What makes a project work?

Louise Payne

Performance, Improvement & Partnerships Manager

A (very) little bit about me

- **WCBC – 10 years**
- **PIPs manager**

- **Change Programme** → **Budget Cuts**

Same thing – many guises

Best value

Service reviews

Priorities

Transformation

Strategic assessments

Reshaping

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It's all about change

Doing more with the same or less 😄

Doing the same with less 😄

Doing less with less 😵

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Reshaping services – June 2013

Organisational Development

Rationale – key principles:
• Voluntary exits for workforce reduction
• Supporting other work

Corporate and Cross-Organisational Projects

Rationale – major long / medium term projects, significant delivery and savings items

Approach – project accountability with Strategic & Performance Directors (SPDs), managed by Heads Of Departments (HODs) or identified project managers

Key factors – dynamic project list - can be added to. Opportunity to engage people

General Reductions – services and standards

Rationale – areas of focus: Stopping or reducing services, some services at minimum level – feeds into reshaping the organisation. MUST consider changes in how we provide service; MUST identify service impact

Approach – projects led by relevant SPDs and established/managed by HODs responsible for the relevant service

Key factors – opportunity to engage people

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Projects – why do they fail?

Project Management tool-kit

- **Not followed through – why not???**

Project delivery
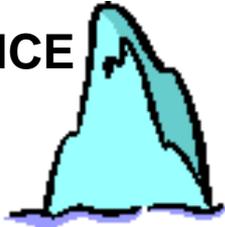
- **Not always as expected – why not???**
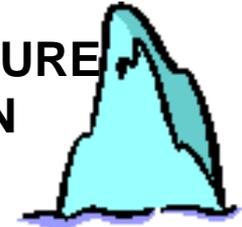
Senior Management Team

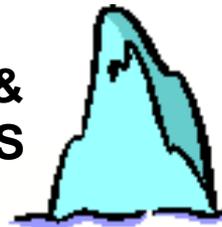- **Delved deeper…**

Tip of the iceberg

SELL FUTURE VISION

AVOIDANCE

BUY-IN

CAPACITY

RISK AVOIDANCE

FOLLOWING THE RULES

ATTITUDES & BEHAVIOURS

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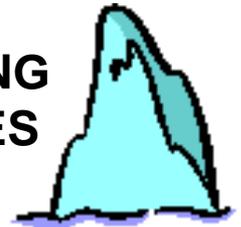
Hidden underneath… How to:

- Ensure the PS signs up to realistic outcomes?

- Stop the blame culture?

- Release HOD time to focus on corporate projects?

- Release staff time to support / cover for HODs?

- Get Members to prioritise & agree realistic targets?

- Sell benefits of projects?

- 'Tackle' staff not displaying our values?

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WYDI…

Prioritise

Project amnesty

Peer pressure

Update/promote PM handbook

Plan better

Calculate true savings

Right skills

Manage expectations

Reduce targets

Sell projects

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What we've learnt
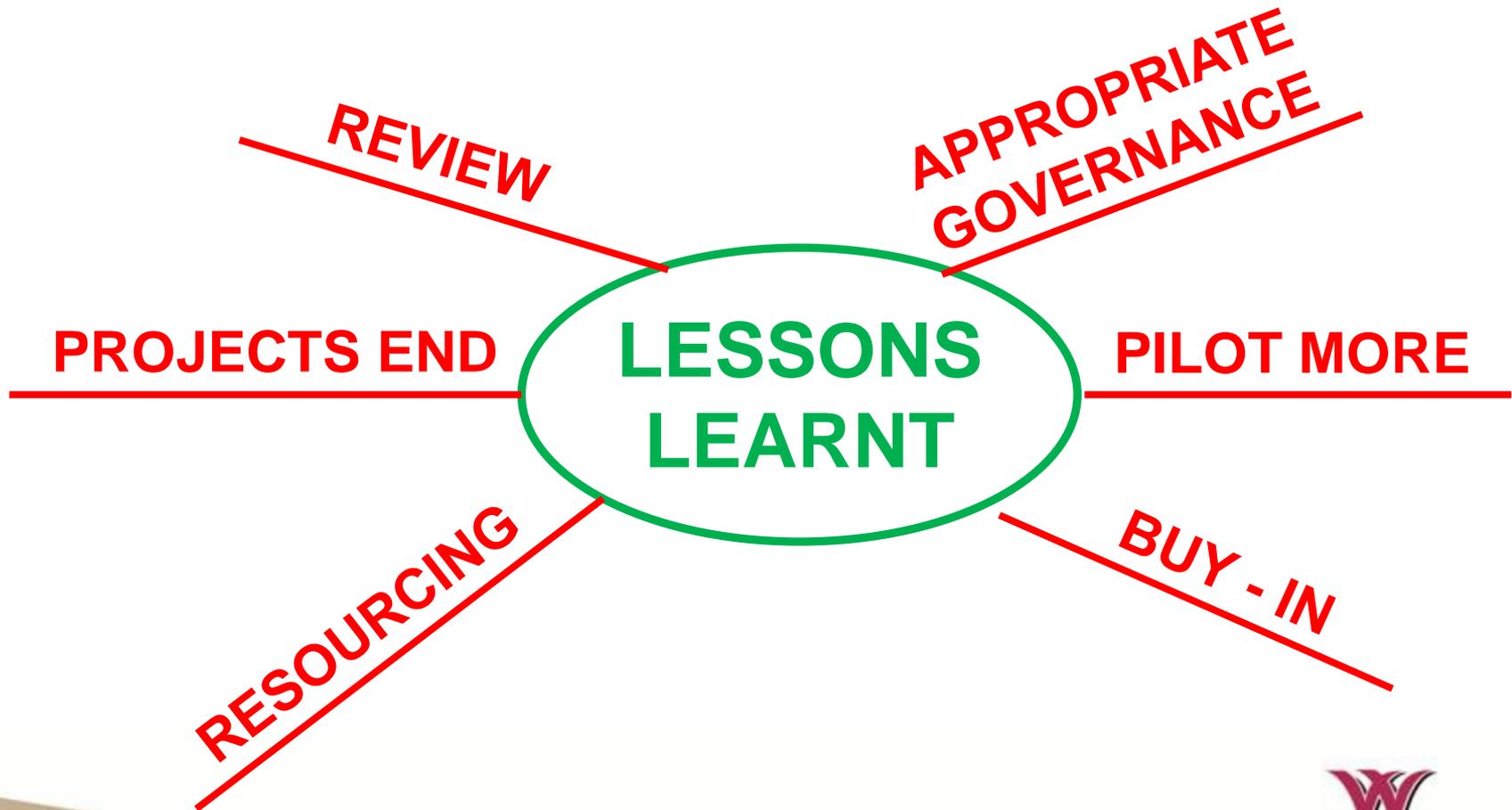
Keep on improving…

Thank you for your time

Any questions?