



European Shuai Jiao Union

Governance

Promotion and Development of Chinese Shuai Jiao in Europe

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1. Introduction

1.1. Governance is the flow of management reporting and responsibility within a programme. The planning, influencing and development of the policy and affairs of the programme.

1.2. Governance sets out the roles and responsibilities for the individual and groups involved in the initiation, development and delivery of the programme, and explains how decisions are made and in the case of disagreement, how these will be resolved. In addition it sets out reporting arrangements to ensure that the programme remains on target to achieve its objectives; and where there is divergence to ensure through effective reporting that mitigation strategies are developed and contingency plans are established.

1.3. The European Shuai Jiao Union (ESJU) has formally adopted a programme management approach to the promotion and development of Shuai Jiao in Europe. This approach will ensure the effective management of the promotion and development of Shuai Jiao in Europe with a high level plan incorporating key milestones and targets established as part of the planning process.

1.4. The European Shuai Jiao Union as part of its agenda to promote and develop Shuai Jiao will initially establish plans for the European theatre; and then work collaboratively with established Shuai Jiao organisations in China and the Far East, and the United States and the Americas.

1.5. This Governance proposal has been drafted by the Office of the Secretary General for consideration and ratification by the Council of the European Shuai Jiao Union.

2. Roles and Responsibilities

2.1 Programme Sponsor – Chang Da-Wei (Honorary President)

2.1.1 The Programme Sponsor is as a internationally respected practitioner of Shuai Jiao; and maintains an honorary position within the ESJU. The Programme Sponsor acts as an adviser, who supports (and is seen to support) the aims of the programme.

2.1.2 The involvement of the Programme Sponsor should legitimise the work of the programme. The Programme Sponsor will seek to influence the allocation of resources and commitment of time to the programme in the international theatre and by Programme Management senior staff.

2.1.3 The Programme Sponsor will be expected to:

- Develop, and act as custodian for, the programme's vision;
- Carry sufficient authority over the deployment of resources;
- Define the programme's objectives and provide input to the; programme brief (including approval of this personally or by the Steering Group); and
- Provide advice and input as required throughout the programme.

2.2 Senior Responsible Owner (SRO) – Antonio Langiano (President)

2.2.1 The Senior Responsible Owner is responsible and accountable for the successful outcome of the programme.

2.2.2 The SRO is ultimately accountable for the success of the Programme in meeting its objectives and ensuring the projected benefits are delivered.

2.2.3 An SRO must be visibly and consistently seen as the driving force throughout the Programme. The SRO needs to be recognised as the owner of the Programme and empowered to direct the Programme effectively.

2.2.4 The SRO is expected to:

- ensure that a programme brief is developed which reflects its objectives clearly and is agreed by stakeholders;
- ensure that the users and other stakeholders are involved in and are committed to the programme;
- agree the management approach to be applied to the programme including the reporting and control mechanisms and processes;
- ensure that changes in circumstances affecting the programme are evaluated and appropriate action is taken;
- monitor and control the business change at a strategic level;
- ensure policy is coherent with delivery;
- ensure that projected benefits have been realised or that long term evaluation of policy impact is included in future corporate planning;
- resolve issues affecting successful delivery particularly those

relating to cost escalation and delayed delivery, referring major issues upwards as necessary;

- chair the Programme Management Board meetings;
- act as Programme Champion by owning and communicating the Programme's vision;
- oversee the development of the Programme brief and business case, and to ensure these are maintained and developed throughout the life of the Programme;
- seek and confirm the necessary investment and resources required to run the Programme and delegate appropriate budgets for the work;
- monitor progress from a strategic perspective and ensure that the Programme is subject to regular review;
- ensure that recommendations /concerns from reviews are addressed;
- ensure the interfaces and communication with stakeholders are properly managed;
- monitor and control business change at the strategic level;
- ensure the Programme's objectives continue to be aligned with evolving business needs;
- provide advice on the resolution of issues and ensure the Steering Group are properly appraised;
- provide strategic direction and communicate ESJU Council decisions to the Programme as appropriate; and
- appoint members to the Programme Management Board and Steering Group.

2.3 Programme Director – Rob Simpson (Secretary General)

2.3.1 The Programme Director is responsible for overseeing the Programme Manager and team to deliver required outcomes that are consistent with overall policy objectives and are acceptable to key partners.

2.3.2 The Programme Director will:

- Discuss the Programme and its objectives with other international Shuai Jiao organisations, and other parties interested in the international promotion and development of Shuai Jiao;
- Advise ESJU Council members about their participation in ESJU event;
- Support and encourage the Programme team to meet key goals and help them to understand the wider international context of which the ESJU Programme is part;
- Verify the content of Programme documentation and “Reality Check” arrangements;
- Attend and contribute to the Steering Group meetings;
- Attend the Programme Management Board;
- Chair Programme Office meetings to manage the Programme;
- Chair Event Organiser meetings to review progress; and
- Provide support for the Programme Manager.

2.4 Programme Manager – Susan Simpson (UK)

2.4.1 The Programme Manager manages the Programme's portfolio of events on behalf of the SRO and is responsible for delivering the Presidency events and outcomes.

2.4.2 The Programme Manager has responsibility for the day-to-day running of the programme according to the programme plan.

2.4.3 The Programme Manager has the following responsibilities:

- to monitor expenditure and costs against delivered and realised benefits
- to oversee the Programme planning and production of appropriate documentation
- to direct and motivate the Deputy Programme Manager
- to ensure the delivery of products / services are on time and within budget as set out in the agreed Programme Plan
- to manage and oversee the planning and implementation of changes to the Programme
- to review stakeholder management plans and progress
- to assess the impact of changes to the Programme and advise the Programme Board
- to set realistic and achievable targets for the work of the Programme
- to manage event Programme risks and to ensure successful outcomes
- to provide timely reports of plans, progress, risks and emerging issues to the SRO and Programme Board
- agree training and development needs associated for ESJU officers;
- agree tolerances with Deputy Programme Manager
- escalate problems and issues as appropriate

2.5 Deputy Programme Manager – Diccon Scott (UK)

2.5.1 The Deputy Programme Manager is responsible for delivering and has the authority to run the Programme planning on a day-to-day basis on behalf of the Programme Manager (within the agreed tolerances).

2.5.2 The Deputy Programme Manager's primary responsibility is to ensure that the Programme produces the required products, to the required standard, within agreed constraints.

2.5.3 The Deputy Programme Manager also has to ensure that the project is producing a result that is capable of achieving the benefits defined in the Brief.

2.5.4 The Deputy Programme Manager's main responsibilities are:

- manage the production of the required products;

- to direct and motivate the event teams;
- to plan and monitor the events (with support from the event organisers);
- to introduce best practice Programme management tools & techniques;
- to prepare and maintain the Programme plan;
- to manage suppliers delivery against specification ensuring the required products are delivered on time and within budget;
- produce and manage the Programme Management products
- to ensure Programme costs are maintained within the resources negotiated;
- prepare Programme, Event, Stage and (if necessary) Exception Plans in conjunction with Event organisers and appointed project assurance roles, and agree them with the Programme Manager;
- to engage and communicate with stakeholders, contractors and delivery partners, ensuring they are fully equipped to contribute positively to the Programme objectives;
- to monitor, track and report progress against the Programme plan, bringing problems (exceptions) to the attention of the Programme Manager in a timely fashion;
- to manage risks, including the development of contingency plans, escalating as required;
- to liaise with the Programme Manager to ensure that work is neither overlooked nor duplicated;
- to take responsibility for overall progress and use of resources, and initiate corrective action where necessary;
- identify training and development needs associated with the Programme for ESJU members;
- to be responsible for Change Control and any required Configuration Management;
- liaise with the appointed assurance roles to assure the overall direction and integrity of the project;
- agree tolerances with Deputy Programme Manager and Project Support;
- to maintain a Lessons Learned Log throughout the programme;
- work with the events organisers to identify and obtain any support and advice required for the management, planning and control of the events;
- to be responsible for programme administration;
- escalate problems and issues as appropriate;
- to prepare the Project Closure and Lessons Learned report; and
- prepare the End Project Report including follow-on action recommendations.

2.6 Programme Office (UK)

2.6.1 The function of the Programme Office is to collect, co-ordinate, analyse and distribute management information about the Programme. In addition: it establishes and implements within the Programme, best practice in the areas of risk, change, quality, and benefits management.

2.6.2 The Programme Office has the following responsibilities:

- assists the Deputy Programme Manager in the day-to-day running of the Programme according to the Programme plan;
 - assist the Deputy Programme Manager to ensure Programme costs are maintained within the resources negotiated;
 - assist in the oversight of the Programme planning and production of appropriate documentation including Programme Plan, Stakeholder Matrix and Risk Register;
 - assist the Deputy Programme Manager to ensure the delivery of products / services are on time and within budget as set out in the agreed Programme Plan;
 - assist in the management and oversight of the planning and implementation of changes to the Programme;
 - assist in the implementation and monitoring of quality assurance processes;
 - assist in the engagement and communication with stakeholders, contractors and delivery partners (particularly the event organisations), ensuring they are fully equipped to contribute positively to the Programme objectives and to support stakeholder management processes, maintaining a list of stakeholders and their interests;
 - assist in the management of the interfaces and dependencies between event, strands, and with other Programme's;
 - to facilitate the preparation, and to control and maintain the quality, of Programme documentation;
 - to implement the required procedures for managing the Programme against the Finance Plan;
 - to facilitate risk management by maintaining a Risk Register, and ensuring risks are reviewed on a regular basis;
 - to facilitate issue management by maintaining an Issue Log and ensuring issues are reviewed on a regular basis;
 - to maintain and monitor the Programme's change control procedures;
 - to provide administrative support to the Programme Management;
- and
- during stages two and three project manage the events.

2.7 Event Organiser

2.7.1 The Event Organiser is responsible for the delivery of their event. They have the authority to prepare and to run an Event on a day-to-day basis on behalf of the Programme Manager within the constraints laid down by the Programme Manager. Where appropriate the Event Organiser may delegate work; however this does not negate reasonability.

2.7.2 The main responsibilities of the Event Organiser are

- Ensure the logistics are satisfactory, ensuring the smooth running of the event and facilitation of the 'content';
- to ensure that the 'content' produces the desired outcome;

- to allocate resources to meet priorities;
- to produce and keep an up to date event plan and description;
- to deliver milestones to plan;
- to prioritise work;
- to identify, monitor and manage risks and issues;
- to produce and submit reports to the Deputy Programme Manager as required;
- ensure Programme Management and Ministers (where appropriate) are properly appraised;
- identify and manage interfaces and dependencies between event, strands and external (to the Programme) groups;
- to communicate when required the; plans, progress, risks and emerging issues to the Deputy Programme Manager;
- to appraise themselves of the Programme Governance and Management Products and implement them;
- to ensure that the policy message of the Event is clear and represents the messages of the Themes;
- ensure the Event objectives continue to be aligned with evolving business needs; and
- escalate problems and issues as appropriate.

3. Group Roles and Responsibilities

3.1 Programme Management Board (PMB)

3.3.1 The Programme Management Board (PMB) is responsible for delivering the Programme.

3.3.2 The PMB is a decisions making body. It makes decisions on priorities and resources to achieve the objectives. It is also fundamental for managing Programme risk.

3.3.3 The PMB is responsible for overseeing the Programme and the associated portfolio and the realisation of the objectives specified in the Programme's Brief.

3.3.4 The SRO chairs the PMB. It comprises:

- Programme Sponsor
- SRO
- Programme Director
- Programme Manager
- Deputy Programme Manager
- Programme Office Representative
- A critical friend; who has the confidence of the other members of the board, who has the character to challenge the board (without alienating them) and has the best interest of the organisation at heart
- On occasions guests may be asked to attend (event organisers, strand leaders, contractors or key partners) where specific issues need to be addressed.

3.3.5 PMB meetings will normally take place monthly but may reduce in frequency depending on the requirement of the Programme's management.

3.3.6 The main responsibilities of the PMB are;

- to review the Programme portfolio e.g. regular status reports;
- to manage change to the Programme and ensure the delivery of outcomes and business benefits;
- to manage risk, identifying and assessing the threat posed by new risks;
- to assess and monitor progress against the Programme plan, consider the impact of any exceptions and agreeing remedial actions where appropriate; and
- to consider progress in resolving issues and to provide guidance on escalation where appropriate.

3.2 Steering Group

3.2.1 The aim of the Steering Group will be to oversee the ESJU contribution to the promotion of Shuai Jiao. The Steering Group will be responsible for ensuring that the aims and priorities for the ESJU are achieved in accordance with the global aim to promote and develop Shuai Jiao. This will be discharged via Steering Group meetings at six monthly intervals from October 2010 until October 2014, the purpose and function of the Steering Group will then be reviewed.

3.2.2 The Steering Group will:

- keep under review the overall aims and objectives for our promotion and development of Shuai Jiao;
- ensure co-ordinated input from lead policy colleagues to the organisation of events which will drive forward both our global priorities and the European agenda;
- establish an appropriate organisation structure and effective communication processes;
- agree lead policy officials for each area of work associated with the promotion and development of Shuai Jiao;
- agree any changes to programme of events;
- monitor arrangements for events to ensure that preparations are on track and have adopted a joined-up approach;
- clarify the different sources of funding available;
- agree additional funding if necessary;
- resolve issues around resources for the promotion and development of Shuai Jiao, both in terms of impact on people and on finances;
- agree dates and financial arrangements for promotion and development of Shuai Jiao events;
- co-ordinate the communication strategy for the promotion and development of Shuai Jiao programme, both internally within the ESJU Council, in the domestic forum and across ESJU member states;
- agree plans to rectify training and development needs associated with the promotion and development of Shuai Jiao for ESJU members;
- agree the project brief and associated documentation;
- ensure appropriate success criteria are included within the project plan;
- monitor progress against the project plan and financial profile, and agree any changes necessary as the project/theme progresses
- manage and monitor risks;
- resolve any issues arising during the life of the project; and
- sign-off the programme/project lessons learned report and post-implementation review.

3.2.3 Members of the Steering Group are listed in the table below. If unable to attend a Steering Group meeting for any reason, members can either send a deputy or receive a copy of the papers for comment.

3.2.4 Members are also asked to act as 'champions' for the promotion and development of Shuai Jiao, planning within their own countries or regions and, where necessary, in briefing their Council members for discussion at ESJU Council level discussions on the promotion and development of Shuai Jiao issues.

Name	Role
Chang Da-Wei	Programme Sponsor Chair of the Steering Group Honorary President – ESJU
Antonio Langiano	Senior Responsible Owner Programme Board Chairman President – Italy
Rob Simpson	Programme Director Programme Board Secretary President – United Kingdom
Wang Zhi-Hong	President – France
Alex Czech	President – Germany
Paul Mitchell	President – Ireland
Isidora Milosevic	President – Serbia and Montenegro
Roberto Seijo Lombao	President – Spain
Louis Linn	President – Sweden
Carlos Perez	President – Switzerland

3.3 Delivery and Communications Group

3.3.1 The Delivery and Communications Group has been established by the Programme Manager to answer issues and provide information to the Programme.

3.3.2 The group will be dynamic in its nature and will comprise of an adhoc membership. Meeting will have relevant staff involved to answer the agenda of the day. The reason for this uncommon membership style is to reduce the amount of time people spend traveling to and from meetings. Members will have an updated actions list sent to them for information purposes at the end of each meeting.

3.3.3 The Delivery and Communications Group members are accountable to the Programme Manager for the information provided at a meeting.

3.3.4 The main responsibilities of the Delivery and Communications Group are:

- to answer the issues
- to make decision(s) on the issues
- to oversee that the Themes and Messages are not lost at the events
- dissemination of information about the project

4. Programme Progress Reporting

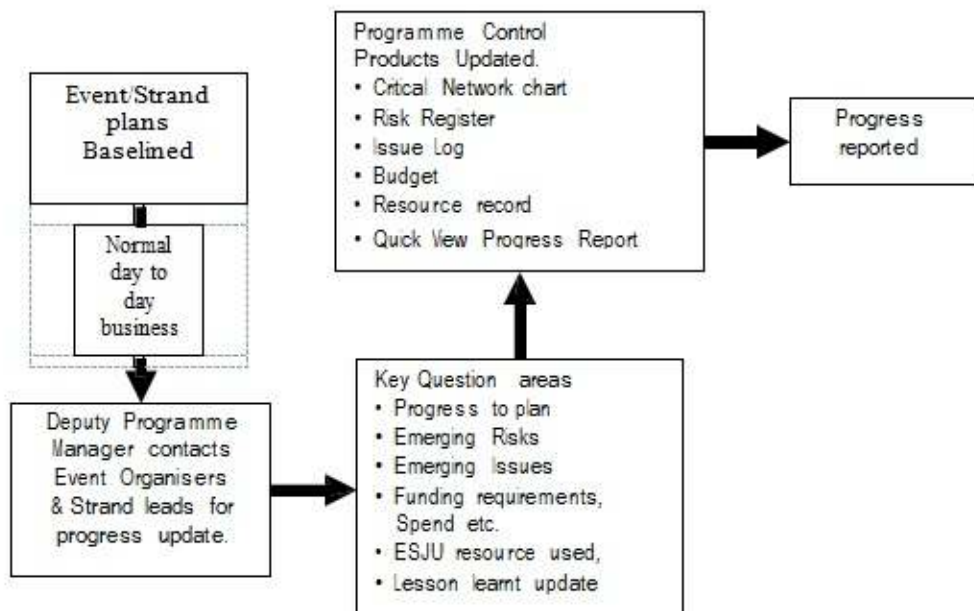
4.1 The Programme progress reporting has been designed to be unobtrusive. We have a method of reporting to ensure that the Programme Manager and Board can, monitor progress, compare achievement with plan, review plans and options against future scenarios, detect issues early and initiate corrective action.

4.2 Event organisers and Strand Leads will be contacted either by e-mail or by telephone. Questions will be asked by the Deputy Programme Manager or Project Office of the:

- Progress to plan;
- Evolving Risks;
- Evolving Issues;
- Spend;
- ESJU resource used; and
- Lesson learned update.

4.3 The Programme Control Products will be updated and reported to the relevant audience.

The following diagram shows the process.



5. Programme Resolution and Escalation

5.1 The process of raising the profile of a problem to a higher level.

5.2 Problem escalation is managed usually because it is not possible to deal with it at the level at which it was originally found.

5.3 The mechanism the Programme will use to deal with problems is straightforward.

5.4 If a problem can not be resolved with discussions at the level it was found, the problem needs to be passed up to the next level of responsibility. If the problem is not resolved satisfactory then it is passed up again and on until it resolved.

5.5 The diagram below shows the possible escalation of a problem through the hierarchy. There may be a point during escalation were a problem becomes an issue, if so then the issue management mechanism is used.



6. Membership of the ESJU

6.1 There are nine European countries registered as member of the ESJU:

- France
- Germany
- Ireland
- Italy
- Serbia and Montenegro
- Spain
- Sweden
- Switzerland
- United Kingdom

6.2 The table below sets out the number of schools and registered participants practicing Shuai Jiao in each country (to the nearest 500):

Country	School(s)	Practitioners
France	2	1,000
Germany	1	500
Ireland	1	500
Italy	4	1,500
Serbia and Montenegro	1	500
Spain	2	1,000
Sweden	2	1,000
Switzerland	1	500
United Kingdom	2	1,000
Total	14	7,500

6.3 The ESJU is the fastest growing Shuai Jiao organisation in Europe. The Council of the ESJU have, as part of their objectives over the next two years, plans to extend its membership by a further five countries.

6.4 The recognition by the People's Republic of China to organise and promote events to develop Shuai Jiao in Europe should provide further incentive for non members to join.

7. Offices of the ESJU

7.1 There are four Offices of the ESJU. The principals of each office form the Executive of the Council of the ESJU and manage the day to day activities of the ESJU:

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NB All correspondence sent to the President should be copied to the Secretary General.