

| PROGRAMME LIFECYCLE  |                   |                          |                        |                |        |                |                |
|----------------------|-------------------|--------------------------|------------------------|----------------|--------|----------------|----------------|
| STRATEGIC PHASE      |                   |                          |                        | DELIVERY PHASE |        |                |                |
| INITIATION STAGE     | DEFINITION STAGE  | ESTABLISHMENT STAGE      | MANAGEMENT STAGE       | DELIVERY STAGE |        |                | CLOSE          |
| PROGRAMME OBJECTIVES | PROGRAMME SCOPING | PROGRAMME PRIORITISATION | PROGRAMME OPTIMISATION | FEASIBILITY    | DESIGN | IMPLEMENTATION | CLOSEOUT STAGE |
| Risk Reporting       |                   |                          |                        |                |        |                |                |



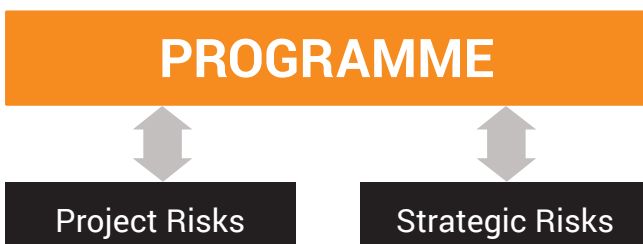
## Delivering programme outcomes by putting asset owners in control

### What is Programme Risk Management?

Programme risk management is an integrated approach that provides a strategic overview across an entire programme.

It aims to benefit from collated information from individual projects, which is assured at programme level, as well as a strategic overview to drive efficiencies across the programme and provide confidence when making decisions.

This collaborative approach enables risk insights to be capitalised upon across the programme, improving the chance of successfully delivering outcomes and realising benefits.



### Why do we need Programme Risk Management?

Programme Risk management provides the ability to manage / forecast cashflow and affordability across the collection of projects and review effectiveness of the programme strategy. Projects can often work in a silo, therefore a Programme approach ensures that information is gathered and shared and, through change control, efficiencies can be capitalised on, driving opportunities and removing constraints within a programme, to successfully deliver outcomes..

Furthermore, managing risk at a programme level provides a hierarchy for risks that cannot be managed by an individual project or that impact the wider programme. This enables risks to be assured and escalated to ensure there is appropriate ownership and action, as well as the ability to share risk insights to make informed decisions.

A programme approach improves the chances of success in delivering outcomes through increased visibility / horizon scanning and enables early intervention through key risk indicators. Programme risk reporting provides assurance of the data held at project level and any programme wide threats can be appropriately managed to limit the impact and opportunities can be shared and maximised.

At Stantec, we work with asset owners to understand their needs and develop a Programme Risk Management offering that increases the chance of successfully delivering their outcomes.



We're active members of the **communities** we serve. That's why at Stantec, we always design with community in mind.





### Why do we need Programme Risk Management?

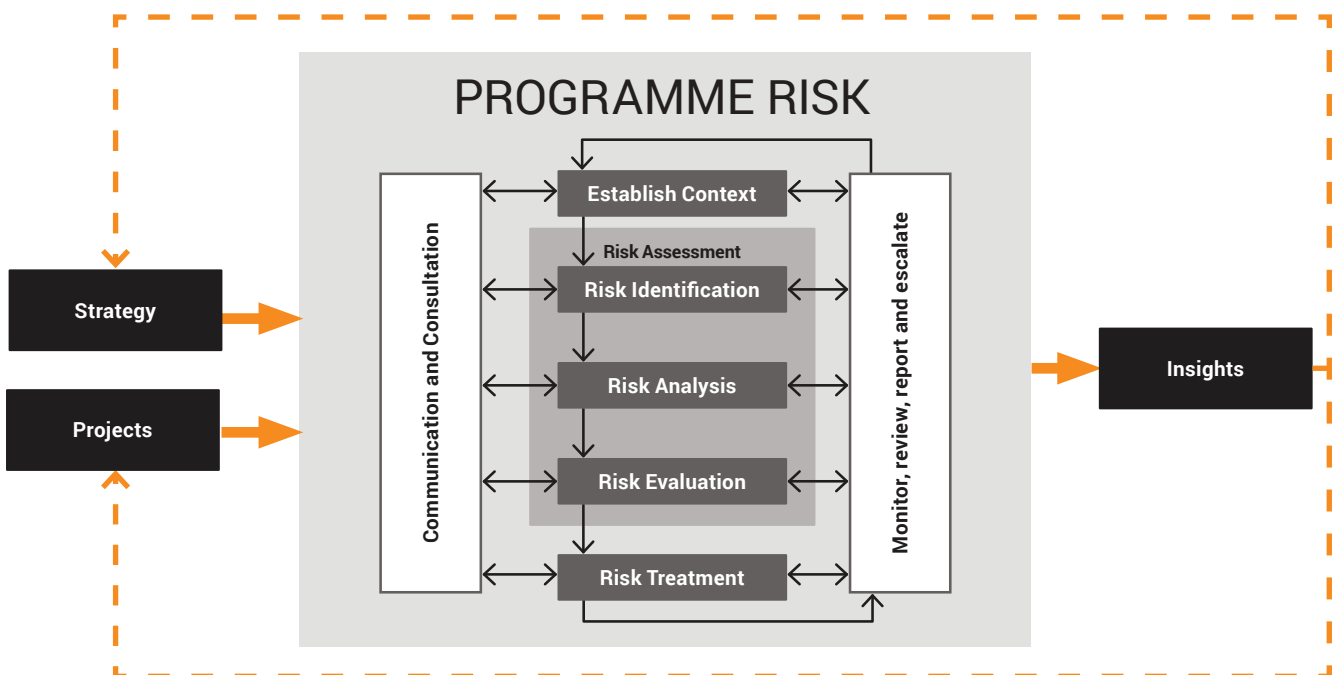
Programme Risk management framework and process is similar to project level. The difference is programme risk management allows more strategic oversight, prevents duplication and the embedment of efficiencies within a programme. All this information assists when making decisions regarding risk release and drawdown which assists the efficient delivery of programmes outputs & outcomes.

Risk Management is commonly broken down into five distinct phases that are continuously applied in a cyclic fashion, whilst at the same time being monitored, reviewed and communicated.

These steps are defined by ISO31000 as: Establish the Context, Risk Identification, Risk Analysis, Risk Evaluation and Risk Treatment

Programme Risk Management oversees the set of projects, provides governance and assurance and ensures open and honest communication whilst sharing of risk insights. This approach enables risks to be escalated / managed that have become intolerable at project level to minimise the impact and maximise any opportunity. Additionally, it also ensures strategic programme risks are captured, managed and assured in line with the processes..

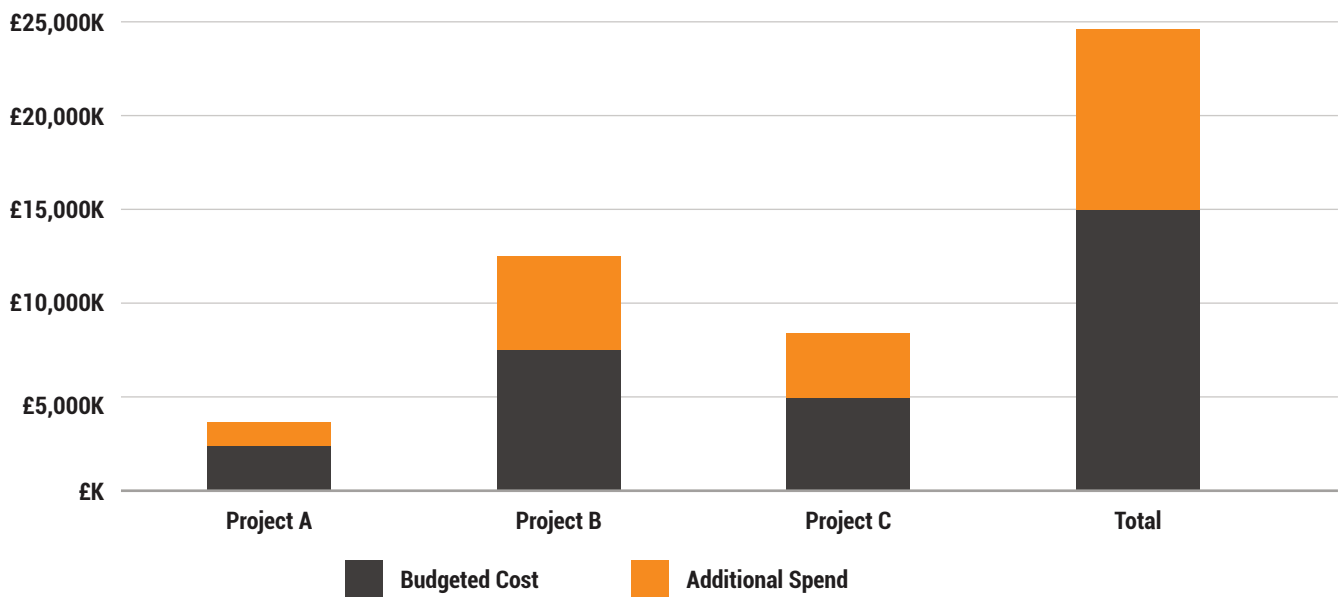
With individual Projects reporting to the Programme, greater oversight is possible and decisions can be made on a more informed basis. This also enables assurance and governance to ensure we approve and align with the corporate risk appetite. These well informed decisions are critical to successful delivery of outcomes.



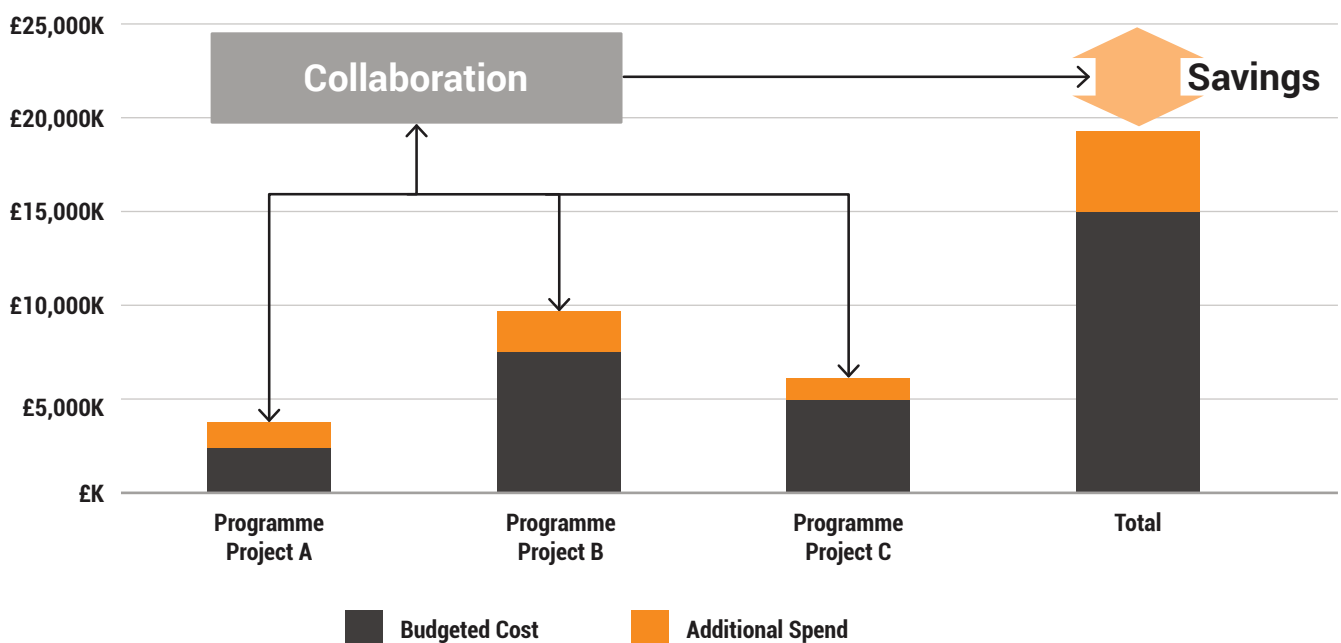
### Benefits of Programme Risk Management

- Stantec work with asset owners to enable them to utilise industry best practice.
- Drives further efficiencies through strategic decisions shared mitigation actions or maximisation of opportunities.
- Foresight in relation to constraints or early warning indicators providing confidence in being able to deliver successfully.
- Ability to manage cashflow and affordability positions through change control, instead of increased governance and project failures.
- Capitalise on risk insights to drive and attain efficiencies.
- Align with wider programme management methodologies, such as MSP.
- Create informed Blueprints & make better, more informed decisions.
- Operating at a programme level allows for a more aggressive risk appetite to be set and cuts governance inefficiencies.

**Project Only Approach**



**Programme Approach**



## What is Risk Reporting

Risk Reporting is the process of condensing and summarising the available risk data held by an organisation to provide an overview of performance and requirements. Risk reporting can be tailored (frequency and visualisation) to meet your organisational requirements. The metrics displayed will depend on the organisational focus, normally performance and quality.

Risk reporting provides early indicators to highlight focus areas and therefore is applicable to ALL projects, programmes and portfolios.

## Expert Team

All Programmes are different and Stantec has a team of Risk Management experts with vast experience across multiple sectors, at all levels of seniority.

### Stantec Experts have:

- Project & Programme risk experience in water utilities AMP cycles in the UK.
- Worked on civil engineering mega-projects in the UK and overseas (Such as Panama Canal Expansion and HS2).
- Created entire Risk Management functions within Organisations.
- Created policy and procedures for some of the industry's leading organisations.
- Been recognised as experts in their field with knowledge of industry best practice.
- IRM and MSP Accreditation.

## Key Benefits

### Stantec will:

- Understand the asset owners aspirations within the area of Programme Risk Management.
- Keep things simple to embed a risk management culture and best practice approach with no compromise to risk insights and BAU processes.
- Work with our asset owners to establish programme risk approach that enables seamless risk drawdown and release process.
- Drives techniques for continuous improvement and organisational learning.
- Ensure that all activities add value and are understood by the wider Programme, not just Risk Managers.
- Deliver a world class service that puts asset owners firmly in control.

## The Value of Risk Reporting

- Enables you to understand your baseline position.
- Provides early warning indicators to be identified to prevent slippage and allows early intervention.
- Gives the right people, the right information, at the time to ask the right questions.
- Drives quality through compliance and assurance metrics
- Empowers and provides confidence in making decisions.
- Enables you to monitor progress.



### Contact Information

#### Donna Festorazzi

Head of Risk Practice,  
Programme Management

t: 44 (0)131 335 4200

m: 44 (0)7470 320 086

e: [Donna.Festorazzi@stantec.com](mailto:Donna.Festorazzi@stantec.com)

### Contact Us

**Stantec**  
Dominion House, Temple Court,  
Warrington, WA3 6GD

Tel: 01925 845000

[www.stantec.com](http://www.stantec.com)

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