

Dame Gill Morgan DBE

Ysgrifennydd Parhaol • Permanent Secretary



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Jonathan Morgan
Chair
Public Accounts Committee
National Assembly for Wales
Cardiff Bay
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VZ January 2010

Dear Jonathan,

HOME OXYGEN THERAPY SERVICES

Thank you for your letter of 9 December 2009.

A paper on the wider lessons identified in your Committee's report on Home Oxygen Therapy Services was presented to the Operations Group at its meeting on 8 December 2009. Following detailed consideration of the paper it was resolved that the most efficient and effective way of dealing with the lessons learnt and of ensuring that procedures and systems across all Welsh Assembly are improved is to:-

- Direct the identified weaknesses and lessons to the Heads of Finance in the individual Director General operations teams requiring them to assess the applicability of the lessons for their department. (This has already been actioned)
- Require the respective Heads of Finance to identify and implement any necessary corrective actions in their own departments
- Prepare and submit a summary paper on these matters to their own Corporate Governance Committee
- Maintain a record of the wider lessons learnt and the improvements achieved through the implementation of corrective actions.

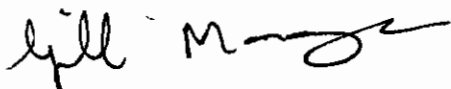
The main theme identified by your Committee's report on Home Oxygen Therapy Services is the need to improve Project Management disciplines. I had already identified that this was a feature of the Welsh Assembly Government that required development and improvement. To address this, Project Management has now been established as one of the key professions within the Assembly. A Deputy Director is now in place as Head of Profession and a range of initiatives and resources are in place to support and advise individual departments on establishing robust project management structures and arrangements. These include



- **Association of Project Managers (APM)** - We have just signed up to Corporate Membership of the APM. They are closely tied into Office of Government Commerce (OGC) and are the best suited professional body for project management staff. The APM include within their membership structure a variety of levels of membership and the opportunity to gain professional qualifications.
- **Project and Programme Management (PPM) Centre of Excellence** - A small Centre of Excellence is being established in the Assembly which amongst other things, will own standards and best practice.
- A PPM Community of Practice has been established to identify, develop and disseminate and promote better practice in programme and project management throughout the Welsh Assembly Government.
- A project and programme management skill survey was completed in September 2009. The responses to the survey are shaping the work that is underway towards developing a learning and development strategy, including a new suite of learning opportunities for existing and aspiring PPM practitioners.
- An assessment of our PPM processes and standards was conducted during 2009 the result of which is the development of an Implementation Plan which will form the basis of specific improvement actions across the Assembly generally and within individual departments.
- The PPM division operates a pool of flexible expert staff resources that are allocated to assist with project managing internal and external business projects and priorities.

I believe that the above information demonstrates that we have recognised the importance of sound project management disciplines and that the actions we have taken will significantly improve our expertise and performance.

Yours sincerely



GILL MORGAN