

Programme and Project Review

Assurance that all is well
or early warning if it's not





Independence and experience

Get reassurance, or early warning of issues, through our independent reviews

Our independent programme and project review service gives assurance to the team, Board, Finance Director or other stakeholders that all is well or, if it's not, provides:

- More time to create and develop a wider range of recovery options
- Lower costs, by virtue of having more options open earlier in the process
- Reduced load on scarce resources
- Lower risks, as the issues and weaknesses are dealt with earlier

Raising issues and identifying unmanaged risks early is invaluable to anyone delivering a complex programme or project – time and space is created to develop practical solutions.

The first law of project management:

'You can only influence future activities'

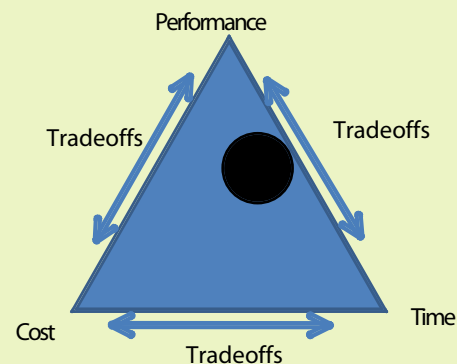
Developing a set of recovery options often means thinking about, and defining with great clarity, the objectives for the programme or project and the way they interact with each other.

The art of developing a recovery plan is in seeing and understanding the interaction and trade-off between three main variables:

The second law of project management

The objectives for a project are usually a trade-off expressed in terms of

- Cost
- Time
- Performance



"The beauty of not planning is that failure comes as a complete surprise and is not preceded by a period of worry and doubt"

Sir John Harvey-Jones

Our review approach

We review major private and public sector project and programmes ranging from the straightforward (a bank or a housing programme) to the highly complex (nuclear facilities).

Our approach has three main components:

1. Experienced and independent reviewers
2. A structured approach
3. Practical, action-oriented reporting

Experienced independent reviewers

Each of our reviewers has over 20 years experience and are objective, practical, solutions-oriented people. They have the gravitas to deliver tough messages, where necessary, to both Boards and project teams. Our teams can consist of OGC reviewers, subject experts and seasoned programme managers.

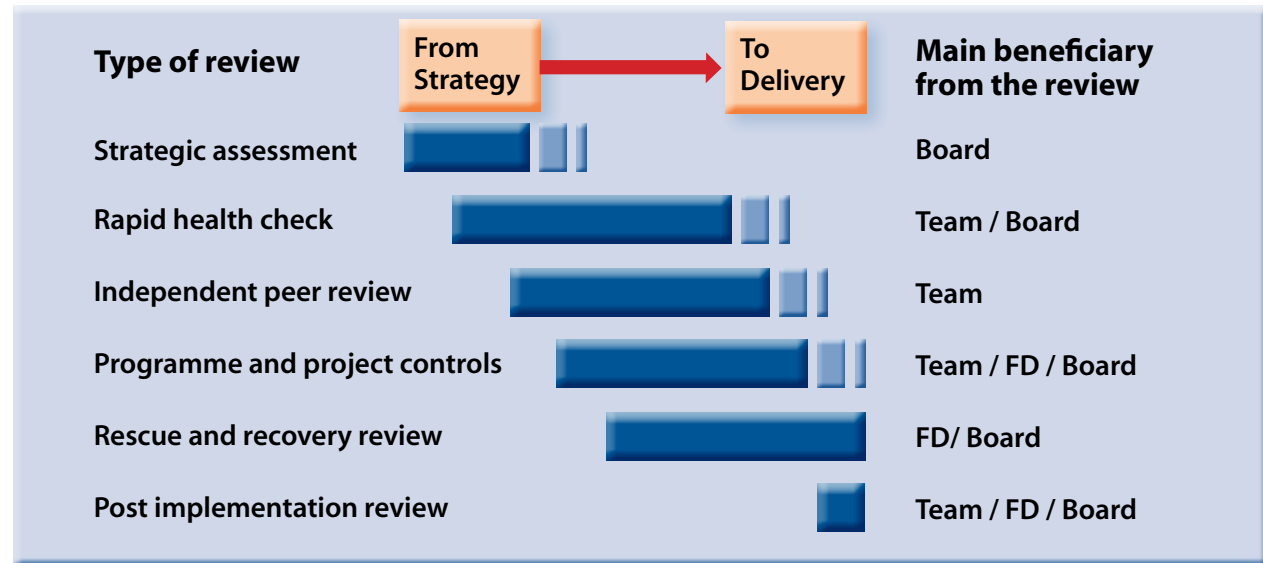
A menu of intervention options



Typical review scope

- Strategic direction of the organisation, the relationship/dependency of the programme or project and the level of sponsorship
- Strategic dependencies (eg with other programmes, competing policies, economy)
- Governance arrangements
- The programme objectives as determined by
 - cost, budgets, benefits, cashflow
 - timing, phasing
 - performance requirements and outputs
- Risk management approach
- Opportunity capture and management
- Contingency planning and management
- Stakeholder engagement and management
- Business Plan integrity, focus and validity
- Critical resources (eg people, affordability)
- Scope definition and control documents
- Programme and project management
- Assurance processes (reviews, non-execs)
- Commissioning and operational handover plans
- Operational management solutions
 - staffing/organisation
 - property/facilities management
 - supply chain integrity
- People/change plans

A structured approach



Our review services relate to the stage reached by a programme or project, and to the audience:

The Board – requiring a strategic assessment and review either at, or close to, the programme initiation

The Finance Director – requiring assurance about deliverability, costs, revenues, cash flows, risks and benefits

The Programme Director – seeking independent advice and practical experience

The Team – valuing independent constructive peer support, the introduction of fresh ideas and an external perspective

We follow a practical approach that is based on and builds from our own, the OGC's and the NAO's best practice and knowledge of recognised common causes of failure.

The benefits of practical, timely early warning



Practical action-oriented reporting

We discuss emerging issues and findings regularly throughout the review with the Sponsor. This means there are no surprises and it helps us explore issues fully as they emerge during the course of the review.

We tailor our reports to the circumstances – they are always concise and focused and include:

- Presentation pack, delivered verbally
- Full report showing our independent assessment of the
 - status
 - issues and risks
 - unexploited opportunities
 - costs, cashflow
 - progress/timetable
 - constraints
 - benefits
 - deliverability
 - recovery options
 - recommendations

We report promptly, in plain English, providing the basis for practical planning and actions.

Our Clients

We have carried out reviews for many leading businesses and government departments including:

Barclays	<i>Multi-million pound construction recovery programme</i>
BBC	<i>Pacific Quay project</i>
BBC	<i>Risk and Asset Management project</i>
DCMS	<i>Olympics delivery and budgets</i>
DfT	<i>National bus concession project</i>
DCLG	<i>Fire communications</i>
DFP	<i>Maze prison review</i>
OGC	<i>M25 widening project</i>
OGC	<i>National flu pandemic</i>
OGC	<i>Personal pension accounts pensions</i>
NAO	<i>'Improving project services through better construction' report</i>
Royal Mail	<i>Property portfolio planning review</i>
THORP	<i>Nuclear plant</i>
Yorkshire Water	<i>Capital programme</i>
MOJ	<i>Workspace</i>
DTi	<i>Flexible computing</i>

Benefits

- *Independent and objective assessment*
- *Early warning of issues or unexploited new opportunities*
- *Enabling:*
 - *the programme or project team to take corrective action*
 - *the Board to adjust the objectives or strategy*
 - *substantial knowledge transfer*

"We could not have asked for a more appropriate team leader. He brought his experience to bear and was of great benefit to us. A number of sensitive issues arose during the review which were handled with great skill and sensitivity by the review team."

Government Director General

Contact Us

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