

Our project and programme management services

Expertise grounded in delivery

We bring hands-on experience managing change across the full lifecycle, from defined projects through to complex, multi-year programmes.

Our support is practical and proportionate, shaped by how projects and programmes actually operate and focused on clear communication and engagement, management of dependencies and decision-making.

Experience that matters

Our project and programme management services support a wide range of activity, some examples of which are:

- Endgame planning, buy-in and buy-out journeys
- Benefit and data rectification
- GMP reconciliation, rectification and equalisation
- Administrator transformation or transition
- Scheme mergers
- Benefit structure and other operational changes (including payroll platform changes and integration with other HR and Reward systems)

We bring structure, visibility and coordination, working alongside trustees, sponsors, administrators, advisers and any in-house parties.

Independent by design

As a director-owned, independent business, we are not tied to downstream services or preferred advisers. Our sole focus is achieving the right outcomes for your scheme. That independence allows us to bring objective challenge, surface risks early and maintain a clear, integrated view of delivery across all parties involved.



How we can help

- Programme management
- Project management
- Project oversight
- Project governance

Not all change needs the same level of structure or oversight.

We adapt our support to suit the nature, scale and risk of the work, as well as the client's internal capacity and experience, flexing our approach as circumstances evolve.

This may include focused project management for defined initiatives, programme-level coordination across interrelated projects being managed by other parties, or light-touch oversight where appropriate.

We can also provide on/ off support to review your project governance, either to give you assurance that you are set up for success, or mid way through a longer project (which may have stalled) to check the governance you had at the start, still works for the stage of the project you're now in.

Programme management

Programme management is the coordination of multiple interrelated projects and activities to achieve a shared outcome. It focuses not just on delivering individual pieces of work, but on how those pieces fit together - how dependencies, timing, resources and decisions interact across the whole.

Programme management is practical and proportionate. We help clients make sense of complex change by creating clarity where work overlaps, pressures build and accountability can blur. We provide a single, coherent view of what is happening, what matters most, and where attention is needed, enabling confident, timely decision-making.

Our programme management support can be shaped to the conditions each client faces. Drawing on deep, highly relevant experience across pensions, reward and HR, we adapt our approach to suit scale and complexity, from full programme leadership, through targeted planning and integration support, to assurance where clients simply need confidence that control is being maintained, and deliverables are in line with any required acceptance criteria.

Whether acting as a delivery partner or a trusted sounding board, we bring structure, insight and creativity to help programmes remain aligned, manageable and on course.

Typically programmes consist of multiple separate project managers, often from internal teams, other advisers or your administrator, but we can also provide project management of one or more of the component projects if needed.

Where needed, we can also bring project management office support across the programme, so that any holistic plan updates and actions management is being maintained at the right level.



“ As a complex arrangement, with multiple schemes and sections, we appointed Muse to help us get a handle on how we could deliver the schemes' strategic objectives. Muse has taken numerous separate adviser's plans, and brought them into an overall programme of work, with **clarity** on independencies and the critical path to **reach our goals**.

Our team and advisers are now aligned around common objectives and the transparency from having a single plan, with **comprehensive** reporting, which means we can see potential issues **much earlier** and take action when it is required. They also provided temporary project management **support** whilst we recruited and help embed the plan and communication approach, so we know the plans can be maintained as Muse steps away. ”

Fiona McCartney

Director of Staff Pensions,
Trustee Executive Services, Aviva

Project management

Project management focuses on taking a defined scope or change from initiation through to completion and if appropriate handover to BAU. Whether this is a GMP exercise, data rectification, or another initiative, it is about planning and coordinating activity so that agreed outcomes are delivered on time, within the agreed budget, with risks and changes understood and managed.

We bring a consulting lens to our work, leveraging strong knowledge of the industry and administration practices, as well as lessons learnt from other schemes and similar projects.

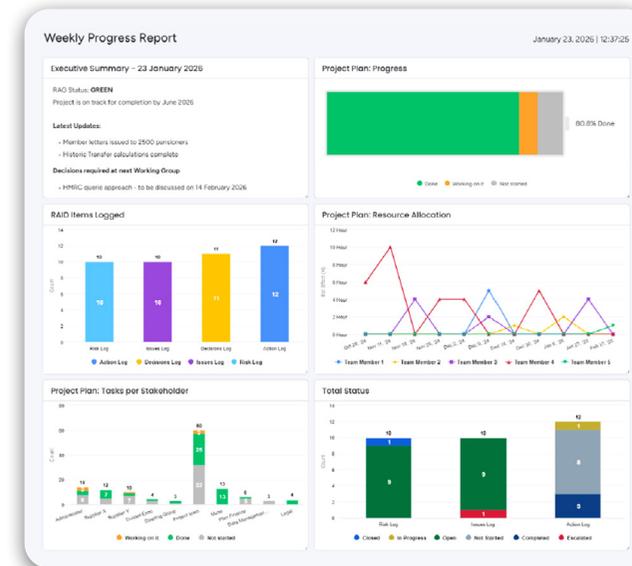
We turn objectives into clear plans, work with you to agree realistic milestones, and maintain momentum through best practice governance, proactive risk management, and clear communication.

We work closely with Trustees, administrators and advisers to ensure progress is reported appropriately, challenges are visible and decisions are taken with confidence. Our support is proportionate, bringing structure and discipline without unnecessary complexity.

Our tools

Where we provide project oversight or review project governance, we often work with an advisers' or administrators' existing project plan and action logs. Where multiple plans need bringing together, or a new plan needs creating, we use **Monday** as a real time collaboration tool.

We use it to build project plans and project RAID (risks, actions, issues and decisions) logs, and we overlay these with a customizable dashboard, which can provide key data visuals on those areas which matter most of to your



project, whether that's tracking progress, resource utilisation, outstanding actions, risks or budget. The interactive dashboard enables you to seamlessly explore any data points of interest.

Monday allows shared access with external parties to the live project plan, logs and dashboard, via guest access. Each project is segregated in it's own workspace on Monday, meaning guest users are not able to see other Muse client project spaces, and vice versa.

Other parties project plans, when provided in a suitable format, can be imported into Monday. This allows us to integrate separate plans into an overarching programme of activities and build out any independencies to provide a holistic view. Additionally, project plans and logs can be exported, downloaded and viewed in Excel or as a PDF.

Monday retains an audit trail of all changes made to a plan or any project logs

Project oversight

Like a pensions manager role, but for your project, we provide an ongoing health check, asking the probing questions, whilst bringing our experience of similar exercises.

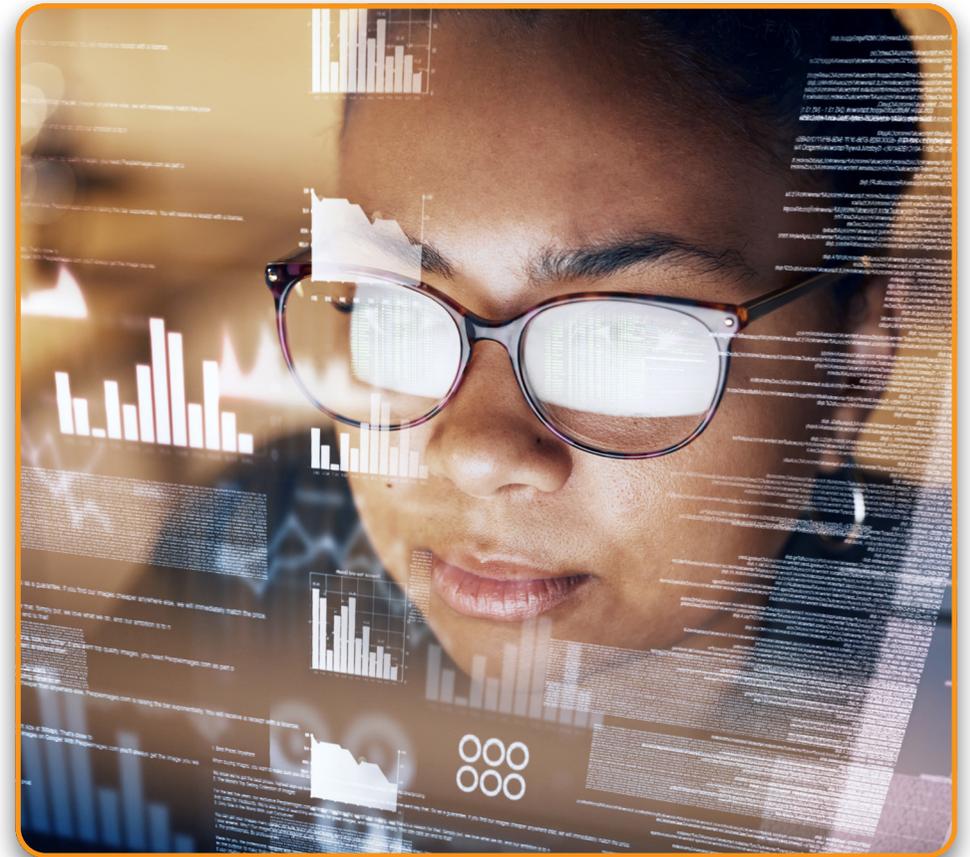
You may already have an adviser team in place but feel you want independent review of the plan, structure and governance.

Project oversight is helpful where you don't have the bandwidth, or experience of similar exercises, to delve into project updates and alignment with budget as much as you would like.

We are able to take this in hand and report back to you in an efficient way.

Our role is to provide a clear, independent view of how the project is really progressing. We bring informed challenge and insight into what 'good' looks like.

We cut through complexity to highlight what is on track, what risks drifting, and where decisions or challenge are required, giving you confidence that risks are understood and delivery remains aligned to agreed objectives.



Project governance



Good governance is essential for the success of a project.

But when you're setting up a new project or programme, or when you're several years into a programme of work, like an endgame journey, how do you know if your project governance is still effective, and your costs are still appropriate, for where you are now.

A project governance review is a one-off exercise that seeks to check your project is still being managed and delivered in a way that optimizes effective progress. As well as looking at the project governance model, it checks that you receive sufficient and transparent reporting that enables you to take timely decisions or take action where a change or risk of slippage is identified, and that your fee arrangements are keeping pace with where you are on the journey.

NORTEL
NETWORKS™

“ Muse helped us to refocus the Board's governance approach during the late stages of our buyout and wind-up. Their approach brought a **fresh perspective** to how the Board worked with its advisers when, after a long and complex project, the scope of work was changing. Muse's **inclusive approach** meant advisers bought into a revised approach, enabling the Board to pivot the strategic focus to wind-up, understand the remaining variables and to implement processes to manage and monitor the tasks still required.

A big change was in the financial reporting processes as **close attention** was given to completing all tasks with finite resources. The revised roles and ways of working between the Board and advisers continued after the work with Muse, and the final buy-out and wind-up was successfully completed. ”

Bob Hymas

BESTrustees, Independent Trustee
Nortel Networks UK Pension Fund

Working with us

We help to ensure projects and programmes are governed in a way that means you have the best chance at success, and early sight with actionable interventions, if something deviates.

We do this through considered:

Governance	<ul style="list-style-type: none">• Projects have clear objectives, agreed scope and exclusions, terms of reference with decision making powers defined, risk identification and management controls, and budgetary controls
Integrated with existing executive team	<ul style="list-style-type: none">• Project planning and delivery integrated with Trustee business plan / priorities• Change management is embedded by including existing executive team in delivery, and as part of ongoing service
Stakeholder engagement	<ul style="list-style-type: none">• Facilitates a joined-up approach between all parties• Leverages adviser relationships to unify all parties around project objectives and the Trustee priorities
Oversight and reporting	<ul style="list-style-type: none">• Deploys pragmatic approach to project management or oversight• Identifies interdependencies and helps navigate sequencing of activities across full breadth of projects and BAU work• Milestones for reporting against brings project delivery and risk to life
Best practice experience	<ul style="list-style-type: none">• Expertise delivering pensions change management projects• Consulting best practice and tools shared with clients and Subject Matter Experts with additional resource available



If you'd like to talk to us about how we can help you with your project or programme, **get in touch with:**

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