

CODE OF PRACTICE FOR

# PROGRAMME MANAGEMENT

IN THE BUILT ENVIRONMENT





# **Code of Practice for Programme Management in the Built Environment**



# **Code of Practice for Programme Management in the Built Environment**



**WILEY Blackwell**

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# Foreword

The concept of programme management is relatively new in the built environment. Its need, and continued growth, arises from the expectation that benefits obtained through coordinated management of multiple linked projects are greater than the sum of the individual project benefits. Therefore, programme management provides a systemic approach to achieve common goals and overall benefits.

Having started its life as a public sector tool, programme management has been gaining popularity in the private sector. There are now a significant number of organisations in both sectors, which are involved in the practice of programme management either in the capacity of client, programme manager, or both.

There are a number of documents and publications currently available for the general discipline of programme management. However, when it comes to the specific nature of the built environment – in which there are growing numbers of large and significant programmes – this new *Code of Practice* leads the way in being an authoritative document for both public and private sector practitioners.

Developed by representatives from the major professional institutions associated with construction and real estate, and from the key public sector organisations, practices and corporations involved with our industry, this document sets out best practice for programme management in the built environment.

I strongly commend the effort by this cross-institutional, public and private practice working group, in leading the way to produce this excellent *Code of Practice* for our industry. This will be of great value to all the associated clients, programme managers and supply chain professionals, as well as all students of the subject and their mentors. The benefits should be felt by not only those practising in the United Kingdom but also those globally, wherever programme management is gaining in importance as a delivery tool for programmes within the built environment.



# Acknowledgements

This *Code of Practice for Programme Management* represents a continued effort over a sustained period of time, under the stewardship of Roger Waterhouse FCIOB and David Woolven FCIOB, to produce a practical document for a discipline which spans many industries. Programme management has no single universal definition or accepted standards, it aims to achieve benefits instead of just being time, cost and quality efficient; there are various types and a plethora of associated procedures and processes.

When the CIOB published the first edition of the *Code of Practice for Project Management* for construction and development in 1992, it was unique in many ways and has since found its place within our industry as an authoritative document. Its popularity has led to successive editions. Now into its fifth iteration, this pioneering document, I believe, will continue to serve the industry well.

This new *Code of Practice for Programme Management*, has similarly been prepared by a broad representation of the industry, with contributions from built environment specialists and interdisciplinary cooperation between professional institutions which represent our industry. I congratulate their perseverance and persistence in producing this excellent document and thank them all for their valued assistance in the process. A list of participants and the organisations represented is included in this book.

I would take this opportunity to extend a special note of thanks to Arnab Mukherjee FCIOB, for giving the document its final shape and coordinating the editing process.

**Chris Blythe**  
Chief Executive  
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# Summary of Key Terminology

<b>Benefits</b>	A (directly or indirectly) measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders and that contributes towards one or more organisational strategic objective(s).
<b>Benefits management</b>	The identification, definition, monitoring, realisation and optimisation of benefits within and beyond a programme.
<b>Benefits profile</b>	Used to define each benefit (and dis-benefit) and provide a detailed understanding of what will be involved and how the benefit will be realised.
<b>Benefits realisation manager (BRM)</b>	Supports programme manager by taking the responsibility in benefits identification, mapping and realisation – ensures that necessary business benefits are realised.
<b>Benefits realisation plan</b>	Used to monitor realisation of benefits across the programme and set governing controls.
<b>Business change manager (BCM)</b>	Responsible for ensuring that the objectives have been sufficiently and accurately defined, managing the transition activities and undertaking and determining whether the intended benefits have been realised.
<b>Business partner</b>	Organisations that have a business or financial interest in the outcome of the programme.
<b>Clients</b>	Persons using the services of a professional entity or those who are procuring products or services from a professional entity. In legal context, a client may instruct a professional entity to act on the client's behalf. In the programme sense, this document defines clients as 'the body or group that procures the services of professionals to initiate and deliver projects or a programme of projects'.
<b>Customer</b>	Persons who are paying for a product or a service but not necessarily in the legal context represented by the professional entity.
<b>Deliverable</b>	What is to be provided as a result of an initiative or project – typically tangible and measurable.
<b>Dis-benefit</b>	A (directly or indirectly) measurable decline resulting from an outcome perceived as a negative by one or more stakeholders that may or may not affect one or more organisational strategic objective(s).
<b>Issue</b>	A relevant event that has happened or is likely to happen, wasn't planned and requires management action.
<b>Opportunity</b>	A relevant but uncertain event that can have a favourable impact on objectives or benefits.