

## **Annex C to B/04/32**

### **RAIL DELIVERY PROGRAMME**

#### **What has been good**

- Self-contained pot of money
- Single sector
- Strong and committed Programme Board and SRO
- Setting example to staff or corporate cross operational/policy working
- A lot of commitment to the overall aims and objectives of the Programme
- Availability of the MSP model
- Full-time Programme Manager
- Programme Office (albeit small)
- Help from consultants and in particular the use of a structured approach suggested by LogicaCMG
- In tune with wider HSE/Govt thinking
- Receptiveness of wider HSE to efforts to winkle out staff to help!

#### **What has been not so good or made things difficult**

- limited timescales
- Some staff have difficulties adjusting to project working and need considerable support to understand the benefits.
- context or environment
- available staff resources to draw on from within HSE 'Rail'
- dislocation/potential impact on mainstream delivery
- lack of experience in project management and new ways of working and some reluctance from staff to moving in this new direction
- some (understandable) line management reluctance to 'letting go' of staff
- badging pre-existing projects against the programme vision and pulling them into line
- keeping in line with corporate thinking

#### **Lessons learned/issues**

- importance of investing the time up front to ensure that you are clear what you are about ie purpose, outcomes and outputs sought, what is in and what is out
- getting the programme architecture clear – where are the linkages both within the programme and between projects within the programme and with projects and programmes elsewhere? How are these to be managed? Are there any gaps? How are these to be plugged? How do outputs and deliverables align (programme plan)? Moving from design to implementation, how will this be managed?

[All this needs to be revisited on an ongoing basis]

- use MSP and PRINCE as a framework. But don't feel that you have to cross every t and dot every i! Be pragmatic and flexible.
- training is helpful (all our PMs and project teams have had some training in project management at high/overview level. All our PMs have had MS Project

training). But ongoing support is better – we have been running regular Project Manager workshops, providing guidance notes on key issues etc.

- Line management issues and clarity about demarcation of time – get these sorted as they can cause real problems
- Importance of actively involving and communicating with staff.
- Involve others, don't reinvent the wheel.
- Making sure that you are aware of, and tap into, wider corporate developments

### **What would we do differently?**

- get going more quickly. The MSP model gave us our framework and locus but there was a slight hiatus initially.
- setting up projects and appointing project managers takes time if it is to be done properly. Is there any way that we can expedite this whilst ensuring that everything is fair and above board?
- Get the overall architecture of the programme clear first. The impetus behind getting things moving meant that we had some project managers getting a bit 'gung ho'. However, it is not uncommon to find that 'Programmes' do not start from scratch and, like the RDP, contain a mixture of the old and new. The important thing then is to be sure that all the projects are pulling in the same direction.
- Ensure that the Programme doesn't get too big and remains focussed on what is critical. In retrospect, there may be projects within the Programme that are important but that we cannot afford to take forward. This needs to be kept under review and we should not be afraid to close down projects if necessary.
- pay more attention to communications and the active engagement and consultation with staff. There is a balance to be drawn here. We have tried to use representative project teams and consultative groups to minimise the demands on staff but, where the issues are particularly critical and sensitive, this may not be good enough. We are reflecting on this for the implementation stage.