

## Programme Office – One Page Guide

### What is a Programme Management Office?

A Programme Management Office is a central coordination hub that supports the delivery of related work to achieve strategic outcomes.

In reality, many Programme Offices operate across **project, programme, and even portfolio levels** – not just what the name suggests.

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### The Naming Reality

- Names are often **inherited or legacy-driven**
- “Programme Office” doesn’t always reflect actual activity
- The name shapes expectations around:
  - Control vs support
  - Governance vs delivery
  - Insight vs administration

### Key insight:

*“Programme Office” is often a label, not a definition.*

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### Core Functions (What it actually does)

A Programme Office typically blends three key areas:

#### 1. Delivery Support

- Planning and coordination
- Reporting and governance
- Risk and issue management

#### 2. Change Management

- Stakeholder engagement
- Communications and training
- Transition to business-as-usual

#### 3. Benefits Management

- Benefits mapping and tracking

- Measuring outcomes and value

**Simple flow:**

Support → Change → Benefits

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**Where Are You Really Operating?**

Ask yourself:

- Supporting individual projects? → **Project level**
- Coordinating related work? → **Programme level**
- Influencing investment decisions? → **Portfolio level**

**Key insight:**

Many Programme Offices are operating at a different level than their name suggests.

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**Team Structure (What good looks like)**

**Core (Generalists):**

- PMO Analysts
- Coordinators
- Reporting & governance support

**Specialists (as needed):**

- Planners
- Resource managers
- Benefits specialists
- Communications / change roles

**Tip:** Balance coordination with depth – especially for change and benefits.

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**Quick Health Check**

How well does your Programme Office deliver in these areas?

- **Strategic Alignment** – linking delivery to business goals
- **Resource Visibility** – understanding capacity and demand
- **Governance & Capability** – consistent, effective processes

- **Benefits Realisation** – tracking actual value delivered
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### **Common Gaps to Look For**

- Doing change work, but not recognising it
  - Weak or missing benefits tracking
  - Confusion about roles and responsibilities
  - Mismatch between name and actual function
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### **Apply This Back at Work**

- **Sense-check the name vs reality**  
Be clear what you actually do
  - **Map your services**  
Define what you deliver – properly
  - **Clarify expectations**  
Align with stakeholders on support, control, and value
  - **Make change and benefits visible**  
Bring hidden work into the open
  - **Define your place in the system**  
Project, programme, portfolio – or a mix
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### **Bottom Line**

A strong Programme Office isn't defined by its name –  
it's defined by the **services it delivers and the value it enables.**