the Core P3M Club's Business Integrated Governance framework and to P3M Capability Maturity. On qualities, I am particularly well suited to support the SIG with Events. Over the last 18 months alone, I have developed and lead many (around a dozen) events for the APM, including major conferences. Additionally, I have been an APM

		assessments. During the last year, I supported the Governance SIG produce a number of events. I have 12+ years in PM roles, starting in construction, before moving to IT and lately consulting on project management improvement.		Volunteer for 6 years with roles including the Secretary of the Thames Valley Branch. I have experience working within the APM and leading major transformational change within the APM.
Andy	Murray	I have 30+ years experience as a practitioner, consultant and assurer across multiple sectors in the UK and internationally. I am a chartered director and, during my time as a consultant, I specialised in the intersection of corporate governance and project delivery. I was the lead author of PRINCE2 (2009) and several other frameworks and guides including the IPA's routemap. I was the sponsor for the last update to the SIG's Governance of Co-owned Projects. I am currently the exec director of the Major Projects Association.	I have been a member of the Governance SIG for 10+ years and on the committee for several years, the last year as the Chair. I have a career long history of volunteering as a means of driving up the development and adoption of best practice.	My breadth of experience (multi-sector and various types of projects) means I provide a balanced view regarding approaches to good governance in projects. I encourage others to take a systems approach to understanding capability to avoid silver-bullet solutions to governance issues. I am an inclusive volunteer and seek to bring in people from a wide range of backgrounds and experience to contribute to improving the practice of good governance in projects.
Narayanan	Narayanan	I have 15+ years of experience in IT Project and Programme management and have helped in building various governance models in the workplace across geographies.	Potential to learn from senior members about various governance models and innovate to meet future needs which can help in my profession.	Experience from various organisation structures and effort to participate in forums.
Obi	Ozonzeadi	I am a Fellow of APM and have worked in diverse sectors - charity, government and private commercial organisations. My various roles as Project Development Manager, Project	I have been part of the Governance SIG committee in the past and would like to continue serving with the APM other colleagues	Collaborative mind-set, stakeholder management, analytical and problem solving skills

		Manager, Sponsor and Requirement Consultant has helped to deliver a number of project outcomes, managing stakeholders, preparing funding applications and supporting the change management, scope, requirement processes. I am currently wing as a requirement consultant for Euston station at HS2 integrating the requirements for the station with that of the wider campus regeneration and redevelopment.		
Martin	Samphire	Fellow of the APM, former chair of the GovSIG and experienced programme director, portfolio manager, and management consultant having worked cross sector for over 40 years. Mechanical engineer by training project managed complex capital programmes in early career in the petrochemical sector with Foster Wheeler. Latterly, as a director and consultant with The Nichols Group, Impact Plus, Hitachi Consulting and 3pmxl. Have led teams engaged in major change and advised clients on major transformational change and P3M improvement programmes. Have an MSc in programme and project management from Cranfield, former Chair of the GovSIG and have been a committee member of the APM Portfolio	I have been an APM member since 1986. My objective (originally as now) was to share learning with fellow minded professionals and shape the future of good governance practice and also influence people outside the PM community (e.g. sponsors and Board members) to adopt good governance and sponsorship. I have contributed to the development of the APM and thought leadership in several ways: • Chairing the Governance SIG from 2012-2021 • Being on the Editorial Board of Project Magazine in the 1990s • Delivered presentations, training events and workshops at APM, IPMA, China PM Association and IoD conferences and event. • Had a number of articles published in Project magazine and blogs on the apm website • One of the original	Company board experience, governance, business transformation, change management, project / programme / portfolio management, sponsorship, Agile. Also, a wide experience of sectors and project types – capital, aerospace, construction, IT, HR, organisational, retail, M&A. Business leadership having been a director of three previous consultancies, as well as now owning and running my own. I bring leadership and organisational skills to the committee as well as the energy to drive progress and results from our investment of, what after all is, a voluntary effort. As a former chair of the SIG II am familiar with the journey that the

		<p>Management SIG previously. I particularly focus on the role and accountability of the organisation executives and sponsors. I am lead / one of the panel of authors for our publications – Directing Change, Sponsoring Change, Directing Agile Change, Governance of Co-Owned projects.</p>	<p>members of the Governance SIG (Gov SIG) in 2003 - contributed to the SIG publications and SIG development.</p> <ul style="list-style-type: none"> • Original members of the apm Portfolio Management SIG • Part of the advisory panel for the apm 2015 Factors in Project Success research • Member of the apm Agile Project Management working group • Member of the Advisory Panel for the update to the apm Competence Model in 2020/21 <p>I am proud of my contribution to, and the development of, both the Gov SIG and PfM SIGs and wish to continue to contribute to the Gov SIG.</p>	<p>SIG has had to date, am fully supportive of the published strategy and am keen to continue to make an impact working with fellow committee members. My desire is to both enhance the learning and capabilities of the APM members, but also to influence senior executives and sponsors that sit outside the APM community – and have the greatest impact on the successful delivery of project outcomes, in my view. I want to shape good the future of good governance.</p>
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