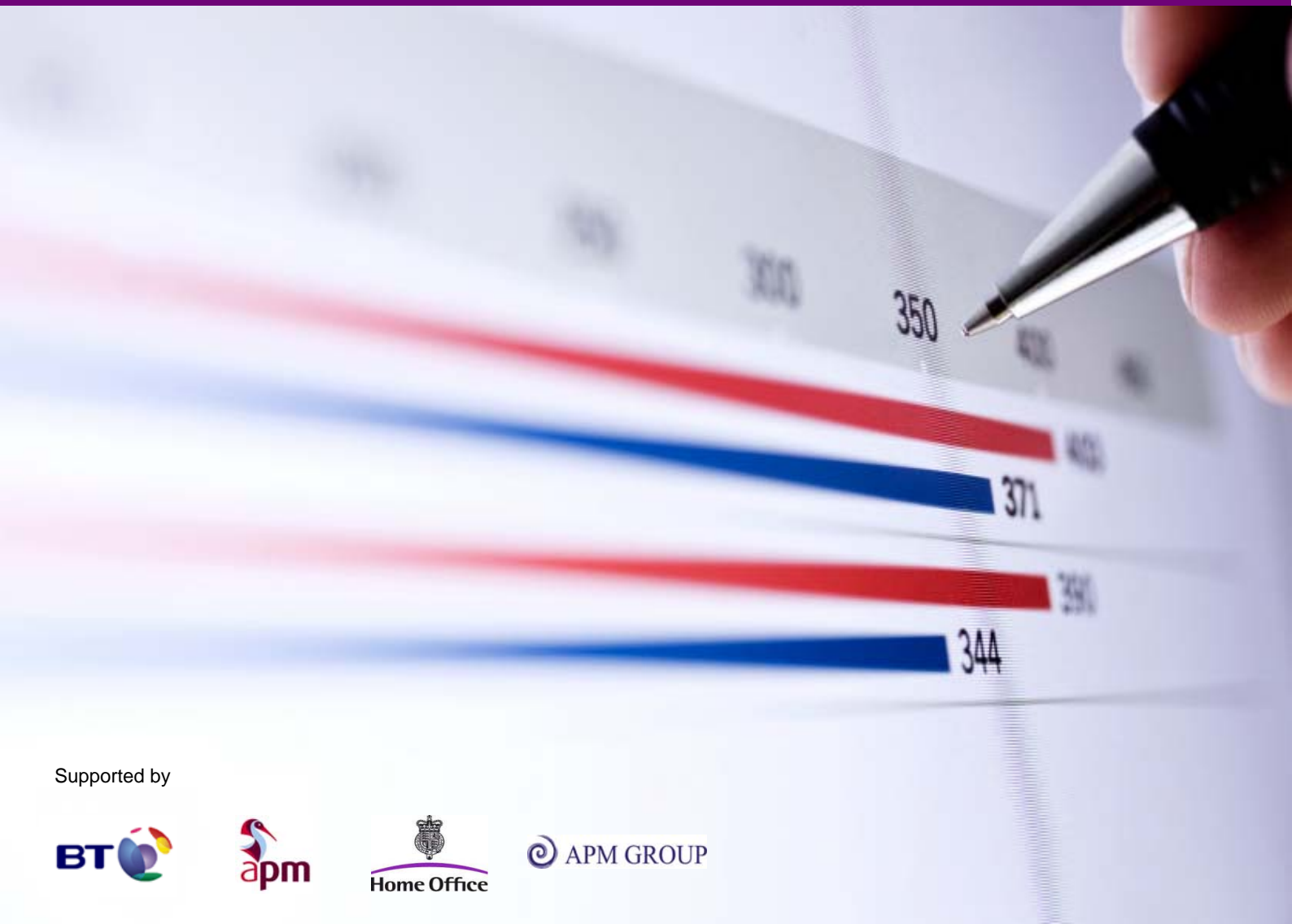


SRO* Survey Results

March / April 2009

Benchmarking Programme Sponsors' Attitudes

*The Senior Responsible Owner (SRO) is often referred to as 'Programme Sponsor' or 'Programme Executive' across the public and private sectors



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Benchmarking SROs' Attitudes

BT CEO's view of the delivery environment



"We are at a critical point in the history of our organisations - across public and private sectors, in UK and abroad. There will be winners and losers. The losers will succumb to

the 'pull' of the recessional 'drag forces', whilst the winners will harness the opportunities to proactively 'push' ourselves through the current fog. Across UK Plc we have a cohort of executives that believe in driving success through programme delivery excellence. At the apex of programme governance is the SRO and it is this critical role that we consider in this survey. We are united in our single-minded drive to deliver transformational success, for our clients, for our customers and internally for our own organisations. We share the same goals – to pick up on three themes of the Office of Government Commerce's Major Projects Review Group: Affordability, Deliverability and Value for Money. If the SRO can play a greater role in achieving these goals then we have an increasingly bright future to look forward to. This is an opportunity for us all to share thoughts, challenge where appropriate and seek joint solutions to common issues."

Ian Livingston BT CEO

Overview of the SRO Survey Results

This document provides an overview of the results of the SRO Survey. It is comprised of data captured in responses from over 80 SROs completing the survey in March and April 2009. The responses provide an insight into the attitudes of SROs accountable for delivery of programmes with a collective value of more than £24bn. The survey responses represent a broadly equal number of programmes from the public and private sectors. The results show SROs feel strongly that their roles will get tougher over the next 12 months. There is also a clear question mark over their teams perceived capability to deliver programmes successfully.

Amongst the many valuable insights drawn from these results, 3 points are particularly interesting:

- Half of the SROs surveyed do not have clarity around their programme governance accountabilities, delegated authorities and responsibilities. Similarly almost half were unclear about how their programme governance responsibilities interface with their corporate governance responsibilities, leaving a large proportion of SROs exposed in this critical area.
- Only 10% of SROs feel business cases and benefits realisation are adequately understood on programmes across Government and industry, however over 60% feel the understanding on their own programmes is adequate.
- 47% of the SROs felt their teams did not have sufficient skill to deliver their programme. This is an alarming, but not surprising data point which is supported by the number of high profile programme failures across UK Plc.

Contacts

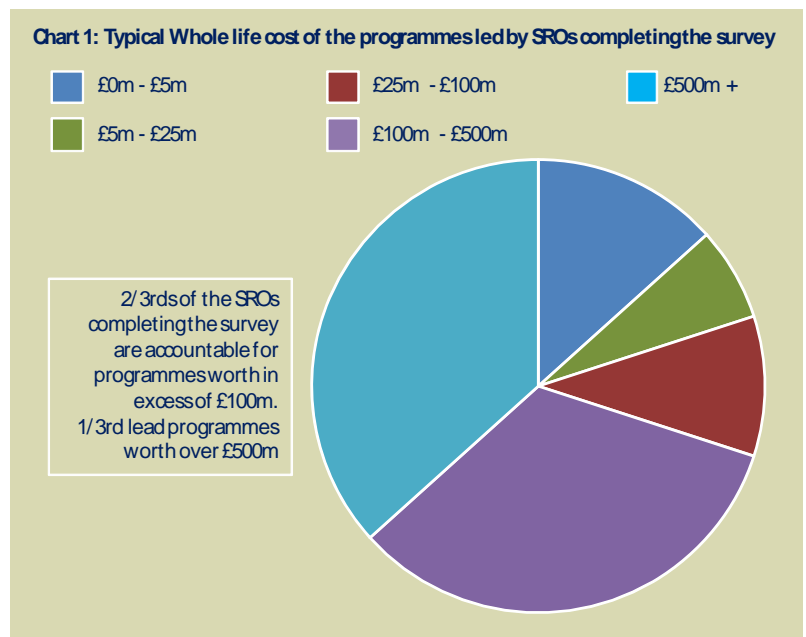
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Coverage of the Q4 08/09 SRO Survey

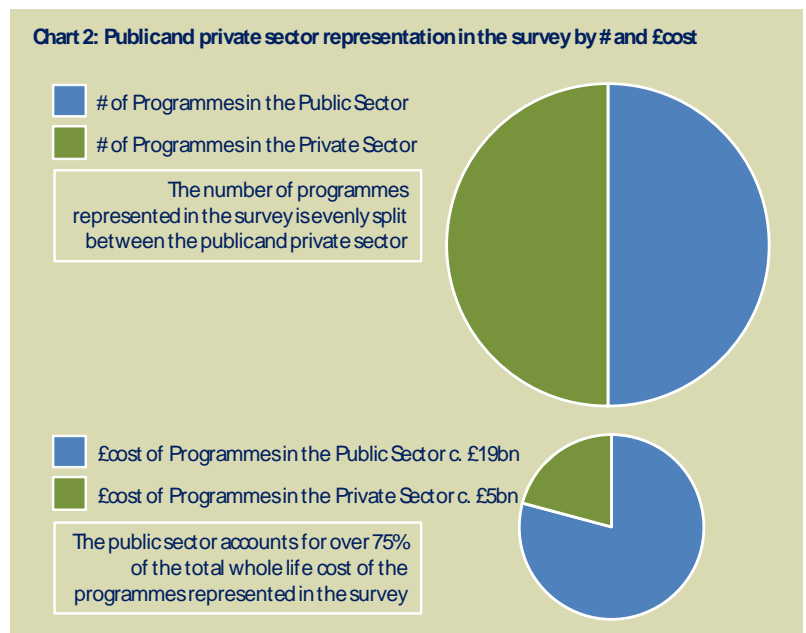
The survey results focus on large complex programmes.

The SRO survey captures the attitudes of SROs accountable for the delivery of some of the UKs largest and most complex programmes, with a collective value in excess of £24bn. Chart 1 shows a breakdown of the survey responses by whole life cost of the programme.



The survey results consider programmes in both the public & private sectors.

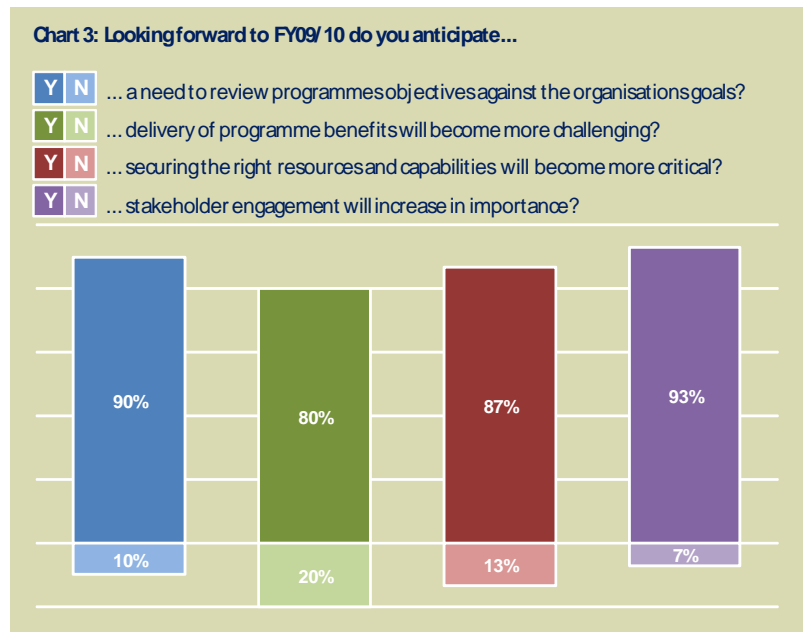
The survey responses are comprised of a broadly equal number of programmes from public and private sectors. However as shown in the lower section of chart 2, over 3/4qtrs of the total whole life cost is attributable to the public sector programmes.



General attitudes to programme leadership

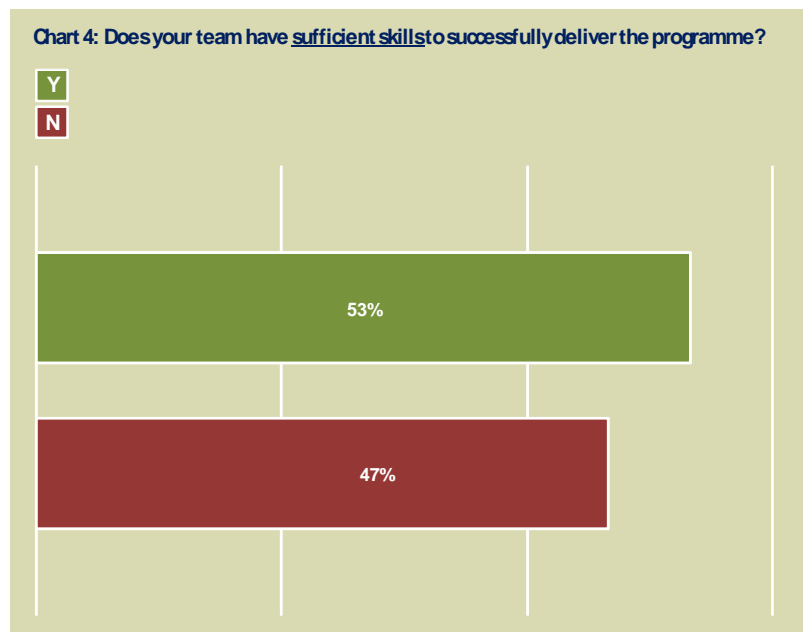
SROs feel programme delivery will get tougher in FY09/10.

Most SROs see their roles getting tougher over the next 12 months with 90% seeing a need to review their programme's objectives against organisational goals – which are usually the foundation stone for initiating programmes in the first place. This and similar findings on delivery of benefits, resources and stakeholder engagement show that SROs expect to be extremely active on many fronts in guiding delivery of their programme.



Almost half the SROs surveyed believe their teams do not have sufficient skills to deliver the programme successfully.

47% of the SROs felt their teams did not have sufficient skill to deliver their programme. This is an alarming, but not surprising data point which is supported by the number of high profile programme failures experienced by UK Plc in recent years.



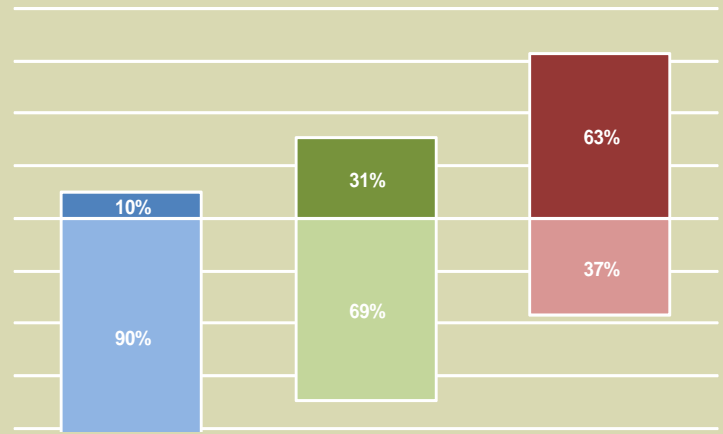
Attitudes towards business case and benefits realisation

There is confusion and contradiction amongst SROs around how well business case and benefits realisation are understood.

Most SROs believe their programme teams have a good understanding about business cases, benefits realisation and governance, but this weakens considerably at organisational and sector level, for example, the finding that business cases and benefits realisation are not sufficiently understood by 90% of government/industry. This raises questions about how much effort sectors, organisations and programmes put into educating the wider workforce about key programme management topics and the value of doing so.

Chart 5: Are the disciplines of business case and benefits management...

- Y N ... sufficiently understood across Government / Industry
- Y N ... sufficiently understood in your Department / Organisation?
- Y N ... sufficiently understood on your programmes?

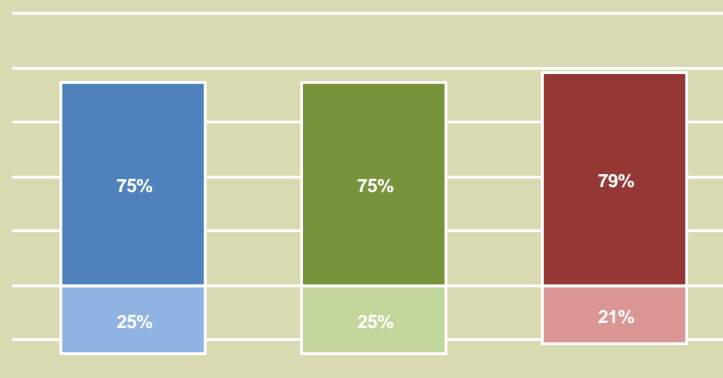


Three core elements of business case best practice are not applied uniformly across the programmes represented.

A quarter of SROs have not taken personal accountability for the delivery for the benefits of their programmes. Similarly a quarter have never updated the business case since it was signed off for investment purposes, and one fifth have not planned for a post programme review of benefits realisation.

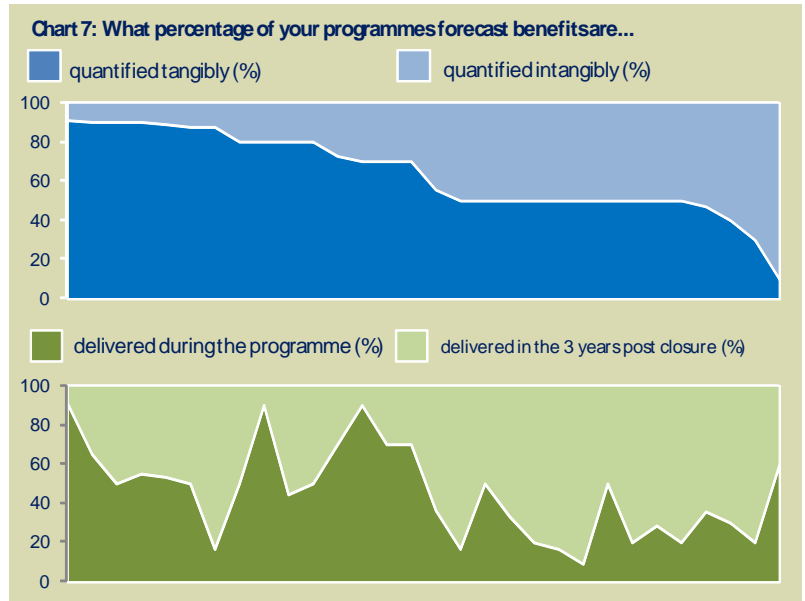
Chart 6: With regard to the programme business case, have you...

- Y N ... signed it off and taken personal accountability for the benefits?
- Y N ... ever had it updated, once it has been finalised for investment purposes?
- Y N ... planned for a post programme review of benefits realisation?



Tangible benefits are often forecast to be delivered more quickly.

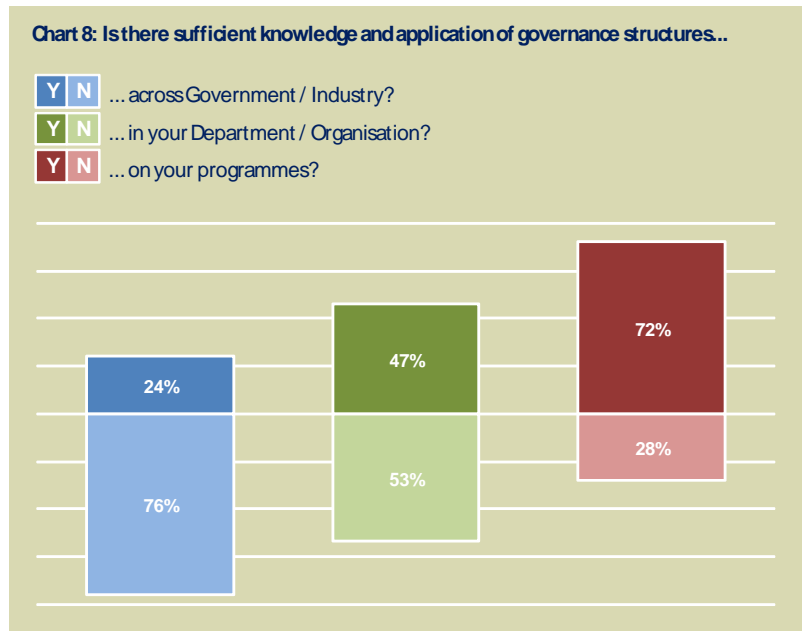
Programmes with a larger proportion of tangible benefits generally report a larger proportion of benefits delivered during the life of the programme. Programmes with a larger proportion of intangible benefits usually report a larger proportion of benefits delivered in the 3 years post completion.



Attitudes towards programme governance

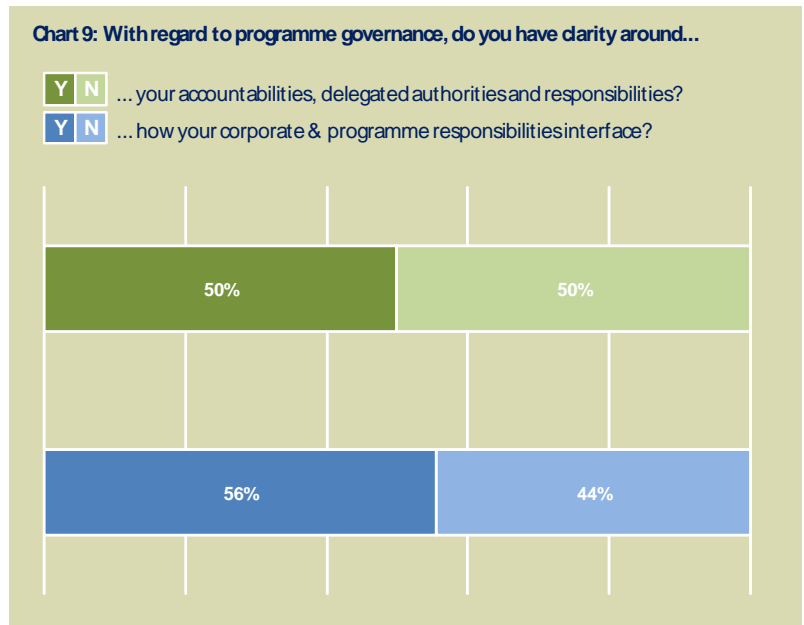
Similar to business case and benefits management, there is confusion and contradiction around how well programme governance is understood.

Only 25% of SROs feel there is sufficient knowledge and application of programme governance structures across government and industry. They feel the knowledge and application is better within their own organisations, and over 70% believe the programme governance structure on their own programme is adequate.



Half of SROs surveyed do not have clarity around their accountabilities, delegated authorities and responsibilities.

Half of SROs are not satisfied with the clarity around their accountabilities, delegated authorities and responsibilities. This carries huge risk to organisations where their very future depends on success of these programmes.



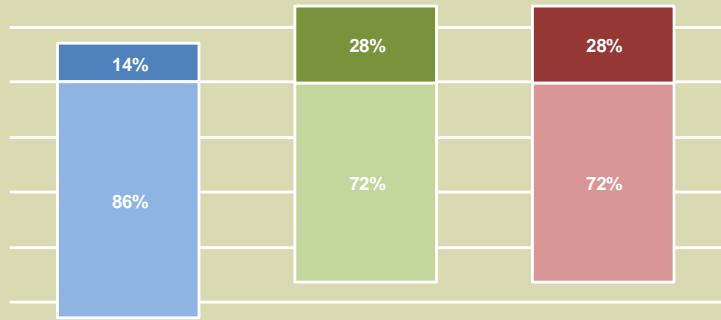
Attitudes towards SRO training and development

SROs feel training and development focused on their critical role is not sufficiently understood or applied across UK Plc.

The majority of SROs feel the understanding and application of SRO training and development is not sufficient across government and industry, within their own organisations or indeed their own programmes.

Chart 10: Is training and development of SROs sufficiently understood and applied...

Y N ... across Government / Industry
Y N ... in your Department / Organisation?
Y N ... on your programmes?

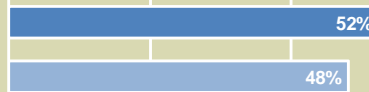


100% of SROs taking part in the survey thought it would be beneficial for stakeholders and direct reports to have a better understanding of their role.

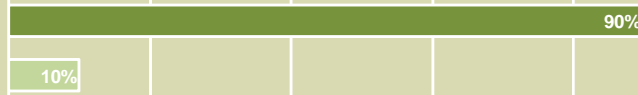
Only half of SROs surveyed said their organisations had a SRO training and development programme; 90% believed such a programme would be beneficial in their organisation.

Chart 11: Attitudes to SRO training and development

Y N Does your organisation have a SRO training and development programme?



Y N Would an SRO training and development programme be beneficial?



Y N Would it be beneficial for stakeholders and DRs to understand the SRO role?



The majority of SROs felt additional training around core programme management disciplines would have been useful when they first took on an SRO role.

Training around an understanding of the SRO role, programme management language and leading in the programme environment were picked out by over 80% of SROs as areas of focus that would have been most useful when they started.

Chart 12: What training would have been most useful when you first became SRO?

