

Starfish Capability Statement

Programme and Project Management

Organisations depend on the delivery of projects and programmes, either as part of their delivery business or to achieve strategic goals. Getting programme and project management wrong often means poor performance, wasted investment and unrealised outcomes. Many organisations struggle to get it right.

Starfish works with clients to deliver structured programme and project management through the use of proven methodologies, tailored to suit the circumstances and internal processes of our clients.

What is Programme and Project Management?

Projects sit within programmes and programmes sit within the organisation's portfolio of change.

Programme management is focused on the areas of tension between strategy, delivery and operational effectiveness. Starfish supports the definition of a programme as being "the temporary, flexible organisation created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits relating to the organisation's strategic objectives."

Project management guides a project through a visible set of activities from initiation to delivery, closure and review. Starfish supports the definition of a project as "a set of coordinated activities with defined starting and finishing points, undertaken by an individual or a team to meet specific objectives within defined time, cost and performance parameters as specified in a business case."

Starfish approach to Programme and Project Management

Starfish has experience and capability using and deploying all common Programme and Project Management frameworks, methodologies and approaches that are applied as appropriate for our client's specific circumstances or preferences.

However, Starfish's preference is to follow the Projects in Controlled Environments (PRINCE2) and Managing Successful Programmes (MSP) methodologies developed by the UK government as the standard approach to IT project management alongside our approach for Portfolio Design and Management. The consistent application of these methodologies enables the construction and use of Portfolio, Programme and Project Management maturity models.

In addition, Starfish provides governance and review services for initiatives that require independent quality assurance and review of launch readiness, in-flight performance, post-project completion and benefits realisation.

Programme and Project Management methodology outline

The following is a description of the PRINCE2 and MSP methodology components used by Starfish.

PRINCE2 is a process approach to project management, fitting each process into a framework of essential components which need to be applied throughout the project. The set of processes and controls provides the structure that will support the life of the project, and explains what information should be gathered along the way. The PRINCE2 method demonstrates how projects can be divided into manageable chunks or stages, allowing realistic planning, and practical resource demand management.

PRINCE2 provides a formal recognition of responsibilities within a project, together with its focus on what a project is to deliver (the why, when and for whom):

- A common, consistent approach with a controlled and organised start, middle and end
- Regular reviews of progress against plan
- Assurance that the project continues to have a business justification
- Flexible decision points with management control of any deviations from the plan
- The involvement of management and stakeholders at the right time and place during the project
- Good communication channels between the project, project management, and the rest of the organisation
- A means of capturing and sharing lessons learned
- A route to increasing the project management skills and competences of the organisation's staff at all levels.

MSP is a structured yet flexible framework. It allows management and control of all the activities involved in managing a programme through providing advice on organisation, processes, communication and ways of thinking. There is a close link between MSP and PRINCE2.

MSP helps achieve real business benefits through a formal process of benefit identification, measurement, management and realisation.

Starfish capability in Programme and Project Management

Starfish Consulting has a team of experienced business practitioners who apply their hard won management experience to providing clients with consistent outcomes and capability:

- Programme and project framework design and deployment
- Programme design and management
- Project management and delivery
- Individual independent quality assurance review
- Relationship-based independent quality assurance service.

The tools that Starfish can deploy in this area of organisational sustainability include:

- Benefit realisation management processes
- Pragmatic programme and project delivery frameworks
- Change management frameworks
- Templates, processes and analytical tools for planning, estimating, reporting and controlling delivery
- Risk analysis and management Review Methodologies.