

1. Introduction.

Baselines are subject to formal authorisation controls both for their initial approval and for any proposed changes to them.

No proposed change should be implemented before the appropriate approvals have been obtained.

There are different levels & types of Baseline for a Programme.

2. Types of Baseline.

The types of Baseline for a Programme are:

1. Governance Baseline;
2. Requirements (or Functional) Baseline;
3. Solution (or Technical) Baseline.

We are only concerned here with the Governance Baseline but it should be noted that the Requirements Baseline is dependent upon & derived from the Governance Baseline and the Solution Baseline is dependent upon & derived from the Requirements Baseline.

Furthermore, all of the types of Baseline must be subject to formal authorisation & rigorous Change Management.

3. Levels of Baseline.

For Programme Governance, there are 3 levels of Baseline with different authorities:

Baseline	Authority
a. Programme Authorisation Baseline	Corporate Executive Board
b. Programme Strategic Baseline	Programme Board
c. Programme Management Baseline	Programme Exec.

This allows the appropriate level of control with appropriate empowerment, thus facilitating agile decision making.

Tolerances & triggers should be defined for each baseline document so that it is clear what is the scope for local decision making and when authorisation is needed for any change to a baseline document.

4. Governance Baseline Components.

Programme Authorisation Baseline.

<i>Baseline Component</i>	<i>Owner</i>
a. Approval to Proceed (Gate 0)	Programme Sponsor
b. Approval to Proceed (Gate 7)	Programme Sponsor

Programme Strategic Baseline.

<i>Baseline Component</i>	<i>Owner</i>
a. Approval to Proceed (Gates 1 to 6)	Programme Sponsor
b. Benefit Management Strategy	Business Change Manager
c. Business Case	Programme Director
d. Communications Strategy	Communications Manager
e. Controls Strategy	Programme Director
f. Issue Resolution Strategy	Programme Manager
g. Programme Brief	Programme Director
h. Programme Charter	Programme Director
i. Programme Mandate	Programme Sponsor
j. Quality Management Strategy	Programme Manager
k. Resource Management Strategy	Programme Manager
l. Risk Management Strategy	Programme Manager
m. Stakeholder Management Strategy	Programme Manager

Programme Management Baseline.

<i>Baseline Component</i>	<i>Owner</i>
a. Benefit Realisation Plan	Programme Manager
b. Communications Plan	Communications Manager
c. Programme Benefit Map	Business Change Manager
d. Programme Benefit Profile	Business Change Manager
e. Programme Blueprint	Design Authority
f. Programme Controls Definition	Programme Office Manager
g. Programme Plan	Programme Manager
h. Programme Portfolio	Programme Manager
i. Risk Profile	Programme Manager
j. Stakeholder Map	Programme Manager

5. Change Management.

Whenever a change is proposed to a baseline document, the impact assessment for that change must include consideration of other related baseline documents, particularly those that come under the jurisdiction of a higher authority.

If there is an impact on a higher authority baseline document, approval for the change to that baseline document must be sought as part of the change management process.