

Programme Health Check Checklist

A practical first-pass review for programme managers, programme leads and technical leaders.

How to use this checklist

Work through each area and mark **Green**, **Amber** or **Red**. The aim is not to produce another report. Use the results to identify where programme attention is most needed.

Area	Green / Amber / Red	What to look for
1. Schedule & milestones	■ Green ■ Amber ■ Red	Are key dates credible? Are milestones repeatedly moving?
2. Risks	■ Green ■ Amber ■ Red	Do major risks have clear owners, actions and review dates?
3. Issues	■ Green ■ Amber ■ Red	Are issues being resolved, or repeatedly escalated?
4. Priorities	■ Green ■ Amber ■ Red	Can the team clearly explain the current priorities?
5. Reporting	■ Green ■ Amber ■ Red	Does reporting support decisions, or mainly create more data?
6. Resources	■ Green ■ Amber ■ Red	Is capacity sufficient and reasonably stable?
7. Stakeholders	■ Green ■ Amber ■ Red	Is stakeholder confidence stable, improving or falling?
8. Decisions	■ Green ■ Amber ■ Red	Are decisions made at the right level and quickly enough?
9. Delivery behaviour	■ Green ■ Amber ■ Red	Is the team planning ahead or mainly firefighting?
10. Overall confidence	■ Green ■ Amber ■ Red	Do key stakeholders share a consistent view of programme status?

What to do with the results

If several areas are Amber or Red, step back before adding more reporting or meetings. Identify the common themes, agree the most important actions, assign owners and establish a short review cycle.

When a structured health check may help

Consider an independent Programme Health Check when delivery confidence is falling, risks and issues are becoming difficult to control, stakeholders have different views of status, or the programme needs an objective

starting point for recovery.

The Practical Programme Manager

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For more guidance: www.thepracticalprogrammemanager.com/programme-health-check.html