

---

# e-Wales

## “Exploiting the Power of ICT in Wales”

Simon Renault  
Head of ICT Policy Co-ordination  
Welsh Assembly Government

---

# Project & Programme Management

## Enabling a Broadband Wales

# Overview

---

How we

- used OGC best practice methodologies

to

- deliver successful outcomes

by

- managing and controlling Government intervention

to

- foster change and capacity building in the fast moving environment of broadband
-

# Broadband Wales Programme

---

Launched in 2002 the Broadband Wales Programme was a 5 year Government intervention policy to ensure that citizens, businesses and public sector in Wales had access to affordable broadband.

# Broadband Wales Programme

---

In 2004 it was recognised that this was a *Programme* as defined by MSP which led to:

- SRO appointed
- Vision, Blueprint and Programme Brief produced
- Programme Business Case produced
- Programme Governance established

# Programme targets

---

- 8 targets set out in 2002
- Pace of change meant many of the original 8 objectives for the Programme were achieved by the market
- Strategic Review in 2004 of the Broadband market in Wales
- Published the new Broadband Programme Strategy with 17 new targets.

# The problems we faced -

---

- Lack of understanding what MSP was.
  - Lack of MSP trained staff
  - Lack of understanding about programme governance by Senior Directors – the Programme Board.
  - Lack of existing systems to support effective delivery.
  - Existing projects delivering against Political policy objectives were not inter-related.
  - No Benefit Strategy
-

# What we did

---

- Invested in training:
  - MSP, Prince2, M\_o\_R
  - Business Case & Benefits,
  - SRO
- Drafted Governance Strategies
- Designed & built tools:
  - Risk & Issues databases
  - Milestone Planning
  - Monthly reporting

# We did more

---

- Examined the portfolio of projects
- Closed redundant projects
- Opened new projects
- Identified project interdependencies
- Identified suitable Business Change managers
- Made Programme Board members responsible for actions
- Established a PPSO

# Gateway Reviews

---

- Gateway Review process for both the Broadband Programme and the Projects
  - Produce an Action Plan to address Gateway recommendations
  - Programme & Project Boards agree Action Plan
  - Independent Health Checks for both Programme & Project
  - Gateways continue after Programme closes
-

# Our biggest difficulty

---

## Identifying quantifiable benefits

- Lack of experience in benefits management techniques
  - An enabling programme – Benefits not owned by the programme
  - No baseline to measure success
  - Limited global economic evidence on benefits of broadband
-

# Programme's Benefits Study

---

- At least £1.4 billion in the period 2000 - 2015.
- At least 357m Programme benefits 2000-2015.
- Private sector benefits at over £1billion.

# Programme Benefits

---

- £0.5m to date for unviable exchange enablement
  - Over £7m for Local Authorities Educational Advisors
  - Over £5m savings for in excess of 1000 businesses
  - £12m for Local Authorities by providing Local Access Circuits
-

# Future benefits

---

- £30m savings expected from the Public Sector Broadband Aggregation project
- £29.9m financial benefit per annum expected from the FibreSpeed project.
- Benefit realisation calculations will continue.

# Programme achievements

---

- Broadband take-up across Wales has increased from 10% in 2003 to 48% in April 2007
  - Broadband take-up by business in Wales increased from 8% in 2003 to 47% in 2006
  - All schools have a broadband connection
  - All libraries have a broadband connection
  - International telecoms companies recognise Wales as a country committed to the benefits of broadband.
-

# Programme achievements

---

- The remaining “unviable” telephone exchanges have been broadband enabled
  - 7,250 additional properties can access an affordable broadband service
  - Premises affected by distance or line quality will also get a broadband service
  - Affordable “fibre speed” broadband will be available to business in North Wales
-

# Governance achievements

---

- A fit and robust management system including:-
    - Clear delegations of responsibility across the Programme Board and Programme Team
    - Risk management with appropriate owners and mitigating actions
    - Issue management
    - Accurate management information
    - Identifiable inter-relationships
-

# Lessons learnt

---

- Use Programme and project management tools wisely
  - Engage with experienced Programme Managers where possible
  - Ensure sufficient support for projects
  - Ensure effective communications with all stakeholders
  - Agree Benefits up-front
-

# Other Lessons learnt

---

- Individual Programme Board members to be allocated responsibility for the top level risks
- Develop a comprehensive and integrated delivery schedule
- MSP, Prince2 & M\_o\_R are scaleable
- Create and maintain a lessons learnt log – and learn from it.

# Where are we now?

---

- Broadband Wales Programme closed 31<sup>st</sup> March 2007 having achieved all but 1 target
- An exemplar within the Welsh Assembly Government in the application of best practice:
  - MSP
  - Prince 2
  - M\_o\_R

# The way forward

---

- Drafting the new ICT Strategy & Action Plan for Wales
  - All Policy areas need to recognise the benefits of ICT
  - We need to use effective Programme Management techniques to co-ordinate activities to maximise effectiveness
-

# Thank you

---

Any questions?

Simon Renault

---