

Organisation [Name]

Department [Name]

Programme Charter

**<Programme Name>**

Date: <Date>

Doc. Version: <Version>

Template Version: 1.0.0



*This template is based on PM²-PgM v1.0*

*For the latest version of this template please visit the PM² Portal*

**Document Control Information**

|  |  |
| --- | --- |
| **Settings** | **Value** |
| **Document Title:** | Programme Charter |
| **Programme Name:** | <Programme Name> |
| **Document Author:** | <Document Author> |
| **Programme Owner:** | <Programme Owner (PgO)> |
| **Programme Business Manager:** | <Programme Manager (PgBM)> |
| **Programme Manager:** | <Programme Manager (PgM)> |
| **Doc. Version:** | <Version> |
| **Sensitivity:** | <Public, Basic, High> |
| **Date:** | <Date> |

**Document Approver(s) and Reviewer(s):**

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **Role** | **Action** | **Date** |
|  |  | *<Approve / Review>* |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Document history:**

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

* Editorial, formatting, and spelling
* Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

|  |  |  |  |
| --- | --- | --- | --- |
| **Revision** | **Date** | **Created by** | **Short Description of Changes** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Configuration Management: Document Location**

The latest version of this controlled document is stored in <location>.

|  |
| --- |
| *<These notes should be deleted in the final version :>*  **Notes for Templates:**   * Text in <orange>:must be defined. * *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version. * Text in green: can be customised. Should be recoloured to black in the final version. |

TABLE OF CONTENTS

1 Executive Summary 4

2 Programme Description 5

2.1 Programme Purpose and Objectives 5

2.2 Justification and Business Context 5

2.3 Programme Vision Statement 5

2.4 Programme Scope and Exclusions 5

2.5 Success Criteria 5

2.6 Outcomes and Benefits 6

3 Governance and Stakeholders 7

3.1 Governance Structure 7

3.2 Roles and Responsibilities 7

3.2.1 Appropriate Governance Body (AGB) 7

3.2.2 Programme Steering Committee (PgSC) 8

3.2.3 Programme Owner (PgO) 8

3.2.4 Programme Manager (PgM) 8

3.2.5 Programme Business Manager (PgBM) 9

3.2.6 Programme Support Office (PgSO) 9

3.3 Other Stakeholders 9

4 Approach 10

4.1 Methodologies followed 10

4.2 Benefits Delivery Management 10

4.3 Programme Monitoring & Control arrangements 10

4.4 Escalation 11

5 Programme Stages 12

5.1 Stage 1: <Stage S1 short name> 12

5.2 Stage 2: <Stage S2 short name> 12

5.3 Stage 3: <Stage S3 short name> 12

6 Programme Roadmap 13

7 Programme Risks 14

8 Projects Overview 15

8.1 Project: <P1 project name> 15

8.2 Project: <P2 project name> 15

8.3 Project: <P3 project name> 15

9 Programme Cost 16

Appendix 1: Applicable and Reference Documents 17

Appendix 2: Benefits Map 18

Appendix 3: Roles Assignment 19

# Executive Summary

<This section should provide an executive summary. Complete this section last.>

# Programme Description

## Programme Purpose and Objectives

<The programme was launched for the organisation to reach certain strategic objectives. Describe here what these objectives are and what the contribution is of the programme to these objectives. Defining these elements allows the programme to be better executed and arbitrated in potential conflictual situations.

These objectives should be in line with the Benefits Map presented in Appendix 2.>

|  |  |  |
| --- | --- | --- |
| **ID** | **Strategic Objective** | **Programme contribution** |
| SO1 |  |  |
| SO2 |  |  |
| SO3 |  |  |
| SO4 |  |  |
| SO5 |  |  |

## Justification and Business Context

<This section should include any pertinent considerations to the approved Programme Business Case. Topics such as the impact and urgency of the current situation described in the business case can be further elaborated in this section if necessary.>

## Programme Vision Statement

<Describe what the overall vision is for the programme; what the TO-BE state is where you envision the organisation to be when the programme will be realised. It usually is a brief, high-level description of the final state as imagined by the Programme Owner (PgO) or the Appropriate Governance Body (AGB) that authorised the programme.>

## Programme Scope and Exclusions

<Identify what it is in-scope for the programme, i.e., the outcome that the programme will accomplish. The focus should address the change the organisation will encounter after implementing all the outputs of the different projects contained within the programme. >

The final scope of the programme covers the following areas of change necessary to achieve the vision, and objectives: i.e.:

**Excluded:**

<This section should identify what it is out-of-scope for the programme. It is as important to define what is in and what is out-of-scope, to better manage the expectations of the programme stakeholders.>

## Success Criteria

<This section should describe the success criteria of the programme. Think of success criteria as the criteria based on which the programme can be deemed as a success or a failure.>

|  |  |  |
| --- | --- | --- |
| **ID** | **Criterium** | **Description** |
| SC1 |  |  |
| SC2 |  |  |
| SC3 |  |  |
| SC4 |  |  |
| SC5 |  |  |

## Outcomes and Benefits

<This section should highlight the outcomes of the programme necessary to obtain a benefit, which will lead in the end to realising the strategic objectives that were set.

An outcome is achieved because of the work done by projects and other activities creating outputs and new/enhanced organisational capability. A benefit is the measurable improvement resulting from the outcomes introduced by the programme, i.e., improved customer service, operational cost reduction, increased productivity, reduction in service tickets, etc.

Outcomes and benefits are part of the full Benefits Map presented in Appendix 2.>

The anticipated outcomes and benefits from the programme are:

|  |  |  |
| --- | --- | --- |
| **ID** | **Programme Benefit** | **Outcome** |
| PB1 |  |  |
| PB2 |  |  |
| PB3 |  |  |
| PB4 |  |  |
| PB5 |  |  |

# Governance and Stakeholders

## Governance Structure

*<This section should describe the organisational structure of the programme team and stakeholders, preferably providing a graphical representation. Please refer to the more detailed role descriptions further down in this document.>*

The following diagram describes the overall governance structure for the programme. The concrete assignment of roles can be found in Appendix 3.



Figure 1: Programme governance structure

|  |  |
| --- | --- |
| **Roles** | **Description** |
| Appropriate Governance Body (AGB) | Overarching organisational authority taking the investment decisions, as such authorising the programme. |
| Programme Steering Committee (PgSC) | Key-decision authority driving the programme forward to deliver the intended outcome and benefits. |
| Programme Owner (PgO) | Chairs the Programme Steering Committee and is accountable for the success of the programme. |
| Programme Manager (PgM) | Day-to-day programme responsible. Coordinates projects that are part of the programme. Is focused on the programme's outcome. |
| Programme Business Manager (PgBM) | Responsible for delivering the intended benefits, based on the programme's outcome.  If the programme accomplishes change in multiple business domains, there could be several Programme Business Managers in the Programme Steering Committee each representing a specific domain. |

## Roles and Responsibilities

*<This section should describe the Roles and Responsibilities of the Programme Governance>*

### Appropriate Governance Body (AGB)

**Description**

The Appropriate Governance Body (AGB) has the overarching authority over the programme and represents senior managers who are responsible for the investment decisions, defining the direction of the business, and ensuring the overall alignment of the programme with the strategic direction of the organisation. This body also ensures the programme complies with the corporate delivery standards and practices.

**Responsibilities**

* Defines the vision of the programme.
* Ensures alignment of the vision with the organisation’s strategic direction.
* Takes the investment decision and delivers the mandate of the programme.
* Appoints the Programme Owner (PgO).
* Gives strategic direction to the Programme Steering Committee (PgSC).
* Resolves issues that cannot be resolved on programme level.

### Programme Steering Committee (PgSC)

**Description**

Chaired by the Programme Owner (PgO), the prime purpose of the Programme Steering Committee (PgSC) is to drive the programme forward and deliver the outcomes and benefits. Members provide resources and specific commitment to support the Programme Owner (PgO), who is accountable for the overall success of the programme.

**Responsibilities**

* Delivers the programme within the defined mandate.
* Signs off key programme artefacts.
* Provides high-level monitoring and control of the programme.
* Scrutinises the delivery of the desired benefits.
* Defines projects within the programme priorities and resolves escalated conflicts, issues, and risks.
* Supports mitigating programme risks.
* Reports and escalates to the Appropriate Governance Body (AGB) when required.

### Programme Owner (PgO)

**Description**

The Programme Owner (PgO) is accountable for the success of the programme, ensuring that it meets its objectives and achieves the expected benefits. The individual who fulfils this role must be empowered to direct the programme and take decisions. The Programme Owner (PgO) provides leadership to the programme and assumes total accountability for delivery. This role requires seniority and authority.

**Responsibilities**

* Is accountable for the success of the programme.
* Develops and shares the vision of the programme.
* Ensures the programme budget is correctly allocated to the needs of the programme.
* Represents the interests of the programme in the Appropriate Governance Body (AGB).
* Keeps the programme aligned to any change in the organisation’s strategy affecting the programme.
* Chairs and directs the Programme Steering Committee (PgSC) and appoints its members.

### Programme Manager (PgM)

**Description**

The Programme Manager (PgM) assures the day-to-day management of a programme. Working in close collaboration with the Programme Business Manager (PgBM), the Programme Manager (PgM) reports to the Programme Owner (PgO).

**Responsibilities**

* Manages the programme and provides direction to the projects to achieve the intended programme objectives and benefits.
* Structures the programme in collaboration with the Programme Business Manager (PgBM).
* Gives direction to Project Managers (PM) and manages the project interdependencies.
* Develops and implements the programme management plans.
* Reports to the Programme Owner (PgO).
* Organises the Programme Steering Committee (PgSC) sessions and implements its decisions.
* Makes proposals to the Programme Steering Committee (PgSC) in agreement with the Programme Business Manager (PgBM), e.g., start a new project, delay a project, cancel a project.
* Escalates unresolvable programme risks or issues to the Programme Steering Committee (PgSC).
* Manages communication with programme stakeholders.

### Programme Business Manager (PgBM)

**Description**

The Programme Business Manager (PgBM) represents the Programme Owner (PgO) daily within the programme and collaborates closely with the Programme Manager (PgM). The focus of the Programme Business Manager (PgBM) is the achievement of the intended benefits in the business domain. In case multiple business domains are impacted by the programme, each domain might have its own Programme Business Manager (PgBM) appointed and represented in the Programme Steering Committee (PgSC).

Because a deep understanding of the performing organisation’s responses to change is required, it is highly recommended that this role is filled internally and not outsourced.

**Responsibilities**

* Assists the Programme Owner (PgO) on the specification of the programme regarding the business objectives and benefits to be delivered.
* Establishes an efficient collaboration and communication channel with the Programme Manager (PgM).
* Designs the future operational state(s) for the impacted organisation.
* Is responsible for the programme's business implementation.
* Monitors the delivery of the benefits according to plan.
* Identifies business side risks affecting the programme.
* Reports to the Programme Owner (PgO).

### Programme Support Office (PgSO)

**Description**

The Programme Support Office (PgSO) is a team that provides administrative support and assistance to both programmes and projects. It has an advisory role on the use of methodology, procedures, tools, and functions as the custodian of the programme's archive.

**Responsibilities**

* Aids with the use of project scheduling, resource planning, coordination and project supporting tools.
* Supports the Programme Steering Committee (PgSC) meetings and gather lessons learned from project experiences.
* Maintains a central programme and project repository (project artefacts, changes, risks, issues, lessons learned) and coordinate configuration management activities.
* Monitors the adherence to methodology guidelines and other organisational standards.
* Establishes tools, procedures, and methods for use in the programmes and projects.
* Participates in the continuous improvement of the programme and project management methodologies.

## Other Stakeholders

*<This section should identify any other stakeholders of the programme and provide a brief profile description of the key stakeholders involved. Refer to the Programme Stakeholder Matrix for further detailed analysis of all the stakeholders.>*

# Approach

## Methodologies followed

*<This section should mention the chosen methodology that the programme will follow. In case that PM2 is not the chosen methodology, this section should describe the deviations to the standard/proposed management methodology.*

*Select the artefacts that need to be used during the programme.>*

|  |  |  |  |
| --- | --- | --- | --- |
| **INITIATING PHASE** | **PLANNING PHASE** | **EXECUTING PHASE** | **CLOSING PHASE** |
| * Programme Initiation Request * Programme Business Case * Programme Charter | * Programme Stakeholder Matrix * Programme Communication Plan * Programme Business Implementation Plan * Programme Work Plan * Programme Handbook | * Project Initiation Requests * Programme Status Reports * Change Request Forms | Programme-End Report |
| **MONITOR & CONTROL** | | | |
| * Programme Logs * Programme Business Implementation Plan (updates) * Programme Work Plan (updates) | | | |

## Benefits Delivery Management

A **benefit** is a measurable improvement resulting from the changes and outcomes introduced by the programme. An **outcome** is a result of change which affects real world behaviour/circumstances and may lead to one or more benefits. Outcomes are achieved as a result of the work done by projects and other activities creating outputs and new/enhanced organisational capability.

The link between the project outputs, the outcomes, the benefits, and strategic objectives are visualised in the benefits map in Appendix 2. This map will be the basis for the further planning of the benefits delivery in the Programme Business Implementation Plan and the related outcomes in the Programme Work Plan.

This benefit delivery will also be monitored as part of the normal programme monitor & control activities.

## Programme Monitoring & Control arrangements

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Programme** | **FREQUENCY** | **MEETING** | **ATTENDEES** | **ARTEFACT** |
| Quarterly | Programme Steering Committee meeting | PgSC members | Minutes of Meeting |
| Monthly | Programme Status Review meeting | PgM, PMs | Programme Status Report,  Project Status Reports |
| Monthly | Business Programme review meeting | PgBM, BMs | Programme Status Report, Benefit Log |
|  |  |  |  |  |
| **Project** | **FREQUENCY** | **MEETING** | **ATTENDEES** | **ARTEFACT** |
| One-off | Project kick-off | PO, BM, SP, PM, PCT  Optional: PgM | Project Charter |
| Weekly | Internal project meetings | PM, PCT | Project Work Plan |
| Weekly | Project status review meeting | PM, BM | Project Status Report |
|  |  |  |  |  |

## Escalation

To manage issues an escalation mechanism is put in place. When an issue cannot be solved at a specific level of operation (level 3, level 2), the escalation to the next level takes place.

There are four levels of escalation severity, level 1 being the most severe and level 4 being the least severe.

|  |  |  |
| --- | --- | --- |
| **Level** | **Involved** | **Description** |
| 4 | BM, PM | When an issue cannot be solved by the PCT the PM must be alerted and the issue is escalated to be formally discussed with the BM. |
| 3 | PO, SP | When an issue cannot be solved at level 4, the PO and SP must be alerted so that they can attempt to find a solution. |
| 2 | PgM, PgBM | When an issue cannot be solved at level 3, the PgM and the PgBM must be alerted so that they can attempt to solve it. |
| 1 | PgO | Finally, when an issue cannot be solved at level 2, the PgO must be formally notified to arbitrate. |

# Programme Stages

This section describes the programme structure in terms of stages. A stage is an intermediate step of the organisation evolving in terms of people, processes and systems towards the final to-be state. At the end of each stage the organisation will be able to start delivering specific benefits.

|  |  |  |
| --- | --- | --- |
| **ID** | **Stage** | **Target date** |
| S1 |  |  |
| S2 |  |  |
| S3 |  |  |
| S4 |  |  |
| S5 |  |  |

## Stage 1: <Stage S1 short name>

*<Describe for each stage:*

* *Outcome/Capability to be delivered (intermediate state of the solution): changes in the organisation in terms of people, processes, and systems*
* *Benefits targeted*
* *Projects and/or specific programme level activities delivering outputs*
* *Timing/key milestones>*

*For IT systems each stage usually involves an intermediate solution architecture, which can be described in a separate architectural document (e.g., a part of the data might already be migrated to a new system which requires a temporary interface with the old system).>*

## Stage 2: <Stage S2 short name>

## Stage 3: <Stage S3 short name>

*<Add as many similar paragraphs as needed to cover all the stages in the programme.>*

# Programme Roadmap

*<This section should provide a visual overview of the sequence of execution of projects, their major milestones, and dependencies as well as other events that are relevant to monitor on programme level (programme milestones, stage-end, etc.)*



# Programme Risks

<This section should highlight the key programme risks that are identified at this initial stage and proposes corresponding risk management strategies. This initial risk assessment does not replace the full risk assessment that is conducted during the planning phase. You may refer to the programme’s Risk Log for a complete list and description of risks and response actions.>

| **ID** | **Risk Description & Details** | **Status** | **Likelihood** [1-5] | **Impact** [1-5] | **Risk Level** =L x I | **Risk Owner** | **Risk Response Strategy** | **Action  Details** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

# Projects Overview

*<Describe for each project briefly:*

* *Project name;*
* *Major deliverables (output);*
* *Key stakeholders;*
* *Key milestones;*
* *Dependencies (internal or external to the programme).>*

## Project: <P1 project name>

## Project: <P2 project name>

## Project: <P3 project name>

# Programme Cost

<This section should describe the financing structure of the programme: expenditures, budget lines (a.k.a. cost centres), amounts.

Provide a high-level overview of the total cost of the programme, including programme level activities, project costs, and others.>

|  | **<Year N>** | | **<Year N+1>** | | **<Year N+2>** | | **<Year N+3>** | | **<Year N+4>** | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Expenditure** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Budget Line** | **Amount** | **Total cost** |
| Programme level activities |  |  |  |  |  |  |  |  |  |  |  |
| <Project 1> |  |  |  |  |  |  |  |  |  |  |  |
| <Project 2> |  |  |  |  |  |  |  |  |  |  |  |
| <Project 3> |  |  |  |  |  |  |  |  |  |  |  |
| <other costs> |  |  |  |  |  |  |  |  |  |  |  |
| **Cost per year (k€)** |  |  |  |  |  |  |  |  |  |  |  |

Appendix 1: Applicable and Reference Documents

|  |  |  |
| --- | --- | --- |
| **ID** | **Reference or Related Document** | **Source or Link/Location** |
| 1 | *e.g. Programme Initiation Request* |  |
| 2 | *e.g., Programme Business Case* |  |
| 3 |  |  |

Appendix 2: Benefits Map

Web portal

New/amended support procedures

Reorganised estate

Trained support staff

Customer communications

IT System enhancments

**Outputs/ enablers**

New admin function

Staff operating of new working practices

Operational Contact centre

**(Capabilities)**

Reduction in avoidable contact with customers

Increase in staff working from home

Increased use of new approach

**Outcomes**

Customers using on-line channel

Objective a***:***

***Establish a world class Service***

Efficiency saving 1?

Cost reduction1?

Efficiency saving 2?

Service improvement 2?

Avoided cost 1?

Service improvement 1?

New service 1?

**Benefits**

**Strategic Objectives**

Objective b***:***

***Deliver key public services***

Objective c*:*

***Deliver and promote modern services***

Objective *d:*

***Organisation devoted to continuous improvement***

Objective e*:*

***Increase efficiency and value for money***

Dis-Benefit

Less staff interaction

Trained staff

New/amended work procedures

Appendix 3: Roles Assignment

|  |  |
| --- | --- |
| **Role** | **Name** |
| **PROGRAMME** | |
| Programme Owner (PgO) |  |
| Programme Manager (PgM) |  |
| Programme Business Manager (PgBM) |  |
| **PROJECTS** | |
| **Project: <P1 project name>** | |
| Project Owner (PO) |  |
| Solution Provider (SP) |  |
| Business Manager (BM) |  |
| Project Manager (PM) |  |
| **Project: <P2 project name>** | |
| Project Owner (PO) |  |
| Solution Provider (SP) |  |
| Business Manager (BM) |  |
| Project Manager (PM) |  |
| **Project: <P3 project name>** | |
| Project Owner (PO) |  |
| Solution Provider (SP) |  |
| Business Manager (BM) |  |
| Project Manager (PM) |  |
| **Project: <P4 project name>** | |
| Project Owner (PO) |  |
| Solution Provider (SP) |  |
| Business Manager (BM) |  |
| Project Manager (PM) |  |
| **Project: <P5 project name>** | |
| Project Owner (PO) |  |
| Solution Provider (SP) |  |
| Business Manager (BM) |  |
| Project Manager (PM) |  |