

# Project & Programme Management

**SERVICE**

## Introduction

Linea's Programme Management (PM) experts identify our client's strategic objectives and configure complex programmes to ensure that projects meet our client's expectations with regard to budget, timeline and required outcome.

Our team of PM experts are trained in Programme Management Institute (PMI) approved project management methodologies. In particular our PRINCE2 (P2) and EFQM methodology ensure best practice, focus and a results orientated approach. The PRINCE2 methodology is widely recognised within the public sector and the majority of stakeholders are familiar or have had some exposure to PRINCE2.

By following a PM process of multiple, controlled steps, we ensure stages in the implementation process are identified with a pre-determined set of milestones and documented deliverables. With our tools to improve communication both internally and externally we are able to conduct regular assessments and ongoing management of risks.

The result is projects are successfully completed, within time constraints and with controlled risk. Using a process based methodology means that project management activities can be scaled up or down depending on the requirements of the project at any given time.

Using standard project management tools, Linea's project planning methodology includes the following PMI approved steps:

- Scope / Project Charter
- Planning
- Scheduling
- Duration
- Cost
- Risk Mitigation
- Quality Control
- Change Control
- Communication

To support PM throughout the project lifecycle, our methodology produces the following defined key outputs:

- Project Schedule
- Action Item Management
- Change Management
- Status Reports
- Quality Management
- Roles and Responsibilities
- Issue Management

Completing a complex engagement programme is not without its risks, therefore to ensure success, it is critical that these items are addressed by a well run Programme Management Office (PMO):

- Create a detail project work plan
- Develop, manage and maintain project artefacts
- Project oversight for all Linea and vendor tasks
- Communicate plan with vendors
- Daily co-ordination with customer PMO
- Deliver weekly status reports – progress, accomplishments, risks and issues
- Perform change request management as per the agreed process
- Prepare / present executive management updates as defined in the project plan
- Provide quality assurance process

### **Aims and Objectives**

- Support the customer PMO in the detailed planning of the Transformation Programme
- Develop and assist in implementing a Communications Plan
- Provide guidance and augmentation to customer PMO as it regards Strategy, Governance, Risk Management and Compliance
- Provide priority and benefits input to the programme plan and business case
- Augment or implement the Financial Management Dashboard to track realisation of identified benefits of the project

## **Methodologies & Implementation**

### **Communication**

Linea develops a communication framework that allows issues to be identified and analysed with clarity, which continues throughout the implementation process. This removes organisational barriers both within the organisation and with third party vendors to ensure all are aligned with the common goal of the project's success.

### **Setting Timeframes**

Linea's process ensures that project progress is monitored throughout the implementation and starts discussions regarding key project dates early in the project lifecycle to avoid downstream impacts. We will also identify, align and continuously monitor work streams to ensure smooth progress. Our experts understand dependencies between work streams during project plan development to ensure adequate resource allocations and will continue to monitor the independencies throughout the project. Roles and responsibilities documentation identifies the different skill sets required, as well as the party tasked for completion ownership.

### **Ensuring Consistency**

By implementing quality gates and assurance milestones, Linea will continuously monitor to ensure consistent project quality. We provide a dedicated, on-site account manager with responsibility to

perform assessments on adherence to the pre-determined processes, deliverables and methodologies. These results are made available to the client and can be adjusted to meet changing parameters as and when required.

## Issues/Risk Management

When undertaking delivery of sophisticated change projects / programmes, there can be numerous associated risks. Our experts will identify, document and mitigate risks that are specific to the project to ensure success. To eliminate obstacles, Linea will also clearly show and track any issues during the project and communicate how they are being resolved.

Issues are detailed within the governance model. These groups address the following:

- Overall project management responsibility
- Recognising and managing independencies across customer organisations impacted by but not directly associated with the migration project.
- Providing clear and accurate communications to internal and external stakeholders
- Providing effective and timely decision-making using a structured escalation process.

Ensuring a project assurance methodology gives us the information required to ensure project success. Our process helps us identify and resolve the strategic, tactical and intangible issues, and manage the human factors before issues become insurmountable.

The governance model also defines the change management process that will be used by all parties to document and manage changes, including but not limited to pricing, scope and scheduling.

| Programme Element         | Description                                                                             |                                                                  |                                                                    |
|---------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------------------------------|
| Communication Plan        | Engagement<br>Communication Guide-lines<br>Communication Vehicles<br>Escalation Process | Feedback<br>Risk Management<br>Issues Management<br>Action items | Programme status reports<br>Change Management<br>Measuring Success |
| Expectations Matrix       | Scope                                                                                   | Goals & Objectives                                               | Expectations                                                       |
| Project Work Plan         | Tasks<br>Dependencies                                                                   | Outputs<br>Resources                                             | Timeframes<br>Milestones                                           |
| Key Deliverables Matrix   | Deliverable by Phase                                                                    | Content of Deliverables                                          | Criteria & Acceptance Date                                         |
| Project Status Report     | Action Item Register<br>Issues Register                                                 | Risk Register<br>Contact List                                    | Metric Dashboard                                                   |
| Quality Assurance Process | Quality Assurance Workflow for Deliverables                                             |                                                                  |                                                                    |
| Quality Assurance Report  | Report outlining the findings and action items related to a quality Assurance Review    |                                                                  |                                                                    |

## On-Boarding

Linea recognises that the best way to achieve our public sector clients' goals is to develop a robust onboarding process.

Of course, we appreciate that each project and client is different and we always ensure that our onboarding process is fully compliant with regulations, legislation and internal governance processes.

Effective on-boarding is key to making projects work efficiently and quickly so we make certain that at the beginning of an engagement, during a kick-off meeting, we build onboarding into our work.

Linea makes on-boarding an important element of our engagements with clients. It is essential that we understand the project requirements, key stakeholders and organisational structures to create a joined-up on-boarding process.

Some of the on-boarding issues we seek to tackle are:

- What are the key deliverables and have they been ranked?
- What expectations are there regarding time and responses?
- What is the role of the internal team and the dynamic and interplay between all team members?
- Who are the key people we need to meet?
- Who is accountable for the project?
- Who will provide the information?
- How regularly will meetings occur?
- How is information to be disseminated?
- How will feedback be given and to whom?
- Where are the important sources of information located?
- When are the key milestones?

We want to understand different styles, cultures and values to ensure that the work we do is seamless. Our commitment to gaining buy-in, participation and engagement means that on-boarding is an essential part of what our project managers and leaders do.

Linea provides quick and timely implementation of our off-the-shelf solutions, ensuring that clients do not lose valuable time and can capture savings and efficiencies immediately.

## Business Analysis

Business analysis is at the heart of what Linea do. We ensure that all our activities capture the appropriate information to meet our clients need. Not only do we utilise a range of skills to conduct business analysis but we feel that our unique blend of communication skills sets us apart. We have the technical expertise to conceptually model your business but we also have the soft skills and public sector experience to work with you to achieve your goals.

Our people can communicate effectively with all stakeholders across departments. Their ability to communicate with IT and business enables them to develop a comprehensive understanding of your organisation.

By understanding and documenting the current situation with reference to your desired position, Linea will be able to conduct gap analysis and capacity planning to map the journey to realising your vision. We review, analyse and document business processes and workflows. This enables us to capture functional and non-functional requirements.

Our business analysis works in conjunction with our other offerings, including project management and onboarding.

Our business analysis includes, but is not limited to:

- Conducting interviews to ask the key questions
- Capturing and evaluating information
- Identifying and analysing solutions to meet business objectives
- Analysing information needs and functional requirements
- Functional and non-functional design
- Application of technology concepts to business needs
- Assessing and scoring risks
- Data modelling
- Business Case preparation/development
- Conduct testing and assess training needs
- Liaising with other teams to ensure that all departments are informed of developments

## Project Specification and Selection

Our project managers are trained to undertake project specification and selection. The business analysis that we conduct for our clients ensures that our project specification and selection work is of the highest standard.

We understand that effective project selection is very important to ensure that valuable time is not lost on the wrong projects.

Some of the key topics that we cover include:

- Project objectives
- Project plans
- Cost and benefit analysis
- Strategic fit
- Project documentation and governance
- Risk profiling and mitigation
- Implementation plans

## Management and Governance

Linea's management and assurance approach delivers substantial, measurable and sustainable operational savings and cost avoidance programmes using a tried and tested, end to end process.

We make sure that we have all the appropriate documentation and controls throughout our project and programme management processes.

Some of the components of our approach include:

- Developing the Assurance Plan vision and communications messages
- Designing and developing the programme structure
- Scheduling and resource planning
- People management– team and resource management
- People acquisition– recruitment and development
- People development– training plan and implementation

## Service Management

As experts in continuous improvement and procurement we feel that we are uniquely positioned to help public sector organisations to establish appropriate service management regimes.

Our service management expertise is driven by our extensive experience and the deep body of knowledge that we have established. We make sure that we establish appropriate KPIs and Service Level Agreements for our clients to ensure that they are receiving value for money.

We work to protect the success of service management by engaging with all stakeholders throughout the project so that the right commitment is achieved and benefits are locked-in for our clients.

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