

Leading Programmes and Projects Shared Learning Seminar



Dear Delegates

In Table 1 are areas which delegates are happy to share with you. Have a read, there may be some solutions included that you have been looking for.

In Table 2, delegates have highlighted areas they are struggling with, can you help? If they haven't added their email address, let us know and we will share with the wider group, as they may well not be the only one grappling with the issue.

Thanks,

Good Practice Team

1. **Knowledge Sharing**
2. **Looking for Solutions – can you help?**

Knowledge Sharing

Idea	Delegate
Setting up and handling a Programme Management Office and Portfolio	Richard Wilson Welsh Government Richard.wilson@wales.gsi.gov.uk
Project Management handbook	Louise Payne Wrexham County Borough Council Louise.payne@wrexham.gov.uk
Making delegates aware of Welsh Government Academi training	Good Practice Exchange Wales Audit Office Good.practice@wao.gov.uk
How you sell/label a project may help	Huw Jones Abertawe Bro Morgannwg University Health Board Huw.Jones5@wales.nhs.uk
Can share our programme and project framework	Tim Pritchard Conwy County Borough Council Tim.Pritchard@conwy.gov.uk
Prince2 and MSP being embedded into organisation	Mike Horrocks Denbighshire County Council mike.horrocks@denbighshire.gov.uk
Leadership, communication and project planning workshops organised for economic and community ambition programme. i.e. Project executives/managers/teams	Mike Horrocks Denbighshire County Council mike.horrocks@denbighshire.gov.uk
Senior Responsible Officer network	Richard Wilson Welsh Government Richard.wilson@wales.gsi.gov.uk
Supporting staff to be involved in projects – promoting through practical project management sessions and involved in projects	Tim Pritchard Conwy County Borough Council Tim.Pritchard@conwy.gov.uk
Programme and project manager forum. PPM's across the authority meet to share knowledge, best practice, details of projects across the authority, opportunity to 'link-in' also web pages to share (internally)	Gillian Jones Conwy County Borough Council gillian.jones2@conwy.gov.uk
Future Generations Bill – Wales Audit Office. Clear purpose, consistent SRO. Engagement of senior leadership across the organisation, stakeholder engagement external	Mike Palmer Wales Audit Office Michael.palmer@wao.gov.uk
Project managers in the division share lessons learnt and exchange best practice from their respective projects. Career Development – project managers encouraged to shadow projects directors on some aspects of their roles to develop future transition into senior roles	Sasanka Fernando Welsh Government Sasanka.Fernando@Wales.GSI.Gov.UK
Making sure complex project plans are in place, has helped when there is a change in project manager role	Sheryl Hughes Conwy County Borough Council Sheryl.hughes2@conwy.gov.uk
Capturing lessons learnt from organisations to utilise	Sheryl Hughes Conwy County Borough Council Sheryl.hughes2@conwy.gov.uk
Well-structured professional review stage gates focussing on providing the skill set required for me to deliver my projects	James Healey Welsh Government James.Healey@wales.gsi.gov.uk

Strong focuss on lessons learnt including sharing via lessons vault	Gareth Roach Conwy County Borough Council Gareth.Roach@conwy.gov.uk
Programme of benefits realisation training	Gareth Roach Conwy County Borough Council Gareth.Roach@conwy.gov.uk
Mainstreaming change management:- <ul style="list-style-type: none"> • Corporate training courses • Bespoke in-service sessions • Topic on team meeting agendas Central PMO – lead key projects and programmes, mentor, training and advice	Gareth Roach Conwy County Borough Council Gareth.Roach@conwy.gov.uk
Corporate priority – developing economy <ul style="list-style-type: none"> • Complex and cross departmental • Heads of service, managers, external stakeholders etc. 	Graham H Boase Denbighshire County Council graham.boase@denbighshire.gov.uk
Resourced full time project manager. This dedicated resource critical to success	Graham H Boase Denbighshire County Council graham.boase@denbighshire.gov.uk
Communications: clear high level statement of purpose, benefits etc. Empower: ensure stakeholders clear and fully engaged	Bryn Richards Welsh Government Bryn.Richards@Wales.GSI.Gov.UK
Building relationships with key stakeholders (E.I. and self awareness)	Robin Evans Gwynedd Council RobinEvans@gwynedd.gov.uk
Transport major projects will defined and understood process regarding regulation	James Woodbine Welsh Government james.woodbine@wales.gsi.gov.uk
Collaborative projects across local authority, Children’s services: <ul style="list-style-type: none"> • Com strategy • Collaborative performance review • Consistent processes and IT, man info 	Alison Smale Childrens Commissioning Consortium Cymru Alison.J.Smale@rctcbc.gov.uk
Attempting Agile approach to software development	Rodney Tonge National Assembly for Wales Rodney.Tonge@wales.gov.uk
Empathy and review approach	Andrew Hopkins Aneurin Bevan University Health Board Andrew.Hopkins2@wales.nhs.uk
Exploring how servant leadership can be adopted across our own organisation. Also looking at how we can apply Agile in transforming public service delivery	Simon Renault Welsh Government Simon.Renault@Wales.GSI.Gov.UK
Leadership trusts teams – proven record of delivery	Adam Wadding Welsh Government adam.wadding@wales.gsi.gov.uk
Very good at embracing ‘new’ methodologies and ways of working	Patrick Anderson Neath Port Talbot County Borough Council p.anderson@neath-porttalbot.gov.uk
<ul style="list-style-type: none"> • Purpose / persuasion • Reflecting on people’s values: Why do you work in the health sector. “Cwm Taf Cares” 	Rebecca Luffman Cwm Taf University Health Board Rebecca.Luffman@wales.nhs.uk
Value based audit projects. Judged through risk and improvement.	Andrew Doughton Wales Audit Office andrew.doughton@wao.gov.uk

Consultation on managing decline - ownership	Martin Ridgeway Bridgend County Borough Council martin.ridgeway@bridgend.gov.uk
We're good at the process risk logs, decision logs, programme and project management stuff. Projects / programmes are fairly consistent in management	Rachel Stephens Welsh Government rachel.stephens2@wales.gsi.gov.uk
<ul style="list-style-type: none"> Teams collaborate and channel resources where / when required at critical times Teams allowed to manage (senior level) 	Julia Anderson Aneurin Bevan University Health Board Julia.Anderson@wales.nhs.uk
Created conditions for partnerships and new service models	Alison Smale Childrens Commissioning Consortium Cymru Alison.J.Smale@rctcbc.gov.uk
Beginning to recognise the need to change	Clare Williams Cardiff and Vale University Health Board Clare.Williams11@wales.nhs.uk
Empowered frontline staff to work with apps developers to redesign and improve key business process	Suzanne Scarlett National Assembly for Wales Suzanne.Scarlett@Wales.gov.uk
Try the iterative method. Short, share focus on outcomes not activity	Rachel Stephens Welsh Government rachel.stephens2@wales.gsi.gov.uk
Must measure quality of experience (improvements) as well as "hard key performance indicators	Taliesin Maynard Welsh Government taliesin.maynard@wales.gsi.gov.uk
Trying to pull together a number of different initiatives which have lots of interdependencies with diminishing resources	Anne Pound Welsh Government Anne.Pound@Wales.GSI.Gov.UK
How do you know that the project is continuing to provide the best service to the end user / customer?	Sue Ashcroft Welsh Government Sue.Ashcroft@Wales.GSI.Gov.UK
Work with customers and respond to messages – do not deliver what they don't want	Nigel Moss Welsh Government nigel.moss@wales.gsi.gov.uk

Looking for Solutions – can you help?

Challenge	Delegate
Key skills and competencies for Senior Responsible Officers (SROs)	Vicky Allen Denbighshire County Council vicky.allen@denbighshire.gov.uk
Bolt on statutory obligations at the end	James Woodbine Welsh Government james.woodbine@wales.gsi.gov.uk
Lack of BELIEF in projects by project team	James Woodbine Welsh Government james.woodbine@wales.gsi.gov.uk
<ul style="list-style-type: none"> Understanding how projects fits into wide programme Understand reporting chain Understand process 	Graham H Boase Denbighshire County Council graham.boase@denbighshire.gov.uk
Rushing into projects without understanding the 'case for change'	Robin Evans

	Gwynedd Council RobinEvans@gwynedd.gov.uk
SRO's: <ul style="list-style-type: none"> capacity to lead actual 'ownership' Process <ul style="list-style-type: none"> Providing assurance but with reducing resources can slow delivery 	Bryn Richards Welsh Government Bryn.Richards@Wales.GSI.Gov.UK
Determining specific outcomes/deliverables accurately and costing accordingly	James Healey Welsh Government James.Healey@wales.gsi.gov.uk
<ul style="list-style-type: none"> Sense of change fatigue in areas – continual organisational change. Increasing numbers of projects and programmes, same resource. The need to deliver the same or better services for less (use project/programmes to delivery issues – opportunity) 	Gareth Roach Conwy County Borough Council Gareth.Roach@conwy.gov.uk
Most Welsh public sector organisations are still struggling to adapt Prince 2 and MsP etc. so will struggle to implement Agile	Simon Renault Welsh Government Simon.Renault@Wales.GSI.Gov.UK
Multi-year projects team churn	Adam Wadding Welsh Government adam.wadding@wales.gsi.gov.uk
In 1 place organic process – invigorates but confuses?	Andrew Hopkins Aneurin Bevan University Health Board Andrew.Hopkins2@wales.nhs.uk
Unreal timescales and resources	Martin Ridgeway Bridgend County Borough Council martin.ridgeway@bridgend.gov.uk
Very poor at top down support for new ways of working and change	Patrick Anderson Neath Port Talbot County Borough Council p.anderson@neath-porttalbot.gov.uk
Timeliness of project delivery	Andrew Doughton Wales Audit Office andrew.doughton@wao.gov.uk
Everything is a priority	Clare Williams Cardiff and Vale University Health Board Clare.Williams11@wales.nhs.uk
Tension between collaborative approach and organisational autonomy	Alison Smale Childrens Commissioning Consortium Cymru Alison.J.Smale@rctcbc.gov.uk
Engaging clinicians is always difficult	Julia Anderson Aneurin Bevan University Health Board Julia.Anderson@wales.nhs.uk
Using the 3 week iteration how do you “take a risk” (a direct quote from Richard Wilson). Rarely learn from failure as an organisation (do on an individual basis)	Rachel Stephens Welsh Government rachel.stephens2@wales.gsi.gov.uk
Should we really concentrate on indicators and data?	Rachel Stephens Welsh Government rachel.stephens2@wales.gsi.gov.uk
Managing expectations and frustrations of stakeholders during long term projects and programmes	Alex Evans Cardiff and Vale University Health Board
Speak the truth to power – easier said than done	Jo Maddaford

Welsh Government

joanne.maddaford@wales.gsi.gov.uk