



PROGRAMME ROLES

build a robust programme

In any project, there are a number of roles that must be fulfilled if you are to build a robust programme and drive it to a successful outcome. Inspired Partners always identifies and allocates the following roles before any project begins in earnest.



The Sponsor



This is usually the individual who authorised the programme, and their active and clear commitment is critical to its success. Real, sustainable change can only be achieved when the Sponsor is supportive in thought, word and deed – and when this is reflected in their communications, behaviours and activities. Allocating resources and providing formal (or informal) rewards that reinforce the desired change can accelerate the process.

The Sponsor's responsibilities include:

- Encouraging business buy-in to the ultimate solution
- Ensuring resources are available as and when needed
- Opening doors and removing programme barriers
- Providing active support to the Core Team

Steering Group Member



The Steering Group will normally comprise the senior individuals responsible for all the areas of the business affected by the programme, often including the Sponsor. Each member will have an interest in reaching the end destination, but they may not all have the same destination in mind.



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A Steering Group Member's responsibilities include:

- Maintaining an overview and guiding the overall direction of the programme
- Getting involved in the detail when it is fundamental to programme success
- Resolving medium and long-term issues to keep the programme moving
- Mitigating any risks identified by the Core Team
- Attending regular review meetings

Programme Manager

The Programme Manager is the custodian of the overall vision for the programme and ensures that it is consistently applied across all areas. They manage the delivery of a cohesive, optimum solution within the agreed time, cost and quality parameters, taking into account the needs of both the business and the customer.

The Programme Manager's responsibilities include:

- Ensuring each team member clearly understands what they are responsible for delivering
- Defining 'ways of working' for the programme team, including meeting and reporting structures
- Understanding the interdependencies between the different areas
- Planning and managing programme resources
- Managing and mitigating any risks as they are identified
- Monitoring the overall performance of the programme against the plan
- Acting as the primary interface with the Steering Group

Core Team Member

These are the central components of any programme, responsible for moving it forward and delivering the planned activities. Their skill sets will depend on the nature of the programme - some members may manage specific areas while others may be involved across a range of areas.



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The Core Team will typically be made up of a mixture of Subject Matter Experts (*see below*) and representatives from the wider business, who bring their 'day to day' experiences and represent their area. They will all have agreed responsibilities and allocate an agreed amount of time to the programme. The Core Team may be a dedicated full-time team, a number of part time members or a mix. The business needs to balance the difficulties of managing a part-time team with the costs of running a full-time team.

If a programme involves any element of change, Inspired Partners recommends that Core Team Members also take on the role of [Change Agents](#). This means acting and behaving in particular ways and promoting the programme at all appropriate opportunities. Individuals who will be proactive 'agents for change' should be sought as Core Team Members.

Subject Matter Experts (SMEs)



SMEs bring expert knowledge to the programme. This may relate to the delivery of programme activities, such as communications or technical expertise, or to specific aspects of the business, for example Financial or IT systems. If an SME is not part of the Core Team, the timing of their involvement is critical and needs to be planned in advance. Their role will usually consist of carrying out specific activities and/or providing input to meetings, workshops and training sessions.

All these roles and responsibilities are critical to the success of the programme and should be regularly reviewed. Consider:

- Are the individuals fulfilling their allocated roles?
- Is the programme making effective use of the skills and experience of the individuals involved?
- Are there any gaps in the team?

Ensuring these roles are fully and effectively undertaken will build a robust programme, making for a more efficient delivery and a more sustainable outcome.