

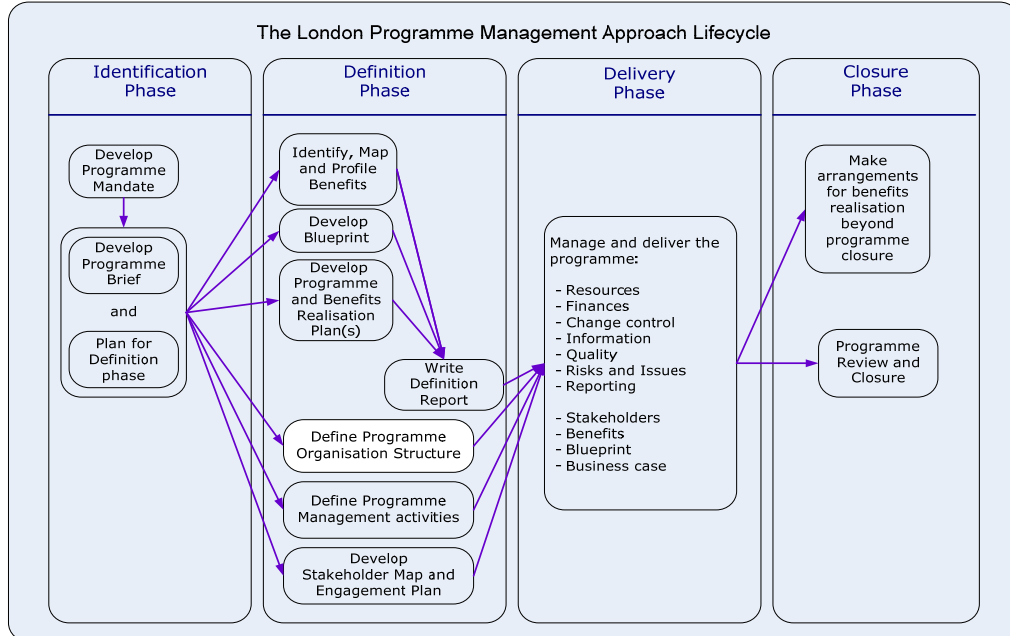
# Defining the Programme Organisation Structure

## Guidance

Release 1 June 2009

The purpose of this document is to provide guidance and advice for structuring the programme organisation.

This guidance is not accompanied by a template.



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## Introduction

Organising and managing a programme well is a key prerequisite to enable successful delivery.

*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.*

## 1. Programme Organisation

Every programme needs to define the leadership and staffing structure needed to run the programme effectively. Careful consideration should be given at the outset to what is expected in terms of skills, time and experience from the people who take on key roles. These typically include:

- Sponsoring Group(s)
- Senior Responsible Officer
- Programme Board
- Programme Manager
- Business Change Manager
- Project Manager
- Project Executive
- Programme Support
- And other established roles from within the organisation, such as finance officer, risk manager, senior supplier, senior user.

### 1.1 Key roles

The following provides a summary of the key roles. For a fuller list of typical responsibilities for each role, see Appendix A.

#### Sponsoring Group

The ongoing leadership of the Sponsoring Group is a key success factor for the programme. They should provide leadership by championing the programme and living the values implied by the change. Typically, the Sponsoring Group is the executive management team of the organisation or the body that commissioned the programme and who will secure the funding or investment for the programme. They are responsible for ensuring that the programme supports the organisation's strategy and is successfully completed.

In a local authority the Sponsoring Group may include political membership (e.g. the Lead Member for the area of the programme's focus). It is important to understand from the outset how Cabinet Members need to be involved in the Sponsoring Group.

#### Senior Responsible Owner (SRO)

The SRO is the person authorised by the Sponsoring Group to provide overall day-to-day direction and leadership for delivery and implementation of the programme. Typically the SRO is a member of the executive management

team. Despite the difficulty of senior executives finding time, this is not a role that should be delegated further down the organisation. The SRO needs to carry the authority of the Sponsoring Group and have the credibility to lead the programme.

It is important to realistically assess the time required to fulfil this role. The person concerned needs to prioritise their time and give the programme the attention it requires.

### **Programme Board**

The Programme Board is responsible for driving the programme forward and delivering the programme outcomes and benefits in line with the operational plans and priorities of the organisation. Members of the Programme Board are individually accountable to the SRO for their areas of responsibility and delivery within the programme. Programme Board membership should include the SRO (Chair), the Programme Manager and Business Change Manager(s). The Board will often include key people from the Programme's Project Boards such as the Senior Suppliers.

A key challenge is getting the balance of membership between the Sponsoring Group and the Programme Board right. The membership of these bodies depends largely on the type of programme, e.g. internal or partnership. As well as setting out roles and membership it is essential to create Terms of References and or rules of engagement for the various groups.

### **Programme Manager**

The Programme Manager role is one of the most challenging roles in most organisations. The programme manager ensures that the programme's projects and programme activities are properly organised, reported on and tracked in order to deliver the programme goals. While all the main programme roles must remain focused on delivering the programme benefits, the programme manager is particularly concerned with delivering the capability and outputs required to enable the benefits.

For the role of Programme Manager there are often capable internal candidates who would make excellent programme managers with appropriate support, e.g. coaching. Whether the programme manager is drawn from the organisation's staff, or is an external appointment, it is important to provide them with the organisational support and backing to succeed.

### **Business Change Manager (BCM)**

This is the person (or people) whose job it is to:

- a. Ensure the business is ready to use the programme's project outputs and
- b. Change the way people work to achieve the specified benefits.

Business Change Managers need to be senior people from the parts of the organisation that will need to change the way they work.

A BCM should be a senior person in the organisation who has line authority within the part of the business affected as only a senior person with authority can ensure that the changes required actually happen.

Once a BCM is appointed a realistic assessment needs to be made of how much time will be required to carry out the BCM role and whether it needs to be a full time role or can be added to the day job.

BCMs need to work with the programme manager and relevant project managers to ensure the project outputs are appropriate for realising benefits. They also need to work with relevant service areas to align or change the policies, procedures and culture to make full use of the project outputs. Ultimately the BCMs will be responsible for ensuring benefits can be achieved, tracked and measured in their part of the organisation, either by owning them directly or ensuring they are owned by appropriate others. This will involve implementing mechanisms for measuring benefits.

The Business Change Manager role may need to be cascaded across a number of individuals to ensure appropriate engagement across the departments or organisations involved. In some cases the role will be taken on by Service Managers.

In many government organisations BCMs are referred to as 'Change Managers'. In these cases they are often responsible for coordinating the activities of 'Change Champions' across the different areas of business that will need to change the way they work. The important thing to remember is that both the technical and people side of change must be addressed.

### **Project Managers**

A Project Manager is responsible for the design and delivery of specific products, or outputs that contribute to the outcome and benefits of a programme. The project manager reports into the Programme Manager, but can also be accountable to the Project Executive or Project Sponsor.

As with Programme Managers there are often capable people within the organisation who could take on the role of Project Manager either with or without support. Consider the advantages and disadvantages of securing project managers from within and outside of the organisation. It is often useful to have a mix of internal knowledge and external skills.

### **Project Executives (Project Sponsor)**

Consideration should be given to which projects will need the appointment of a Project Executive as well as a Project Manager. This will vary depending on

the practices and preferences of the organisation and the programme needs. In many cases the Project Executive role is carried out by the Programme Manager. A Project Executive is accountable to the programme for a project's successful completion within specified scope, risk, time, cost and quality parameters.

### **Programme Support or Programme Management Office**

Programme Support, or depending on the programme a Programme (Management) Office may need to be set up to support the Programme in creating and maintaining key programme information.

Whichever form programme support takes, it is not an area that should be neglected. If used correctly, it should act as the 'hub' for programme and project information and ensure strict version control and distribution of all documentation. It can also provide a tracking and reporting service on programme and project progress, maintain stakeholder information and control quality and change control within the programme.

It is also an area that would manage and update relevant programme and project management tools and perhaps offer advice and guidance on various techniques. For example, risks and issues logs.

## **1.2 Programme organisation structures and decision making**

A programme is a temporary organisation either within an organisation or across several organisations.

It is a good idea to think about any challenges to the organisation and governance of the programme. For example, in a Shared Services partnership programme there may be complex integration issues (across organisations), which need to be factored into how the programme is governed and managed. Another example is where a complex programme will need to interface with existing organisational governance arrangements. In a local authority these will include:

- Cabinet arrangements and decision making
- Executive management team
- Overview and Scrutiny
- Local Strategic Partnership
- Departmental Management Teams

Meshing programme governance with the standard local and regional authority governance can be complicated. It is essential at the outset of a programme to set out a framework for decision making within the programme.

Early consideration of who makes which decisions ensures that decisions are actually made when needed, and that they are made by the appropriate people

Possible decision makers are: Project Manager, Project Board/Executive, Programme Manager, BCM, SRO, Programme Board, Chief Officers/Directors, and Council Members (either collectively or individually). Tolerances should be designed to pass down some decision making. Each programme will need its own type of decision points.

Creating a framework for decision making at the outset not only stops things grinding to a halt in a flurry of indecision, but allows for Chief Officer and Member decisions to be scheduled well in advance.

The organisation structure and governance arrangements will vary depending on the nature of programme. Partnership programmes will usually necessitate a more complex governance structure than an internal programme.

Creating a programme organisation structure is not an exact science. It is useful to seek the advice and experience of others who have experience of working in a programme environment.

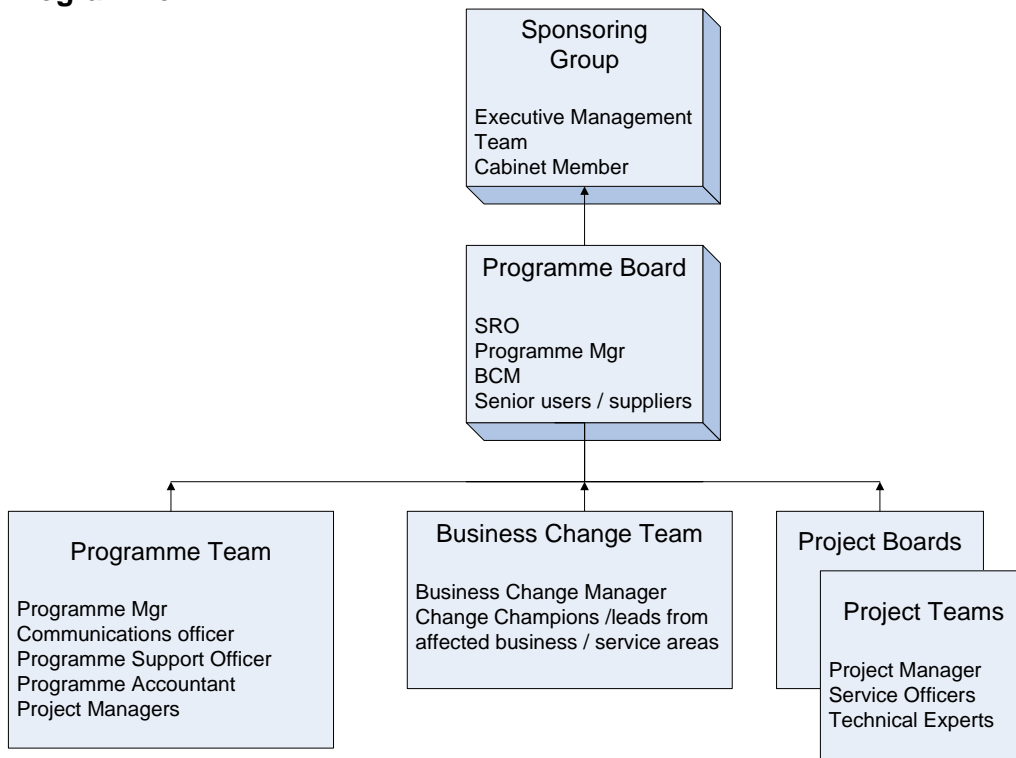
An organisation chart along with details of membership and roles of each board and team, and Terms of Reference may also be required by the Sponsoring Group. The roles details should include details on the authority of each role or team to make decisions.

In order to clarify and communicate the structure of the programme organisation it is useful to create an organisation chart that shows the relationship between the key roles in the programme.

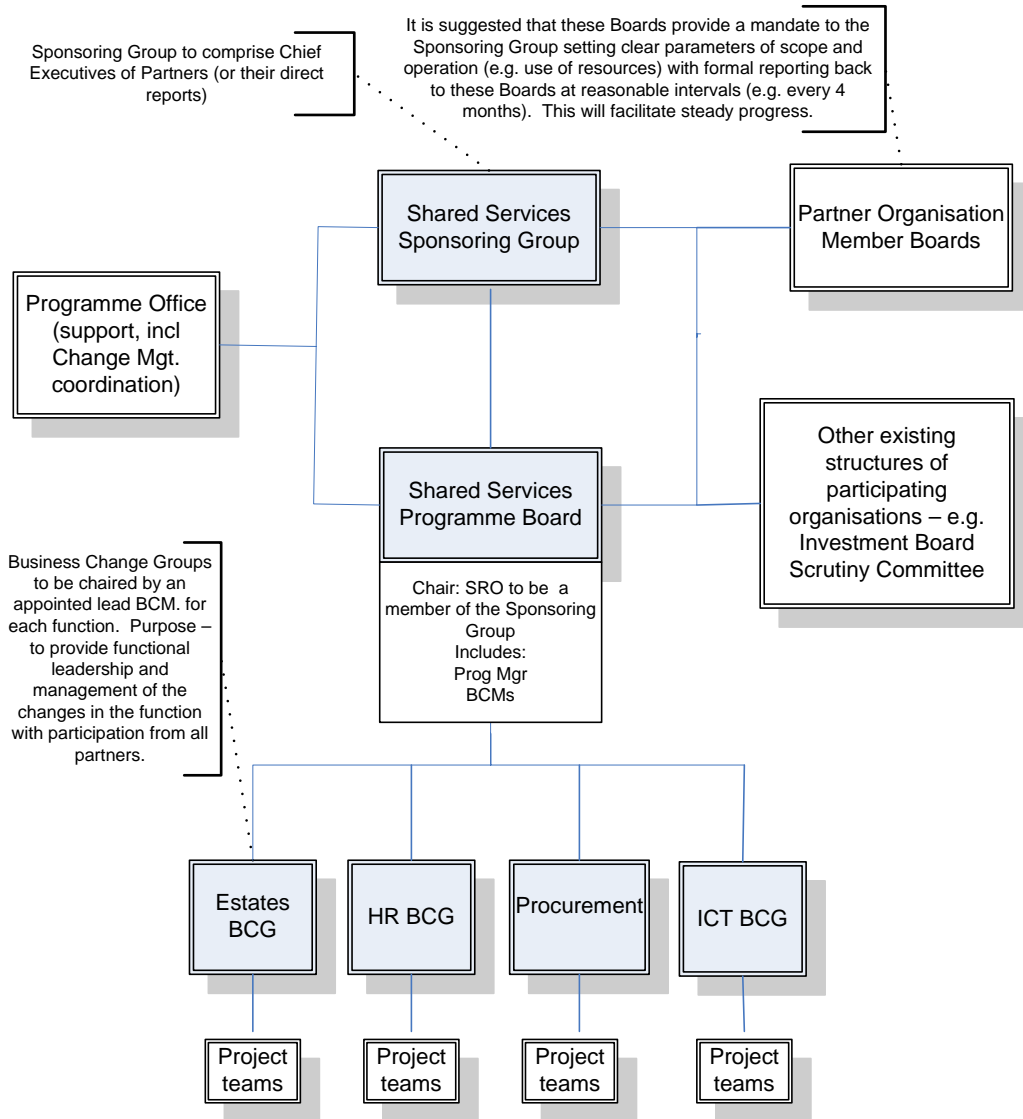
Remember, a programme team is like any other team; consider using team building and development activities in order to build good working relationships and to establish a sense of ownership and loyalty to the programme.

## Examples

### Internal Programme



## Partnership Programme – shared services



## 2. Organising the Programme Structure - Check

Have the following questions been satisfactorily answered?

Programme Definition		
Key Question	Section	Sub Question
Has the leadership and management structure needed to run the programme been put in place?	Programme Organisation	Is the leadership and management structure in place to run the programme effectively, including: <ul style="list-style-type: none"><li>• Sponsoring Group</li><li>• SRO</li><li>• Programme Board</li><li>• Programme Manager</li><li>• Business Change Manager</li><li>• Project Executive</li><li>• Project Manager</li><li>• Programme Support/PM</li></ul>
	Sign-Off	Has the SRO signed of the organisation structure for the programme?

## **Appendix A – Key Programme Role Descriptions**

### **Sponsoring Group**

Key responsibilities of the Sponsoring Group include:

- Establishing the organisational context for the programme
- Authorising the Programme Mandate and approving funding for the programme
- Resolving strategic and directional issues between programmes
- Approving the progress of the programme against strategic objectives
- Championing the programme, leading by example, living the values implied by the change
- Providing continued commitment and endorsement to the programme at executive and communications events
- Advising and supporting the SRO
- Confirming the successful delivery and sign-off at the closure of the programme.

### **Senior Responsible Owner (SRO)**

Responsibilities of SRO include:

- Owning the vision for the programme
- Providing overall direction and leadership for the delivery and implementation of the programme.
- Securing the investment required to set up and run the programme
- Being accountability for the programme's outcome
- Chairing the Programme Board and being accountable for the governance arrangements
- Owning the Business Case
- Managing the interface with key senior stakeholders
- Managing the key strategic risks facing the programme
- Maintaining the alignment of the programme to the organisation's strategic objectives.

### **Programme Board**

Members of the Programme Board are individually accountable to the SRO for their areas of responsibility and delivery within the programme as follows:

- Defining acceptable risk profiles and thresholds for the programme and projects
- Ensuring the programme delivers within agreed parameters (e.g. cost, organisational impact, expected/actual benefits etc.)

- Resolving strategic and directional issues between projects which may impact the progress of the programme
- Ensuring integrity of the benefit profiles and the benefits realisation plan (e.g. no double counting)
- Providing assurance for operational stability and effectiveness through the programme delivery cycle.

In addition members (depending on the area they represent) provide and commit to:

- Understanding and managing the impact of change
- Benefits estimating and realisation
- Owning the resolution of programme risks and issues
- Resolving dependencies
- Representing and integrating local strategy and operational plans with the programme blueprint
- Supporting the application of and compliance with operating standards, etc.

### **Programme Manager**

The responsibilities of Programme Manager include:

- Day to day management of the programme from 'identification' to 'closing'
- Planning and designing the programme and proactively monitoring its overall progress, reporting the progress at regular intervals to the SRO, managing and resolving risks and issues
- Defining the programme's governance framework
- Monitoring the programme's budget and the expenditures and costs against benefits that are realised as the programme progresses
- Maintaining overall integrity and coherence of the programme and developing and maintaining the programme environment to support each individual project within it
- Effective coordination of the projects and their interdependencies
- Ensuring that the delivery of products or services from projects meets programme requirements, within time budget and quality
- Facilitating the appointment of individuals to the project delivery teams and ensuring maximum efficiency in the allocation of resources and skills within the projects dossier
- Managing third party contributions to the programme
- Managing the communications with stakeholders
- Initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise.

## **Business Change Manager**

The responsibilities of Business Change Manager typically include:

- Securing business buy-in and commitment - win 'hearts and minds' of business colleagues through regular communication and involvement in change activities
- Ensuring the development and business ownership of benefit profiles and the benefits realisation plan
- Ensuring the capability described by the blueprint will deliver the programme benefits
- Maintaining people's focus on realising beneficial change
- Managing transition to ensure that project outputs are effectively utilised within business operations and that organisational and process changes are fully embedded within the businesses and are operational
- Monitoring business performance
  - assuring business stability in transition
  - tracking benefit and outcome achievement
  - embedding post-programme benefit realisation/measurement.

## **Project Executives**

The responsibilities of Project Executive include:

- Being sure that the project outputs are consistent with the programme blueprint and contribute effectively to the programme benefits
- The direction and progress of the project
- Supporting the Project Manager and finding the resources needed
- Chairing Project Board meetings
- Signing off project documents and making sure that the work of the project is fit for purpose.

## **Project Manager**

The responsibilities of Project Manager include:

- Managing the creation and delivery of project outputs (products) within tolerance (set by the Programme Board)
- Directing and motivating the project team
- Planning and monitoring the project, including the production of progress reports against the project plan
- Managing project-level issues and risks
- Liaising with programme management to ensure that work is neither overlooked nor duplicated across projects or at programme level.