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# 1 Introduction

Today's organisations exist in a climate where change is ubiquitous. The many dynamic and contradictory drivers for change include innovations in technology, working practices (including outsourcing and partnerships), mergers, increased demands from regulation and, for the public sector, delivery of policy driven by changing political parties and/or ministers. Whatever the organisation, wherever it is located, however it is structured, the rate of change is increasing.

*Managing Successful Programmes (MSP)* represents proven programme management good practice in successfully delivering transformational change, drawn from the experiences of both public and private sector organisations.

## 1.1 WHAT IS PROGRAMME MANAGEMENT?

MSP defines programme management as the action of carrying out the coordinated organisation, direction and implementation of a dossier of projects and transformational activities (i.e. the programme) to achieve outcomes and realise benefits of strategic importance to the business.

Programme management aligns three critical organisational elements:

- 1 Corporate strategy
- 2 Delivery mechanisms for change
- 3 Business-as-usual and the operations environment.

It manages the natural tension that exists between these elements to deliver transformational change that meets the needs of the organisation and its stakeholders.

## 1.2 TYPES OF PROGRAMME

There are three distinct types of programme:

<b>Vision-led</b>	This delivers a clearly defined vision, has a top-down approach, and focuses on strategic or innovative opportunity with radical transformation of business, culture or both
<b>Emergent</b>	This evolves from current uncoordinated initiatives, and there is recognition of the value of a joined-up approach with an emergent vision and end goal
<b>Compliance</b>	This can also be called a 'must do' programme. The organisation has no choice but to change because of market forces or the potential negative impact of not changing.

## 1.3 WHEN TO USE MSP

The nature of each type of programme may vary according to whether it is:

<b>Specification-led</b>	Technology- or engineering-based programmes are normally highly complex and expensive, but may be constrained to provide a significant new capability or facility
<b>Business transformation</b>	These programmes combine a number of initiatives that together will change the way an organisation does business; will affect people, process, tools and management information
<b>Political and societal change</b>	Unpredictable in nature, focuses on changing community or social values and behaviour over a long period.

All programmes are different, and the higher the levels of ambiguity, the more suited the MSP approach becomes. MSP is most suited to the business transformation and political and societal change programmes.

**Figure 1.1 Sample programme impact matrix**

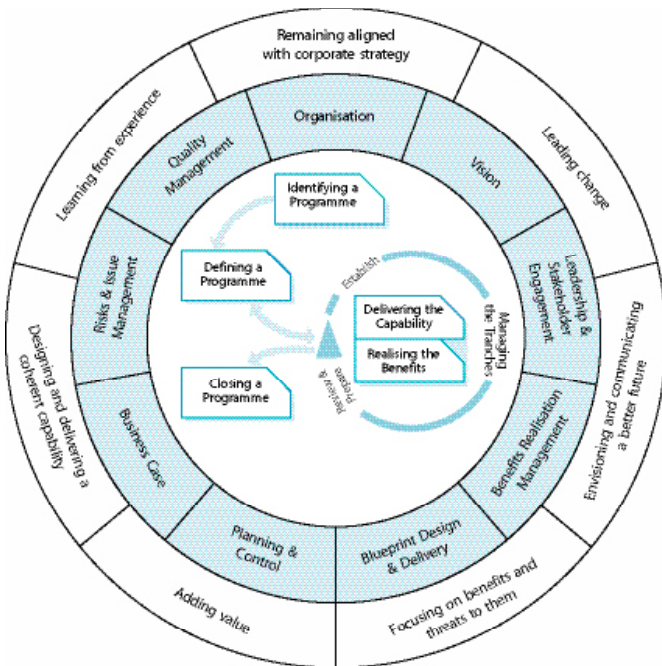
		Predictability of Outcome		
		High	Medium	Low
Focus of the change	Technology, engineering infrastructure	<ul style="list-style-type: none"> <li>Specification led</li> <li>Complex product based on known design</li> <li>Technically complex to deliver</li> </ul>	<ul style="list-style-type: none"> <li>Globalisation of services</li> <li>Adoption of technology that is new to the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Pioneering production techniques</li> <li>Upgrades technology</li> <li>Scale of the implementation</li> </ul>
	Business transformation	<ul style="list-style-type: none"> <li>Adoption of approaches used in similar organisation</li> <li>Adoption of Best Practice</li> <li>Process change</li> </ul>	<ul style="list-style-type: none"> <li>Changes to organisational capability and behaviour</li> <li>Challenges to historical working practices</li> <li>Value chain changes e.g. outsourcing of services</li> </ul>	<ul style="list-style-type: none"> <li>Volatility of the marketplace</li> <li>Internal, external and customer behaviour</li> <li>Diverse or new products and services</li> </ul>
	Community & society	<ul style="list-style-type: none"> <li>Change to current legislation or policies</li> <li>Increase or decrease to investment programmes</li> <li>Predictable or clear stakeholder base</li> </ul>	<ul style="list-style-type: none"> <li>New legislation reacting to societal trends</li> <li>Legislative change to affect economic behaviour</li> <li>Medium-term effect</li> </ul>	<ul style="list-style-type: none"> <li>Changes to societal values and behaviour</li> <li>Incentive-driven change to lifestyles and economic behaviour</li> <li>Long-term societal effects</li> </ul>

Some programmes will be highly complex in nature but will have a reasonably well-defined expectation, i.e. there will be high levels of predictability in terms of outcome even though the journey may be costly and complex. On the other hand, change to societal behaviours over a long period, driven by policy and legislation, will have low levels of predictability due to the long timescales, and the cause and effects may not be fully anticipated as other societal trends develop. The programme impact matrix (Figure 1.1) can be used to decide whether an MSP approach is required and, if not, which programme management techniques could be useful in those circumstances.

## 1.4 THE MSP FRAMEWORK

Figure 1.2 illustrates the three core concepts of MSP. The inner ring reflects the Governance Themes, the centre illustrates the Transformational Flow and the outer ring states the Principles.

**Figure 1.2 MSP Framework and concepts**



### Key

Inner circle  
Second ring  
Outer ring

Transformational Flow  
Governance Themes  
Principles

## 1.5 THE PRINCIPLES

The Principles are self-validating, universal and empowering. They apply to all aspects of the delivery of a programme and can be summarised as follows:

- **Remaining aligned with corporate strategy:** A programme is a typically large investment that should make a significant contribution towards achieving corporate performance targets. A well-managed programme maintains good links with a sometimes volatile corporate strategy.
- **Leading change:** Managing change in a programme is a leadership challenge. In addition to the need to manage a large number of complex tasks, people need to be led. It is impossible to move to a better future without clear leadership.
- **Envisioning and communicating a better future:** A programme is relevant where there is a need to achieve transformational change, where there is some marked step change or break with the present required in the future capability. In order to achieve such a beneficial future state, the leaders of a programme must first describe a clear vision of that future.
- **Focusing on the benefits and threats to them:** Best practice programme management aligns everything towards satisfying strategic objectives by realising the end benefits. Thus the programme's boundary is designed to enable the realisation of these end benefits. The ultimate success of a programme is judged by its ability to realise these benefits and the continuing relevance of these benefits to the strategic context. If the benefits are of strategic value, then effective risk management is crucial.
- **Adding value:** A programme only remains valid if it adds value to the sum of its constituent projects and major activities. If it is found to add nothing then it is better to close the programme and allow the projects to proceed independently, coordinated by corporate portfolio management.
- **Designing and delivering a coherent capability:** The programme will deliver a business architecture or final capability. This should have

such internal coherence that all quality requirements are optimised, being released into operational use according to a schedule delivering maximum incremental capability with minimal adverse operational impact.

- **Learning from experience:** A programme is a learning organisation in that it reflects on and improves its own performance during its life. Good governance requires approaches to managing the different Themes that are regularly adjusted and adapted on the basis of experience and results so far. For example, part of good Benefits Realisation Management means that stakeholders are identifying new opportunities to realise benefits as their awareness and experience increases.

## 1.6 THE GOVERNANCE THEMES

The Themes (Table 1.1) apply throughout the programme and are intended to:

- Support the Transformational Flow and be active in all processes
- Provide a reference point and offer guidance
- Provide tools, techniques and activities.

## 1.7 THE TRANSFORMATIONAL FLOW

The Transformational Flow (Table 1.2) defines the lifecycle of the programme, through the programme evolution to:

- Detail the programme journey
- Explain the activities to be undertaken in each tranche
- Offer a process-based approach whilst remaining flexible; each process requires inputs and delivers outputs.

**Table 1.1 The Governance Themes**

<b>Organisation</b>	Describes the structures and roles to enable programme delivery, including the responsibilities and competences of individuals within that structure
<b>Vision</b>	Describes the role of the Vision Statement, its development and contents and contextual importance to the programme
<b>Leadership and Stakeholder Engagement</b>	Describes the need and nature of leadership against the backdrop of Stakeholder Engagement. Provides tools and techniques to analyse individual and groups of stakeholders with a cycle of activities to maintain engagement and support the Communications Plan
<b>Benefits Realisation Management</b>	Explains how benefits are central to any programme and describes the tools and techniques that can be deployed to ensure understanding and opportunities are maximised during deployment
<b>Blueprint design and delivery</b>	Describes the criticality of designing the organisation that the programme will deliver, the to-be state, and the steps through which it will be delivered
<b>Planning and control</b>	Describes the elements that need to be considered to plan, design and deliver the complex set of management practices that enable project coordination and focus on transition whilst maintaining business-as-usual
<b>Business Case</b>	Describes how the Business Case will provide the key decision-making information within any programme. It represents the balance between the investment costs and the realisable benefits to be achieved. This chapter helps define the lifecycle of the Business Case and management controls to be applied
<b>Risk management and issue resolution</b>	Risk management is based on the Office of Government Commerce (OGC) management of risk framework. This chapter describes how it should be applied to the programme management environment to ensure a structured and systematic approach to identifying and controlling risk and issues, which is continuous from the start through to the end of the programme
<b>Quality management</b>	Describes how quality is applied to the programme, and the areas and activities that characterise quality in the programme

It is important to note that there is a close interaction between the activities defined in the Transformational Flow and those defined in the Governance Themes.

**Table 1.2 The MSP Transformational Flow processes**

<b>Identifying a Programme</b>	Takes an outline idea, and undertakes analysis of stakeholders, clarification of the strategic requirements and market consultation to turn it into a business concept that gains strategic support
<b>Defining a Programme</b>	Confirms the vision, undertakes detailed analysis of options and designs the programme infrastructure to deliver, resulting in a business case and strategic commitment
<b>Managing the Tranches</b>	Describes the cyclical activities involved in managing and proving the coordinating interface between projects, business change and strategic direction
<b>Delivering the Capability</b>	Explains how the alignment of the projects and other activities that deliver the Blueprint will be managed and controlled
<b>Realising the Benefits</b>	Outlines the preparing, delivering and reviewing activities to take the capability delivered by projects, transition into the business operations, and embed it within the business operations to release the intended benefits
<b>Closing the Programme</b>	Structured end to the programme, consolidating and embedding the change, closing down all programme activity and completing Stakeholder Engagement.