The London Programme Management Approach

Phases, Key Questions and Roles

Identification Phase

Develop Programme 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?

Develop 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?)

and

Plan for the Definition phase
What are the costs, timescales and resources needed to complete a detailed plan and design for all aspects of the programme?

Definition Phase

Identify, Map and Profile Benefits
Is there a good understanding of the benefits?
Do they strongly align with the organisation's strategic objectives?
Have projects, and other activities needed to realise benefits, including business changes, been identified? Have benefits been assigned owners?

Develop Blueprint
Is there a clear description of the future state?
Is there enough information to be able to identify the projects and activities needed to create the future capabilities?

Develop Programme and Benefits Realisation Plan(s)
Is there a complete list of projects, timescales and costs and other activities?
Are the projects and activities grouped and sequenced so that they deliver timely outcomes?
Is the plan robust and realistic?
Does it allow for tracking of outputs, outcomes and benefits?

Write Definition Report
Is the programme achievable and affordable?
What is the recommended option for delivering the programme and why?
Has the case for proceeding been made?

Define Programme Organisation Structure
Has the leadership and staffing structure needed to run the programme been put in place?

Define Programme Management activities
Have appropriate management activities needed to control and monitor the programme been defined?

Develop Stakeholder Map and Engagement Plan
Have stakeholders been identified and analysed?
Have appropriate plans for engaging them been made?

Delivery Phase

Manage and deliver the programme

Is the programme actively managing the following?

- Resources
- Finances
- Change control
- Information
- Quality
- Risks and Issues
- Reporting
- Stakeholders
- Benefits
- Blueprint
- Business case

Closure Phase

Benefits realisation beyond programme close

Have arrangements been made for benefits realisation beyond programme closure

Programme Review and Closure

Has a review taken place and the programme been formally closed?

Key roles and responsibilities

The following are the five essential programme roles throughout the programme lifecycle.

- **Sponsoring Group**
- **Senior Responsible Owner (SRO)**
- **Programme Board**
- **Programme Manager**
- **Business Change Manager**

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 questions and can commission the follow on work.
- **Accountable (A)**: the person or group who is held accountable for the quality of the document and 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 need to be informed of the content of the document

	Sponsoring Group	SRO	Programme Board	Programme Manager	Business Change Manager
Mandate	SO				
Prog Brief	SO	A	R	D,C	D,C
Plan for Definition phase	SO	A	R	D,C	D,C
Stakeholder Eng and Comms	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