

Haringey Council Consultancy Case Study

Achieving Best Practice in Managing Projects in Haringey Council

The Housing Service of Haringey Council invests millions of pounds worth of projects in order to manage and maintain their housing stock. As part of their ongoing mission to provide a high level of customer service to both their customers and stakeholders, they wanted to develop a Best Practice project management process in order to achieve consistent standards and key performance indicators.

John Steel's Expertise

John Steel's role in working in Partnership with the Housing Service to develop and implement the best practise framework carried out the following activities:

- Organised and ran Facilitation Workshops to identify and develop the role of the Project Manager
- Interviewed and Worked with Project Managers in order to identify the type of Project Management Process suitable to achieve Haringey Councils Strategic Goals.
- Developed a 'Fit for Purpose' Project Management Process that incorporated the elements of Best Practice in Project Management.
- Worked with Haringey Council in implementing this Project Management Process within their Projects.
- Assist in Managing the Change to the new Role and a Project Management Culture, through Coaching Individual Managers.
- Provided regular feedback to the Management Team.

Haringey Council's Needs

'John Steel has been working in Partnership with us now for two years. Our ongoing objective is to empower the organisation, and specifically our project managers, to deliver a substantial investment programme on time, within cost and to the satisfaction of all the key stakeholders involved in our projects.

Today the term 'project manager' has a multitude of definitions; I believe that we have received a service that puts project management within its correct professional context. This is vitally important in terms of staff and organisational development for our future success.

John Steel provided us with a quality best practice project management framework and process tailored to our organisation. Providing practical consultancy and training, advice and on going practical support to individual officers throughout the implementation period as they go through this learning process. As well as a culture change which is aimed to provide a customer orientated service which can assist the council to provide Best Value.'

Stephen Greaves.

The Barbican Centre Consultancy Case Study

Achieving Success in Capital Projects

The project management department at the Barbican manage many large capital projects, which involve many external and internal stakeholders whose commitment has to be managed. Also because the Barbican has many activities that are open to the public, timing of activities and minimising impact on stakeholders had to be managed within the projects.

The project management team had a number of project management tools that they were using, and some project roles in projects were defined whilst others were not. The result was that projects were managed well in some parts and not in other parts of the project, which affected the project delivery.

The Head of Projects wanted to develop a Project Management Process for managing Capital Projects, which could be used consistently across projects; have project roles defined and understood; and managed and obtained commitment of external and internal stakeholders.

John Steel's Expertise

John Steel's role was to work in partnership with the Project Management Team and the Team of Directors, to develop a Project Management Process which could be used across all the projects and which had clearly defined project roles.

It involved us carrying out the following activities:

- Working with the Team of Project Managers the existing process was examined, in order to identify those items that need to be kept and those that need to be changed.
- Looked at the details of the different types of capital projects with Project Managers, in order to identify what needs to be included in the Project Management Process.
- Working with the Team of Project Managers developed a 'Fit For Purpose' Project Management Process.
- Working with the Team of Directors, developed a Project Organisation Structure with defined project roles for capital Projects.
- Carried out training sessions for Departmental Managers in the Project Management Process, and their role as stakeholders within it.

The Barbican's Needs

" Being a team of people experienced in getting things done we were not short of procedures or ideas in order to deliver major capital programme's. We needed a way of linking them together to ensure change was tracked and projects managed to a consistent quality.

John Steel helped guide us through the tools of planning, managing and controlling change. We were given clear guidance on agreeing roles and working with stakeholders effectively.

Our sessions together were invaluable in examining how we do things and how we might make better use of the resources and techniques we have."

Andy Bramwell, Head of Projects. Barbican Centre, London

Virgin Net Consultancy Case Study

A Working Partnership

Virgin Net, the UK's No.1 entertainment and leisure service online, undertook a review of its project management process and the role of its project managers in order to ensure that their internal systems were able to cope with the increasing demands of rapid development.

John Steel's Expertise

John Steel worked with Virgin Net over six months to provide a project management consultancy. This has included:

- Establishing a new project management process
- Identifying and developing communication structures and methods to support projects
- Introducing and establishing a range of project management tools
- Identifying and establishing project roles
- Working with Virgin Net on sample projects
- Assisting in the recruitment of a Head of Project Management
- Creating core competencies for Project Managers
- Developing tailored training programmes

Virgin Net's Needs

David Clamp, Head of Project Management comments "Virgin Net is always looking for ways to review and improve its internal processes. We have to combine an ability to manage projects in a fast paced world whilst maintaining quality. With the number of projects we are dealing with it is critical that they come in on time and within budget.

We asked John Steel to provide a best practice model for project management so that we could continue to measure ourselves against the industry standard. He has provided us with a bespoke project management process that provides consistency for each project. This process has led to improvements in our ability to look at each situation, assess the risks and identify the key roles.

Developing the new project management process was a very positive exercise. It has been very much a partnership with John Steel who listened to, and demonstrated an understanding, of our specific needs. John Steel helped us to move forward quickly, and has proved to be a valuable extension of our own in-house team.

The new process is working effectively. We now have embedded a single approach for all projects being designed and implemented. We have benchmarks and standards established, and, in a relatively short space of time we are already seeing excellent results from projects achieved by improved planning, teamwork and individual performance."