

Curriculum for Excellence

Programme Management Update for Management Board

Background

Following the Gateway Review that was conducted in October, project teams across all the work streams have been focusing on strengthening the programme management structure and processes. The Gateway recommendations highlighted the need to enhance the following elements:

- A clearly defined programme structure, communicated across the programme;
- Agreed governance procedures, including roles and responsibilities and reporting lines;
- A consolidated programme plan, built up from project and work stream plans, and showing dependencies and the critical path;
- A consistent approach to project management, including:
 - Consistent project exception reporting against the plan
 - Consolidated risk management approach.

Progress to Date

The following actions have been taken/are underway:

1. All Curriculum for Excellence projects are now moving to adopt common planning tools across all partner organisations. The use of MS project facilitates the development of a fully interlinked and dynamic plan that will be used to assist project managers in the delivery of the various National elements.
2. The overall programme plan is in development, each project plan feeding in and validating the high-level milestones that have been agreed by the Management Board.
3. A workshop took place on 11 November with all project leads from the national partner organisations. This workshop focused on gaining a common understanding of the content and outcomes of each of the projects. In addition, the session focused on securing an understanding of the dependencies between projects. This is now being progressed in the detailed planning at project level. Outputs from the workshop are in the process of being collated and will be fed into the regular planning sessions with the project managers.
4. Individual project managers have been involved in one to one meetings with external consultants to provide them with advice and assistance in delivering robust plans. This will be followed up where appropriate with support in specific areas.
5. Regular project managers' meetings are now scheduled to ensure that the timing of these is in line with the need to feed in any escalated risks and/or issues to the Management Board meetings.
6. Work is ongoing to develop a comprehensive overview of each of the programme work streams, including a mapping and review of all the existing groups (governance,

advisory etc) and the aim is to provide this to the December meeting of the Management Board.

7. Next Steps

- Further refinement of the implementation activities across the range of educational institutions in collaboration with relevant Management Board members.
- Project teams will now continue to work towards the development of the overall programme plan and this will be brought to Management Board.
- Completion of comprehensive mapping of programme work streams and groups.

**Scottish Government
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