VIRTUALPMO • TOOLKIT

Programme Health Self-Check

The ten questions we ask at the start of every Health Check. Score your programme in five minutes and see where it's most at risk.

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SCORECARD

Score each question 2, 1 or 0

2 = Yes, true today and you could show the evidence. **1 = Partly,** true sometimes or on paper only. **0 = No,** or not sure. Be honest: nobody else needs to see this.

Programme: _____ Scored by: _____ Date: _____

Question	Yes 2	Partly 1	No 0
GOVERNANCE			
1. Is there one named sponsor who makes the decisions, and turns up? Not a committee or a deputy: one person who owns the outcome.	☐	☐	☐
2. Do steering meetings end in decisions, not just updates? Check the last three sets of minutes and count the decisions.	☐	☐	☐
PLAN			
3. Has the end date held since the last re-baseline? Repeated re-baselining with a date that never moves forward scores 0.	☐	☐	☐
4. Could the team say what "done" looks like for this stage? Ask two people separately. Do they give the same answer?	☐	☐	☐
RISK			
5. Are the top five risks reviewed weekly, each with a named owner? A risk log nobody opens between steering meetings scores 0.	☐	☐	☐
6. Has every amber status changed within the last three reports? Amber for three months isn't amber. It's red with good manners.	☐	☐	☐
BENEFITS			
7. Does every benefit have an owner, a baseline and a target? "Improved efficiency" with no number and no owner scores 0.	☐	☐	☐
8. Has the business case been re-checked in the last three months? If costs or dates have moved and the case hasn't, score 0.	☐	☐	☐
SUPPLIERS			
9. Do you, not your supplier, set how progress is measured? If the supplier writes the reports and defines "good", score 0.	☐	☐	☐
10. Would you know within a week if a supplier milestone slipped? At the monthly review scores 1. From the invoice scores 0.	☐	☐	☐

Total score out of 20 ☐

YOUR RESULTS

What your score means, and what to do next

16–20

On track

- Keep the disciplines that got you here.
- Re-score every quarter, and after any major change to scope or supplier.

10–15

At risk of stalling

- Find your lowest-scoring area below and fix it first, before it spreads.
- Put that area on the next steering agenda as a decision, not an update.
- Re-score in a month.

0–9

Stalling now

- Tell your sponsor now, before the board asks.
- Get an honest, independent view of where it's gone wrong.
- Agree a re-scope rather than another re-baseline.

Score by area (out of 4 each)

Governance (Q1–2)	____ / 4
Plan (Q3–4)	____ / 4
Risk (Q5–6)	____ / 4
Benefits (Q7–8)	____ / 4
Suppliers (Q9–10)	____ / 4

Any area scoring 0 or 1 out of 4 needs attention, whatever your total.

VIRTUALPMO

Scored under 15?

Our fixed-price, two-week Programme Health Check goes deeper on all five areas: interviews, document review and a RAG rating for each. It ends with a board-ready recovery plan. If you want us to deliver it, we can. If not, you keep the plan.

Programme leaders from defence, government and the forces. SC-cleared. Trusted across defence, government, legal and charity clients.

Book a free 30-minute discovery call

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