Lessons learned: Delivering programmes at speed

In our work we have seen examples of where government sets out to deliver programmes at speed, accelerating its normal processes. Government has sometimes done this well. However, delivering at speed creates new and heightened risks for both the programme and the organisation delivering the programme. Given these risks, not all programmes can, or indeed should, be delivered at speed.

We have identified insights to help decision-makers determine when or how a programme should be delivered at speed and then continually test whether they can successfully deliver the programme.

To deliver a programme successfully at speed, decision-makers need to ask themselves:

Why the programme needs to be delivered quickly.

Determining if speed is necessary and justifiable to decide where risks can be taken.

How much risk they want to, and can, take on within the programme and across the organisation.

Understanding the risks to value for money, such as things being missed or increased costs, and their risk appetite will help them decide whether those risks are worth taking.

Whether they can effectively monitor and manage the risks of speed by, for example:

Including speed as a specific programme objective to provide a clear framework for decision-making and help make trade-offs between speed, cost and outcomes.

Building teams with the right leadership, skills and experience to make clear, timely and reliable decisions.

Tailoring processes to add value and momentum to programme decision-making.

Recognising the uncertainties of delivering at speed and managing these.