

Appendix 4

Programme Management Roles and Responsibilities	
Sponsoring Group	Represents the senior managers who are responsible for: The investment decision; Defining the direction of the Business; Ensuring the ongoing overall alignment of the programme with the strategic direction of the organisation. They will appoint the SRO who is likely to be a peer of the other members.
Senior Responsible Owner	Accountable for the success of the programme and for enabling the organisation to exploit the new environment resulting from the programme, meeting the new business needs and delivering new levels of performance, benefit, service delivery, value or market share.
Programme Board	Established by and reports to the SRO (and often coming in to existence following approval of the programme mandate or possibly the brief) the prime purpose is to drive the programme forward and deliver the outcomes and benefits.
Programme Manager	Responsible for leading and managing the setting up of the programme through to delivery of the new capabilities.
Programme Office	The nerve centre and information hub of a programme is the programme office. All information, communication, monitoring and control activities for the programme are coordinated through the programme office.
Business Change Manager	Responsible for realising the benefits when the capability is embedded into business operations and facilitating business changes to exploit the capability. Integral to their role is an intimate knowledge of and credibility in the operational business.
Project Manager	Responsible for delivering one or more business outputs according to a specified business case.
Project Delivery Team	Responsible for delivering one or more business outputs according to a specified business case, working to the Project manager.
Business Change Authority	An individual who represents a group of BCMS, similar to a senior BCM or business change sponsor
Business Change Team	Can be formed to help the BCMS take their stakeholders in the operational areas through the change cycle.

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