



SERVICE CATALOGUE

**Delivery and coaching services for
government and public services**

Progress, *not powerpoints*

2026

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Executive Summary

Public services face unprecedented pressure. Budgets are shrinking. Demand is rising. Technology is transforming what is possible and what citizens expect. Meanwhile, seven in ten large-scale reforms fail to meet their objectives.

Ceva is a delivery partner and coach for government and public services. We work with organisations where transformation has stalled, where programmes are under pressure, or where leaders need practical support to move from planning to action. In Ceva terms, delivery means turning intent into outcomes that stick - through disciplined execution, governance grip, and the leadership and trust needed to make change real in live public service conditions.

We bring senior practitioners who have led major programmes from the inside. We focus on building your capability, not creating dependency. And we stay close to delivery, because that is where reform succeeds or fails.

DON'T KNOW WHERE TO START?: A PRACTICAL STARTING POINT

The Evolve Diagnostic offers a low-risk entry point. For £20,000 over four to six weeks, we assess transformation readiness and deliver a prioritised action plan. Every diagnostic includes a six-month follow-up review at no additional cost.

Three commitments

Clarity: Leadership teams leave with shared understanding of what is working, what is not, and what to prioritise.

Confidence: We help organisations move from endless planning to confident action, working alongside your team.

Credibility: We deliver visible progress that survives scrutiny, tracking outcomes rather than activity.

The Challenge

We are entering what some call the Fifth Industrial Revolution: an era where artificial intelligence, automation and data will reshape every aspect of how public services are designed and delivered. The organisations that thrive will be those that can adapt quickly, learn continuously, and maintain public trust through the transition.

Yet most public service organisations are not ready. Years of austerity have hollowed out capacity. Legacy systems and siloed data make change slow and expensive. Leadership teams are stretched thin, managing today's crises while trying to prepare for tomorrow's demands.

The problems we see

- Programmes that slip repeatedly, with no clear explanation of why.
- Rising costs and falling confidence, often at the same time.
- Governance fora that meet regularly but fails to make decisions.
- Frontline staff developing workarounds because the official approach does not work.
- Reform efforts that have become politically toxic or reputationally exposed.
- Technology implementations that deliver systems but not outcomes.
- Change fatigue across organisations that have been restructured many times.

The need for a strategic state

Government cannot meet these challenges by doing the same things more efficiently. It needs to become more strategic: clearer about priorities, more disciplined about delivery, better at learning from failure, and more honest about trade-offs.

That requires organisations with the literacy to understand what good looks like, the capacity to create space for change, and the capability to deliver and sustain it. These three dimensions form the basis of our Evolve framework.

Ceva exists to help public service organisations build these foundations, so they are ready for what comes next.

About Ceva

Ceva is a delivery partner and coach for government and public services. We work with organisations where reform has stalled, delivery is under pressure, or leaders need practical support to regain momentum.

We do not produce strategy documents that gather dust. We sit alongside your delivery teams, surface problems early, and transfer capability so that progress continues after we leave.

What sets us apart

- Small, senior teams. No pyramid staffing. Senior practitioners lead the work.
- Capability transfer. We build your skills, not long-term dependency.
- Coaching throughout. Not an add-on; part of how we deliver.
- Honest advice. We tell you what you need to hear. Impact Guarantee.
- Six-month follow-up review included at no cost.

Our perspective

Public services exist for people: the citizens who rely on them, the staff who deliver them, and the leaders accountable for their performance. Reform done to people fails. Reform done with people lasts.

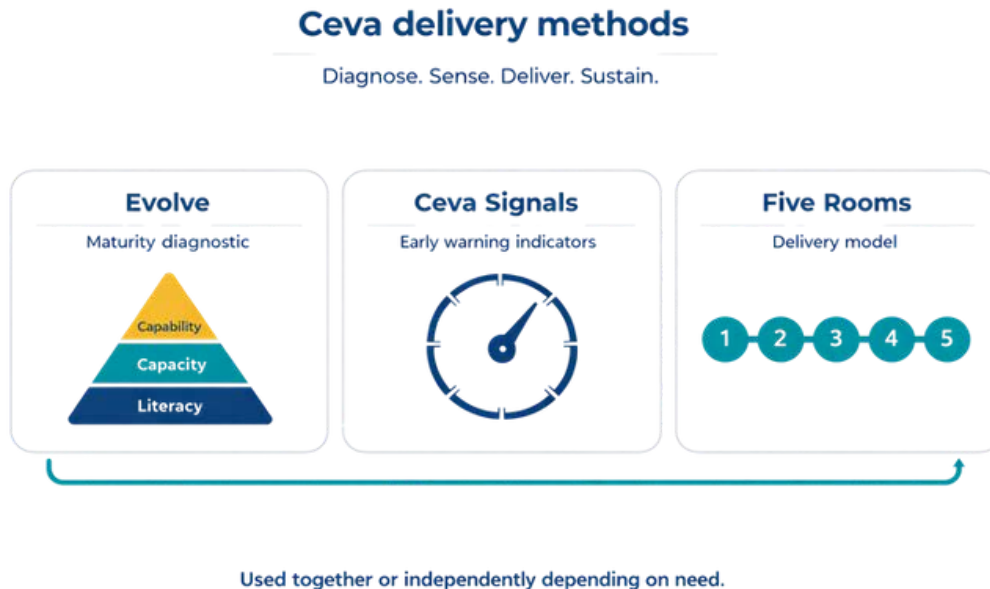
We also believe that safe-to-fail experiments require safe-to-speak teams. Innovation stalls when people feel exposed rather than supported.

Company details

Ceva Global Ltd is independently owned by its founding partners. We are a minority, female and disabled-led business. Company number: 15067431

Our Methods

Our work is built on three connected methods. Each is designed to surface risk early, build capability, and deliver results that last.



[Methods overview showing Evolve, Ceva Signals, Five Rooms]

The Evolve Framework

Evolve is our framework for understanding an organisation's readiness for change. It examines three lenses:

Literacy: Does the organisation have shared understanding of what good looks like? Is there a common language for change?

Capacity: Is there time, space, infrastructure and leadership attention to make change possible?

Capability: Does the organisation have the skills, habits and routines to deliver and sustain improvement?

Evolve
maturity diagnostic

Literacy	Capacity	Capability
Shared understanding and reform know how	Time, funding, roles, governance bandwidth	Skills, methods, leadership behaviours

A diagnostic, not a compliance exercise.

Our Team

Ceva is led by practitioners who have delivered transformation inside government and public services. A member of our leadership team works directly on every engagement.



Vijay K. Luthra

Managing Partner

Vijay has over 25 years of experience in UK government and public services. His career spans complex transformation programmes across defence, education, transport, health and local government both in the UK and Middle East.

Before founding Ceva, Vijay was Chief Operating Officer of a major professional services firm's transformation business. He previously held senior roles leading programme turnarounds, operating model redesigns and major technology implementations.

Vijay has also served as a School Governor, NHS NED and local authority councillor. He provides strategic counsel to a number of organisations in public services including the Great Ormond Street Hospital Charity and Kidney Research UK. He is also a co-organiser of “TransformGov Talks” which seeks to convene those committed to government and public services reform for candid conversations and shared learning. With Patrick Diamond, Vijay also writes for Civil Service World and The Municipal Journal. Vijay is a renal transplantee and seeks to give back by offering his services as an advisor to health sector organisations including the Great Ormond Street Hospital Charity and Kidney Research UK. He is also an advocate for neurodiverse talent in the workplace.

Professional credentials: Chartered Fellow of the Association for Project Management. Chartered Management Consultant. Fellow of the RSA. MSc in Public Policy and Management, King's College London and MBA from Warwick Business School.

**Holly Nessling****Partner**

Holly is an experienced Project Director and trusted delivery lead, with a strong track record across major infrastructure, workforce and service transformation in central and local government. Her career spans complex programmes requiring rigorous governance, careful stakeholder management and confident navigation of legal, risk and compliance constraints.

Before joining Ceva as a Partner, Holly held senior roles across management consulting and professional services, including at PwC and Ardent Management, and previously within the Department for Transport and Transport for London. She has led high-profile planning and delivery work for nationally significant schemes, including serving as Project Director for the land and property elements of East West Rail - leading a team of c80 to deliver 3,000+ survey licences per year.

Holly is known for establishing practical programme controls that keep complex work safe, legal and outcomes-focused. Her background also includes major cost-reduction and operating model change, including transformation of TfL functions to reduce expenditure, reducing reliance on non-permanent labour by £220m through process review and strengthened monitoring and controls, and leading the retender of TfL's agency worker contracts (c£880m).

Professional credentials: PRINCE2 Practitioner, MSP Practitioner, P3O Practitioner, MoP Practitioner, and MoR Foundation. Associate Member of the Association for Project Management; Fellow of the RSA; and a member of Women in Transport and the National Infrastructure Planning Association. Holly holds a BSc (Hons) in Economics and Politics from Queen Mary University of London. Alongside her consulting and delivery work, Holly is a charity trustee.



Professor Patrick Diamond

Partner

Patrick has worked at the centre of UK government, including at 10 Downing Street. He was Group Strategy Director for a major public body and has served as an elected councillor and board member of several social enterprises. He is currently a professor of public policy at Queen Mary University of London and advises governments internationally on strategy and delivery.

Patrick was formerly Research Fellow in the Department of Politics at the University of Manchester, and Gwilym Gibbon Fellow at Nuffield College, Oxford. He is a Visiting Fellow at Kellogg College, University of Oxford and an Associate Member of Nuffield College. Patrick has published extensively on issues relating to UK governance, public policy and institutional reform. Patrick is a trustee of the Dartington Service Design Lab. He is on the Board of the Campaign for Social Science and a Fellow of the Academy for Social Science.

Patrick has also contributed op-ed articles to the Financial Times, the Guardian, the Independent, the Daily Telegraph, the Wall Street Journal, the Times Literary Supplement, the Times Educational Supplement, and the New Statesman. He comments regularly on numerous national media outlets, and has given interviews on the BBC Radio 4 Today programme, the Westminster Hour, the Moral Maze, Start the Week, Newsnight, Sky News with Adam Boulton, and CNBC news. He contributes to other European newspapers and journals including Die Zeit, Italianieuropei, Berliner Republik, and Berlin Network.

Associate Network

We draw on a network of senior associates with deep public sector expertise. Associates are selected for each engagement based on the skills required. Our network includes specialists in transformation delivery, operating model design, futures planning, clinical leadership, digital implementation and organisational design.

Where Ceva Fits Best

Ceva works best where the need for reform and transformation is real, stakes are high, and leaders need practical support that builds internal capability. We are not the right choice for large-scale staff augmentation.

Delivery and Fee Models

We offer flexible engagements structures to suit different needs and procurement routes.

Mechanism	Best For	What is agreed in advance
Fixed price	Diagnostics and defined delivery sprints	Scope, deliverables, acceptance criteria and price
Time and materials	Flexible scope of discovery-led delivery	Role mix, cadence, and optional spend cap
Capped time and materials	Budget control with delivery flexibility	T&M; approach with a maximum spend
Blended	Fixed price first then transition to time and materials	Phase 1 outputs and route to Phase 2
Milestone-based	Outputs that can be clearly accepted	Milestones, evidence, and acceptance criteria

Fixed price: Defined scope and deliverables. Used for diagnostics and sprints.

Time & Materials: Flexible scope with optional spend cap. Used for embedded roles.

Blended: Fixed-price first phase with options for continuation.

Milestone-Based: Payment linked to agreed deliverables.

Organisations we partner with

Organisation Type	Common Triggers	Who We Partner With
Local government and place partnerships	Local government reorganisation, financial pressure, service redesign, major technology change	Chief Executive, S151 Officer, Transformation Director
NHS trusts and integrated care systems	Pathway redesign, digital modernisation, delivery confidence gaps, neighbourhood health	COO, Chief Digital Officer, Transformation Director, SRO
Central government and arm's-length bodies	Portfolio complexity, supplier drift, benefits pressure, cross-cutting programmes	Director General, SRO, Portfolio Lead, Commercial Director
Charities delivering public services	Funding pressure, demand growth, operating model strain, digital capability gaps	CEO, COO, Director of Services
Businesses in the government supply chain	Strategic realignment, cost pressure, operating model obsolescence	CEO, COO, Director of Strategy, Transformation Director

Capability Overview

In Ceva terms, delivery means turning intent into outcomes that stick - through disciplined execution, governance grip, and the leadership and trust needed to make change real in live public service conditions.

Our services are grouped into capability areas that map to common procurement categories.



Our Services



Evolve Diagnostic

Fixed price: £20,000 Duration: 4 to 6 weeks

The Evolve Diagnostic applies our Evolve framework to give leaders an evidence-based view of their organisation's readiness for change. It identifies where maturity is strong, where it is brittle, and what to prioritise.



Three lenses

Lens	What it examines	Signs of strength
Literacy	Shared understanding of goals, language and success criteria	Teams describe the change consistently; outcomes are defined
Capacity	Time, headroom, infrastructure and leadership attention	People have space to deliver; enabling systems work
Capability	Skills, habits and routines for sustained delivery	Teams can repeat success; learning is embedded

Evolve Diagnostic (cont.)

Ten dimensions assessed:

Purpose and mandate. Leadership narrative. Stakeholder ownership.

Culture and change capacity. Design for delivery. Governance and

incentives. Resourcing. Planning and team practice. Delivery confidence.

Digital intelligence.

Evolve
maturity diagnostic

Literacy	Capacity	Capability
Shared understanding and reform know how	Time, funding, roles, governance bandwidth	Skills, methods, leadership behaviours
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A diagnostic, not a compliance exercise.

Deliverables

- Maturity profile showing strengths and vulnerabilities.
- Priority moves: the few actions that will shift outcomes fastest 30/60/90 day action plan with owners.
- 6 to 12 month roadmap sequenced by capacity and risk
- Capability transfer recommendations.

Included: A six-month impact review (1 day, with you onsite) at no additional cost.

Strategy and Policy

We help public service leaders develop strategies that can be delivered and policies that work in practice. Our focus is on clarity, feasibility and implementation, not lengthy documents that gather dust on shelves.

What we offer

Service	What it delivers
Strategy development	Clear priorities, resource alignment, implementation roadmap
Policy design	Evidence-based options, delivery-focused design, impact assessment
Options analysis	Structured evaluation of alternatives with trade-offs made explicit
Business case development	Strategic, economic and commercial cases that survive scrutiny
Strategic review	Independent assessment of current strategy and delivery alignment

Our approach

Strategy without delivery is wishful thinking. We work with leadership teams to develop strategies grounded in organisational reality, using the Evolve framework to assess whether the organisation has the literacy, capacity and capability to deliver what it is planning.

We also bring policy expertise from the centre of Government. Our team includes people who have designed and implemented major policy reforms, and who understand how policy intent gets lost or distorted on the way to frontline delivery.

Responsible AI

Artificial Intelligence (AI) will reshape public services over the coming decade. We help organisations move from uncertainty to practical, safe experimentation with appropriate governance.

Services

- AI readiness assessment: data, skills, governance, ethics.
- Use case identification and prioritisation.
- Governance framework for safe experimentation.
- Safe-to-test pilots with clear success measures.
- Scale planning with capability transfer.

Our principles

AI in public services must be safe, explainable and accountable. We do not oversell what AI can do. We focus on use cases where it adds genuine value for citizens and staff, not automation for its own sake.

Leadership and Coaching

Leaders of transformation carry accountability for outcomes they cannot fully control. Coaching provides structured support: space to think, challenge to assumptions, and practical tools for the hardest moments.

What we offer

Service	Focus
SRO Coaching	One-to-one support for Senior Responsible Owners
Leadership team development	Collective effectiveness, honest conversations, shared grip
Capability uplift	Training, shadowing and skills transfer
Team coaching	Building delivery habits and psychological safety

Coaching at Ceva is not separate from delivery. It happens in the work, not away from it. Our goal is always capability transfer.

Programme Recovery

We step in when programmes have turned red, boards have lost confidence, or delivery has become politically exposed. Our focus is stabilisation first, then rebuild.

Our approach

- Stabilise: stop the bleed, establish facts, protect critical path
- Diagnose: identify root causes using the Evolve framework
- Reset: re-baseline scope, timeline and benefits; refresh governance
- Rebuild: 30/60/90 day plan with clear owners and decision points
- Transfer: coaching and shadowing so recovery is sustained

What recovery includes

Component	Purpose
Ceva Signals Assessment	Surface early warning signs across the programme
Root cause analysis	Understand why the programme drifted, not just where
Scope and benefits reset	Establish realistic baselines that can survive scrutiny
Governance refresh	Decision cadence, escalation routes, clearer accountability
PMO Reset	One version of truth; reporting that drives action
Capability Transfer	Coaching, shadowing and handover to sustain progress

Programme and Portfolio Delivery

We provide embedded senior leadership for programmes and portfolios under pressure. Our people bring pace, grip and honest reporting.

Roles we fill

Role	Typical focus
Programme Director	Overall grip, stakeholder management, board reporting
Delivery Lead	Day-to-day management, unblocking issues, pace
Workstream Lead	Defined scope area with clear deliverables
Portfolio Lead	Prioritisation, dependency management, resource allocation
Delivery Support	Planning, RAID management, governance administration

What we deliver

- Integrated plan and delivery rhythm
- Supplier challenge and commercial grip
- Board-ready reporting in plain language
- Risk surfaced early with actions owned

PMO Services

We design, reset or run PMOs that drive decisions rather than generate paperwork. The test is whether governance helps leaders act, not whether templates are complete.

PMO disciplines

Discipline	What good looks like
Planning	Integrated plan with realistic milestones and owned dependencies
Governance	Meetings that produce decisions, not updates
Controls	Change control, RAID discipline, clear escalation
Reporting	Honest, concise, action-focused
Insight	Analysis that helps leaders intervene before problems escalate
Handover	Templates and routines the team can sustain

Engagement options

- PMO setup: design and mobilise from scratch.
- PMO reset: fix what is broken, keep what works.
- PMO run: embedded resource on an ongoing basis.
- Light-touch assurance: one to two days per week oversight.

Operating Model Design

We co-create operating models with the people who will run them. Designs imposed from outside rarely stick. Our role is to bring structure, challenge and implementation support.

What we cover

Component	Scope
Service model	What services are delivered, to whom, through what channels
Structure	Teams, roles, reporting lines, spans of control
Accountability	Decision rights, escalation, performance ownership
Governance	Forums, cadence, information flows
Process	Critical workflows, handoffs, controls
Enablers	Technology, data, estates, workforce capability
Implementation	Sequencing, readiness, transition, adoption

We support implementation as well as design. A model is only useful if it works in practice.

Change Management

Reform fails when change is done to people rather than with them. We build adoption through practical engagement, clear communication and support for managers who carry the burden of implementation.

The Five Rooms approach

Our change method moves teams through five stages, with coaching throughout:



Deliverables

Deliverable	Purpose
Impact and readiness assessment	Identify where resistance will emerge
Stakeholder map and plan	Clear engagement routes with owners
Communications plan	Consistent narrative across channels and audiences
Training and adoption plan	Practical rollout with feedback loops
Manager enablement	Tools and support for line managers
Adoption tracking	Measures that show what is landing

Data Analytics and Insight

We help organisations turn data into decisions. That means dashboards leaders actually use, benefits tracking that survives audit, and evidence reviews that cut through the noise.

Services

Services	What we do
Programme dashboards	Single view of delivery health, risk and progress
Benefits realisation	Track and report against business case commitments
Evidence synthesis	Literature review and research analysis for policy or delivery
Data quality	Assessment of current state, remediation planning

Digital and Technology

We provide client-side support for digital and technology programmes. We do not build systems. We help you specify, procure, implement and land technology- enabled change.

Where we add value

Phase	Our role
Discovery	Problem definition, options analysis, feasibility
Business Case	Strategic case, economic case, commercial approach
Procurement	Specification, evaluation criteria, supplier challenge
Implementation	Mobilisation, governance, risk and issue management
Adoption	Change management, training, benefits realisation

Our Methods

Our work is built on three connected methods. Each is designed to surface risk early, build capability, and deliver results that last.



Used together or independently depending on need.

[Methods overview showing Evolve, Ceva Signals, Five Rooms]

The Evolve Framework

Evolve is our framework for understanding an organisation's readiness for change. It examines three lenses:

Literacy: Does the organisation have shared understanding of what good looks like? Is there a common language for change?

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Evolve
maturity diagnostic

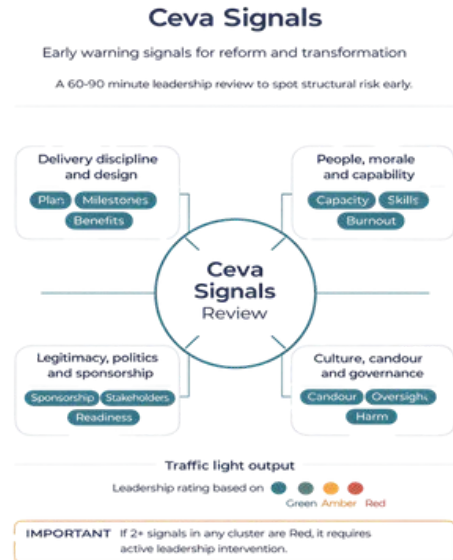
Literacy	Capacity	Capability
Shared understanding and reform know how	Time, funding, roles, governance bandwidth	Skills, methods, leadership behaviours

A diagnostic, not a compliance exercise.

We apply the Evolve framework across our work, from initial diagnostics through to delivery and coaching. It provides a consistent approach for understanding where organisations are strong, where they are brittle, and what to prioritise.

Ceva Signals

An early warning framework for programmes under pressure. Major failures rarely arrive without warning. The signs appear in team meetings, customer feedback and corridor conversations long before they reach the board. Ceva Signals helps leaders see drift early and act before value is lost.



The Five Rooms

A co-creation method that moves teams from alignment to sustained delivery:



Coaching

Coaching is woven through every engagement. It is how capability transfers while the work is live. Leaders carrying accountability for outcomes they cannot fully control benefit from structured support: clearer thinking, steadier decisions, teams that surface problems early.

Our Track Record

The following examples illustrate recent Ceva engagements and the prior experience of our leadership team. Discretion is key to how we work so client names are anonymised – as yours would be.

Recent engagements

NHS specialist trust: operating model transformation

A division within a specialist hospital needed to realign its operating model to meet new strategic priorities, including NHS delivery commitments and external income generation. Ceva designed the target operating model, provided intensive coaching to the senior team, and established delivery governance to support the transformation. The engagement ran for 12 months.

Outcomes: Board confidence in division's delivery capability. £1.5m savings through restructuring and efficiency gains.

University health technology spin-out

A university's commercialisation function had struggled to establish a viable route to market for a health technology innovation.

Over 16 months, Ceva supported business model design, governance, legal entity formation, commercial strategy and team capability building.

Outcomes: Spin-out company successfully launched. £150,000 seed funding.

National sports organisation: youth participation strategy

A national sports organisation sought to address participation gaps among underserved young people. Previous attempts to secure government engagement had not succeeded. Ceva conducted stakeholder research, synthesised UK and international evidence, and developed a phased implementation plan covering workforce development, infrastructure, and policy advocacy.

Outcomes: Strategy secured ministerial attention where previous efforts had not, contributing to a subsequent Prime Ministerial announcement.

Policy research programme: educational disadvantage strategy

A former senior government official sought support to develop a major policy paper on improving outcomes for disadvantaged pupils. Ceva partnered with a Russell Group university to provide research, drafting, and logistical support throughout a year-long programme, contributing to the synthesis of over 100 expert interviews and the development of actionable recommendations.

Outcomes: Published report proposing new methodology for school improvement. Recommendations aligned with cross-government reform programmes.

Healthcare technology supplier: innovation strategy support

A digital health company sought to develop a new approach to chronic condition management as part of their innovation strategy, targeting NHS commissioning. Ceva provided rapid project management, team coaching, and business case design over a six-week engagement.

Outcomes: Business case secured ICB commission. Pilot launched.

Leadership team experience

Before founding Ceva, our partners led major transformation programmes across government and public services:

Central government department: operating model transformation

Programme Director role. Transformation of a major department's corporate functions with a mandate to deliver significant savings. New operating model designed and implemented.

Outcomes: Operating model delivered. Substantial savings achieved against target.

Central government department: technology turnaround

Interim Programme Manager. A major technology programme had slipped timeline and lost board confidence.

Outcomes: Programme re-baselined and recovered within three months.

Transport authority: enterprise system implementation

Turnaround advisor. A major enterprise system implementation was facing severe delay and technical issues.

Outcomes: Governance refreshed, plan reset. Programme recovered within 16 weeks.

Professional services firm: business unit turnaround

Turnaround required due to low profitability, low utilisation and client dissatisfaction.

Outcomes: New capabilities built. Margin improved. Client satisfaction restored. Transformation delivered in nine months.

Working With Us

This section provides information commonly requested by procurement teams. Direct award and further competition routes are available. Contact us to discuss.

Accreditations

Cyber Essentials
Certified



Better Business
Act Signatories



ChMC
Certified



ISO
20700:2017
Self-Certified



Insurance

Insurance	Cover
Professional Indemnity	£5,000,000
Public Liability	£2,000,000
Employers' Liability	£10,000,000

Social value

- Minority-led business
- Female-led business
- Disabled-led business

Working arrangements

We work on-site with clients as a default, supplemented by remote collaboration where appropriate. UK-wide and international delivery.

Rates

Day rates are available on request. Discounts are available for existing clients and longer engagements.

Company information

Legal name: Ceva Global Ltd

Company number: 15067431

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Contact

To discuss how Ceva can support your organisation, please get in touch.

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Web: www.cevaglobal.co



Progress, not powerpoints.

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