

# Project Challenge 2009

**Embracing Change:** How the Department of Health is evolving its Project management Environment

Charles Cross

Head of Programme & Project Management

# Context

- **The Government advocates programme and project management (PPM) as a means of assuring successful delivery**
- **However, it does not attempt to prescribe in detail how departments should organise and manage business and sets high level expectations that are overseen by OGC.**
- **The Department of Health is a strategic, policy making department and delivery of policy outcomes is mainly achieved via other organisations in the health and social care sectors.**
- **The benefits of PPM in the space between bright idea and handover to the delivery organisation are sometimes not recognised early enough.**



It was apparent early on that if viewed as a project about introducing tools and processes, the introduction of PPM would fail. Embedding PPM in the culture of the Department therefore became a programme of change, recognising that influencing behaviours and focus on the outcome were more important than just the deployment of good practice tools and techniques.

# Improving Programme & Project Management (PPM) Capability

## The Aim

**To reach a level of maturity in developing policy and delivering change, where staff have appropriate professional skills, use PPM techniques and deliver effectively managed portfolios of programmes and projects, prioritised by well informed Directors**

# Timeline

2003

2004

2005

2006

2007

2008

2009

2010

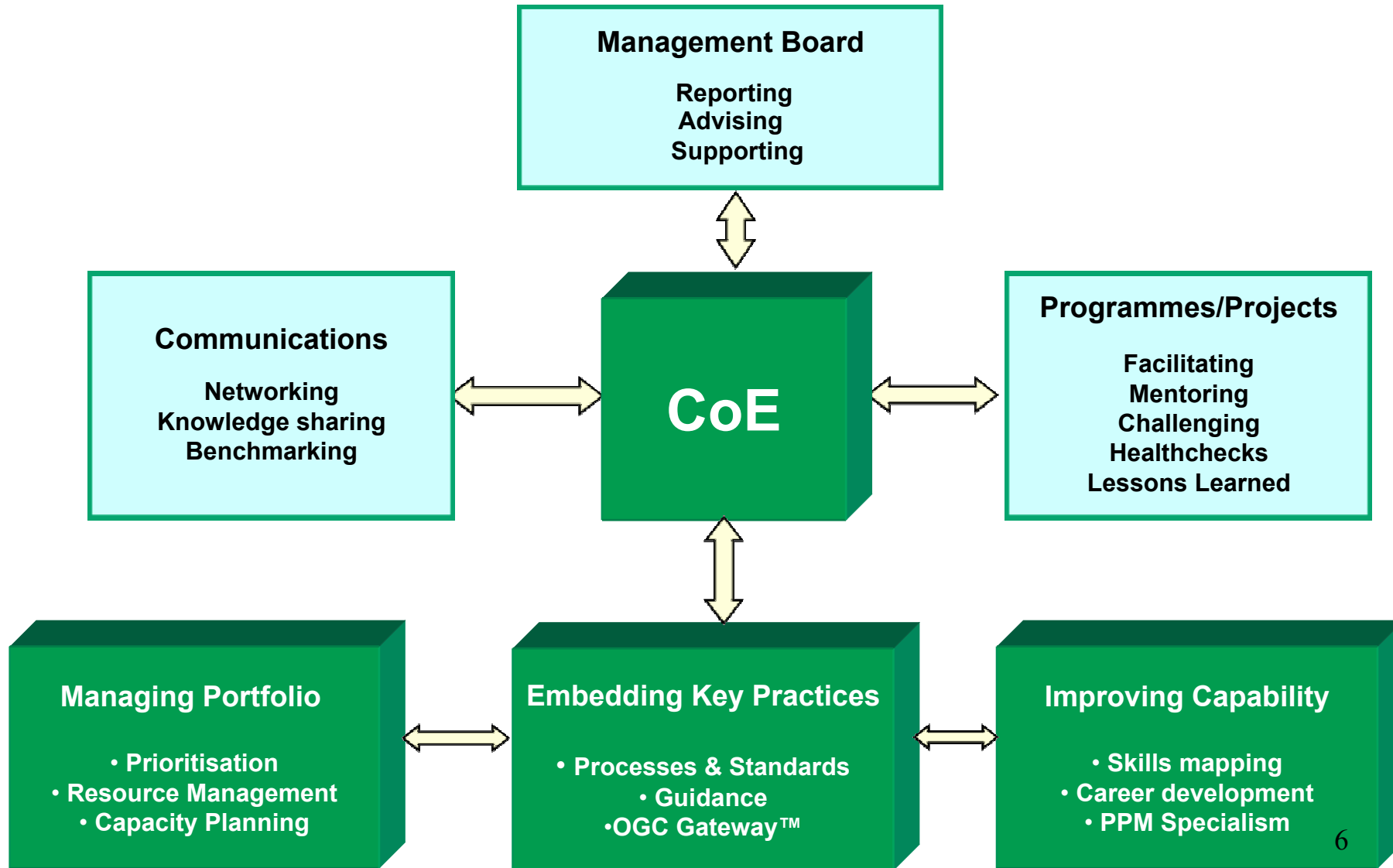
2011

CoE

**“You Must”**

Centrally Driven  
Counter-Culture  
Centre of Excellence  
(CoE) in every  
department

# Centre of Excellence Model





# Timeline

2003

2004

2005

2006

2007

2008

2009

2010

2011

CoE

Methods, Tools, Support

**Doing PPM to Policy**

Targets

Basic toolkit

Consultants Contractors

# Scope of PPM in the DH Corporate Context

PPM in a DH Corporate Context **is not** :

- about attempting to make DH a project based organisation
- dominated by templates, tools and process
- independent of other business improvement activity

PPM in the DH Corporate Context **is about**:

- Promoting programme management as an approach to ensuring successful delivery of the Business Plan
- Developing PPM capability and professionalism
- Providing standard PPM tools and IT infrastructure
- Scrutiny, challenge and assurance

# Timeline



2003

2004

2005

2006

2007

2008

2009

2010

2011

**CoE**

**Methods, Tools, Support**

**Capability, Skills**

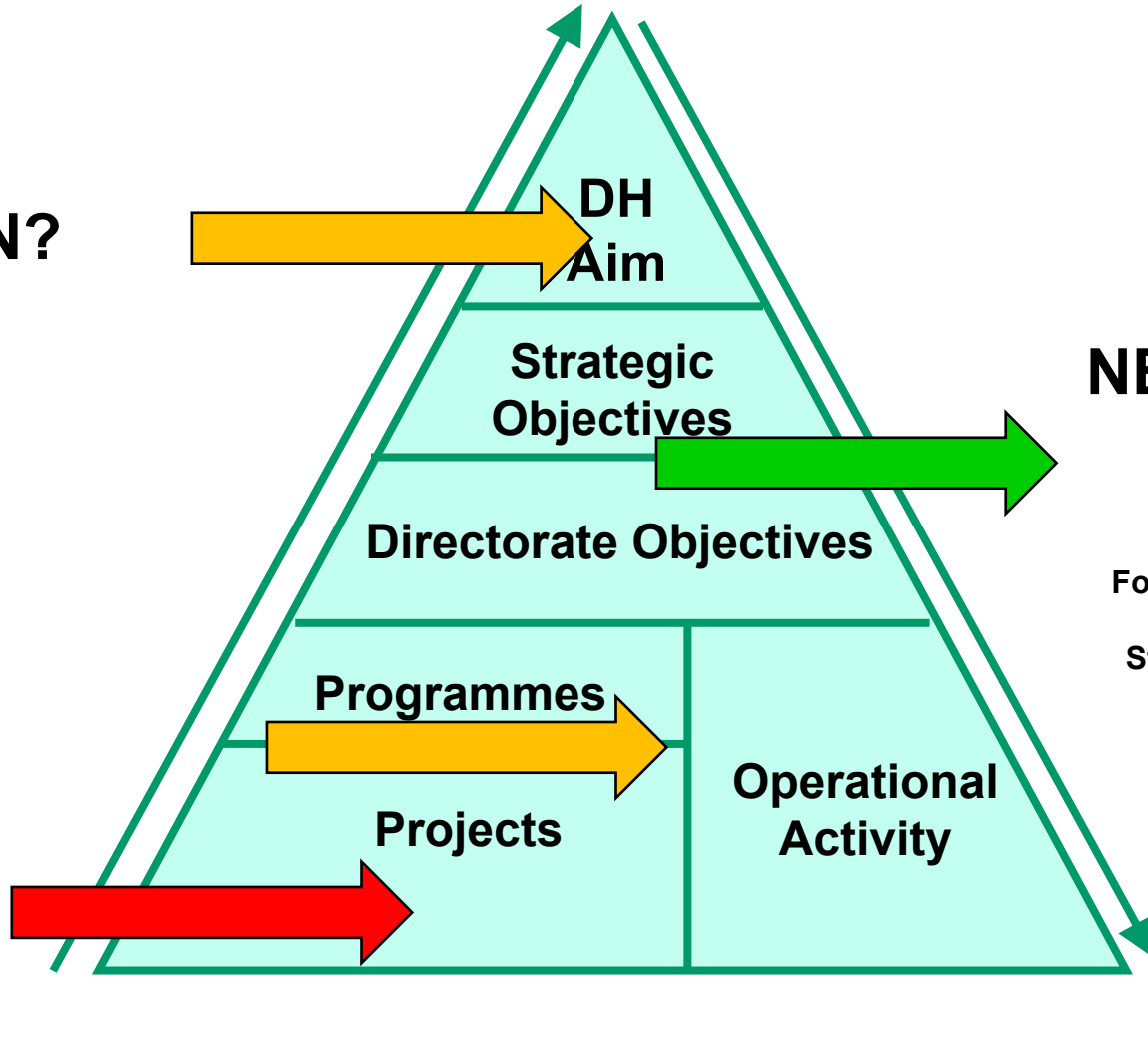
**“We need to Improve”**

Recognition that policy has to be implemented to be successful

# Where to start?



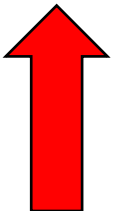
**TOP DOWN?**



**NEITHER  
!**

Form Alliances  
with key  
Stakeholders

**BOTTOM  
UP?**



# Timeline



2003

2004

2005

2006

2007

2008

2009

2010

2011

**CoE**

**Methods, Tools, Support**

**Capability, Skills**

**EPM**

**Signs of success!**

Demand exceeding capacity to support.  
Staff volunteering for PPM training

New wave of programmes appearing



## Project Center

Choose a view: [DH Summary by Directorate](#)

- Saved Links:

---

- Collaboration:

  - [Track project risks](#)
  - [Track project issues](#)
  - [Manage project documents](#)
  - [Go to selected project workspace](#)

- Actions:

  - [View projects in Project Center](#)
  - [Analyze projects in Portfolio Analyzer](#)
  - [Check in my projects](#)
  - [Organize your saved links](#)

View Options		Filter, Group, Search								
Project Name		Project Delivery	2008	Qtr 2, 2008	Qtr 3, 2008	Qtr 4				
			Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
	▲ Project Name									
	<a href="#">CNO - NURSING - MODERNISING NURSING CAREERS</a>									
	<a href="#">CNO - Nursing Business Plan 08-09</a>									
	<a href="#">CNO - Nursing Programme Plan 2009-10</a>									
	<a href="#">Collaborative Web - Annex A</a>									
	<a href="#">DH PPM Child Health Strategy</a>									
	<a href="#">FNP - implementation plan draft a 20081223</a>									
	<a href="#">FNP - Implementation Plan draft a 20090113</a>									
	<a href="#">FNP Intranet Project</a>									
	<a href="#">Team - NHS Leadership - CNO Submission 2008-11</a>									
	+ Commercial									
	- Commissioning & System Management									
	<a href="#">C&amp;SM - Business Plan 2008-09</a>									
	<a href="#">C&amp;SM - Business Plan 2008-11</a>									
	<a href="#">C&amp;SM - Commissioning - Assurance System</a>									
	<a href="#">C&amp;SM - Commissioning - FESC</a>									
	<a href="#">C&amp;SM - Commissioning - Integrated Care</a>									

[Print Grid](#)

[Export Grid to Excel](#)

# Our approach to EPM

- Piloted 2006
- “Out of the box” implementation 2007
- Mandated the “corporate” bits e.g.
  - **Business Planning**
  - **Risk Management**
  - **Major Programmes**
- Worked with the willing
- Over 600 Users
- About 300 Plans
- Central Hub with 8 Directorate PMOs

# Timeline



**CoE**

**Methods, Tools, Support**

**Capability, Skills**

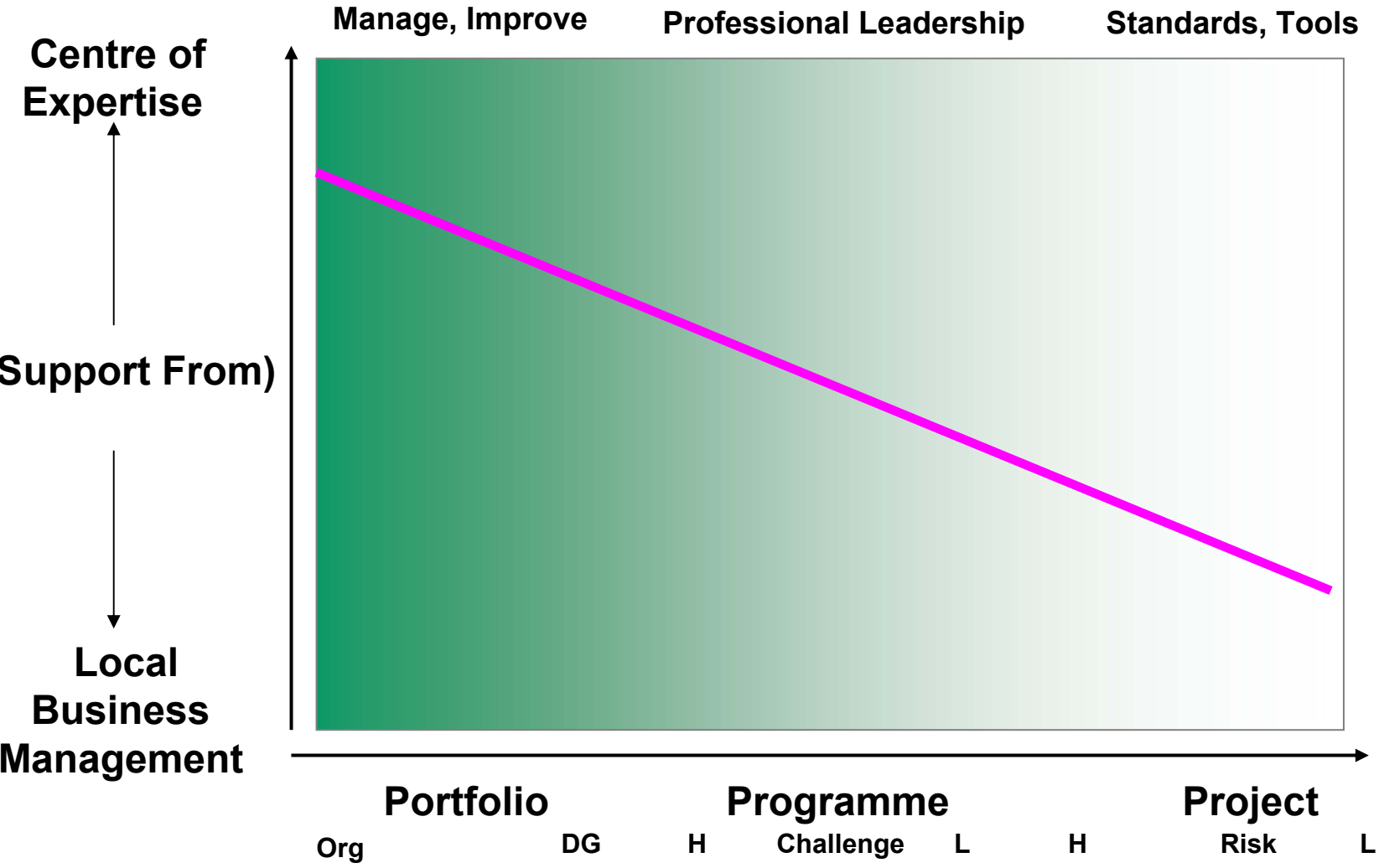
**EPM**

**Bus. Planning,  
EPM  
Implementation**

“We need a better planning process to help us prioritise and manage resources”

# PPM CoE Engagement with Business

An illustration of general principles



# Are we there yet?

- The gap between the challenge in DH portfolios of delivery programmes and in-house capability recognised but not fully understood
- Financial pressures are increasing demand for better planning, prioritisation and focus on delivery
- Dependency on interim resource, and consultants to fill senior PPM roles has reduced but has not yet been matched by an improvement in delivery confidence
- PPM is still not recognised as an attractive career option that can lead to promotion into the Senior Civil Service.
- Tendency to under estimate the challenges
- Still work to do on some processes
- Ongoing maintenance and keeping up to date

# Timeline



2003    2004    2005    2006    2007    2008    2009    2010    2011

**CoE**

**Methods, Tools, Support**

**Capability, Skills**

**EPM**

**Bus. Planning,  
EPM  
Implementation**

**P3O,  
PPM Professionalism**

# Conclusions (if I had the time again...)

- Never too soon to start portfolio management
- Resources are too scarce to waste on converting sceptics or preaching to the converted
- Without a “top down” mandate it is going to be a long game – but winnable with the right tactics
- Put yourself in others’ shoes - what would make them see things your way?

# PPM in the Department of Health

*“A journey of a thousand miles begins with a single step.”*

*Lao-Tzu (604 BC - 531 BC)*

# Project Challenge 2009

**Embracing Change:** How the Department of Health is evolving its Project management Environment