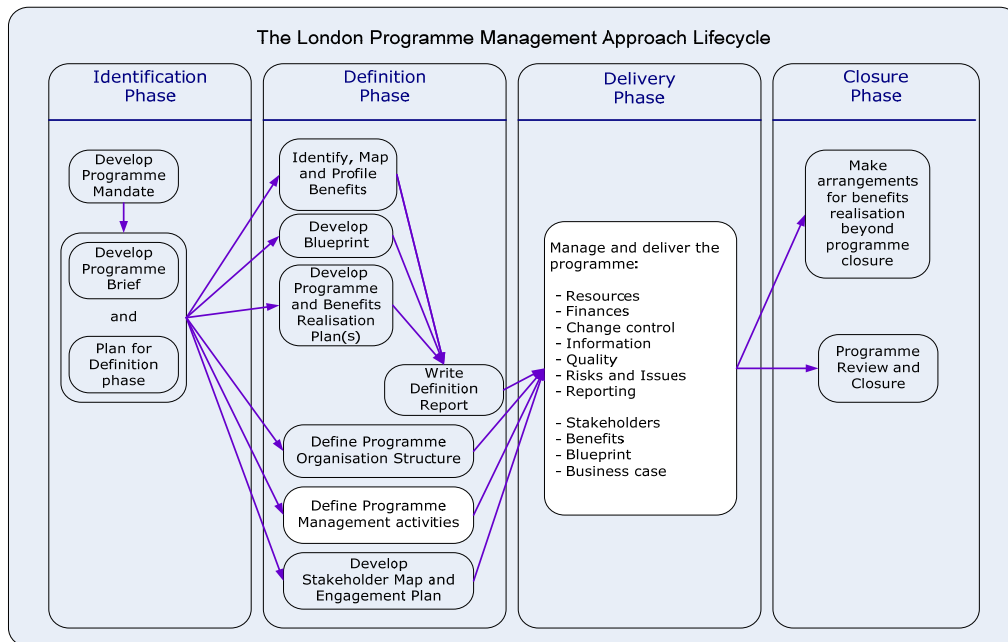


Managing and Delivering the Programme

Guidance

Release 1 June 2009

The purpose of this document is to provide guidance and advice for managing and delivering a programme. This guidance is not accompanied by a template.



Contents

Introduction	3
1. Core programme management activities	3
1.1 Resource Management	3
1.2 Financial management	4
1.3 Change Control	6
1.4 Information Management	6
1.5 Quality Management	7
1.6 Risk and Issue Management.....	7
1.7 Progress Reporting	8
2. Core programme delivery activities	9
2.1 Blueprint Management	9
2.2 Benefit Management	9
2.3 Stakeholder Engagement and Communication	10
2.4 Business Case Management	11
3. Manage and Deliver the Programme - Check.....	12

Introduction

During the Delivery phase of a programme it is essential to ensure that appropriate management and delivery activities are used to control and monitor progress. The activities, processes, structures and mechanisms for managing and delivering the programme should ideally be set out during the Definition phase.

1. Core programme management activities

The following activities are essential for successful delivery of any programme. Setting out how these aspects of the programme will be managed is usually the responsibility of the Programme Manager on behalf of the SRO and may require endorsement and input from the Sponsoring Group. The following sections summarise the key activities.

For some elements, ensure that advice is sought from internal departments to ensure that robust arrangements are in place e.g. consulting with the Finance Department with regard to financial management arrangements.

1.1 Resource Management

Consideration must be given to the right type and quantity of resources needed for all stages of a programme. Resources include people, finances, infrastructure, services and information.

For each type of resource, it is important to consider how it will be sourced or acquired, managed and released.

People and services

It is essential to identify the different types of people and services that will be needed for the various aspects of the programme. Identification of people resources can be done on a project and activity basis (using the projects and activity lists created in the Programme Brief) as well as taking an overall programme view. People resources may include:

- Managers and staff within the organisation and from external organisations such as volunteer organisations or agencies
- Preferred suppliers or private investors
- Consultants from external companies
- Specialists and professionals (internal and external) e.g. Planning, environmental, architects, surveyors, lawyers, ICT, HR

Remember that securing the right people for a programme often requires significant lead times and it is also useful to induct people into the programme environment before they start working in it.

If the involvement of external consultants is necessary then be sure to understand the implications in terms of standing orders and how procurement rules should be applied. HR should be involved in preparing job descriptions and the establishment of posts. Ensure where possible skills are transferred from consultants to internal staff.

Be clear about how specialists and professional corporate functions and services will be used in a programme, e.g. architects, surveyors, lawyers and accountants. Their skills and experience are often thinly spread over a number of activities or organisations. Understanding their availability and costs at an early stage will prevent any surprises or delays in mobilising their expertise.

Many organisations and individuals find the coexistence of the temporary 'programme' organisation alongside the existing organisational structure difficult. Individuals working full or part time on the programme can struggle with joint or conflicting reporting lines and loyalties.

Whether matrix management is or is not being used in a programme or organisation clear procedures for managing programme staff and for issue resolution and escalation need to be put in place.

As part of the closure of a programme, the staged release of programme management staff requires preparation. Give early notification to line-managers, and possibly HR, to make arrangements and recognise the newly acquired skills and experience. These skills may be invaluable to continue the realisation of benefits after the programme is closed. Alternatively, the programme and project experience may be useful in supporting other programmes in the organisation.

Infrastructure

Programmes need the right physical environment to operate effectively. It makes sense to have core teams co-located, occupying the same office space with adequate facilities (desks, access to meeting rooms and technology). If co-location is not an option it is important to allow for sufficient face-to-face team building and meetings to build trust and develop good team work.

Consider using flexible office environments so as to avoid the need to build a costly programme infrastructure.

1.2 Financial management

All programmes should have clear financial arrangements put in place during the early stages. Depending on the size and complexity of the programme, it is worth considering appointing a financial expert to the programme team to assist with defining the financial management framework.

The financial framework defined for the programme should always be consistent with the organisations financial regulations. Seek the advice of the Finance department.

All roles within the programme should be clear about their responsibilities with regard to financial processes.

The table below sets out examples:

Role	Responsibility
Programme manager	<ul style="list-style-type: none"> • Ensure that appropriate controls operate for the programme • Ensure that the programme is managed within budget • Provide timely reports to Programme Board of any proposed significant variance from budget or changes that might result in additional expenditure
Project manager	<ul style="list-style-type: none"> • Ensure that the project is managed within budget • Provide timely report to Programme Manager or Project Boards
Programme finance officer	<ul style="list-style-type: none"> • Provide advice and guidance on the proper financial management of the programme and each project • Oversee compliance with financial regulations • Maintain up to date information on budgets, forecasts and expenditure. • Provide regular reports to the Programme Board

In addition to individual responsibilities the following should be considered when defining financial arrangements:

- Is budgetary authority required for different officers and if so has it been formally provided via internal procedures?
- Has an overall programme budget been prepared and broken down into constituent parts? E.g. funding for discrete projects and activities?
- Have the budgets been prepared by the programme and project managers with input from a finance officer to ensure they are robust?
- Are the policies and procedures for initiating and managing expenditure clear? e.g. raising of requisitions only after the budget has been approved
- Is it clear where expenditure, commitments and other information will be recorded? e.g. on the authority's financial system
- Are the organisation's accounting standards and rules for reporting clear?
- Are arrangements in place for the organisation's financial system to produce financial reporting information for the programme?

Many programmes in local and regional government begin without considering the financial framework. Setting it out and implementing it early will save the time of programme and other staff in the future.

1.3 Change Control

Change control is the formal identification, evaluation and decision making required for accepting or rejecting changes to aspects of a programme. The approach to change control should be defined before a programme begins.

The principle is usually that if a change can be managed at a project level then this should be the preferred way of managing a change.

Changes to the blueprint, business case, benefits and budget will affect the overall programme and should be evaluated and approved at the level of the Programme Board or Sponsoring Group.

The following type of information and signed-off documents should typically be subject to change control:

- Programme Documents: Such as Blueprint, Benefit Identification and Realisation and Business Case
- Programme Governance: Meeting schedules, Audit and Reviews, Assumptions, Decision Logs, Agendas, Meeting Minutes
- Commercial and HR sensitive information: Contracts, Charge-out rates, Invoices, Time sheets, Personal Development Plans, CV's and Appraisal information
- Programme Communications and Training, such as communication packs, induction and training materials, newsletters and email notifications.
- Project-related information: detailed project plans, budgets, staffing, risks trackers, issue logs, progress reports, detailed designs, etc.

Change Control is an important discipline that should not be ignored. A change could improve as well as jeopardise the business case and therefore needs to be properly assessed and controlled.

For any changes made, ensure that the PMO or programme support, are kept in the loop.

1.4 Information Management

Appropriate information management arrangements should be put in place for every programme to ensure that information is available, current, and compliant with the quality standards set for the programme. It also supports the integrity of the key programme documents and rules for version control.

Programme documents and supporting information should be structured and stored in a way that promotes active use and sharing between programme staff and stakeholders, without compromising the integrity and security of the supporting data. For this reason it is useful to consider how to use shared drives, servers, databases, web-and intranet technologies and how these media should be accessed and managed.

Remember legal considerations such as the Freedom of Information and Data Protection Acts. Consult with appropriate officers e.g. the organisation's Freedom of Information officer or legal department.

Information management is a core activity of the programme support function.

1.5 Quality Management

In order to assess fitness for purpose of project outputs or programme deliverables such as key documents, acceptance criteria and/or performance criteria need to be set when defining these.

When deciding quality and acceptance criteria for project outputs and other programme deliverables, think about how to evaluate these criteria so that they can be tested by the recipient on 'fitness for purpose'.

1.6 Risk and Issue Management

Risk and Issue Management is an ongoing programme management function. The programme's approach to risk and issue management should be clearly defined and endorsed by the SRO.

The approach should include roles and responsibilities in relation to the activities required to manage risks and issues during the programme. These may include:

- How and when risk and issue information will be recorded
- When and who will receive reports
- Regular review points, e.g. at Project Board, Programme Board and Sponsoring Group meetings
- Arrangements for escalation

Most local and regional authorities have corporate arrangements and standards for recording and managing risks. It is important to align programme risk management with corporate arrangements and seek the advice of the relevant officer or section e.g. Corporate Risk Manager.

Risks and issues are formerly recorded as part of the completion of the Programme Brief. These initial logs can then be turned into the live risk and issue logs as the programme progresses.

Risks and issues are often recorded in one or more closely related documents. Whichever method is used, it is important to recognise that managing risks and issues are two separate processes. Issues may arise that need dealing with before formal risk and issue review meetings. It's important that arrangements are put in place to immediately deal with pressing issues.

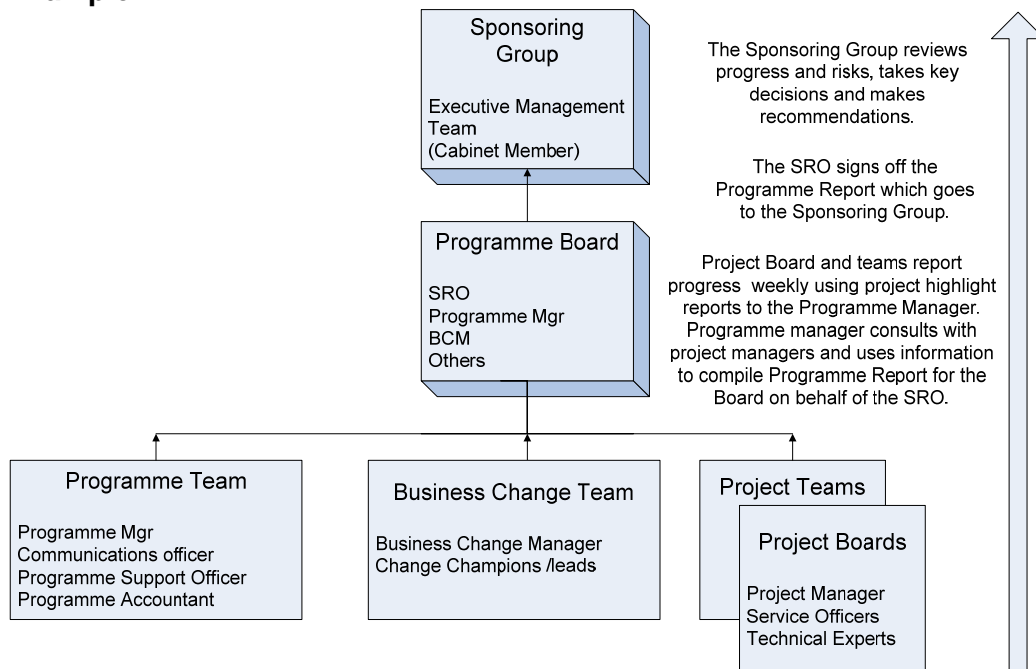
1.7 Progress Reporting

The amount and level of detail required for progress reporting varies widely from organisation to organisation and programme to programme. Some organisations like to use sophisticated management or performance reporting software, e.g. Sharepoint. The essential point is to position reporting as part of an ongoing cycle of management review regarding the timeliness and quality of the outcomes and benefits of a programme.

The programme's structure chart can be used as the basis for determining the flow and frequency of progress reporting through the various roles and teams.

Depending on the size and complexity of the Programme the reporting may be done on an exception basis. It is important to agree the frequency and format of progress reporting upfront with the SRO.

Example:



2. Core programme delivery activities

In addition to the core programme management activities above the following activities are initiated during the early stages of the programme and need ongoing attention during the Delivery phase to ensure delivery of the programme outcomes and benefits.

- Blueprint Management
- Benefits Management
- Stakeholder Management
- Business Case Management

2.1 Blueprint Management

Managing the Blueprint during delivery is a critical means of ensuring that as the programme unfolds, projects remain integrated with each other and the programme. In practice, this means regularly reviewing the Blueprint with the project managers and business change managers. It is important to give project managers the opportunity to report progress and business change managers the opportunity to report operational issues.

This can be done in workshops. Blueprint workshops should cover:

- Updates from each project manager on:
 - how their project outputs are progressing
 - ideas they have for further enhancing outputs and how these would enhance potential benefits
 - issues and risks that may affect the outputs and undermine the potential benefits
- Updates from each business change manager on:
 - how operational readiness is progressing
 - ideas they have for enhancing the Blueprint and how these would enhance potential benefits
 - issues and risks that may affect the practicality of the Blueprint and undermine the potential benefits
- A summary by the programme manager of any proposed changes that will be further explored, with a view to recommending a formal change to the Blueprint if necessary

Holding a workshop with all project and business change managers present will ensure that the knock-on effects of changes or ideas in one project or business area are explored with respect to the Blueprint in its entirety.

The regularity of Blueprint workshops will depend on the programme, however it is advisable to hold them regularly at the beginning of the Delivery phase, e.g. monthly.

2.2 Benefit Management

Benefits need to be regularly reviewed as delivery progresses. Reasons for this include:

- The Blueprint often changes
- Unforeseen issues and risks arise that require a change of plan
- Strategic priorities change in response to external circumstances
- Assumptions, and or constraints, that were used to determine potential benefits are discovered to be inaccurate

Regular benefit workshops involving the business change managers, project managers and benefits owners are a way of reviewing benefits.

The following are key questions that should be answered:

- Are we focusing on the right benefits?
- Are we on track to deliver the target value for each benefit?
- Can we improve on the targeted value for each benefit?
- Can we reduce the costs associated with the benefit (e.g. the associated project outputs)?
- Are there additional benefits that we need to target?
- Are we managing the issues and risks associated with the achievement of the benefits?

The benefit profiles can be used during workshops to record amendments and additions. Following the workshops the benefit realisation activities in the Programme Plan will need to be amended appropriately.

2.3 Stakeholder Engagement and Communication

During the Delivery phase it is essential to continue with planned engagement and communication activities with stakeholders as well as responding to unforeseen events.

The Stakeholder Engagement and Communication Plan should be regularly reviewed and adjusted to take account of any changes to planned delivery that need communicating.

The business change manager and programme manager should satisfy themselves that people with responsibility for engaging and communicating with stakeholders are doing so. A way of doing this is for the business change manager to receive regular reports from and liaise with the activity owners.

Stakeholder engagement and communication is also a key part of the programme leadership function. The Sponsoring Group, SRO and Programme Board should champion the programme in day-to-day communication. They should also be alert and sensitive to potential issues at a strategic level and respond accordingly.

Stakeholder engagement and communication can make or break a programme. Ensure that good arrangements are in place for communicating with key stakeholders such as Members, media and partners. Take advice from internal departments such as Communications (for press), Member and Scrutiny services and Legal.
For any changes made, ensure that the PMO or programme support, are kept in the loop.

2.4 Business Case Management

The business case is the basis upon which the Delivery phase of the programme is commissioned. As delivery progresses changes outside the control of the programme may mean that the assumptions and estimates upon which the business case was made change.

The business case should be kept up to date in response to any changes. It is the responsibility of the programme board during delivery to ensure that the business case is updated and if the case is weakened, to explore changes to the blueprint and benefits in order to maintain the case. This may involve a series of tasks. For example, the programme board may require new costs and benefits calculations based on new information. This task might involve several members of the programme team working together e.g. programme manager, business change manager and finance officer.

If the business case weakens to the extent that the programme is no longer viable, the programme should be terminated.

As well as controlling and managing planned delivery, the programme team should seek to strengthen the business case during delivery. This means looking for opportunities to increase the benefits and to reduce the costs. In some cases, increasing the cost may facilitate greater benefits. However, this should be balanced against making too many changes that lead to wasted resources or increased risk of delivery failure.

3. Manage and Deliver the Programme - Check

Have the following questions been satisfactorily answered?

Programme Definition		
Key Question	Section	Sub Question
Have the programme management and delivery activities been defined and are they being implemented?	Programme Management Activities	Have effective management processes to control, direct and manage the programme been defined during the Definition phase? Are they being used during the Delivery phase?
	Programme Delivery activities	Is the programme actively managing the Blueprint, Benefits, Business Case and engaging with Stakeholders?
	Sign-Off	Has the SRO signed of the arrangements for managing the programme?