

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

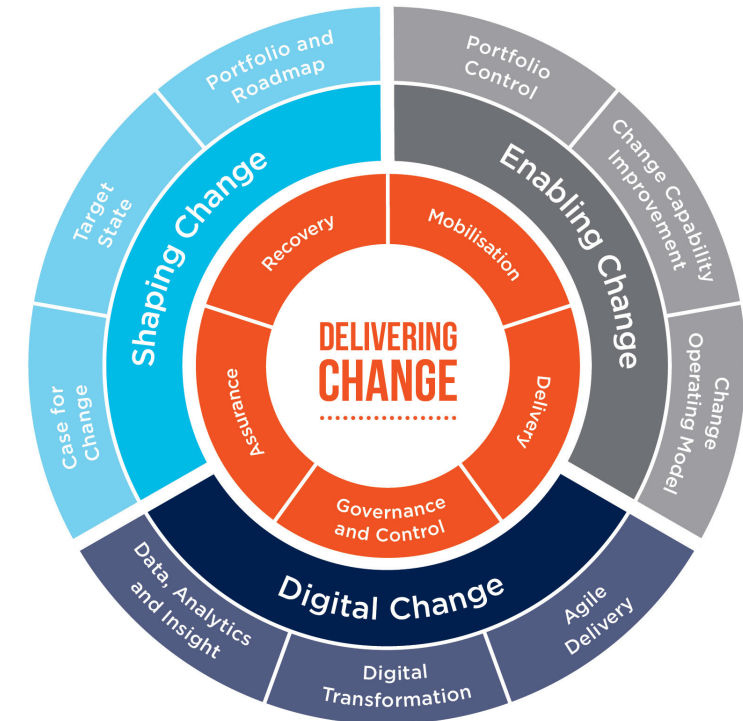
Our core services

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

**Delivering Change
services**

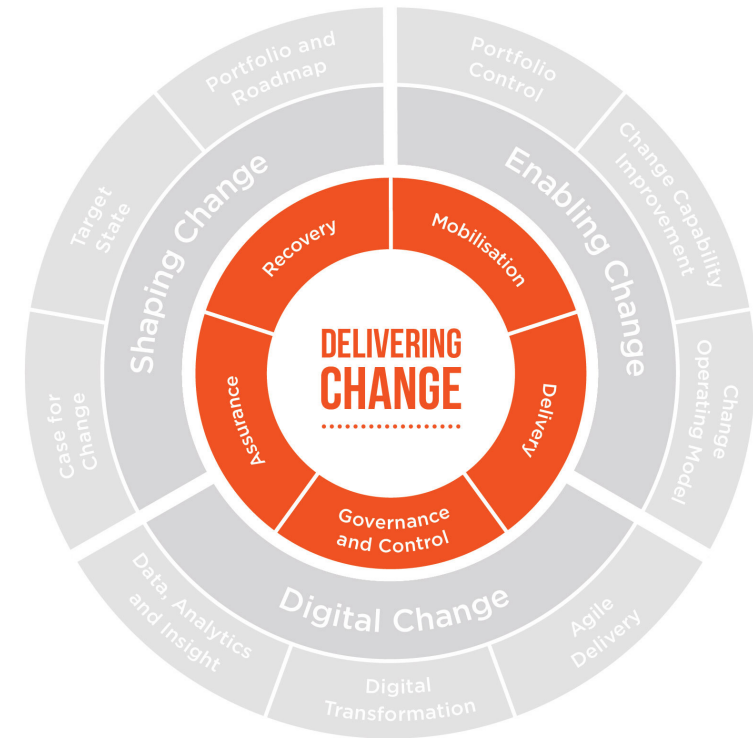
Delivering Change

Transform your business with confidence.

You need our Delivering Change services when you:

- Need to mobilise change for success, avoiding bad spend later
- Have delivery challenges that exceed your capacity or capability
- Need effective governance to control your change
- Want facts and foresight to assure your critical change
- Have experienced difficulties and need to recover brilliantly.

Delivering Change At the heart of our services



Ensuring change is set-up for success and remains on track, delivering the required business outcomes.

Mobilise effectively

Pace is everything these days.

Work with pace, but build firm foundations.

- Invest upfront to save bad spend later
- Ensure clarity of direction with strong sponsorship
- Unlock the business areas so they pull for the change
- Fill your capability gap, between what your organisation is used to doing and what you need to do now
- Agree your implementation approach up front
- Build a joined-up plan and communicate hard.



If you don't mobilise properly:

- Early progress will fall away
- Frustration and delays will ensue
- Costs will increase and benefits will erode
- You will lose control.

Mobilisation overview

Our mobilisation expertise helps guide your up-front investment to save money in the long-term and increase benefit realisation.



Resist the temptation to 'just get started' on delivery.

We help our customers to invest up-front in an effective mobilisation phase to:

- Ensure the organisation understands the journey ahead
- Unlock the business areas so they pull for the change
- Fill key capability gaps
- Build a clear plan and approach
- Avoid bad spend later.

We will lend perspective by addressing all the key elements of effective mobilisation.

Clarity and Sponsorship

Working with you to define a clear vision, measures of success and accountability, ensuring all stakeholders are committed.

Governance and Organisation

Ensuring rapid and effective decision making via robust, fit-for-purpose structures, responsibilities and ways-of-working.

Plan and Benefits Map

Building a clear view of the activities, timescales and funds required, with clarity on how benefits will be enabled.

Third Parties and Resourcing

Providing clarity on the skills, experience and capacity required for the challenges ahead, ensuring aligned contracts with external delivery partners.

Premises and Infrastructure

Working with your teams to create an optimum location strategy, with the necessary infrastructure in place to maximise productivity.

Communications

Creating effective communications plans to engage stakeholders and help ensure the change will land successfully.

Deliver your change

Great ideas mean nothing if they are not turned into action and driven with pace.

Execute brilliantly.

- Engage highly capable leadership to drive from the front
- Build a strong delivery team with the right mix of talent
- Focus on the business outcomes and the journey required
- Drive decisive decisions via transparent reporting
- Ensure all business areas are pulling for a sustainable solution
- Realise the desired benefits.



If you don't deliver well:

- You will lose control
- Teams will get lost in the detail
- You will make poor decisions
- Business areas will not engage
- Your intended benefits will fade away.

Delivery overview

Our transformation expertise gives you the skills you need to relentlessly drive delivery, remaining in control.



Make sure you inject the right level of capability.

We work with our customers to infuse a deep level of delivery skill and experience to:

- Bolster in-house capability
- Drive with pace and clarity
- Mitigate the key risks
- Focus on the business outcome and the journey required
- Enable effective decisions
- Ensure your business can land a sustainable solution.

This manifests itself in a number of typical delivery leadership roles.

Programme Leadership

Providing pace and confidence, driving the key outcomes with independence and full visibility, keeping stakeholders on board.

Design Authority

Owning the solution and ensuring a match to the business strategy, maintaining design coherence across the delivery streams as the transformation progresses.

PMO

Defining and running the mechanisms to stay in control, around risk, issues, progress, finance, resourcing and communications.

Workstream Management

Pushing forward critical areas of delivery across business and IT change, removing blockers and managing effective teams.

Business Change

Fostering excellent engagement across business stakeholders so that all areas are pulling for the change and readying themselves to realise the benefits.

Data

Establishing clear data governance, working across data management, insight and analytics, providing a robust data migration and cutover strategy if required.

Govern and control

You've selected and mobilised your change initiatives, now make sure you stay in control.

Set-up effective governance.

- Put in place an early warning system to prevent a crisis
- Create a single version of the truth
- Involve the right people in decision-making
- Drive real-time prioritisation as business context changes
- Remain in control with optimised plans and resourcing.



Without effective governance and control:

- Delivery milestones will be missed
- Budgets will overrun
- Change initiatives will hit unexpected problems
- Decisions will not be effective
- Stakeholders will disengage.

Governance and Control overview

Our change expertise will provide a service with real impact.



Don't waste your investment. Stay in control with effective change governance across the organisation.

We help to set-up and operate:

- Divisional Portfolio Management: delivering portfolio controls for each business unit
- Programme and Project Management Office (PMO) functions: providing management of delivery plans, milestones, risks, issues, dependencies, costs and changes.

Our service comprises key features to keep you in control.

Service Ownership

Providing a complete and value adding service with high calibre, digitally-savvy expertise supporting your change agenda.

Service Metrics

Agreeing clear metrics to demonstrate value and provide clear feedback, managed and reviewed with you monthly.

Scalability

Flexing the service as your requirements develop, enabling you to stay in control.

One Team Ethos

Creating a true partnership, with effective, multi-sourced teams, driving knowledge transfer and capability improvement.

Service Improvement

Aligning with industry best practice so your processes are robust and continuously improved ensuring optimal control.

Tooling

Creating efficiencies and cost savings by deploying the right planning and collaboration tools as part of our wider service engagement.

Assure your change

You've prioritised your portfolio, now make sure the benefits are delivered.

Assurance is key to this.

- Determine the facts that could be the difference between success and failure
- Gain peace of mind that your personal commitments will be met
- Secure an independent view rather than expect your programme directors to mark their own homework
- Avoid bad spend later
- Remain in control, with the foresight to stay on track.



If you don't invest in assurance:

- Stakeholder confidence will drift
- Plans and budgets will be unvalidated
- Skills gaps will not be exposed quickly enough
- Change may not join-up across your portfolio
- The end product may not be useable.

Assurance overview

Our unique experience and approach will give you the facts and foresight to keep your critical change programmes on track.



Protect your transformation investment with additional assurance to make sure you deliver.

We work with our customers to:

- Provide facts that could be the difference between success and failure
- Increase peace of mind that personal commitments will be met
- Give an independent view
- Avoid bad spend and stay in control.

Assurance covers sponsorship, resourcing, governance, plans, communications and infrastructure.

We provide flexible options to use the service.

Ongoing Service

Providing an expert team embedded within your change function, focusing on mitigating risk and increasing delivery likelihood.

Remedial Intervention

Conducting a rapid review with a focus on root cause issues and impact analysis, providing a clear set of stakeholder agreed actions.

Point Review

Deploying assurance at critical stage gates or checkpoints within selected programmes, based on risk profile or business outcome importance.

Recover brilliantly

If something doesn't feel right, then don't wait until it breaks.

Act now or you become part of the problem.

- Take control and make the recovery happen
- Call out the issue before someone else does
- Act with strength while you can still recover
- Make this a successful reset, not a delivery failure
- Proactively avoid any personal recriminations.



If you don't act in time:

- Status will shift from a sea of green to red
- Milestones will move and activity will overlap
- Costs will overrun and benefits will diminish
- Stress and sickness levels will rise
- Supplier defensiveness will increase
- Stakeholders will distance themselves.

Recovery overview

Our recovery service allows you to act now, to get back on track and ensure you do not become part of the problem.



Don't wait for a complete failure. If things don't feel right then act now to drive a recovery while you can.

We work with our customers to recover well and to:

- Take control quickly
- Call out the issues before someone else does it for them
- Act with strength whilst recovery is still possible
- Avoid any personal recriminations.

Recovery covers sponsorship, resourcing, governance, plans, communications and infrastructure.

We provide a rapid, focused review and intervention.

Time-Boxed Review

Performing a hands-on, experienced based review, getting to grips with the current challenges and what is causing them.

Delivery Stabilisation

Driving the agreed actions with rigour, holding stakeholders to account around 'one version of the truth' to enable a successful reset.

Recommended Interventions

Setting out a clear set of choices and actions to restore stakeholder confidence and transition to more reliable delivery.

Examples of our experience

Mobilisation



Global transformation:

- Defined transformation roadmap
- Selected the delivery SI partner and software vendors
- Defined the business change management approach
- Obtained Exec Board approval.

Delivery



Global finance transformation:

- Reduced cost of the finance function, consolidating ERP instances
- Developed 3 core platforms for planning, MI and statutory reports
- Implemented standard global processes across regions.

Delivery



Complex transformation:

- Drove regulatory change to ringfence the UK bank
- Performed senior interim roles e.g. UK Retail CIO
- Assured and recovered a global operations transformation.

Examples of our experience

Governance and Control



Programme PMO:

- Set-up service for a complex, four year digital transformation
- Configured tools and processes to improve governance and controls
- Orchestrated reporting, financial and risk management
- Enabled a single version of truth.

Assurance



New premium product launch:

- Performed a do-ability review at the request of the FCA
- Agreed 8 critical actions across 10 assessment areas
- Passed a programme regulatory review and launched to new plan.

Recovery



Omnichannel transformation:

- Regained confidence in delivery that had ebbed away over time
- Established a coherent and achievable recovery plan
- Introduced new delivery controls
- Joined up silos into one team
- Delivered the transformation.

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 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.