

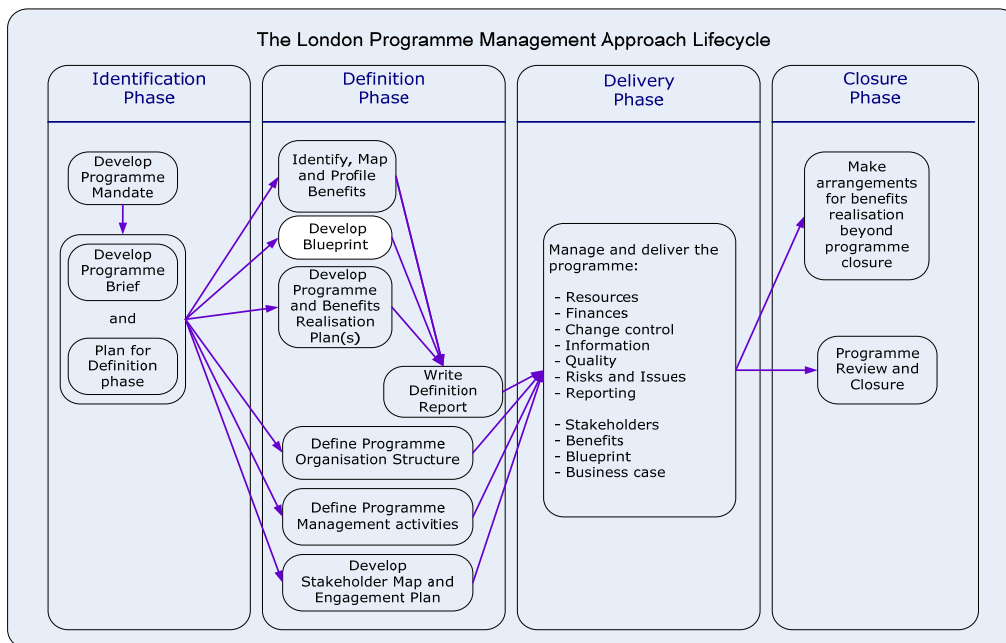
# Blueprint

## Guidance

Release 1 June 2009

The purpose of this guidance is to explain how to create a Blueprint that contains a detailed description of the Future State based on the Vision, outcomes and benefits described in the Programme Brief.

This guidance is accompanied by a template for creating a Blueprint.



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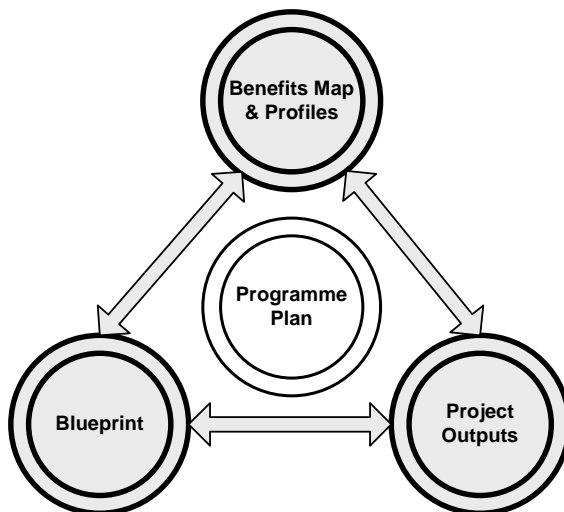
## 1. Introduction

The Blueprint contains a detailed description of the Future State based on the Vision, outcomes and benefits described in the Programme Brief.

It enables the Programme Board to decide whether an appropriate design has been constructed. It should also provide enough information to identify and plan the projects required to create the capabilities of the future state and enable realisation of the programme benefits. It should describe:

- The key components of the future state
- The basic elements of the future state within the categories of processes, people, infrastructure and information
- The key gaps between the current state and the future state
- Elements of the future state that cannot yet be resolved

The work to create the Blueprint should not begin until a good understanding of the benefits is reached. The Blueprint will in turn determine what outputs will be needed from the projects. The process becomes iterative and is highly integrated as shown in the diagram below. As more detail about benefits emerges, adjustments are made to the Blueprint and the project outputs.



## 2. Explanation of 'Components' and 'Elements'

In the approach to developing the Blueprint the term 'components' is used to mean the major building blocks of the Blueprint. For example, in a personalisation programme some of the key components might be:

- Commissioning Process
- Supplier Relationship
- Commissioning Organisation

In a flexible working programme key, components might be:

- A print centre
- The office service organisation
- Information Management

The term 'elements', means the description of lower level aspects of the Blueprint. Elements describe a process, an aspect about people, a piece of infrastructure, or a type of information that needs to be put in place. (See the section entitled 'A Functioning Organisation' below). For example, in a personalisation programme some of the elements might be:

- Commissioning Officer Job Description (people factor)
- Supplier Contract (type of information)
- Evaluation process (process)

In a flexible working programme, elements might be:

- A Multi-Functional Device (infrastructure)
- Room booking process (process)
- Printer usage (type of information)

Some people find it useful, before identifying the elements of the Blueprint, to describe the key components. This often leads naturally into describing the lower level elements required to ensure a consistent and completed Blueprint. For others, it is a case of brainstorming the basic elements of the Blueprint and then deciding how to group them.

Whether you start top-down using components or bottom-up, using elements or a mixture of the two it is useful to start to develop the Blueprint in a workshop setting. This will be more productive if it involves all the programme leads and project managers, as well as representatives of key stakeholders.

### **3. Breakdown of 'Elements' (a 'Functioning Organisation')**

To test consistency and completeness it can be helpful to group the Blueprint elements into four categories. Each category represents a dimension of an organisation. This helps to ensure all aspects of the Blueprint are explored and that a fully functioning organisation is created.

The four categories are described in the following paragraphs.

#### **3.1 Processes**

This category focuses on the processes that need to be in place in the future state to support delivery of the programme outcomes and benefits. It includes, business processes, performance levels and operating costs. Graphics and diagrams might be included to show the steps in a process.

For example, in a customer services programme, promoting web transactions, the high level process from customer initiation to completion of the transaction would be described. This would include showing how linked systems (e.g. finance) would be updated. Where possible the cost of the process and the target performance levels (e.g. response times, capacity etc.) would be indicated.

### **3.2 People**

This category focuses on the people aspects that need to be in place in the future state to support the delivery of the programme outcomes and benefits. It includes organisation structure, staffing levels, roles, skills, and culture.

For example, in a programme to move from departmental ownership of office space, to a corporate flexible office environment, where resources are shared, it would describe the structure, roles, skills and attitudes required of the new facilities management function.

### **3.3 Infrastructure**

This category focuses on the infrastructure that needs to be in place in the future state to support the delivery of the programme outcomes and benefits. It includes ICT systems, buildings, equipment and other assets needed for the future state, as well as the required service arrangements.

For example, in a programme to reduce an organisation's carbon footprint, the technology required to automatically turn off PCs when not being used would be described.

### **3.4 Information**

This category focuses on the information that needs to be in place in the future state to support the delivery of the programme outcomes and benefits. It includes, management information and data required to operate the future state.

For example, in a programme to reduce teenage pregnancies, the format and frequency of data on the number of teenage pregnancies would need to be established.

*Please note that the examples in the following sections are for illustrative purposes designed to indicate the kind of information that is recorded. They are not complete working examples.*

## **4. Describing the Future State**

The Blueprint needs to describe how the organisation will look and function in the future, in enough detail, to enable the realisation of the vision and benefits. This is done by describing the components and elements.

Some people prefer to present the future state in sections representing the key components they have identified. For others, it makes more sense to use the four categories of Process, People, Infrastructure and Information to group elements.

Don't be put off by the potential complexity of the Blueprint and the process of creating it. By getting started, looking at it from different perspectives, recognising that it takes time and involving the right people in a creative process it will take shape.

### Example

(Flexible Working programme)

#### Processes

Element	Description	Component
Pr-01-FS Printing	Staff will print from their workstation to the nearest Multi Function Device (MFD). When they are ready to pick up their print they will walk to the MFD located in the print centre, type in their pin code and their document will be printed.	Print Centre, New Ways Of Working (NWOW)
Pr-02-FS Print Accounting	An individual print code will indicate a person's department. The MFD printer software will produce monthly reports on MFD usage by department. The reports will be consolidated by the print management software. The finance department will report to department heads on print usage and spend against budget.	Print Centre, Charging Model

#### People

Element	Description	Component
Pe-01-FS Floor Manager Role	The manager will be responsible for checking that all services, print centres, refreshment areas and general facilities are serviced and operating effectively.	Print Centre, Facilities Management

#### Infrastructure

Element	Description	Component
I-01-FS MFD	MFDs will be located in each print area. They will provide print, fax, local scanning and copying functions.	Print Centre, Facilities Management

## Information

Element	Description	Component
I-01-FS Print Usage Data	Information showing the use of printers by individual, department and business group.	Print Centre, Charging Model

The Blueprint should remain as a high-level document. The detail should be available in design documents that are produced by the project teams, e.g. detailed procedures for customer complaints, floor plans, and training needs analysis, etc.

It is good practice to appoint a person with the role of making sure that the integrity between the Blueprint, the Benefits Map, Profiles and the project outputs is always maintained. This role is often referred to as the Design Authority.

## 5. Current State and Gap analysis

The Blueprint should identify the extent and nature of the change required to achieve the future state.

Each programme has to plan and manage the journey from where the organisation is today (current state) to the future as described in the vision. An understanding of the current state and the gap (the difference between current and future states) is essential. In order to achieve the benefits of the overall programme, it is important that the 'change' from current to future state is managed throughout the Delivery phase.

The gap analysis should not describe current processes, people requirements, infrastructure and information in detail. The information should be at a level sufficient to enable identification of the key changes. In the analysis, the following changes are of particular importance:

1. Modifications to the current state, e.g. improving negotiating skills of procurement officers
2. New things being introduced, where they currently did not exist, e.g. more choice on how to submit a claim for council tax reduction
3. Things that are no longer required and need to be discontinued, e.g. decommissioning old systems

The first two items above (1 & 2) refer to items in the future state. Item 3 above identifies current practices, systems, roles, and buildings etc. that are not part of the future state and which need to be decommissioned in order to achieve the benefits.

## Example

### Flexible working programme

Element	Description of current state and changes	
	Description – current state	Change to current state
<b>Process</b>	Our meeting rooms are booked through an external agent	In the future the rooms available for booking will be booked via Outlook/GroupWise
	....	
<b>People</b>	Space is managed by the local PA	Space will be managed by floor managers reporting to facilities management
<b>Infrastructure</b>	There are no drop in areas	There will be drop in areas for people to work who are in the office for short periods of time
	The Smith Street Office is expensive to run	The Smith Street Office will not be required
<b>Information</b>	There is no data on desk occupancy	We will periodically collect desk occupancy data to enable optimisation of desk provision
	.....	

## 6. Outstanding Items for Future State

It is not always possible to have all the information available to complete the Blueprint. In this case the Programme Board may decide that, based on the actions in place to obtain further information, sign-off will help the programme moving forward.

The Blueprint should identify the actions needed to resolve any outstanding issues and to enable proceeding to detailed planning.

## Example

### Flexible Working programme

Programme Blueprint: outstanding items		
Element	Description	Actions to resolve
<b>Process</b>	The help desk process for ICT needs to be agreed. Options include the IT department being responsible for the whole process or the process being split between the floor managers, reporting to FM, and the IT Department	Run process walk through design workshops with FM, IT and the Business Change Managers to assess each option. Present proposal to SRO for decision.
	...	
<b>People</b>	...	
	....	
<b>Infrastructure</b>		
<b>Information</b>	Do we need to, and can we, collect information on print centre utilisation by department in order to charge departments for usage?	Review options within accounting regulations and the cost and feasibility of different options.

In the table above high-level description of the elements of the Blueprint that are currently unresolved are listed along with the actions planned to resolve the uncertainty.

## 7. Assumptions and Constraints

Assumptions and or any constraints that will apply to what is described in the Blueprint should be noted. In particular, significant assumptions should be noted. These are those that if turned out to be false would invalidate the Blueprint, or drastically increase the cost of its implementation.

For example (assumption): 'the planned release of software, that provides functionality that the Blueprint depends on, will be delivered on time and without major bugs'.

An example of a constraint would be the capacity of a planned WIFI installation in an office. If the design of the office encourages the use of WIFI

to allow laptops to connect on line, there will be on a constraint to the number of people who can concurrently work without detriment to response times.

## 8. Blueprint Review and Sign-off

The Programme Board should sign off the Blueprint.

It is important to review the Blueprint against the vision and make sure all aspects of the vision are covered.

The Blueprint is reviewed and signed off at the following stages in the programme life:

- Defining a Programme – before starting the first tranche
- When there are major changes to the scope, there are developments that impact the feasibility of the Blueprint, or the planned benefits of the programme are changed
- Before transitioning to the new state (confirm readiness of all capabilities to start the new way of working)
- After transitioning to the new state (confirm that all capabilities are in place to support the new way of working)

## 9. Blueprint - Check

Blueprint		
Key Question	Section	Sub Question
Is there enough information to identify the projects and work streams required to create the capabilities of the future state?	Future State	Has the future state been described in enough detail to be confident that the capability will support the realisation of the vision and benefits?
	Current State and Gap analysis	Has the extent and nature of the change required to achieve the future state been identified?
	Outstanding items for future state	Is there confidence that the actions that we have in place to resolve any outstanding issues, support a decision to proceed to detailed planning?
	Sign-Off	Does the Programme Board accept the Blueprint?