

Programme Delivery

■ **Many change initiatives in financial services** are of such significant scale, complexity and impact that they can be characterised as programmes rather than projects.

Programme management is not project management on a larger scale; it is a more complex and multi-faceted discipline. More judgement and experience are required to develop the right approaches and the right focus areas. As might be expected, there are few formal processes, tools and generally accepted ways of working. Many companies have too few experienced programme managers, and no skills development processes. We have been actively involved in large scale change programmes in financial services since our launch in 1990. Our experience covers a wide range of programme types (from new e-business initiatives to large scale business change and IT transformation) and all stages of the project cycle. Our consultants provide mature change delivery expertise combined with in-depth knowledge of the financial services sector. We can help you to develop the skills to launch and manage change projects, programmes and portfolios, ensuring a tight grip on delivery, costs and benefits.

Helping clients with...

Programme reviews

Helping clients to...

At any stage in the project lifecycle, assess the current health and material risks of a project and provide practical advice for increasing delivery assurance appropriate to the client's specific circumstances.

Programme rescue

Turn around struggling projects by breaking down the key issues into tangible action plans and provide targeted support to rebuild momentum.

Programme delivery

Deliver programmes successfully by:

- ▶ Constructing an appropriate development and implementation approach
- ▶ Building and agreeing an appropriate change programme, including programme objectives, structure, governance and plans
- ▶ Providing the leadership and management to enable completion of all phases including benefits realisation.

Programme office and project resourcing

Develop, implement and resource programme offices and provide experienced project staff to lead projects and work streams.



Client Examples

Barclays Charles Schwab Integration

We supported the programme director by:

- ▶ Programme managing the operations and IT change programme, which included: product design, client migration, operations and IT change, training, client communications
- ▶ Project managing the systems enhancements required to the Barclays Stockbrokers IT platform
- ▶ Technical assistance with performance tuning and infrastructure design
- ▶ Project managing the expansion of the client contact centre.

iPSL

We worked with the iPSL Executive and change team to stabilise the client's overall change programme and deliver individual change initiatives, including:

- ▶ Leading the re-scope of the change programme and refocusing the delivery team
- ▶ Renegotiating the service contract with one of iPSL's client banks and delivering the associated industry wide change programme
- ▶ Delivering or supporting the delivery of major client migrations into iPSL, including the establishment of new services, functions and technologies
- ▶ Leading the implementation of the image archive programme for one of iPSL's client banks.

Aviva – GFTP

Aviva's Global Finance Transformation Programme (GFTP) was tasked with the implementation, centrally and worldwide, of new UK, EU & international financial accounting standards, regulations and reporting. We were responsible for the programme management, control and reporting of this global programme.