



The London Programme Management Approach Guide

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Foreword

All London regional and local authorities are delivering major programmes of change. These cover a wide range of programme subjects but also present some recurring themes. They include customer services and back and front office transformation; efficiency and value for money; property, accommodation and new ways of working; Building Schools for the Future and the personalisation of social care. We need excellent programme management to deliver these and other programmes and to secure the benefits of change for London's citizens.

We face significant and increasing challenges including financial pressures and the requirement to demonstrate improved outcomes. We need to do more with less. There is growing emphasis on benefits evaluation. As customers we are more demanding. The opportunities provided by technology make the world more complicated and change a constant.

London local and regional government organisations have common goals and structures. Yet they are greatly diverse within their organisations and in relation to each other. Programme methods need to be tailored to specific programme contexts if they are to succeed. This Programme Management Approach for London provides coherence and an identity for programme management for London government. It is flexible to the needs of different authorities and provides strategic value by addressing the specific requirements of the complex local and regional government arena.

It has been developed by practitioners with input from senior managers and others involved in running programmes.

We hope you will find it valuable and will participate in its ongoing development.

David McCollum

Deputy Chief Executive, Greenwich Council and SRO for the EPPM programme

Introduction, including how to use the London PMA

Why do we need the London Programme Management Approach (The London PMA)?

The EPPM Programme¹ in conjunction with Capital Ambition² canvassed the views of over two hundred senior stakeholders and PPM professionals across the public sector in London through surveys and engagement events.

We asked:

“What could we do in collaboration across London that would most help you to deliver excellent programmes and projects?”

The clear, top priority was to develop this London PMA.

Currently most local authorities are at an early stage in developing programme capability and capacity and rather than the expense and risk of reinventing the wheel in each authority in isolation, we want to get “better together” across London. Through collaboration we want to reduce costs and ensure quality.

For us, by us

The London PMA has been developed by staff from ten London authorities and the GLA in partnership with the EPPM team through a series of workshops. It is consistent with best practice guides to programme management including the OGC's *Managing Successful Programmes* (MSP) and provides a set of tools and templates accompanied by guidance tailored to local and regional authorities.

Producing this first release of the London PMA is just the starting point. The more authorities use the PMA and share documents the more we will all benefit. There will be further releases of it and we encourage and invite you to tell us what works well and what could be improved. More than anything we encourage you to share lessons learned and examples of completed documents, anonymously where necessary.

Who is it for?

The PMA is for all staff involved in running and monitoring programmes from senior managers to programme managers and staff in a corporate role who are responsible for their local authority's approach to programme management. The development of the London PMA has been funded by Capital Ambition but we positively encourage authorities outside of London to use the PMA and to participate in its ongoing development.

¹ The Excellence in Programme and Project Management Programme is a Capital Ambition sponsored programme to increase programme management capability and capacity across London to deliver better programmes for the benefit of citizens.

² Capital Ambition is London's Regional Efficiency and Improvement Partnership

What are the key potential benefits of the PMA?

- Greater efficiency through not reinventing the wheel (it would cost between £50-£100k for each authority to develop a PMA independently whereas this has been developed in collaboration and for all London authorities and has cost a fraction of this.)
- Increased effectiveness through collective endeavour – a collaborative approach to programme management based on pooled wisdom is more likely to be of high quality.

If we share examples of completed documents and approaches to programme issues these benefits will be massively increased over time and ultimately we will deliver better outcomes for Londoners.

How should it be used?

As you wish and in any way which gives you value! The London PMA is free. If you have a well developed approach to programme management or are keen to develop your own approach you may wish to use it as a reference to check your own approach. If you have a partially developed approach you will certainly find it useful to look at those areas which you do not yet have in place. If you are very early in the journey or you feel that the benefits of using this shared approach are important you may want to adopt the approach in full. You can use it direct from the Capital Ambition website (<http://www.londoncouncils.gov.uk/capitalambition>) (and benefit from the improvement in successive releases) or add it to your own intranet and replace the logos with your own and adapt the documents.

But however you use it please keep in touch and let us know how it is going.

Where can I get more information?

For more information contact the EPPM team:

Marcia Forde – EPPM Programme Manager
Tel: 020 7361 2525 Mobile: 07970054855
Email: marcia.forde@rbkc.gov.uk

Tim Ellis – Royal Borough of Kensington and Chelsea
Tel: 020 7361 3661
Email: tim.ellis@rbkc.gov.uk

Kireen Rooney – London Borough of Harrow
Tel: 0208 420 9360 (ext: 5360)
Email: kireen.rooney@harrow.gov.uk

June Reid – London Borough of Greenwich
Tel. 020 8921 6108
Email: june.reid@greenwich.gov.uk

1. Programme Management in the local and regional government context

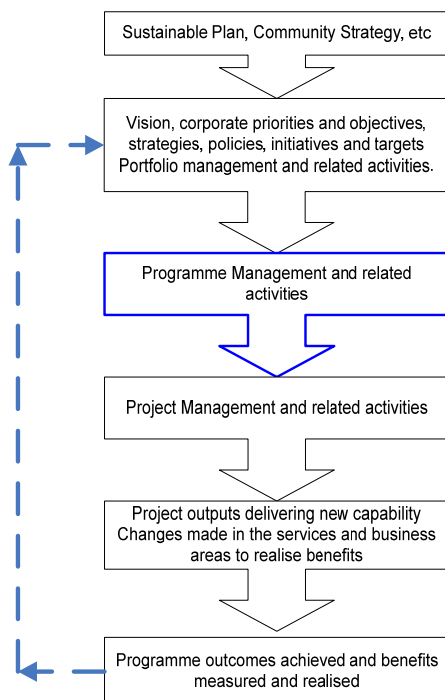
Programmes are designed to coordinate the direction of related measures and actions to deliver outcomes and benefits of strategic importance. They provide the structure needed to maximise success.

In local and regional government there are typically three main drivers for programmes:

- **Vision led programmes** - created from scratch, that start with a clearly defined vision and focus on a strategic opportunity
- **Emergent programmes** - evolve from current uncoordinated initiatives, where there is recognition of the strategic value of a joined-up approach
- **Compliance programmes** - also called 'must do' programmes, where the organisation has no choice but to change.

Some programmes are a response to all of these drivers, e.g. Climate Change. For all programmes, it is essential to have clear strategic objectives, against which programme benefits can be assessed.

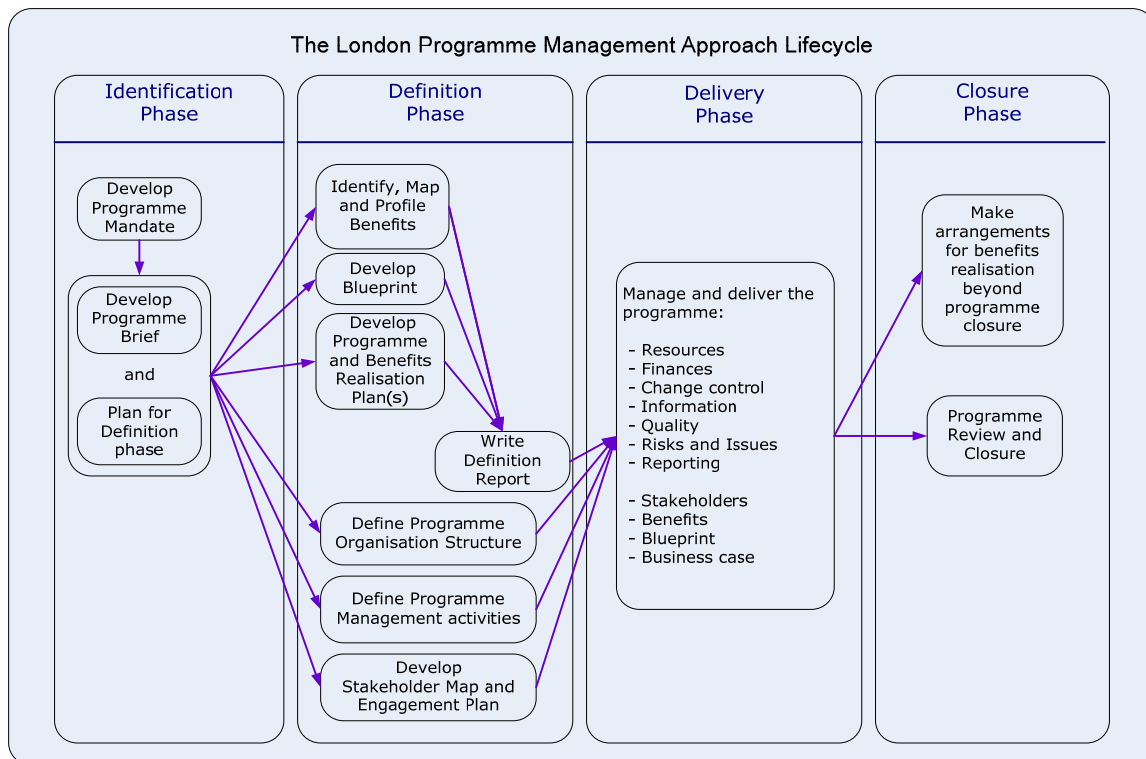
The following diagram gives an idea of where programme management fits within a London local authority and its relationship with Portfolio and Project management.



2. The London PMA Lifecycle

In developing the PMA attention has been paid to critical areas of programme delivery that are essential for successful delivery in local and regional government. Guidance with examples and templates, have been provided for the first three phases of Identification, Definition and Delivery. Guidance for the Closure phase will be provided in the next release of the Approach.

The diagram below illustrates each phase within the London PMA and the key documents and activities that should be completed. The documents provide the structure for answering key questions that are critical to the successful definition and delivery of programmes within a local and regional government context.



2.1 Identification Phase

The London PMA sets out a clear programme Identification phase, which provides an opportunity to consider the potential programme at high level. It considers the strategic fit, vision, costs, duration, risks, and provides a high level business case for the programme. Completion of the Mandate and Programme Brief support the exploration and presentation of these themes.

A further document, the Plan for the Definition phase, sets out the work, costs and resources needed to fully define the programme if it proceeds.

All three documents helps the Sponsoring Group to decide (before commissioning a more expensive endeavour) if there is sufficient benefit in the programme to merit a full Definition phase, including creation of a detailed business case.

Identification Phase	
Document	Key questions being answered
Mandate	What is the potential programme? Is there a need for it and does it contribute to strategic objectives. Should resources be allocated to fully explore its potential?
Programme Brief	What is the vision? What are the benefits, costs, risks and issues? Does the programme merit a full Definition phase (detailed planning and design work?)
Definition Plan	What are the costs, timescale and resource requirements to produce a detailed plan and design for all aspects of the programme?

2.2 The Definition Phase

The Definition phase comprises an exploration of the options for delivering the required outcomes together with robust and detailed planning for delivery. It culminates in the presentation of a Definition Report to the Sponsoring Group which sets out the recommended option, and detailed business case for it.

The documentation used during Definition provides the necessary structure for answering critical questions that need to be considered before a programme begins.

Definition phase	
Document	Key questions being answered
Benefits Map and Profiles	Is there a good understanding of the benefits and do they strongly align to the organisation's strategic objectives?
Blueprint	Is there a clear description of the future state based on the vision, outcomes and benefits (described in the Programme Brief)? Is there an understanding of the extent and nature of the change required? Is there enough information to be able to identify the projects and activities needed to create the future capabilities?
Programme Plan	Is there a complete list of projects, timescales and costs? Is there a complete list of other activities, including benefits realisation activities? Has a plan been created that is robust and realistic and

Definition phase	
Document	Key questions being answered
	allows for the tracking of outputs, outcomes and benefits?
Definition Report	Is the programme that has been defined achievable and affordable? What is the recommended option for delivering the programme and why? Has the case for proceeding been made?
Programme Organisation Structure	Has the leadership and staffing structure needed to run the programme been put in place?
Managing and Delivery arrangements	Have appropriate management activities needed to control and monitor the programme been defined?
Stakeholder Engagement and Communication	Have stakeholders been identified and analysed? Have appropriate plans for engaging and communicating with them been made?

2.3 The Delivery Phase

For any programme to be successful, clear and robust management and delivery activities are essential. The London PMA has set out the core activities for ensuring progress and control of the programme according to the programme plan. The 'Managing and Delivering the Programme' guidance sets out the activities below with examples of how these apply in local and regional government:

- Management activities
 - Resource management
 - Financial management
 - Change control
 - Information management
 - Quality management
 - Risk and issues management
 - Progress reporting

- Delivery activities
 - Blueprint management
 - Benefits management
 - Stakeholder engagement and communication
 - Business case management

3. Appendix 1 - Programme roles and document responsibilities

The London PMA recommends five essential programme roles throughout the programme lifecycle. These roles are described in detail in the 'Defining the Programme Organisation Structure' guidance document. In summary they are:

- Sponsoring Group
- Senior Responsible Owner
- Programme Board
- Programme Manager
- Business Change Manager

The key documents suggested by the London Approach as are listed in the table below. The following abbreviations are used to denote, for each of the main programme roles, their relationship to the documents.

- **Sign-Off (SO):** the person or group who has the authority to accept that the document satisfactorily addresses the key question and can commission the follow on work.
- **Accountable (A):** the person or group who is held accountable for the quality of the document and to deciding that it is fit for purpose
- **Responsible (R):** the person or group who is responsible for getting the document produced on behalf of the accountable person
- **Doer (D):** the person or group who does the work to complete the document
- **Consulted (C):** the person or group who need to input to the document to ensure that the content is appropriate
- **Informed (I):** the person or group who needs to be informed of the content of the document

Document	Sponsoring Group	SRO	Programme Board	Programme Manager	Business Change Manager
Mandate	SO				
Programme Brief	SO	A	R	D/C	D/C
Plan for Definition Phase	SO	A	R	D/C	D/C
Risks and Issues Logs*	I	A	SO	R	C
Stakeholder Engagement and Communications	I	A,SO	C	C/D	SO/R/D
Benefit Map and Profiles	I	A, SO	C	C/D	R/D
Blueprint	I	A, SO	SO/C	R/D	R/D
Programme Plan	I	A, SO	SO/C	R	R
Organisation Structure	I	A, SO	C	R	C
Manage and Deliver the Programme	I	A, SO	C	R	R
Definition Report	A, SO	R	C	C/D	C/D

4. Appendix 2 - London PMA Documents mapped to MSP standard documents.

London Document	MSP Document
Benefits Map and Profiles	<ul style="list-style-type: none"> • Benefits map/matrix • Benefits profile • Benefits Management Strategy
Blueprint	<ul style="list-style-type: none"> • Blueprint
Definition Plan	<ul style="list-style-type: none"> • Programme Preparation Plan
Mandate	<ul style="list-style-type: none"> • Mandate
Programme Brief	<ul style="list-style-type: none"> • Vision Statement • Programme Brief • High-level Business Case
Stakeholder Engagement and Communication	<ul style="list-style-type: none"> • Stakeholder Engagement Strategy • Stakeholder Profiles/Map
Definition Report	<ul style="list-style-type: none"> • Programme Definition Document • Detailed Business Case
Organisation Structure	<ul style="list-style-type: none"> • Organisation Structure
Managing and Delivering the programme	<ul style="list-style-type: none"> • Risk Management Strategy • Resource Management Strategy • Quality Management Strategy • Monitoring and Control Strategy • Issue Resolution Strategy • Information Management Strategy
Programme Plan	<ul style="list-style-type: none"> • Benefits Realisation Plan • Information Management Plan • Programme Communication Plan • Programme Plan • Project Dossier • Quality Management Plan • Resource Management Plan
*Issues Log	<ul style="list-style-type: none"> • Issues Log
*Risks Log	<ul style="list-style-type: none"> • Risks Register

*Initial versions created as part of the Programme Brief. During the Definition and Delivery Phase they become separate 'live' documents.

5. Appendix 3 - Definition of Terms used in the London Programme Management Approach

Assumption

Something that is not certain or known to be true.

Benefit

A measurable improvement resulting from a programme outcome, which is seen, by a stakeholder, to be positive and worthwhile.

Benefits map

A visual representation of how benefits relate to programme outcomes, the business change required, project outputs and strategic objectives.

Benefit profile

A detailed description of a benefit.

Benefits realisation

The process of making sure that the organisation achieves benefits from a programme.

Blueprint

A detailed design of the future state.

Business case

The cost-benefit analysis and evaluation of a programme's feasibility.

Business change

A change that needs to be made to the operational environment to ensure that programme benefits can be achieved and optimised following the delivery of project outputs.

Business change manager

A person who is responsible for ensuring the operational changes required to accept and deploy the project and programme outputs are made and the intended benefits realised.

Cashable benefit

A benefit that can be expressed in monetary terms and which, can be 'banked' before the end of a programme.

Capability

A project output, or collection of outputs and deliverables, that will enable benefits to be realised.

Closing phase

Activities required to formally close a programme, transfer remaining responsibilities to 'business as usual' and release the programme team.

Constraint

A factor that will limit the capability to deliver or realise benefits.

Definition phase

A set of activities that determine what the programme should deliver in terms of outcomes and benefits, how and when it will be delivered and at what cost culminating in a detailed business case.

Delivery phase

A set of activities and projects that deliver the desired outcomes and benefits, in time, to quality and within budget.

Dis-benefit

A consequence of a programme outcome which is seen by a stakeholder to be negative.

FTE – Full Time Equivalent

A measure of how much time is required in relation to 100% of a role.

Future state

The future organisation designed to deliver the vision of a programme.

Identification phase

A set of activities that, establishes if a programme is needed to meet strategic objectives, which culminates in the production of a high-level business case.

Issue

Something that has happened that prevents a programme or project from delivering a quality output and has an impact on the realisation of one or more benefits.

Lifecycle

The key phases of a programme from start to finish.

Mandate

The authority to explore the potential for a programme.

Non-cashable benefit

A benefit that can be expressed in monetary terms, but cannot be 'banked' before the end of a programme.

Outcome

The result of change which has positive and/or negative consequences

Output

The product of an activity or project. 'Output' is also sometimes referred to as referred 'capability', 'deliverable', or 'product'.

Phase

A part of the programme lifecycle that allows a Sponsoring Group to make key decisions on the viability, feasibility, achievement and completion of a programme.

Plan for the Definition phase

A plan of the activities required to undertake the definition phase of a programme

Programme Brief

A document containing information comprising a high-level business case for a programme

Programme

The coordination and direction of a group of related measures and actions including projects and activities that are designed to deliver benefits of strategic objectives.

Programme manager

Someone who is responsible for ensuring the project outputs and programme activities are properly coordinated and managed to deliver the programme outputs and outcomes

Programme plan

A description and schedule of the activities and projects and their inter-dependencies required to deliver the programme outcomes and benefits

Project

A temporary organisation that is created for the purpose of delivering one or more business outputs according to an agreed specification.

Project Executive

A person accountable to the programme for a project's successful completion within specified scope, risk, time, cost and quality parameters. Also sometimes referred to as project sponsor or project director.

Risk

Something that, if it happened, would prevent a programme or project from delivering a quality output or outcome and impact the realisation of one or more benefits.

Senior Responsible Owner (SRO)

A person authorised by the Sponsoring Group to work on a day to day basis with the programme team to ensure the programme is successfully completed

Senior Supplier

Someone with authority who is responsible for providing a service or resources to a project.

Senior User

Someone with authority who represents a part of an organisation who will be responsible for implementing a project output.

Sponsoring Group

The driving force behind the programme that provides the investment decision and top-level endorsement for the rationale and objectives of the programme.

Stakeholder

A person or group who is/are interested in or affected by the outcomes of a programme.

Strategic objective

An organisation-level aim or goal.

Tranche

A group of projects structured around distinct step-changes in capability and benefit delivery.

Vision

A compelling picture of the future.