

**Edwina Hart AM MBE**

Y Gweinidog dros Iechyd a Gwasanaethau Cymdeithasol  
Minister for Health and Social Services



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

Our ref: SF/EH/0336/09

Your ref:

Jonathan Morgan AM  
Chair – Audit Committee  
National Assembly for Wales  
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1 July 2009

Dear Jonathan,

Your Committee sought a formal note on the lessons learned from the introduction of the Home Oxygen Therapy contract. The information below sets out the clear lessons learned from the experience and we fully accept these:

1. contracts of this complexity need to be let through a formal process of project management.
2. that process must be founded on reliable and readily available information, identified in advance, planned for and collected.
3. where contracts cover both Wales and England, Welsh representation on any Project Board must be at a sufficiently senior level, and with staff allocated in a way which reflects the complexity of the task in hand.
4. any contract negotiated on a Wales and England basis must retain sufficient flexibility to meet specific Welsh requirements.
5. project management has to include a more sophisticated assessment of risk and its mitigation, together with a more stratified approach to contingency planning.
6. appropriate specialist advice has to be an integral part of the formal project management process.
7. a communications strategy has to be developed and implemented, as part of the project management methodology. This strategy must address the communication needs of each different set of stakeholders, and be monitored regularly by the Project Board.

I hope you will find these observations helpful.

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1 Gorffennaf 2009

Annwyl Jonathan,

Roedd eich Pwyllgor wedi ceisio nodyn ffurfiol am y gwersi a ddysgwyd o gyflwyno'r contract Therapi Ocsigen yn y Cartref. Mae'r wybodaeth isod yn nodi'r gwersi clir a ddysgwyd o'r profiad, ac rydym yn eu derbyn yn llawn:

1. mae angen i gontractau o'r fath gymhlethdod gael eu gosod trwy broses rheoli prosiect ffurfiol.
2. rhaid i'r broses honno fod wedi'i seilio ar wybodaeth ddibynadwy a hawdd ei chael, y dylid ei nodi, cynllunio ar ei chyfer a'i chasglu ymlaen llaw.
3. pan fo contractau'n cwmpasu Cymru a Lloegr, rhaid i gynrychiolwyr Cymru ar y Bwrdd Prosiect fod ar lefel ddigon uchel, a dylid neilltuo'r staff mewn ffordd sy'n adlewyrchu cymhlethdod y dasg dan sylw.
4. rhaid i unrhyw gontract sy'n cael ei negodi ar gyfer Cymru a Lloegr gadw digono hyblygrwydd i allu bodloni gofynion penodol Cymru.
5. rhaid i'r broses rheoli prosiect gynnwys asesiad mwy soffistigedig o'r risgiau, a champau ar gyfer lleihau'r risgiau hynny, ynghyd â chynlluniau wrth gefn mwy strwythuredig.
6. rhaid i gyngor arbenigol priodol fod yn rhan integrol o'r broses rheoli prosiect ffurfiol.
7. rhaid datblygu a gweithredu strategaeth gyfathrebu, yn rhan o'r fethodoleg rheoli prosiect. Rhaid i'r strategaeth ymdrin ag anghenion cyfathrebu pob gwahanol grŵp o randdeiliaid, a chael ei monitro'n rheolaidd gan y Bwrdd Prosiect.

Rwy'n gobeithio y bydd y sylwadau hyn o fudd ichi.