

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.



BAE SYSTEMS

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

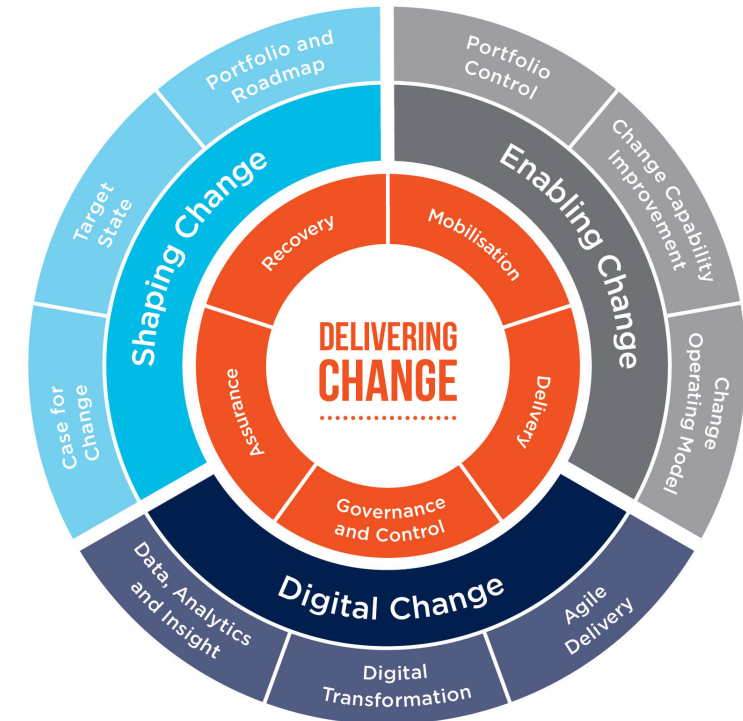
Our core services

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

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PMO services

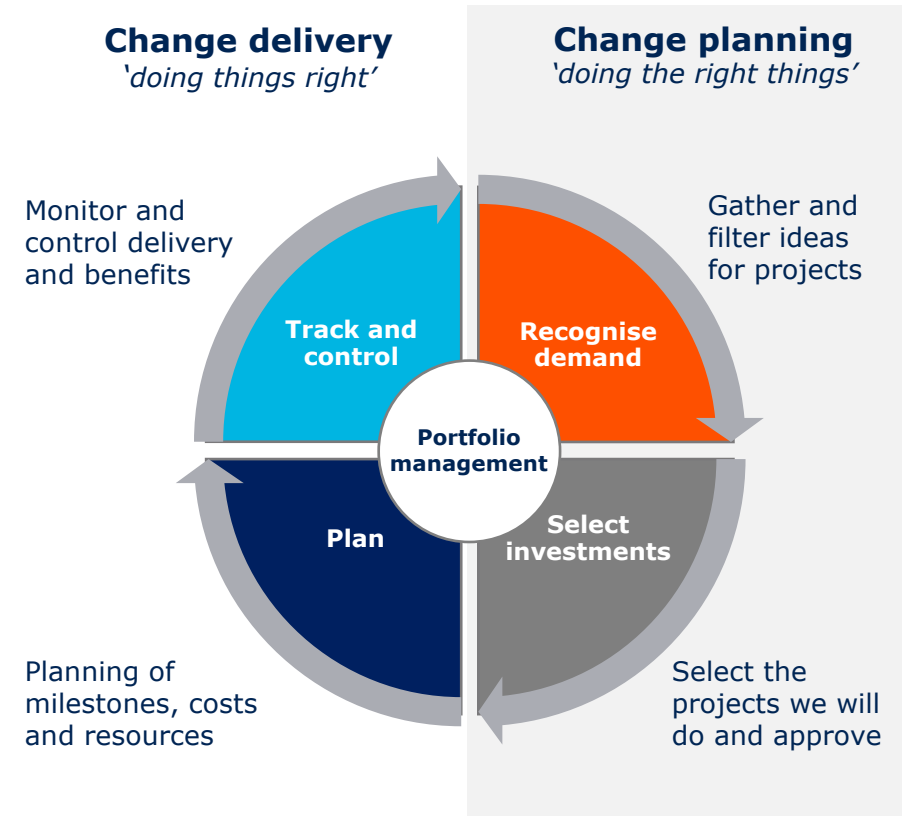
Introduction

Businesses success depends on delivery of increasingly complex transformations

These programmes consume significant resource so executive focus and scrutiny on change delivery is higher than ever:

- What initiatives are needed to transform the business and/or keep pace with competitors? Does your change plan support the overall business strategy?
- Is the plan delivering as expected and will the benefits be realised in line with market commitments / expectations?
- Can we deliver all of these projects in parallel and do we have the skills and capabilities needed to be successful?
- Can the wider business receive and accept the change without disrupting day to day services?

In an increasingly complex supplier landscape effective governance and control of change is essential to keep investments and projects on track and aligned to the needs of the business



Common challenges

We find common issues in organisations with weak governance and control:

- A lack of enterprise-wide prioritisation means siloed divisional investment planning does not align to the wider business strategy
- Skills and capacity pinch points with projects competing for critical resources
- Different methods and practices being used across different projects driving inconsistent quality of delivery
- Multiple data sources and inconsistent change reporting providing subjective or unclear views on project delivery
- Suppliers reporting their own progress and 'massaging' messages to meet their commercial needs
- Governance and reporting focussed on lagging metrics and therefore reinforcing a reactive issue resolution mentality



These issues lead to delivery failure

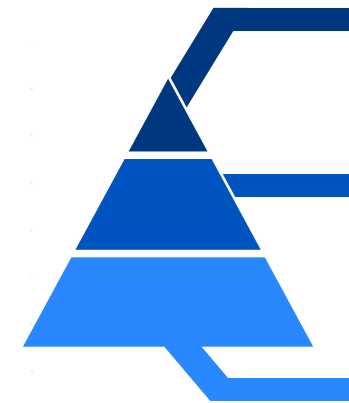
Project Management Institute analysis highlights that without effective oversight:

- 40-45% of projects fail to finish on time or within budget
- 35% fail to deliver intended strategic objectives
- 45% experience material scope creep

Our perspective

Organisations with mature governance and control share common characteristics

- Data driven and transparent reporting that focusses on leading delivery indicators
- Consistent and effective governance that enables oversight and timely decision making from enterprise to initiative level
- Common methods and change processes – managed, championed and coached from a central team
- Use of collaboration tools and platforms to bring teams together and keep stakeholders aligned
- Change oversight that remains independent from delivery teams and suppliers – with the remit to call it as they see it
- Dynamic prioritisation and plan management enabling executives to adjust priorities in line with business needs



Enterprise oversight from an **Enterprise portfolio management office**

Divisional portfolio offices reporting and portfolio controls for each unit

Embedded **programme and project management offices** to manage delivery

Our complete range of PMO services

Enterprise portfolio



Change delivery and leadership expertise to govern and deliver strategic change better

- Enterprise change prioritisation
- Executive stakeholder engagement and communications
- Strategic planning of demand, capacity and supply
- Delivery standards and project control frameworks
- Strategic benefits management
- Capability and knowledge uplift

Divisional portfolio



Oversight and control across multiple projects and programmes

- Portfolio roadmap and dashboard status reporting
- Quality assurance & intervention
- Reporting & monitoring
- Cross-programme RAID, resource and financial management
- Portfolio steering and delivery control
- Programme or supplier PMO

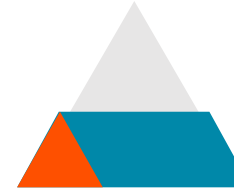
Project and programme



Tailored managed service for proactive delivery control to critical programmes

- Programme planning
- Reporting & monitoring
- Risk & issue management
- Financial management
- Change control
- Information management & governance secretariat support

Programme PMO services



Financial management

Tracking actual spend, future costs and benefits. Reporting cost variances and updating forecasts

Risks and issues

Identifying and evaluating risk and issues, ensuring actions and mitigations are undertaken

Resourcing

Establishing a resource management model at either enterprise (supply & demand) or Project level

Planning

Milestone tracking and dependency management at either Portfolio, Programme or Project Level



Governance and quality management

Administering governance processes and ensuring standards and controls are met through the delivery cycle

Change management

Project change control processes, ensuring impact assessments are undertaken and updates to benefits and plans are agreed

Supplier management

Commercial and supplier monitoring processes, including tracking of key deliverables and delivery of contractual milestones

Reporting and communications

Creating communications and stakeholder plans. Managing and delivering regular reporting cycles

Enterprise portfolio services

We help design, implement and run enterprise PMOs

Our engagements range from short, sharp diagnostic and design projects to longer term projects where our consultants will stand-up the service and perform key interim leadership roles to fully embed new ways of working and processes.

Designing your enterprise portfolio office requires engaged business leadership and an energised change culture to succeed.

In order to be successful, EPMO processes should be designed to align with the wider business governance and support the overall strategic objectives.

PMO operating model

Current state assessment and future state PMO service design.

Project management of PMO capability transformation.

Planning and prioritisation

Facilitating portfolio prioritisation initiatives with executive teams.

Optimising portfolio plans with available capacity and capability.

Governance and reporting

Design and mobilise enterprise decision-making framework.

Developing enterprise change reporting and processes.

Assurance and controls

Establishing risk and control mechanisms for change delivery.

Developing enterprise assurance capability and process.

Organisational learning

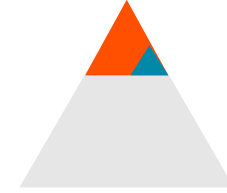
Improving change methodology effectiveness.

Drive consistency and adoption across IT and business.

Tools and processes

Supporting with tooling selection and process design.

Project leadership and business change management of PPM tooling deployment.



PMO service engagement model

A simple, scalable service you can rely on

Our PMO Service is designed to provide flexibility and capability to either augment your existing PMO or to provide a high quality 'out of the box' service.

We will take full accountability for end to end service provision, ensuring you have the right resources and processes in place to govern and control your change.

Service ownership

We take total ownership for the provision of the right staff to deliver a high quality service that meets your needs.

Service metrics

Clear pre-agreed metrics and KPIs give transparent performance measures for the service, managed and reviewed with you monthly.

Scalability

A scalable service, with a simple monthly service charge, that can flex according to demand and the skills required.

One-team ethos

Led by our PMO service lead we'll work with and within your teams, supporting knowledge transfer and capability improvement.

Service improvement

Continuous improvement of your processes and PMO practices as, incorporating industry best practice.

Tools

Additional service offerings to incorporate use of PMO cloud collaboration tools as part of wider service engagement.



Key features of our PMO services

A bespoke and independent service model



Truly independent

Data driven insights, objective reporting across all delivery teams and partners



Intelligent service

Focus on value-add services ensuring the early warning 'radar' is in place to mitigate risk



Bespoke solutions

Teams and services designed and tailored to your evolving needs and not 'out of a manual'



European model

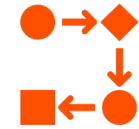
Delivering flexibility, cultural alignment and an ability to work on-site or remotely as needed

Delivered by high-energy professionals



People and capability

High calibre, digitally savvy, degree level or higher, certified PMO professionals



Processes

Consistent processes and methods deployed, coached and championed quickly



Systems and tools

Tooling and tech know-how to support ongoing process and deliver reporting improvements



Culture

A true partnership model working hand in hand with your people and your partners

Examples of our experience

Enterprise portfolio

Standard Life  **Aberdeen**

Shaping and leading enterprise portfolio office delivery across a £200m pa change budget

- Supply and demand modelling, analysis and prioritisation
- PMO Process and role definition
- Portfolio governance implemented
- Interim planning and reporting lead and PMO analyst service

Programme PMO

AstraZeneca 

Re-planning a Global Transformation Programme via enhanced PMO service

- Developing and maintaining an integrated programme plan
- Facilitating governance and managing change control processes
- Dependency and milestone tracking
- Risk and Issue management

Portfolio PMO

BAE SYSTEMS

Design of the IT shared service portfolio and project management (PPM) function

- Maturity assessment and future state operating model design
- PPM Role definition and core process design
- Developed and mobilised a two-year transformation plan
- Periodic maturity assessments to guide focus and internal priorities

Examples of our experience

Programme PMO



- Central programme PMO service for a digital transformation programme
- Configuring and adapting existing PPM tools and processes to create visibility and new processes
- Embedded PMO analysts in initiatives to orchestrate reporting, milestone and RAID management
- Ran central PMO activity to create single-version-of-truth reporting

PPM tooling

BAE SYSTEMS

- Project management of resource management platform deployment
- Tool configuration and future state business process design
- Vendor management
- Business change and readiness preparation
- Integration with existing IT estate and testing



PROJECT one

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 are supporting 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 are supporting 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.