



PS PMA Embedding Guide

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1. What is the PS PMA and why do we need it?

1.1 What is the PS PMA?

The Public Sector Programme Management Approach (PS PMA) is a practical step by step guide to initiating and implementing programmes. It has been developed in collaboration with practitioners running programmes in local authorities, the GLA and other regional authorities as well as national experts. It has been tailored to be used flexibly in the public sector context. It is a simplified version of OGC's Managing Successful Programmes (MSP) which is accepted as best practice amongst Programme Practitioners. Instead of MSP's 35 templates the PS PMA has 13.

The current version of the Programme Management Approach is the fourth release and has been updated and augmented to reflect the experiences and needs of those who have used it. There has been input and feedback from local and regional authorities as well as the third sector.

1.2. Why do we need it?

Record levels of national public debt and a recession has led to the "perfect storm" for all public services across the country. Anticipating this situation, many authorities initiated efficiency reviews and have numerous proposals showing how savings can be made. That was the easy part. Now programmes are being created to deliver radical business changes to cut costs and provide more flexible services.

These radical changes can no longer be tackled on a per service/function basis in isolation but require an authority wide integrated approach, which is where the Public Sector Programme Management Approach (PS PMA) can help.

The Public Sector Programme Management Approach (PS PMA):

- ✓ Helps senior officers deliver changes that stick
- ✓ Has been tailored for public sector use and saves you from the effort and cost of tailoring best practice to allow you to focus on embedding.
- ✓ Provides clarity around the programme's benefits, timescale, costs and structure
- ✓ Provides clarity around roles and responsibilities
- ✓ Improves stakeholder engagement with the public, businesses, elected members, senior officers, staff, central government and partners such as PCTs, Emergency Services and service providers
- ✓ Does not create unnecessary bureaucracy and keeps documentation to a minimum.
- ✓ Is tried and tested

The value of a common approach is that those who sponsor, manage or work on programmes will understand the lifecycle, concepts, techniques and terms being used. This reduces the effect of misunderstandings. It also means that each programme no longer needs to invest as much effort in defining and developing programme controls as the core of these are provided by the common method. It will also assist with greater collaboration especially in setting up shared services.

The PS PMA is a flexible tool that can be used in any way which gives value!

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 guide.

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 your journey or you feel that the benefits of using this shared approach are important you may want to adopt the approach in full.

Whichever way it is used it will provide cost savings in not having to ‘reinvent the wheel’. The more public sector organisations that embed the approach will help to ensure a common language for managing programmes across the public sector.

For further details visit the PS PMA wiki:

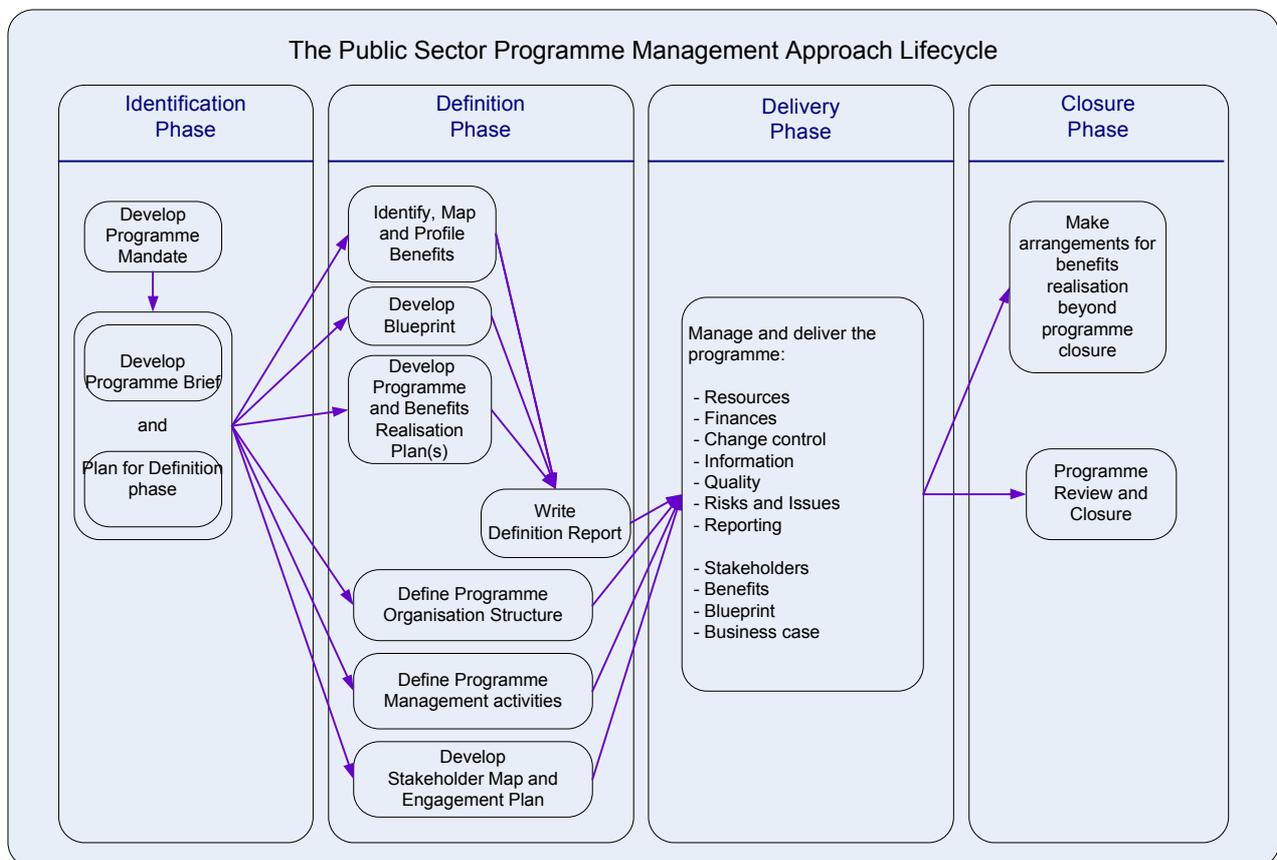
http://PSPMAwiki.londoncouncils.gov.uk/index.php/Main_Page

1.3. The PS PMA Lifecycle

The diagram below illustrates each phase within the PS PMA and the key documents that should be completed and activities that should be undertaken. The PS PMA guidance provides the structure for answering key questions that are critical to the successful identification, definition, delivery and closure of programmes within the public sector context.

Further guidance on each phase within the PS PMA and the key documents and activities that should be undertaken can be found on the PS PMA wiki:

<http://PSPMAwiki.londoncouncils.gov.uk/index.php/Lifecycle>



2. Using the Public Sector Programme Management Approach (PS PMA) Embedding Guide

2.1 Purpose of the PS PMA Embedding Guide

The PS PMA Embedding Guide provides support and guidance to public sector organisations on how to adopt and embed the PS PMA. As people's experience of using the PS PMA increases, case studies and template examples will be added to the Embedding Guide.

2.2 Who is it for?

The Embedding Guide is for those who are interested in getting the PS PMA adopted by and embedded in the organisation. This might be a Programme or Project Management office; a PS PMA Champion or an individual programme manager who wants to use it on a programme.

2.3 What else might help?

In addition to this PS PMA Embedding Guide the Excellence in Programme and Project Management programme (EPPM) has also produced the following which you might find useful:

Leading Successful Programmes: A Pocket Guide for Senior Responsible Owners (SROs) in the Public Sector

http://lpmawiki.londoncouncils.gov.uk/index.php/Senior_Responsible_Owner

This brief guidance is tailored to Senior Responsible Owners, Sponsoring Groups and Programme Board members. It is pitched at what senior leaders need to know and does not give chapter and version on programme management detail. It tells them the questions they need to ask to ensure a successful programme.

Guide to Effective Programme Governance (especially in shared services)

This provides guidance on asking the right questions about the governance of the programme. It will help with the identification of issues with governance and provide strategies and resources to address these. It is especially useful for shared services and partnership programmes where it is even more vital to get governance right.

2.4 Updating the PS PMA Embedding Guide

Please email the site's administrators with suggested improvements, hints and tips or any example templates that would be useful to share with others: Lorna Gill: l.gill@richmond.gov.uk or Falguni Pisavadia: falguni.pisavadia@richmond.gov.uk.

3. Approaches for Embedding the PS PMA

3.1 Overview

Your approach to embedding must be flexible and tailored to the culture, maturity and needs of your organisation. Your skill, judgement and reading of the requirements of key stakeholders are essential. You will need to be agile to spot opportunities to demonstrate the value of a best practice approach.

Here are three approaches to consider when embedding the PS PMA within your organisation.

- **Targeted use of PS PMA processes and tools** - This either involves helping programmes to use one or more of the PS PMA tools available on your programmes as opportunities arise, or adopting particular PS PMA tools and processes across all of your programmes.

You might decide to integrate the PS PMA tools with current practice without highlighting that the programme is using aspects of the PSPMA.

- **By Programme or Portfolio** - This involves using the PS PMA to deliver a discrete programme or a portfolio of programmes. Each programme or portfolio would decide if and how the PS PMA would be applied. There would be no corporate guidance on how the PS PMA is applied.

For this approach you would need to ensure that the programme manager and SRO are familiar with the PS PMA and understand their responsibilities.

- **Corporate Embedding** - This involves taking a policy decision that the PS PMA will be used on all programmes across the organisation.

You would need to integrate or replace existing programme management structures, processes, templates and techniques (if any) by those in the PS PMA.

This will provide the fastest pace of change compared to the other options.

All three options can be deployed at different times depending on how mature the organisation is in programme management and what organisational structures you have in place to help with the embedding work i.e. is there a programme management office or centre of excellence which could help?.

You might for example start with one approach (say targeted use) and move on to another (say by Programme or Portfolio Embedding) or decide from the beginning to fully adopt the PS PMA across your whole organisation (Corporate Embedding).

Whatever approach is taken the attraction of the PS PMA is that it can be used in anyway that provides value to the organisation. You might be taking a corporate approach but this might not mean that you will use every element of the PS PMA. Common sense must prevail to ensure that you use the bits that work for you.

It is this flexibility that Senior Managers want to hear, not a 'dogmatic, sticking to the rules' approach.

The following examples are the different embedding routes taken by authorities:

Authority A has used the Programme approach by using the PS PMA on specific programmes but at the same time has made the tools available for all in the Council to use whilst offering support from the Programme Management Office (PMO).

Authority B has embedded the approach and adapted the branding, making it available as part of their suite of information on their intranet on project and programme management.

Authority C has embedded it as their corporate approach but used the 'By Programme' approach to test out and prove some of the processes and techniques.

Authority D has used a bit of each approach. They've taken a corporate decision that the PS PMA will be their agreed approach to managing programmes. This will apply to new programmes and will be flexed to suit the programme in a targeted way.

Authority E has taken the targeted approach. The PMO has helped programmes with techniques such as Benefits Mapping as opportunities arise. A decision was made by the Governing Body for Strategic Programmes and Projects that all those projects and programmes on the Corporate Portfolio must have had their benefits identified. This gave an ideal opportunity to undertake Benefits Mapping exercises with each of the programme / project teams to identify benefits.

Similarly the PMO was approached to assist with Programme Planning for a shared service programme with another authority. This opportunity was used to take the Programme Board through a visioning exercise to understand the shape of the service in the future and a high level blueprinting exercise to identify what would need to be in place for this vision to be realised. From this it became clearer how the high level programme plan should look.

Authority F has used the Corporate Approach. With complete buy-in from their senior management team they have set up a Programme to implement the PS PMA across the Council.

3.2 Choosing your Embedding Approach

There are a number of factors that need to be considered before deciding your approach:

- What is the level of senior management commitment for improving programme management? Do you have a sponsor?
- How mature you are as an organisation in programme management?
- What skilled staff you already have who can support the use of a structured programme management approach?
- Have you an established Programme Management Office (PMO) or just an individual with responsibility for PPM on top of their other roles? What is the role of this PMO or individual?

Hints and Tips

It should be noted that some PMOs are small and may only consist of 1 member of staff or a small team of staff, usually focussed on consistency of methods and training etc. Others may be much larger with a remit covering standards, assurance, competencies, training and programme delivery, or a combination of these responsibilities.

The level of support that can be provided and which of the embedding options is chosen will depend on whether you have a PMO in your organisation, or if in place, its size and remit. For more information on PMOs and the different roles they might have see the OGC's P30 publication <http://www.best-management-practice.com/Portfolio-Programme-and-Project-Offices-P30/?CLICKID=002471>

Answers to the above questions will help to determine whether it will be better for you to use the PS PMA in a targeted way, adopt it for a programme or a portfolio of programmes, or adopt it corporately for all programmes or do a mixture of all three approaches.

Factor to Consider	Targeted use of PS PMA processes and tools (By Stealth)	By Programme or Portfolio	Corporate Embedding
Senior Management Commitment	<ul style="list-style-type: none"> No active support in place. 	<ul style="list-style-type: none"> Some support at a senior level. 	<ul style="list-style-type: none"> Full scale buy in at the senior level.
Programme Management Maturity across the organisation	<ul style="list-style-type: none"> Little or no knowledge of Programme Management. Tendency to manage programmes as projects. 	<ul style="list-style-type: none"> Awareness of programme management in some areas of the organisation. Programme management processes available but not being used consistently. 	<ul style="list-style-type: none"> Awareness of programme management Programme management processes available but not being used consistently
Level of skilled staff	<ul style="list-style-type: none"> Limited with perhaps a PS PMA Champion* in place. 	<ul style="list-style-type: none"> Some skills available perhaps in the PS PMA or OGC's Managing Successful Programmes. Perhaps a PS PMA Champion* or Key Contact** in place. 	<ul style="list-style-type: none"> Greater level of in house skills available perhaps in the PS PMA or OGC's Managing Successful Programmes. Perhaps a PS PMA Champion* or Key Contact** in place.

* See Appendix J

** See Appendix H

The more mature you are and the more in house skills you have then full Embedding will be easier. If the level of maturity is very low however with few skills, taking a programme or portfolio approach or 'Targeted use' approach would be more appropriate. This will build up skills and confidence levels in the use of the methodology before moving into a more widespread Embedding.

If you don't have a PMO then the targeted approach might be more appropriate.

Even if there is full scale buy in at the senior level there might not be the level of skills and maturity on the ground to successfully implement across the organisation. A programme by programme approach might therefore be appropriate where coaching and mentoring can be provided to the Programme Manager(s) involved. This would prove the benefits of the approach before rolling out more widely. By taking this approach skills levels across the organisation will begin to build and those who have already gone through the process can help mentor and coach others.

Alternatively it might be appropriate to set up a training programme for all those expected to lead and be involved in programmes.

Hints and Tips

If you're not sure what level of maturity in programme management your organisation has reached you can undertake a Programme Maturity Assessment. For more information on how to assess your **programme maturity** see Appendices A, B and C.

There is also a tool that you can use for assessing your organisation's skill levels in programme management. For more information about the **Competency Grid Self Assessment**. See Appendix C.

4. Targeted use of PS PMA processes and tools

This involves taking specific processes and tools such as benefits mapping and using these on programmes without necessarily making those involved aware that they are using elements of the PS PMA. This approach is particularly useful where there is **not** wholesale buy in from Senior Managers for taking a formalised programme management approach. Gradually the use of the tools becomes normal practice and can be built on so that you are in effect implementing the PS PMA by stealth! As the language becomes more familiar you can look at switching over to the full approach.

In one authority there was recognition by Senior Management that they needed to ensure that all the programmes and projects in their corporate portfolio should have identified and measurable benefits which tied in with their corporate priorities. This gave the Corporate Programme Office (Corporate PMO) the mandate to undertake benefits mapping exercises using the PS PMA approach with the owners of those programmes / projects where the benefits were not clear or non-existent.

Some programme managers will welcome help in setting up their programmes in the right way and being shown techniques that will help them with the management and control of their programme. Identify these individuals and work with them using the PS PMA tools as appropriate.

An example where this worked was where a Corporate PMO was asked to help with a planning exercise for a new programme. When they met with the Programme team they realised that some work was needed around establishing the vision for the programme and understanding what needed to be done to achieve that vision. An initial session was held using flip charts and brainstorming to undertake:

- A visioning exercise
- A P.O.T.I evaluation (looking at what changes would be needed in terms of Processes; Organisational set up and accommodation requirements; Technical / equipment requirements; Information requirements and data management.
- The Corporate PMO also used this opportunity to introduce the Programme Management processes that would help ensure the programme ran smoothly such as:
 - Did they have clear **governance** and why this was important.
 - Were they clear about what they were expecting to get out of the programme in terms of **benefits** and how were they going to measure their success. How might a benefits mapping exercise help them.
 - Did they have a handle on what could throw the programme off track in delivering its outcomes and benefits and how a **risk** workshop might help them.
 - Were they clear about who the programme might impact and who would have an interest and how a **stakeholder identification** and analysis workshop might help them.
 - Had they thought about how they would manage the **documentation and information** flowing from the programme and how they would ensure that everyone was using the same versions of documents etc.
- Following the POTI exercise a high level plan was produced which set out the workstreams and milestones that would need to be achieved including programme management activities.
- At a further session the programme team with the help of the Corporate PMO then worked on dependencies and timescales for the high level plan so that the 'tranches' for the programme could be established. A more detailed plan was then developed for the first month of the programme.

In the example above elements of the PS PMA were used. There was no attempt to insist that the programme start from the very beginning of the PS PMA process - instead the opportunity was taken to introduce what were seen as relevant aspects of the PS PMA for the stage the programme had reached.

Another successful way of introducing aspects of the PS PMA is to undertake a 'healthcheck' of an existing programme, not as 'template police' but as a means of offering help where issues are identified. It might be for example that the programme hasn't got a risk register - an offer could then be made to help with a risk workshop to identify the risks to the programme and to agree what mitigating actions would be needed.

The key is to take opportunities as they arise. You might be aware that a programme is coming to the end of its first tranche, offer to go in to undertake an end of tranche review to capture learning for the next tranche and so avoid any mistakes made first time around.

This worked in one authority where there were particular issues around the roles of the Programme Manager and the SRO, with the SRO taking a very hands on approach resulting in mixed messages being received by the programme team.

There were also issues around how the processes that were being used for the Business Process Redesign exercises differed across the team causing problems for the technical staff who were building the technical solution. Although there was awareness of issues in the programme team the end of tranche review gave an opportunity for all involved to talk openly about their frustrations and to determine how they would need to work differently in the next tranche to avoid similar issues.

Similarly you might be aware that a programme is about to close - offer to go in and facilitate a closure review.

Finally, it might also be that your organisation already has a recognised Programme Management approach but that elements of the approach need to be improved. If this is the case you can pick and choose the elements of the PS PMA that are most useful to you.

5. Programme or Portfolio Approach

This involves managing a specific programme or portfolio using processes and tools in the PS PMA.

By programme we mean a piece of work with a clear vision of what needs to be achieved, often involving major changes, which require the co-ordination and management of a number of projects and activities that together will help achieve the vision.

A portfolio on the other hand is a collection of programmes; projects and activities which together will contribute to the delivery of the organisation's strategic aims and objectives. For example, a portfolio of projects for a specific business area or strategy such as a property portfolio of all the programmes and projects to do with construction projects; or a corporate portfolio overseeing all the strategic projects and programmes going on across the organisation.

Within this context there are a number of ways in which the PS PMA could be used:

- On all programmes in a particular service area or Directorate, for example an ICT programme within Adults Services.
- By using the whole approach on any new programmes that are about to kick off.

The following is an example of where the PS PMA was used to kick off and deliver a new programme:

A mandate was given by the Efficiency and Transformation panel to review and improve the way that transport services were delivered across the organisation. A consultant was appointed to review the current situation and to make recommendations on future delivery models. The work carried out here was similar to a blueprinting exercise and provided a vision for the future and suggested changes needed both in the short term and long term.

The PS PMA was then used to define the programme, including setting up the Governance; clarifying the benefits; identifying the project dossier and producing the programme plan. The programme will now be delivered using the PS PMA guidance.

The example below shows how a targeted approach can lead to applying the PS PMA across the whole programme.

In one organisation a targeted approach was used to roll out benefits mapping within the Affordable Housing Programme. As a result of this the Programme Manager realised that the suite of projects she had within her programme would not deliver the objectives identified on the benefits map. To ensure the delivery of these objectives a rethink of the whole programme was undertaken, which resulted in the formation of a new Corporate Housing Programme Board to manage the delivery of all the housing related projects across all departments. The intention now is to use the PS PMA to re-define and deliver the programme.

The programme or portfolio approach to embedding is akin to running a pilot to evidence that, if successful, it is worth rolling out more widely. For this approach therefore it is particularly important that the success of the delivery of the programme using the PS PMA is widely communicated. Further programmes may then adopt the PS PMA or there might even be an appetite to roll out corporately!

6. Corporate Embedding

Corporate embedding is about everyone in the organisation using the PS PMA to run their programmes.

Because the PS PMA is a flexible and scalable tool the level of use of the processes and templates provided will need to suit the culture and needs of your organisation. In some organisations this will be a very light touch; in others there will need to be a more structured approach taken. You need to decide what is right for you and your organisation.

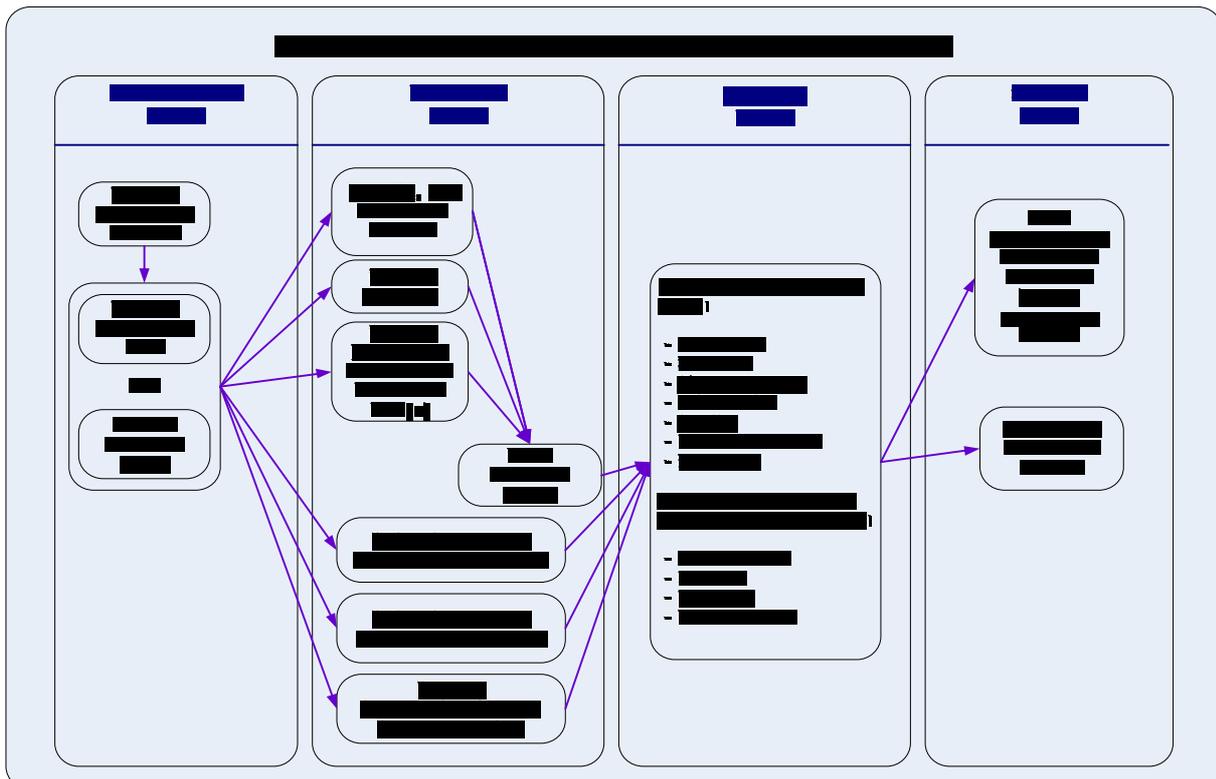
There are several approaches which can be taken to achieve corporate embedding, including:

- Setting up a specific programme to undertake the embedding using the PS PMA processes and templates.
- Getting senior management buy in to support having the PS PMA as the organisation's approach to Programme Management and then making the tools available for all to use, offering help where needed. The difficulty here is how to ensure that people are following the agreed process.

The guidance that follows assumes that you are embedding the PS PMA by setting up a programme. It takes you through the initial stages of the PS PMA lifecycle up to delivery and explains what needs to be considered and produced at each stage with examples where available.

In principle all new programmes would use the PS PMA once it has been implemented in your organisation. But careful consideration needs to be given to the timing of introducing the PS PMA for existing programmes. Generally, introducing it at the next tranche is a good approach. However, immature programmes may not be using tranches!

It would be worth using the PS PMA checklists to do an assessment of each existing programme to discover what the programme is not doing or not doing well. This will help you decide when and how to embed the PS PMA for each specific programme. In some cases you may find that it is more appropriate to take a targeted approach and just introduce those aspects of the PS PMA that the programme is in most need of.



6.1 Programme Identification Phase

Programme Mandate

You need to ensure that you have formal senior management approval to proceed with the Programme. The PS PMA template http://pspmawiki.londoncouncils.gov.uk/index.php/Programme_Mandate can be used or you may have gained your approval through existing governance arrangements such as via an Executive Board or Cabinet report. Which ever method is used it is important that the content of the report sets out clearly that your intention is to implement the PS PMA across the organisation; the drivers, benefits and outcomes of doing so and what will be involved.

Some of the business drivers you might want to use for supporting taking a corporate approach to embedding the PS PMA might be:

- **Increased performance** which could include: more benefits realised, quicker transition to ‘future states’, better alignment to corporate aims and objectives.
- **Reduced cost of failure** which could include: Less: Rework, Cost overrun, Time overrun, Under-delivery, Poor outputs, Benefits not realised / aligned, Consequential costs / losses
- **Reduced cost or cost avoidance in delivering each programme**, which could include: Programme Board time, Programme Manager time, Business Change Managers time, Programme Admin time and Risk Budget. Additionally, savings could be made by re-using examples such as benefit profiles and blueprints from other organisations.
- **Making implementation savings**, this could include: avoiding tailoring the OGC’s Managing Successful Programmes as this has been done by Excellence in Programme and Project Management when creating the PS PMA. It is estimated that Local Authorities spent between £50k and £75k on tailoring PRINCE2 for project management.

Some of the costs of corporate embedding might be:

- **Increased cost of programme management** which could include the:
 - establishment of a Centre of Excellence providing competency development, tools and methods,
 - establishment of a Programme Management Office (PMO), providing support, monitoring and reporting,
 - establishment of a Portfolio Office, providing evaluation and assurance.

Programme Brief

The Programme Brief is a high-level business case which provides enough information about the vision; benefits, risks and issues and likely costs of the Corporate PS PMA Embedding programme to enable the Sponsoring Group to understand the potential scale and impact of the programme; assess the priority of the programme against strategic objectives and other programmes, and make an informed decision on whether to proceed.

A useful way of setting out the vision and explaining the benefits of using the PS PMA is to use the “Postcard from the Future” technique. <http://PSPMAwiki.londoncouncils.gov.uk/index.php/Vision>

Example postcard from the future

Dear resident!

Welcome to your transformed Liberal Democrat council.

Working closely with you, our staff and our partner organisations we have systematically reviewed every service we provide following the mandate you gave us in 2010. We have made tough decisions about stopping, transforming or maintaining services.

We have cut our costs and stripped out waste and inefficiency so we are providing even better value for money. There have been no council tax rises and we have improved satisfaction with the services we provide.

With best wishes

The Leader

Definition Plan

The Definition Plan sets out the activities, timescales, costs and resources needed to fully define the programme.

You will need to agree who will become the Senior Responsible Owner, who will take on the role of Programme Manager and who you will have as the Business Change Manager(s).

6.2 Programme Definition Phase

Benefits Mapping and Profiling

Benefits mapping is a tool to help clarify what it is you would like to achieve from embedding the PS PMA. It involves identifying and defining the expected benefits. To do this you should use the PS PMA guidance on Benefits Management.

http://PSPMAwiki.londoncouncils.gov.uk/index.php/Managing_And_Realising_Benefits_Guidance

Try to articulate the precise benefit in measurable terms and then choose just a few areas for improvement. Prioritise the areas of change that have the most business benefit for your organisation, and then set targets for the performance measures you would like to achieve.

Consider showing interim targets. For example:

- 50% of programmes using the PS PMA by end of current year and 100% of programmes using the PS PMA by end of next financial year.
- All SROs for efficiency programmes trained and all remaining SROs briefed
- We will have achieved level 2 programme management maturity by the end of this year with Governance and Management Control being level 3. We will have reached level 3 programme management maturity in all our programme management activities by the end of next year. See Appendix x yx - P3M3

Be realistic about how much you can achieve and in what timescales.

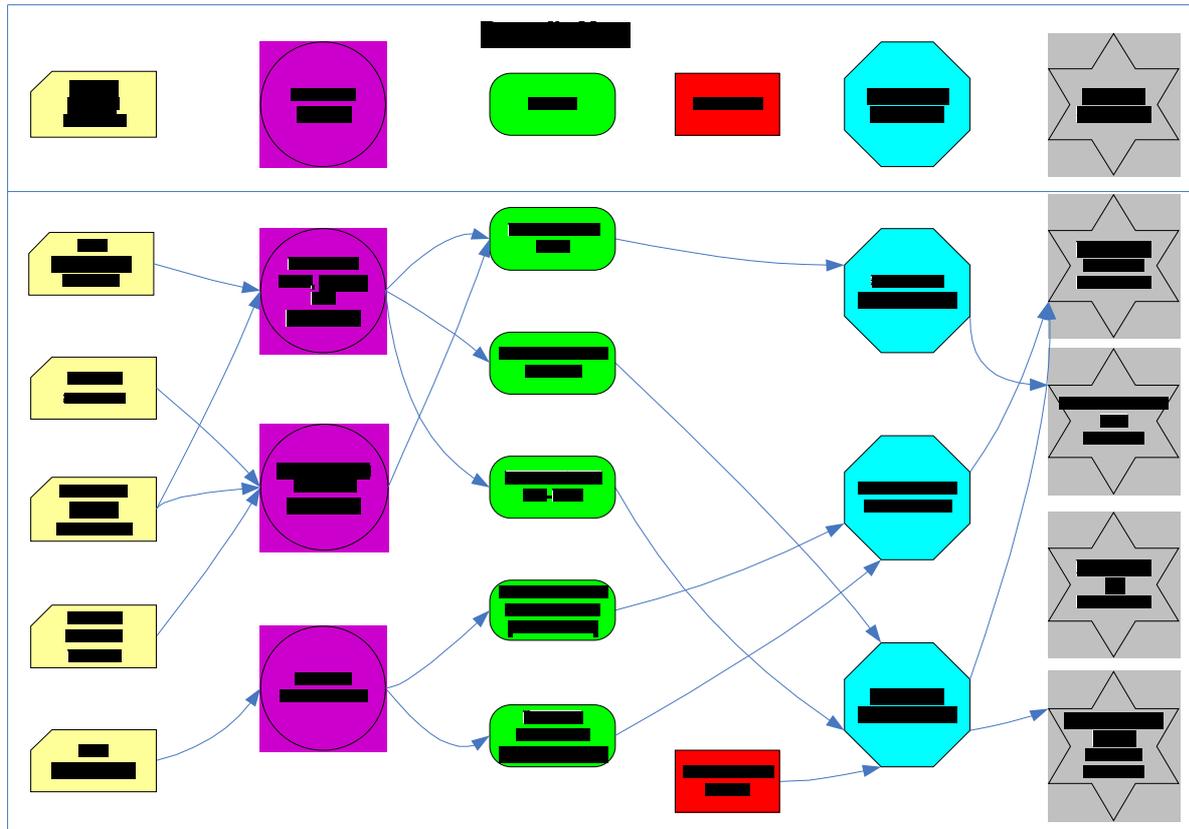
It is useful to hold a [workshop](#) with the SRO and other key stakeholders to prioritise the benefits and to set targets. The workshop facilitator should consider preparing a suggested benefits map in advance of that meeting to help support and speed up the process. This can either be shared with the workshop participants so that they can review and challenge it, or can be used by the workshop facilitator to challenge and ask relevant questions of the workshop participants.

The establishment of the benefits measures will not only enable you to determine when you have achieved your goals but can also be used to prove the Business Case for the implementation, i.e. what is your return on investing all this money and effort?

Hints and Tips:

Remember, what is not measured is rarely achieved!

Example of a Benefits Map for a Libraries Programme



See Appendix D for an example benefits profile.

Developing the Blueprint

The blueprint contains a detailed description of the Future State based on the vision, outcomes and benefits described in the Programme Brief, and if already undertaken, the outputs from the detailed benefits mapping exercise.

It should describe:

- What the Future State will look like
- What the Current State looks like
- What the key gaps are between the Current State and the Future State (Gap Analysis)
- The major step changes from the Current State to the Future State
- The outputs that will need to be delivered in order to achieve the step changes towards the Future State
- Any areas of the Future State where it is not yet clear how they might be delivered
- Any assumptions and constraints used in compiling the blueprint

In your blueprinting you will also need to consider from a programme perspective what processes are already corporately in place for the following and where there are no agreed processes you will need determine how these will be managed for the programme:

- Change control
- Financial management
- Information management and document control
- Progress reporting
- Risk and issue management
- Stakeholder and engagement communications

See **Appendix E** for an example of a Blueprint

Determining the Project Dossier

The size of the task ahead will be determined by establishing the difference between where you are today in your programme management journey (the Current State) and where you want to be at the end of your journey (the Future State) as well as the benefits/outcomes you are looking to achieve from embedding programme management in your organisation.

You may need to break the task down into separate projects or workstreams. e.g. Governance structure for kicking off and managing programmes; training and development needed; Adapting the PS PMA templates etc.

Programme Organisation (Governance)

You need to ensure that an appropriate structure is put in place to manage the programme. As part of putting together your Definition plan you will have hopefully identified suitable candidates for the roles of SRO, Programme Manager and Business Change Manager(s). You will also need to consider:

- Whether you are likely to need a programme team to help you deliver the programme. If you have an existing Programme Management Office, they will be an ideal resource to help with the roll out.
- Will you have separate projects set up for your various workstreams with project managers / leads?
- Will you have a Programme Board?
- How often will it meet?
- Who will be on it?
- What are the reporting and escalation arrangements to ensure that Senior Management are appraised of progress and can assist where necessary?

See

http://pspmawiki.londoncouncils.gov.uk/index.php/Defining_The_Programme_Organisation_Structure_Guidance for more info on Programme Organisation

Stakeholder identification and analysis

Stakeholder identification and analysis of the individuals (and groups) who will be affected by the embedding of the PS PMA needs to be undertaken. It is advisable to work with the different types of 'user' to ascertain which of the barriers you are likely to face. It's much better to be aware now than part way through embedding! A stakeholder analysis document is a useful tool to use, but you need to be aware of any corporate processes around this that should be used.

Once you have identified your stakeholders you need to determine what sort of engagement / communication needs to be undertaken throughout the programme. An example is informing stakeholders about the content of the programme plan .

See stakeholder engagement and communication guidance for more information [http://PS PMAwiki.londoncouncils.gov.uk/index.php/Stakeholder Engagement And Communication Guidance](http://PS PMAwiki.londoncouncils.gov.uk/index.php/Stakeholder_Engagement_And_Communication_Guidance)

Programme management activities

Programme management requires aspects of ‘general management’ that your organisation may already have in place. Therefore the PS PMA needs to be aligned to any existing policies and standards that affect programme management, for example if your Quality and Information Management System (or equivalent) defines how documents will be reviewed, approved, stored, accessed and maintained then there is little point in describing this within the Programme Management method. Instead a reference from the method to the corporate standard is sufficient. However, there may be cases where the corporate standard is insufficient or contrary to programme management best practice. In such cases, a waiver should be sought that an alternative approach for Programme Management can apply. The alternative approach should be documented as an addendum to the Programme Management method.

A suggested approach is to consider each of the programme management activities recommended by the PS PMA and investigate how any existing corporate policies, standards or facilities relate to it. It is better to do this just the once corporately, rather than having each programme do it individually.

7. Barriers to embedding the PS PMA and how they can be overcome

7.1 Barriers

The following might be seen as barriers to embedding the PS PMA and were identified by project and programme personnel who underwent training provided by the Excellence in Programme and Programme Management programme in 2011:

- Gaining buy-in at a senior level to invest in capability when their focus is on cutting costs
- The PS PMA being seen as another overhead rather than efficiency
- Not invented here syndrome – no perceived ownership of the PS PMA
- People already trained in MSP may see PS PMA as ‘dumbing down’
- Perceived as filling out documentation and slowing down initiation / mobilisation
- Unfamiliar jargon and perception

7.2 Overcoming the barriers

The following activities can be used to overcome barriers that may be faced when embedding the PS PMA:

Stakeholder identification and engagement

Key to getting buy in is engaging the right people. Having the backing from a Director or even an elected Cabinet Member can greatly increase your chances of embedding success. You need to identify who the main movers and shakers are in your organisation and what their appetite is for programme management.

The best way to do this is by undertaking a stakeholder analysis and designing a communications plan. This will help you identify your key stakeholders; understand the extent of their interest in programme management, their influence in making things happen in the organisation or their ability to scupper your plans.

From this you can determine the type of engagement that is needed. This might include a ‘sales pitch’ to those who are sceptical about the benefits; meetings with those who are already expert in programme management (e.g. those with an MSP qualification) to discuss how the PS PMA complements MSP and so on.

Gathering Evidence

Gather sufficient evidence to prove the benefits of embedding the PS PMA and to show that it is not about filling in lots of forms, that it won’t slow things down and that ultimately it will lead to a more efficient delivery of the programme.

This evidence should consist of how the PS PMA or similar programme management model has brought about success and achieved benefits in other organisations, or indeed on a smaller scale on a programme in a different department.

You should also show the lessons learned from programmes that have not used a structured approach and highlight particular issues (e.g. governance, budget management, etc), that could have been avoided by using the PS PMA.

Reports such as those produced by Audit or the results of health checks that have been undertaken, pointing out issues around how projects / programmes are being run and what needs to be done to improve, are also good drivers for getting buy in. They can show how the PS PMA would help to resolve the issues raised.

External Help

Another successful method for gaining Senior Management buy-in is to seek help from other organisations who have already embedded the PS PMA. They can show how embedding the PS PMA has helped them successfully achieve their outcomes and benefits from the programme activity they have undertaken.

This could be done by inviting a Senior Manager from another authority to talk to your Senior Management team about their experience. If the messages about the PS PMA are targeted to the priorities and/or concerns of your senior management this will help increase the way in which the talk is received.

To help embed new processes such as Benefits Management you could invite another authority who has successfully introduced this element of the PS PMA to train up your staff through practical workshops. Because the external body has done it in practice it becomes a much more grounded training session rather than one that is just based on theory.

The Project & Programme Community of Practice (PPM CoP) can also be used to raise issues and concerns and to seek external help. See <http://www.communities.idea.gov.uk/comm/landing-home.do?id=22643>

Re-branding the PS PMA

To overcome the 'not invented here' syndrome the PS PMA can be re-branded and amended to reflect your organisation's branding.

You can also pick and choose which of the tools you feel are relevant to you.

As part of the re-branding you are kindly asked to acknowledge that the Public Sector PMA has been produced by the Excellence in Programme and Project Management (EPPM) programme with the financial support of Capital Ambition. The following wording could be used:

"This Guide has been adapted from the Public Sector Programme Management Approach (PS PMA) which was developed by the Excellence in Programme and Project Management (EPPM) programme with the financial support of Capital Ambition."

8. Sustaining the use of the PS PMA

Once you have started to embed the PS PMA, it is important that you ensure its continued use across the organisation. The following suggestions provide examples of the ways in which this can be done:

8.1. Providing the PS PMA tools on your intranet

You need to ensure that the PS PMA guidance and tools are readily available to all staff across the organisation who might be involved in or supporting programme management. A good way of doing this is to ensure that you have dedicated intranet pages for programme and project management. You can then either give an introduction to the PS PMA and link straight across to the Wiki held on the London Councils website or you could rebrand the PS PMA so that it becomes your authority's product and set it up on your own website (London Borough of Richmond Upon Thames has done this).

8.2. Assurance

To help embed the PS PMA, introduce an appropriate level of assurance. This can be achieved in a number of ways:

- Undertaking quality assurance checks or 'health checks' of programmes as they progress through the programme lifecycle and offering help where there are issues, so that the check is seen as a positive experience. In this instance use of appropriate PS PMA tools, such as the application of Governance structures, Benefits identification and mapping, and Stakeholder identification, in a supportive way to resolve the issues, could assist with buy-in.
- Having Programme Management as part of the annual audit programme, or alternatively auditing individual programmes. Officers from Audit would ensure that the appropriate processes are being followed.
- Mandating that programme documentation is subject to a peer-review prior to being submitted for sign-off. Peer reviewers may come from other programme managers, from a Centre of Excellence/PMO or from experienced PPM colleagues within other organisations. The reviewers could identify where the use of PS PMA templates, together with reference to best practice completed examples from other organisations, could strengthen the development and delivery of the programme.

8.3 Training, Development and Support

Ongoing support is needed within the organisation, otherwise the initial effort and messages will evaporate and delivery teams will drift back into their original practices. This might be provided by the PMO if there is one, by having help and guidance available on the intranet as mentioned above or by having an ongoing training and development offering.

It is important that the right people who are involved in programmes receive the level of training appropriate to their role. For example, a Senior Responsible Owner (SRO) wouldn't need the same level of detailed training as the Programme Manager; they will however need to understand their role and the responsibilities of an SRO.

Hints and Tips:

Inappropriate training can be a massive drain on an organisation. Consider working with your Learning/Organisational and Development department to assess the skills and training needs for those working on programmes within the organisation.

8.4 Setting up a Community of Practice (CoP)

A CoP is a “group of people who share a concern or passion for something they do and learn how to do it better as they interact regularly”, [Wenger, Etienne \(c 2007\)](#)

It is recommended that you try to establish a Project and Programme Management CoP within your organisation. This can be open to all those in the organisation who have an interest or involvement in project or programme management across the organisation. Meetings could be set up to suit the organisation; this might be monthly; bi-monthly; quarterly etc. The meetings can be used to review issues; share successes/lessons learned and help develop the Council’s practices in project and programme management. External speakers from other organisations can also be invited to share their experiences. Today, many CoPs are run electronically over the internet. This can be a much more efficient way of sharing information, hints and tips and gathering opinions from a wide range of PPM professionals.

If the small numbers of project and programme management staff within your organisation make it difficult to run a viable CoP you could consider joining an adjoining authority/organisation and establishing a joint CoP.

In addition, there is an active and awarding winning CoP for Project and Programme Management (PPM CoP) in local and regional government, which has the added benefit of having members from a wide range of organisations across the country. There is a good chance that someone in the PPM CoP has resolved an issue or is also tackling the same issue that your organisation faces. See <http://www.communities.idea.gov.uk/comm/landing-home.do?id=22643> and join up.

9. Help and Support

9.1 The Project and Programme Management (PPM) Community of Practice

The PPM Community of Practice (PPM CoP) provides an online forum for people to share their challenges, successes and lessons learned through using the PS PMA. The PPM CoP is highly interactive, allowing people to have virtual conversations on aspects of using or embedding the PS PMA. The PPM CoP helps people to seek or provide advice so that the community of users increase their capabilities through sharing experiences. <http://www.communities.idea.gov.uk/comm/landing-home.do?id=22643>

9.2 Who is using the PS PMA

The following organisations are using the PS PMA.

The table below shows the main approach being used to embed the PS PMA and the key PPM contacts for you to contact for further information.

Organisation	Type of use	Senior Contact*	Key Contact**	Champion***
Cheshire West and Chester Council	Dependent on the Programme requirements		Reza.Rahmani-Torkaman@Cheshirewestandchester.gov.uk	
LB Croydon	Programme	Malcolm Davies	Tony.Snook@croydon.gov.uk	Tony Snook
LB Ealing	Programme	David Lillicrap	Keith Broomfield - BroomfieldK@ealing.gov.uk	Keith Broomfield
LB Greenwich	Targeted	Leon Yohai	June.Reid@greenwich.gov.uk	June Reid
LB Hackney	Dependent on the Programme requirements	James Palmer	Richard.Caton@Hackney.gov.uk	Richard Caton
RB Kensington and Chelsea	Mainly targeted	Tony Redpath	Tim.Ellis@rbkc.gov.uk	Matthew Castle
RB Kingston Upon Thames	Corporate	Kevin Mitchell	Simon.Hoy@rbk.kingston.gov.uk	Simon Hoy
LB Lambeth	Targeted	Tim Weetman	ECrichlow@lambeth.gov.uk	Evette Crichlow
Lancaster City Council	Corporate			
LB Lewisham	Mainly targeted/Used as a source of reference	Steve Gough	Trish.Costello@lewisham.gov.uk	Angelique Golding

Organisation	Type of use	Senior Contact*	Key Contact**	Champion***
Manchester City Council	All three	John Lorimer	Kevin Jones	K.Fletcher@manchester.gov.uk
Reading Borough Council	Targeted	Zoe Hanim	Janice.Gibbs@reading.gov.uk	Janice Gibbs
LB Richmond Upon Thames	Targeted	Mandy Skinner	L.Gill@richmond.gov.uk	Lorna Gill
LB Sutton	Corporate	Gill Bull	Matthew.Wallbridge@sutton.gov.uk	Matthew Wallbridge
VSO	Targeted		Jenny.Massey@VSO.org.uk	Jenny Massey

* See Appendix F

** See Appendix G

***See Appendix H

9.3 Other Support

- PS PMA wiki and templates:

http://PSPMAwiki.londoncouncils.gov.uk/index.php/Main_Page

- Public Sector Programme Management Approach - PDF:

<http://www.londoncouncils.gov.uk/capitalambition/projects/eppm/pma.htm>

- Leading Successful Programmes - A Pocket Guide for Senior Responsible Owners (SROs) in the Public Sector Guide:

http://PS PMAwiki.londoncouncils.gov.uk/index.php/Senior_Responsible_Owner

- [Workshop Facilitation Handbook](#) - Facilitator's Guide:

- Common Programmes Working Groups:

Collaborative working groups involving local and regional authorities delivering similar programmes (such as new ways of working) to avoid duplication of effort and to ensure that lessons learned from effective delivery and best practice are captured and shared. There are currently two groups:

1. Accommodation and New Ways of Working CPWG - for details contact - Nadine Allen at Nadine.Allen@barnet.gov.uk
2. Transformation and Efficiency CPWG - for details - contact Matthew Wallbridge at Matthew.Wallbridge@sutton.gov.uk

- Common Programmes Database:

A database of programmes that are being delivered across London and in some regional organisations, enabling participating authorities to develop a good understanding of programmes

being run in London and the regions; to foster contacts and collaborative opportunities with other organisations at similar stages or covering similar themes; to save money and time in producing key documentation; and to share lessons learned. For more information contact Fal Pisavadia
f.pisavadia@richmond.gov.uk

Appendix A. Programme Maturity - P3M3® Overview

A Maturity Assessment is a tool for helping to determine how good your organisation is at programme management.

The recommended model for use in the public sector is P3M3® - OGC's Maturity Model. This stands for Portfolio, Programme and Project Management Maturity Model and has been around since 2005.

Maturity Models are now accepted across many sectors as the best way to baseline and then measure improvements in capability and to justify investment in improvements. P3M3®, like many other maturity models, uses the internationally recognised 5 levels of maturity to assess process effectiveness. Level 1 is the lowest level, where you just about "recognise" that programmes are different from other forms of management, up to Level 5 where investment in programme management capability is "optimised".

The 2008 version of P3M3® brings a much more pragmatic approach to defining what you would expect to find in organisations that are delivering effective change through programmes and projects. The model offers separate guidance for Portfolios, Programmes and Projects. It defines seven core "perspectives" that apply to all three models, namely management of resources, finance, benefits, stakeholders, risk, management controls and organisational governance.

P3M3 has six primary uses:

- Initial discovery of capabilities to determine which areas of programme management to concentrate on (may lead to a diagnostic assessment)
- Diagnosing underlying weaknesses to eliminate their root causes
- Baselining current capability (for later comparison)
- Benchmarking capability against other organisations (possibly to harvest best practice from a community)
- Certifying capability through independent assessment
- Prioritising improvement work (based on any of the above)

When deciding to use or embed the PS PMA, authorities would benefit from knowing what they already do well and what aspects of programme management they need to improve first. The programme management model within P3M3® can be used for this 'discovery' purpose. Combined with the Competency Grid it provides a comprehensive view of your organisation's capability and will help prioritise any investments required.

The assessment could either be a self-assessment using P3M3 checklists <http://www.p3m3-officialsite.com/P3M3Model/P3M3Model.aspx> or you could use Outperform's checklist by perspective at **Appendix B** which maps P3M3 to the competency grid showing key attributes up to level 3 (this is the level at which programme management is an embedded organisational capability), or you could opt for a formal assessment using an [Accredited Consulting Organisation](#).

When undertaking a maturity assessment try to find out what metrics your organisation already collects as it is useful to link programme management capability with programme performance, e.g.

- Do you issue satisfaction surveys to find out what stakeholders think of your programmes and what results you are getting? Perhaps your stakeholders think that you are not giving them timely information about a programme's performance [e.g. 8 out of 10 stakeholders are saying this]
- Do you have a list of programmes/projects which have failed in some way? Can you analyse this list of failures to understand any common causes of these failures? [E.g. do all programmes/projects under-estimate resources required?]
- How much is your organisation spending on creating programme methods/techniques? If you have a number of silos, is there duplication of effort? How much can be saved by having one common approach?
- How many people have already been trained in programme management generally or PS PMA / MSP specifically.
- How many people work on programmes? For how much of their working week?
- The amount of re-work on programmes, as a % of the baseline budget (money or days effort)?
- The average time it takes to launch a new service?

- The amount of time Programme Managers spend collating information to cut & paste into a Highlight Report?
- The amount of time Programme Board members spend cutting information from Project Highlight Reports and pasting it into Programme Highlight reports?

It is useful to preserve the assessment results as a baseline for future comparison (say annually) or for benchmark comparison against other local authorities.

P3M3 overview (only levels 1 to 3 are shown)

Definition	1 – Awareness The organisation recognise programmes and run them differently to projects and operational activities	2 – Repeatable Programmes generally run with defined processes and procedures (these may be defined on a programme by programme basis).	3 – Consistent The organisation have its own centrally controlled common programme processes and can individual programmes flex within these processes to suit the particular programme.
1. Management Control Management Control covers how the direction of travel is maintained throughout the programme's lifecycle, with appropriate break points to enable it to be stopped or redirected by a programme board (or equivalent) if necessary.	It is recognised that programmes require management controls (such as reporting and reviewing) in addition to existing business management controls. Some rudimentary programme controls are in place.	Programme management controls are established for the programme lifecycle that establish a clear set of outcomes, but these may differ from programme to programme.	There is a consistent approach to programme management controls across the organisation, based on standard processes and methods which ensure programmes deliver their desired outcomes.
2. Benefits management Benefits management is the process that ensures that the desired business change outcomes have been clearly defined, are measurable and are ultimately delivered through a structured approach and with full organisational ownership.	There is recognition that benefits need to be documented in measurable terms and that activities to realise benefits need to be planned and tracked.	Programme documentation includes detailed descriptions of benefits, plans and responsibilities for delivering them.	There is a centrally managed framework for defining and tracking the delivery of the programme's benefits and associated responsibilities for this.
3. Finance management Finance is an essential resource that should be a key focus for initiating and controlling programmes. Financial management ensures that the likely costs of the programme are captured and evaluated within a formal business case and that costs managed over the investment lifecycle.	A programme budget is documented and approved prior to commencing the programme.	Programme funds are distinguishable from normal operational costs. Programme finances are tracked and forecast.	The organisation has common standards for the preparation of business cases (as opposed to budgets) and processes for the management of business cases throughout the programme lifecycle.
4. Stakeholder Management Stakeholder management includes communications planning, the effective identification and use of different communications channels, and techniques to enable the programme's objectives to be achieved.	There is recognition that stakeholders need to be involved with programmes	Stakeholder Management is a deliberate activity undertaken by the programme. Techniques and effectiveness may vary from programme to programme	There is a centrally managed and consistent approach to stakeholder management and communications, used by all programmes.
5. Risk management Risk Management is the process to systematically identify and manage opportunities and threats	There is recognition that risks are different to issues. The programme's risks are documented, but there is no structured approach.	Risk identification is a deliberate activity conducted periodically during the life of the programme. The programme's risks are documented in a programme risk register.	Risks are categorised according to a corporate or common standard. A common process exists for risk identification, assessment, planning and implementation. This includes risk aggregation and early warning indicators.
6. Organisational Governance Organisational Governance looks at how the delivery of programmes is aligned to the strategic direction of the organisation	Programmes have a link to the organisations strategy and there will be a team responsible for achieving this	Programmes can demonstrate a clear link and alignment with strategic organisational objectives (such as those documented in a corporate plan), with roles and responsibilities for this defined	There is a formal review process that ensures that when strategic direction changes occur, programmes are realigned or stopped through a common governance framework consistently applied to all programmes
7. Resource management Resource management covers management of all types of resources required for delivery. These include human resources, buildings, equipment, supplies, information, tools and supporting teams.	Programme plans identify the resources required through the programme's lifecycle.	A defined approach to managing resources for each programme exists, but may not be in a consistent format.	The organisation has a centrally defined and adopted set of procedures and management processes for procuring and managing resources. There are supply chain frameworks in place for programmes to use.

Figure 1 - Crown Copyright, content reproduced from OGC's P3M3® guides

P3M3® assessments can be used at any time, but in relation to the Embedding and Embedding Journey it is best used during the initial assessment of “where are we now?” in the blueprint and as part of benefits realisation can provide a re-assessment to answer “have we got there?”

Appendix B. P3M3® Capability Assessment by Perspective

Please use the following seven checklists to assess how well your organisation has embedded programme management. The statements that follow are level 3 statements, meaning that programme management is being consistently applied.

Provide a rating for each statement with the following colours:

- Red - little or no evidence to indicate the organisation satisfies the attribute
- Amber - some evidence to indicate the organisation satisfies the attribute, but it may not be full effective
- Green - plenty of evidence to indicate the organisation satisfies the attribute

An example is shown below:

Management: Control	
Management: control defines how the programme will be controlled during its lifecycle and achieves success	
Attribute	Comments
1. There is a consistent approach to programme management controls across the organisation, based on standard processes and methods which ensure programmes deliver their desired outcomes	<p>Sih biab biab biab adijj</p> <p>Djad, ad: as adid as adias, adias, celo c as c adibauco: adidhbc: c adajofa, c</p>
2. Programmes have detailed documentation defining their purpose and objectives to a common standard	
3. Programmes have clearly defined descriptions of their end state (blueprint) to a level of detail that enables the projects and other activities to be designed and deliver	
4. Programmes have a board that controls the direction and delivery of the programme and which has clearly defined responsibilities consistently applied	
5. Programmes are subject to gate or independent peer reviews to assure ongoing viability	
6. There is a standard way for programmes to manage issues and deal with issues that is deployed consistently across all programmes	
7. Issue management processes enables cross programme issues to be managed effectively	
8. The organisation has a standard programme lifecycle that is applied to all programmes which controls and authorises lifecycle	
9. Plans are developed to a consistent standard by all programmes outlining how they will achieve their state	
10. There are a standard set of roles and responsibilities that are consistently deployed and applied to all programmes and cover management control	
11. There are subject matter experts within a central group that provide expert support to support programme control	
12. There is a standard approach to assurance and reviews that is used by all programmes to assess overall performance. This could be integrated or peer review	
13. There is a central storage facility for programme information and it is maintained under change control with an approach to tracking and reference	
14. There are centrally defined information security standards are defined and in place, and all programmes conform	
15. Programmes have a standard approach to reporting that is a consistent standard	
16. There is a standard set of tools which are used by all programmes to enable their control	

The ratings you make for these statements will provide you with a to-do list if things to improve.

Management Control

Management control defines how the programme will be controlled during its lifecycle and achieves success.

Attribute	Comments
<ol style="list-style-type: none">1. There is a consistent approach to programme management controls across the organisation, based on standard processes and methods which ensure programmes deliver their desired outcomes2. Programmes have detailed documentation defining their purpose and objectives to a common standard3. Programmes have clearly defined descriptions of their end state (blueprint) to a level of detail that enables the projects and other activities to be designed and deliver4. Programmes have a board that controls the direction and delivery of the programme and which has clearly defined responsibilities consistently applied5. Programmes are subject to gate or independent peer reviews to assure on-going viability6. There is a standard way for programmes to manage issues and deal with issues that is deployed consistently across all programmes.7. Issue management processes enables cross programme issues to be managed effectively8. The organisation has a standard programme lifecycle that is applied to all programmes which controls and authorises lifecycles9. Plans are developed to a consistent standard by all programmes outlining how they will achieve their intent10. There are a standard set of roles and responsibilities that are consistently deployed and applied to all programmes and cover management control11. There are subject matter experts within a central group that provide expert support to support programme control12. There is a standard approach to assurance and reviews that is used by all programmes to assess overall performance, this could be via gates or peer reviews13. There is a central storage facility for programme information and it is maintained under change control with an approach to indexing and reference14. There are centrally defined information security standards are defined and in place, and all programmes conform15. Programmes have a standard approach to reporting that is to a consistent standard16. There is a standard set of tools which are used by all programmes to enable their control	

Benefits Management

Benefits Management is the process to ensure the systematic achievement of measurable beneficial change

Attribute	Comments
<ol style="list-style-type: none">1. There is a centrally managed framework for defining and tracking the delivery of the programme's benefits and associated responsibilities for this2. Benefits Management is deployed consistently, with supporting processes and tools and is used to justify the continuation of the programme3. There is a standard framework that enables effective Benefits management across programmes4. Benefits information includes sensitivity analysis and risks to their full achievement5. There is a consistent approach to managing benefits opportunities with actions being taken when these change6. Ownership is clearly defined for all benefits and the actions needed to deliver them.7. There is a clearly defined approach within the organisation for defining and measuring the achievement of benefits8. Programme Plans are reviewed to take account of Benefits realisation plans and dependencies to manage programme delivery9. There has been specific training and skills development in benefits realisation management techniques and tools for programme teams10. There is a standard set of roles and responsibilities in place for benefits management within all programmes11. There is programme Benefits realisation management expertise available to advise programmes12. There is a structured, centralised approach to reviewing Benefits management processes13. Benefits performance information is in a consistent format is up to date14. Tools and systems are consistently used across programmes for managing benefits	

Finance Management

Finance Management is the process that ensures there is effective management of funds to achieve the programme objectives

Attribute	Comments
<ol style="list-style-type: none">1. Finance Management is deployed consistently, with supporting processes forecasting and tracking expenditure throughout the lifecycle2. There is a consistent toolkit that enables effective Finance management within programmes3. There is a consistent approach to controlling finance throughout the programme lifecycle4. Programme Plans are reviewed to take account of financial plans and dependencies, there are funding forecasts for programmes using consistent techniques5. There has been specific training in programme finance management techniques and tools6. There is a standard set of roles and responsibilities in place for finance management and approvals across all programmes7. There is programme financial management expertise available to advise programmes8. There is a structured, centralised approach to reviewing Finance management processes9. Finance information is up to date and there is on-going performance tracking10. There will be a consistent, centrally managed approach to business case development and management11. There are clearly defined funds that are visibly allocated across all programmes and based on their financial plans	

Risk Management

Risk Management is the process to systematically identify and manage opportunities and threats.

Attribute	Comments
<ol style="list-style-type: none">1. Risks are categorised according to a corporate or common standard2. A common process exists for risk identification, assessment, planning and implementation3. Risk management is focused at programme level aggregation4. Early warning indicators have been identified and are monitored across the programmes5. Risk Management is deployed consistently, with supporting processes and tools6. There is a consistent approach that enables effective risk management across all programmes7. There is a consistent approach to managing the overall exposure to risk through consistent control mechanisms, e.g. checklists and categorisation8. Consistent approaches to early warning indicators enable the overall risk exposure to be monitored9. There is a consistent approach to risk action plans being developed and included in overall programme plans10. There has been specific training in risk management techniques and tools11. There is a standard set of roles and responsibilities in place for the management of risk12. There is programme risk management expertise available to advise programmes13. There is a common and structured approach to reviewing risk management processes and effectiveness across all programmes14. Risk information is up to date and there is consistent categorisation15. Tools and systems are consistently used across programmes	

Stakeholder Engagement

Stakeholder Engagement is the systematic approach to analysing and engaging with stakeholders and ensuring effective communications is achieved

Attribute	Comments
<ol style="list-style-type: none">1. There is a centrally developed and managed approach to stakeholder management and communications2. Stakeholder Management is deployed consistently, with supporting processes and tools3. There is a consistent framework that enables effective Stakeholder management and communications4. There is a consistent approach to identifying, analysing and managing stakeholder and communications5. There is on-going management and assessment of stakeholder perspectives throughout the lifecycle of the programme, with plans being adjusted6. There is a consistent approach to communications practices7. Programmes use a range channels to enable effective communications and are used consistently8. Programme communications plans are aligned to enable consistent messages to be delivered9. There has been specific skills development in Stakeholder management techniques and tools10. There is a standard set of roles and responsibilities in place for programme stakeholder management and communications11. There is stakeholder and communications expertise available to support programmes12. There is a structured, centralised approach to reviewing Stakeholder management processes and effectiveness13. Stakeholder information is up to date and there is on-going performance tracking14. There is a standard stakeholder management toolkit in place and standard templates for communications plans are deployed	

Resource Management

Resource Management is the process that ensures there is effective delivery of resources to achieve the programme objectives

Attribute	Comments
<ol style="list-style-type: none">1. The organisation has a centrally defined and adopted set of procedures and management processes for procurement and managing resources2. Programme procurement is undertaken to common standards and there are supply chain frameworks in place for programmes to use3. Resource Management is deployed consistently, with supporting processes forecasting and tracking expenditure throughout the lifecycle4. There is a centrally defined resource management approach that is used across all programmes5. There is a consistent approach to monitoring and managing Resource utilisation and requirements throughout the programme lifecycle6. Programme Plans are reviewed to take account of Resource plans and dependencies, there are utilisation forecasts for programmes using consistent techniques7. Programmes supplement in-house resources and knowledge in a structured way to optimise the costs8. There has been specific training and skills development in Resource management techniques and tools9. There is a standard set of roles and responsibilities in place for Resource management across all programmes10. There is programme resource management expertise available to advise programmes11. There is a structured, centralised approach to reviewing resource management processes and effectiveness12. Resource information is up to date and there is on-going performance tracking13. There will be a consistent, centrally managed approach to resource forecasting and management, supplemented by standard checklist of types of resources to be used	

Organisational Governance

Organisational governance defines how the organisations identifies the need for initiatives, and ensures that they remain aligned to the strategic needs of the organisation.

Attribute	Comments
<ol style="list-style-type: none">1. There is a formal review process that ensures that when strategic direction changes occur, programmes are re-aligned or stopped2. There is a common governance framework consistently applied to all programmes3. Programmes are clearly aligned with the organisations strategic objectives4. There is a centralised approach to formally review programmes and ensure that the right mixes of programmes are in place to ensure that the strategy of the organisation can be achieved5. Decision making by programmes is enabled by the centralised availability of information about other programmes and strategic direction6. Programmes have a standard approach to reporting that is to a consistent standard and forms part of the organisations reporting processes7. There is clear commitment from all organisation leaders to the concepts of programme management8. The organisation has a set of prescribed control points that enable the review and alignment of the programmes; these may take the form of gate reviews.9. The organisational business planning process includes reference to the plans of current and anticipated programmes10. There are corporate and regulatory standards that are applied at the outset of the programme and compliance is monitored11. There are a standard set of roles and responsibilities that are consistently deployed and include specific reference to on-going programme alignment12. There is a standardised independent approach to assurance and reviews that is used by all programmes to assess overall contribution to corporate strategy	

Appendix C. Competency Grid Self-Assessment

Another tool to help determine maturity in terms of skills in programme management available within the organisation is to use the Corporate Competency Grid. It is well recognised that an organisation requires more than just some trained programme managers with a copy of the PS PMA for consistent, repeatable successful programme delivery. Successful programme delivery requires a blend of technical, contextual and behavioural competences at the individual, project and organisational levels as shown in the table below.

	Individual	Team	Organisation
Behavioural Competence	<p>Interpersonal skills The personal attributes required for programme and project based working</p> <p>What can help? Psychometric and 360 degree assessments Intra-personal development (e.g. time management) Coaching and mentoring</p>	<p>Team dynamics The temporary team working together</p> <p>What can help? Inter-personal development (e.g. communication) Collaboration tools such as MS SharePoint or ProjectPlace</p>	<p>Culture The corporate culture for programme and project working, e.g. matrix management</p> <p>What can help? Developing shared values Corporate leadership / governance Incentives and rewards</p>
Technical Competence	<p>Techniques Programme and project management specific techniques such as planning, benefits management, risk management</p> <p>What can help? The PS PMA Wiki & Templates PS PMA Advanced Training MSP® and PRNCE2® Training</p>	<p>Methods Methods for managing a programme (e.g. the PS PMA) and projects within them (e.g. PRNCE2®)</p> <p>What can help? The PS PMA Wiki & Templates PS PMA Overview Training MSP® and PRINCE2® Training</p>	<p>Frameworks Frameworks for deploying, maintaining, and supporting methods and techniques</p> <p>What can help? PS PMA Champion Training PS PMA Embedding Support Workshops P3O® Training P3M3® Assessments</p>
Contextual Competence	<p>Domain expertise Domain specific knowledge such as finance, legal, HR, health & safety, democratic structures, etc</p> <p>What can help? Domain specific knowledge and experience Experiential learning (e.g. secondments) CoP forums</p>	<p>Lifecycle Models Methods specific to the type of programme e.g. business change, societal change, regeneration, infrastructure, climate change, etc</p> <p>What can help? Lifecycle models (e.g. six sigma, cotter, construction) Experiential learning (e.g. secondments)</p>	<p>Strategic Alignment Commissioning and tracking the best set of programmes and projects to achieve corporate goals</p> <p>What can help? P3O® Training Gateway Reviews Portfolio Management tool</p>

The Competency grid is (C) Outperform UK Ltd, 2010

The competency grid provides a useful means of self-assessing your organisation's systemic capability in project and programme management (that is, your organisation's ability to deliver multiple projects and programmes beyond the capacity of the 'A team'). It enables you to understand which elements are holding you back the most and therefore the elements that need to be taken into account when using or embedding the PS PMA.

Self-assessing your organisation's capability using the Competency Grid will only provide a high-level view of strengths and weaknesses though and you may need to conduct a more thorough investigation into underlying issues. For such analysis OGC's maturity model called P3M3® can be used - see [Undertaking a Maturity Assessment](#).(hyperlink)

To help you rate each element of the grid use the definitions above, but also consider whether your organisation exhibits any of the following symptoms or weaknesses.

© Outperform UK Ltd www.outperform.co.uk	Individual perspective	Programme perspective	Organisation perspective
Behavioural competence	Inappropriate risk taking (too risk averse or unaware) Inappropriate escalation (too frequent, infrequent, to wrong level of management)	Conflicts and miscommunication within the team Little collaboration Too few or too many meetings with too few or too many attendees	Weak matrix management – e.g. No programme control over resources - often taken away Management commitment varies over time Pet projects started by senior management without rigour
Technical competence	Poor planning / estimating / scheduling / scoping Inappropriate (or incomplete) benefit measures Reactive risk management	Inconsistency within the programme e.g. different format of progress reports, different scales for rating risks. No repeatability.	Multitude of models with little intelligence about best practice. Lessons are not learned Poor knowledge sharing.
Contextual competence	Project Manager not matched to project type therefore unaware of typical issues, risks, constraints etc (e.g. IT project manager doing a new factory build)	Lack of clarity over programme objectives. Method not suitable for the type of programme (or not suitably tailored)	Too many projects / programmes, too few resources Poor alignment to strategic objectives No measurement of benefits

Please rate your organisation in each of the 9 areas of the following grid, using the colour code below:

- Red = Little competence in this area. Areas of weakness.
- Amber = Some competence in this area, but more is needed
- Green = Competence is adequate for the programmes we run
- BEST = This is what we are best at

	Individual	Team	Organisation
Behavioural Competence	Interpersonal skills	Team dynamics	Culture
Technical Competence	Techniques	Methods	Frameworks
Contextual Competence	Domain expertise (BEST)	Lifecycle Models	Strategic Alignment

The ratings you provide here will tell you the nature of the work you will need to undertake to improve. Behavioural issues will require coaching/mentoring and culture change techniques, technical issues will require process development and skills based training. Contextual issues require a combination of process development and experience (and as it is difficult to teach experience, this will mainly involve appointing the right people in the right roles, but also developing future managers through schemes such as secondments).

Appendix D - Example Benefits Profile

Example - Excellence in Programme and Project Management Programme

Benefit profile: Cost avoidance for methods and training			
Benefit Description	Authorities avoid reinventing the wheel (i.e. the cost of developing tailored programme management approaches) by using the Public Sector Programme Management Approach which has been developed in collaboration and receive free training		
Benefit Type	Financial non-cashable		
Programme business changes required	Authorities (or individual programmes) become aware of and adopt or make use of the common approach rather than developing their own approach. This will be supported by communication of the approach (for example through the newsletter and on-line community), through EPPM training (including for Senior Leaders) and in particular through implementation/embedding support. Adoption would be particularly promoted if PS PMA were to be adopted as a local government standard.		
Outputs contributing to this benefit	Phase 2: Published PMA Phase 3: PMA enhanced and corrected as necessary Phase 3: PMA Implementation Support Phase 2 and 3 Training (Super Users / PS PMA Champion, PMA Overview, SROs)		
Benefit Owner	Tim Ellis, Business Change Manager		
Stakeholder beneficiary	<ul style="list-style-type: none"> All relevant London Local and Regional Authorities and partners Authorities outside of London 		
Measurement & Costs	Key Contacts to complete and return survey about adoption. Chase up telephone calls to capture this.		
Dependencies on other programmes	None		
Assumptions	<ul style="list-style-type: none"> That the cost of creating and embedding a programme management method is £50K to £100K based on experience of London Authorities implementing PRINCE2. £75k has been used for calculation purposes That the adoption of the PS PMA outside of London is a benefit also worth capturing Common definitions of “adoption” and “use” of PS PMA can be agreed 		
Constraints	<ul style="list-style-type: none"> PS PMA is perceived as a valued product EPPM may not have the right key contact in the target organisations and accurate reporting on adoption may not takes place 		
Risks to benefit	<ul style="list-style-type: none"> OGC’s refresh of MSP (due early 2011) outdates PS PMA Authorities do not adopt for reasons we do not yet fully understand or due to lack of engagement 		
Measures	Baseline	Target (31 March 2011)	Measurement method & responsibility

Benefit profile: Cost avoidance for methods and training			
Awareness (KPI ¹) (n) Do potential beneficiaries know the PS PMA exists?	Zero - the baseline is the point at which the PS PMA existed.	Engagement / feedback gathered from at least 1 individual in all in scope London local authorities and regional authorities 90% of in-scope authorities aware	Annual survey survey and then ongoing data gathering especially through courses and other engagement activities and by Benefit Record forms
Interest/Intention (KPI) (n) What intention to potential beneficiaries express?	Zero - the baseline is the point at which the PS PMA existed.	No target will be set for interest/intention but this will be reported on	
Adoption (B)(n) Are organisations using: as the “basis” for programme management	Zero - the baseline is the point at which the PS PMA existed.	18 in-scope authorities in London have adopted or are adopting. 10? Authorities outside London have adopted	
Calculation of ££ avoided (n x £75k each saved)	Zero - the baseline is the point at which the PS PMA existed.	London: 18 x £75k (or part) £1,350,000 Outside London: 10 X£75k - £750,000 Total £2,100,000	Calculation based on level of adoption
“some elements”	Zero - the baseline is the point at which the PS PMA existed.	NB will not be counted as a benefit and a target has not been set but will be tracked	Survey and other feedback
“as a source of reference” (not a benefit)	Zero - the baseline is the point at which the PS PMA existed.	NB will not be counted as a benefit and a target has not been set but will be tracked	Survey and other feedback
“not adopting”	Zero - the baseline is the point at which the PS PMA existed.	Will be tracked	Survey and other feedback
Training costs avoided	Zero	TBC (number of training multiplied by a cost based on comparison with the market)	Course attendance numbers

¹ Measures are categorised as either KPI = Key Performance Indicator - i.e. an important measure to track but not a benefit or B = Benefit - an actual positive outcome of change or as near as we can get to a measure for the outcome

Appendix E. Blueprint Example for Embedding the PSPMA

	“As Is” state	Interim State	“To Be” state²
Process			<p>Programme management process & templates (e.g. Tailored PS PMA)</p> <p>Policy on governance of programmes and programme management</p> <p>Assurance scheme</p> <p>Lessons learned process</p> <p>Change control process (for the policies, processes and templates)</p> <p>Competency development scheme (including induction)</p>
Organisation			<p>Competent SROs/Sponsors, Programme Managers and Business Change Managers</p> <p>Sponsor for PPM (i.e. a Director who is accountable for the governance of project/programme management)</p> <p>Owner for PPM standards (e.g. Centre of Excellence)</p> <p>Project and Programme Office (to support project/programmes)</p> <p>Portfolio Office (to facilitate investment decisions and to report aggregated progress)</p> <p>PPM Community of Practice (internal and/or external)</p> <p>Training providers</p>
Infrastructure			<p>Corporate knowledge repository (for lessons learned, latest version of policies, processes, templates etc)</p> <p>Collaboration tool</p> <p>Dashboard tool</p> <p>Workflow tool</p>
Information			<p>List of current and potential programmes and their status (programmes dashboard)</p> <p>List of PPM personnel and their competence (skills, qualifications, experience, track record)</p> <p>List of training providers and their performance</p> <p>Audit/health-check schedule & results</p> <p>Programme documentation (specific to each programme)</p> <p>Lessons learned library</p> <p>List of change requests - to programme management policies, processes and templates.</p>

² The blueprint items in this ‘to be’ state will enable an organisation to gain Level 3 Maturity (using P3M3). Delete as appropriate.

Appendix F. PPM Senior Contact role

Ideal profile

The PPM Senior Contact is most likely to be the most senior person in the organisation who is responsible for projects and programmes. They are likely to be a Chief Officer, Director or Assistant Director.

As a leader of change in the organisation, the PPM Senior Contact ideally has:

- Commitment - able to put time in to help manage change in the organisation
- Credibility - people must believe that this person will see the adoption and embedding process through to completion
- Challenging the status quo - If they believe current practice is ok, then change is unlikely to happen. Without change, few if any benefits will be realised
- Leading by example - e.g., being an Senior Responsible Owner on a programme

Suggested Responsibilities

The responsibilities of the role will vary depending on the adoption option chosen. Some example responsibilities include:

- Publicly committing the organisation to the PS PMA
- Issuing a policy regarding how the PS PMA will be used in the organisation
- Willing to commit resources, especially PPM Key Contact and PS PMA Champion roles
- Sponsoring changes required to help establish programme management ways of working
- Sponsoring training events held locally
- Motivating the PS PMA Champion so that each programme has the best chance of success
- Ensuring measures are in place to track successes from using PS PMA

Likely Time Commitments

The responsibilities of the PPM Senior Contact will not require more than a few days per quarter to fulfil.

Hints and Tips

It would be good to give you PPM Senior Contact a copy of the SRO Guide (http://pspmawiki.londoncouncils.gov.uk/index.php/Senior_Responsible_Owner) and talk them through the key responsibilities of that role.

APPENDIX G. PPM Key Contact role

Ideal profile

The PPM Key Contact is the person who has day-to-day responsibility for programme management or programme support in their organisation (or part thereof).

It may be someone who manages (or works in) the PMO or Centre of Excellence if your organisation has one or perhaps someone who works in the finance or procurement departments otherwise. It could be anyone so long as they have a responsibility for programme management/programme support generally.

The PPM Key Contact should be an advocate of the PS PMA and be able to sell the benefits of using it.

Suggested Responsibilities

The PPM Key Contact is the point of information for all communications between the core National Improvement Programme (PPM) Team and their organisation.

The responsibilities of the role will vary depending on the adoption option chosen. Some example responsibilities include:

- Acting as the link person between their organisation and the National Improvement Programme (PPM)
- Cascading information from the National Improvement Programme (PPM) to appropriate colleagues within the organisation
- Keeping local information about the PS PMA up-to-date
- Maintaining the training needs analysis with help from PPM Senior Contact and PS PMA Champion
- Arranging PS PMA Training to meet training needs

Likely Time Commitments

Time commitment will vary significantly dependent on the embedding option chosen and the nature of the existing job role the person has.

APPENDIX H. PS PMA Champion role

Ideal profile

The PS PMA Champion is ideally someone who has practical experience of delivering a programme or who has contributed to “shaping the management and implementation of programmes” by carrying out a key programme support role. The PS PMA Champion ideally has a range of skills covering technical, cultural and facilitative areas; examples are shown in the following table:

Technical skills	Cultural skills	Facilitative skills
Knowledge of Programme Management processes Knowledge of Programme Management documentation Able to acquire and validate user needs and requirements Able to define and manage a Programme	Knowledge of how to create buy-in and overcome resistance to change Able to advise teams on the best structures for adoption Knowledge of how to coach members of the Programme Board in executing their role	Able to set up and manage meetings to achieve lasting agreements Knowledge of how to run facilitated workshops (see Workshop Facilitation Handbook - http://pspmawiki.londoncouncils.gov.uk/index.php/Workshop_Facilitation_Handbook)

Suggested Responsibilities

The PS PMA Champion is ‘the expert’ in the PS PMA for their organisation, such that they are able to assist others within that organisation to learn and successfully apply the framework. The responsibilities of the role will vary depending on the adoption option chosen. Some example responsibilities include:

- Be an advocate of the PS PMA
- Help adopt and embed PS PMA into their organisation
- Provide feedback on the PS PMA
- Share experiences (good and bad) with other programmes and other organisations
- Mentor other programme management/support personnel (SROs, Programme Managers, Business Change Managers, Finance Officer, HR Officer)
- Help set up and manage your internal Programme Management CoP
- Encourage membership of the PPM CoP(<http://www.communities.idea.gov.uk/comm/landing-home.do?id=22643>)

The PS PMA Champion should report progress on the adoption and embedding of the PS PMA within their organisation to the PPM Senior Contact.

Depending on your organisation you may wish to have one PS PMA Champion per directorate, one per service or perhaps have one for capital and one for revenue. See the [PS PMA Champion guidance](#) on who is an appropriate candidate.

Likely Time Commitments

The time commitment of the role will depend on the embedding choice (Targeted, By programme or portfolio, Corporate embedding), the maturity of the organisation and the number of programmes it runs.

Hints and Tips

Depending on the structure of your organisation, you may wish to have more than one champion so that each area within your organisation has good representation on the adoption of PS PMA. In some cases, it may be appropriate for the PPM Key Contact to also be the PS PMA Champion.

Appendix I. Acknowledgements

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