

PROJECT one

Change Experts

Introduction

We are a leading, independent consulting business specialising in change.

- We are change experts; we make the complex simple
- We have extensive global experience in multiple sectors
- Our change services are designed to deliver your most critical change and keep you in control
- We were formed in 1998 and remain independent
- We typically work with c.20 customers at any one time; and deploy teams ranging from 2 to 10+ consultants
- Our consulting team has a min. of 10 years experience
- Our work is assured by our team of Consulting Directors
- We are recognised in the market; as a leading consultancy; a great place to work; and for our international growth
- We build long-lasting partnerships, based on trust.

PROJECT one

"Project One is one of the best, if not the best consultancy, I've worked with in all my years. You moved my team on massively. Your rigour, thoroughness and people skills are outstanding, and you have done a great job sharing your wisdom and experience. We have built a great relationship and I hope and expect us to work again together soon"

**Head of Transformation
Global Telecommunications Company**

Who we work with

We work alongside leading private and public sector organisation and help them tackle their most complex change and transformation challenges.

The logo for BAE SYSTEMS, featuring the company name in white capital letters on a red rectangular background.

Hunter Class



Fibre Expansion



IT & Business
Re-Platforming



Department
of Health &
Social Care

COVID-19 Response
NHS Supply Chain



Manufacturing Set-Up
Change Operating Model



UK Retail Bank
Ringfencing



Rolls-Royce

Global IT
Portfolio Function

easyJet

IT Transformation
Data and Agile

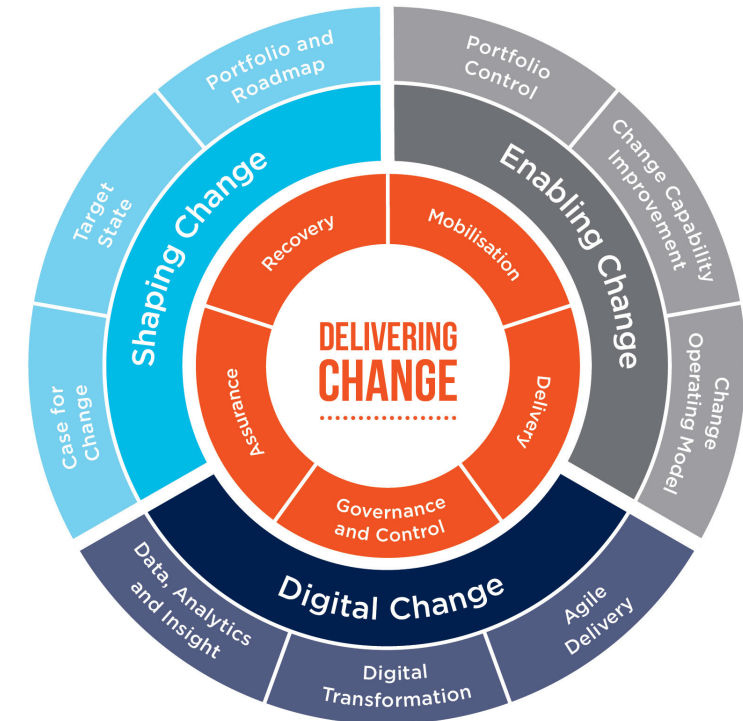
Our core services

We help ambitious organisations to change, thrive and grow.

As specialists in change and transformation, we offer an end-to-end service, working alongside you at every stage of your journey:

- Shaping Change: translating strategic ambitions into clear change plans
- Delivering Change: ensuring change remains on track, delivering the required business outcomes
- Enabling Change: improving your own organisation's change capability
- Digital Change: delivering the foundations that will drive your digital strategy.

Our End-to-End Change Services



We have been delivering complex change for over 20 years.

Why Project One?

Project One's unique experience and approach will help tackle your key challenges:



Change expertise

Expert planning and governance of change



Genuine independence

Confidence and experience to challenge



Bespoke solutions

Tailor the approach to your situation



Thought leadership

Call on a huge depth of experience



Rapid delivery

Drive at pace towards the business outcome



Quick win focus

Identify and deliver 'no regret' changes



Collaborative assurance

Work at your side leading by example



Capability uplift

Bring your team along the journey

PROJECT one

Enabling Change services

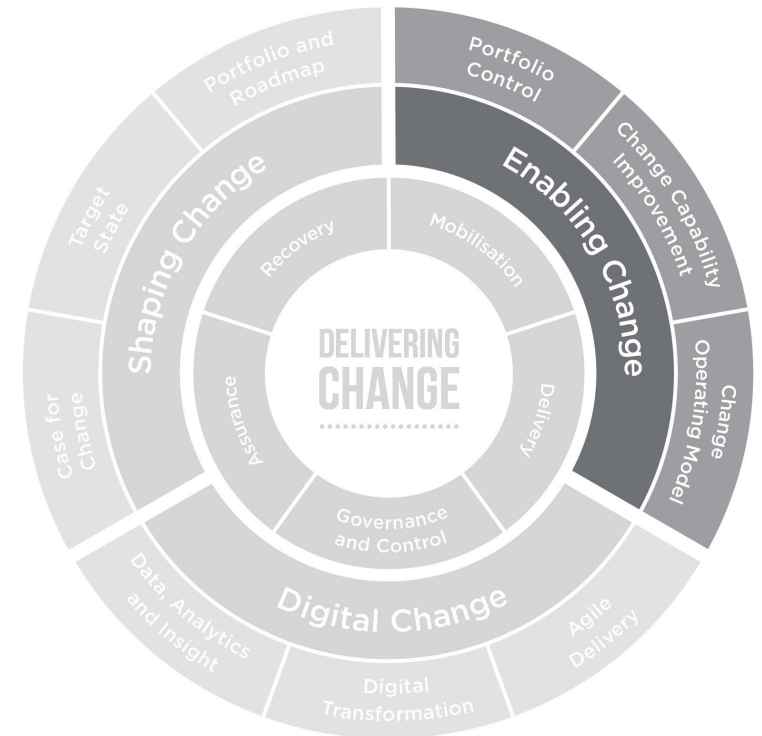
Enabling Change

Improve how you control and execute change.

You need our Enabling Change services when you:

- Want to control your portfolio to deliver optimum value
- Need to improve your capability to execute change
- Want to improve how change operates across your organisation.

Enabling Change Ensuring effective change



**Improving your own organisation's
change capability**

Control your portfolio

Your investment in change is precious.

Make sure it delivers the value you need.

- Drive timely decision making based on one version of the truth
- Prioritise new and changing demand
- Establish delivery and reporting standards across the portfolio
- Ensure cross-function dependencies are understood and tracked
- Optimise resourcing based on priority
- Proactively assure the portfolio; managing risk, cost and value and adjusting in-flight change as required.



If you don't control your portfolio:

- Value will be eroded
- Confidence will decrease with rework and delays
- Change will become irrelevant with the wider business
- Poor information will result in bad decisions
- The cost of change will be higher than necessary.

Portfolio control overview

Our practical experience will help you to orchestrate your delivery to realise maximum value.



Don't assume that portfolio level change will manage itself.

We help our customers optimise their change portfolio to:

- Deliver real business benefits
- Set the standards for change
- Prioritise supply and demand
- Manage risk against agreed business appetite
- Assure change to solve issues before they cause a crisis
- Make the right decisions.

We can help with the key elements that are critical to control your change portfolio.

Portfolio Management Office

Designing the capability required to provide change oversight, governance and control.

Change Framework

Creating standards and frameworks to control the inception and delivery of change, irrespective of the delivery method.

Processes and Tools

Implementing the control processes and best practice tools to drive efficiency across the portfolio.

Assurance

Establishing assurance processes to identify issues early and keep portfolio progress on track.

Governance

Implementing connected governance forums and reporting to control change and enable business benefits to be achieved.

Data

Ensuring the right data is available to provide sharp insights and relevant information across the whole portfolio.

Improve change capability

Change and IT teams are often seen as an impediment.

Make them a differentiator.

- Insert exceptional capability to create a galvanising effect
- Balance your team with experienced and developing staff
- Invest in the areas that will have maximum impact
- Ask stakeholders to help you unlock budget
- Act early and decisively before someone else does.



If you don't improve change capability:

- Performance will continue to underwhelm
- Costs and timescales will overrun
- Stakeholder frustration will grow
- The decision will be taken out of your hands.

Change Capability overview

Our expertise will uplift your change and IT capability and deliver rapid improvement.



Stop hoping your change and IT teams will improve themselves. If anything they will deteriorate over time.

We work with our customers to:

- Identify the most critical capability gaps
- Insert exceptional capability
- Support permanent team members in stretch roles
- Obtain budget approval
- Regain business confidence and support.

We provide a variety of services to help you with this journey.

Quick wins

Working with you to agree improvement areas and implement quick wins

Interim Support

Providing exceptional capability to create a galvanising effect in the most critical areas.

Team Development

Upskilling teams through one-to-one coaching, team development and specialist recruitment.

Ways of working

Embedding new ways of working to ensure improvements endure post engagement.

Stakeholder Management

Engaging stakeholders to gain support for the improvements and improve perception and confidence.

Improve how change works

Change is complex, and increasingly so.

Make sure you are set-up for success.

- Understand what the business really needs from change
- Identify where change processes are outdated and ineffective
- Ensure you are embracing new change practices
- Define an improved 'change operating model'
- Engage and align key stakeholders across the organisation
- Transition to new, more effective ways of working.

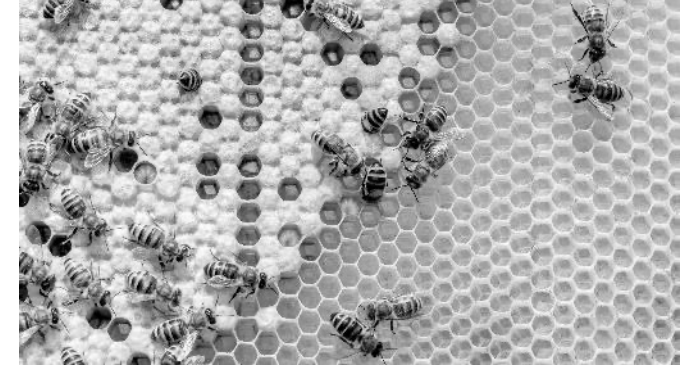


If you don't improve how change works:

- Current symptoms and problems will persist
- Tensions will increase across the business
- Shadow processes and functions will appear
- You will lose control of change
- Change will fail to deliver intended business benefits.

Change operating model overview

Our change expertise helps you to define the change operating model that will deliver your business outcomes.



Avoid trying to fix deep-rooted problems with change through business-as-usual actions.

We help our customers to develop a fit-for purpose change operating model to:

- Resolve current issues whilst retaining what works well
- Take advantage of external trends and best practice
- Provide a clear blueprint for how change should work
- Drive the successful delivery of business outcomes.

We bring experience and expertise to help define your optimal change operating model.

Business requirements

Understanding the role that change is required to play in the successful delivery of your business plan and company strategy.

Current state assessment

Reviewing how change works in the organisation today and identifying the strengths and weaknesses of the current operating model.

Change benchmarking

Leveraging external insight and best practice to drive improvements across the change organisation and lifecycle.

Change operating model

Designing a fit-for-purpose approach to change covering processes, structures, roles, culture and ways of working.

Transition management

Defining an implementation plan and supporting the implementation of the new operating model to improve how change works.

Communication

Establishing clear communications to describe how change will work and its implications for sponsors, change agents and employees.

Examples of our experience

Portfolio Control



Enterprise PMO service:

- Designed and built a PMO service framework and governance
- Enhanced processes and tooling to embed the target ways-of-working
- Delivered a consistent, high-value service focused on optimising portfolio and programme delivery.

Change Capability



Chief Information Officer:

- Performed interim CIO role for First Direct and then HSBC UK retail
- Led delivery of mobile app and Siri payments functionality
- Set-up and optimised \$1bn IT transformation Portfolio
- Managed 'run the bank' operation.

Change Operating Model



Change model re-design:

- Reviewed and assessed current change capability
- Developed new change model with revised organisational structure
- Developed and implemented lifecycle to manage change activity
- Provided change capability service to support new operating model.

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Supporting Government
and the Public Sector

The current context

Government departments are facing new and increasing challenges

These include:

- Growing scrutiny on business cases and an increasing demand to demonstrate value for money from major change programmes
- Rising expectations on the quality of services being delivered to the public and other stakeholders
- Demonstrating a clear strategy and leadership on data usage, security and retention, balanced with leveraging the value of the rich data held across departments
- Delivering efficiency and effectiveness through automation, digital services and management of outsourced services
- Implementing new processes and systems at an ever increasing pace of change

All of this places significant pressure on the continued delivery of vital change and transformation plans across Government and the wider Public Sector.



There is a need to deal with this by:

- Ensuring departments can cope with a level of ongoing change; especially critical in business continuity situations
- Identifying the impact of the current situation on change programmes and the operational and functional within departments
- Making hard decisions on which change plans to stop, which to pause and which to continue
- Driving on-going change and transformation

Our perspective

Providing experienced, calm leadership to help you drive change

In our experience we have seen many organisations struggle with complex change and transformations. There are several common challenges:

- **Be ready for change** – Identify early the support you need to ensure your organisation is set up to succeed
- **Understand the leadership you need** – Bring in key people who know what works and what does not
- **Focus on the outcome, not the process** – Tailor the correct approach to deliver the outcomes the organisation needs
- **Exploit your core capabilities** – Understand where you have strength in depth, and where you need support
- **Embed full ownership** – Ensure full involvement across the organisation, senior business alignment and understanding
- **Leverage Private Sector experience** – Take the best current learning, thinking and practices from the private sector and apply it appropriately to Public Sector challenges



Our Project One team can help:

- Experienced consultants, used to dealing with difficult, stressful situations, with lots of ambiguity
- Used to working remotely, orchestrating virtual teams working in different (often global) locations
- Trusted to step in at a senior level
- Easy to engage and can be mobilised quickly to support you for as long as you require
- Development of robust business cases with the necessary HM Treasury Green Book submissions

Examples of our public sector experience

Crisis Test and Trace

Central Government Department

In response to the COVID-19 pandemic, Project One supported the national Test and Trace Programme:

- Supporting the establishment of the programme workstreams; Test, Trace, Contain and Enable.
- Supporting the establishment of the Command Centre.
- Supporting the establishment of the programmatic ways of working in the Programme Management Centre

Crisis supply chain

Implementation body of Government

In response to the COVID-19 pandemic, Project One supported this organisation in:

- Pragmatically scaling up the distribution of Personal Protection Equipment and the components that make up Intensive Care beds across England and Wales
- Ensuring disparate suppliers across the country are aligned
- Maintaining delivery urgency, pace and resolving hot-issues



Examples of our public sector experience, continued

Organisational landscape review

Arm's length body Nuclear industry

Commissioned via the Nuclear Skills Strategy Group (NSSG) to undertake a review of the organisational landscape:

- Conducting series of 20+ strategic interviews with organisations and employer companies
- Undertaking analysis and mapping against the delivery of the Nuclear Skills Strategic Plan
- Developing findings and recommendations for improvement

Data programme review

Regulator Aviation industry

Led the review of the Big Data Programme – maximising the use of digital intelligence to enhance their insight for Better Risk Regulation

- The review compared progress with five common causes of failure for this type of programme
- The outcome of the review was 23 recommendations – nine were critical to action in the short term



External recognition



Special recognition for:

Digital Transformation, Organisation and Change

Defence, Energy and environment, Public Sector, Retail, Pharma, FS and Media

Voted by our customers and peers.

Committed to climate change:

Signed up to the **UN Race to Zero campaign** and UK Government sponsored **SME Climate Hub**.

Ranking in **3rd** place:

Fastest International Growth

Independent comparison of 200 mid-market organisations.

Recognised as a:

A UK Best Workplace Centre of Excellence in Wellbeing

Independent accreditation via an anonymous employee survey.