

The value of programme management

Programmes are unique and transient strategic endeavours undertaken to achieve a defined set of objectives, incorporating a group or related projects and change management activities. Programme management consists of the activities to initiate, control and integrate projects and change management activities to achieve beneficial change for an organisation.

Programme management is the coordinated management of projects and business as usual (steady-state) activities to achieve beneficial change. It is not intended to duplicate the activities performed in individual projects and applying a programme management should add more value to the achievement of the programme objectives when compared to each project operating independently.

Applying a programmatic approach to the delivery of projects generates savings in terms of time, cost and resource and greater confidence in the delivery of beneficial change by:

- Driving **strategic outcomes** within organisations by providing a level of management to integrate the component project teams.
- Creating programme wide **governance mechanisms** (such as use of the P3M3 assessment model) which act as a catalyst for improving both project and programme management maturity.
- Focus on defining, integrating and coordinating projects to **maximise value** of the combined project deliverables.
- Managing **wider risk** to benefit achievement and providing an escalation point for project risks. Projects can be re-scoped or cancelled to maintain the overall programme **business case**.
- Identifying and monitoring interdependencies between projects and transforming project deliverables into **benefits**.
- Providing opportunities to achieve **economies of scale**, consolidating and coordinating the needs of multiple projects.
- Establishing **collaborative working** across different project teams within programmes. **Resources, specialist skills and funding** can be re-allocated across programmes to accelerate projects within it.

