

Programme Delivery

Statement of Capability

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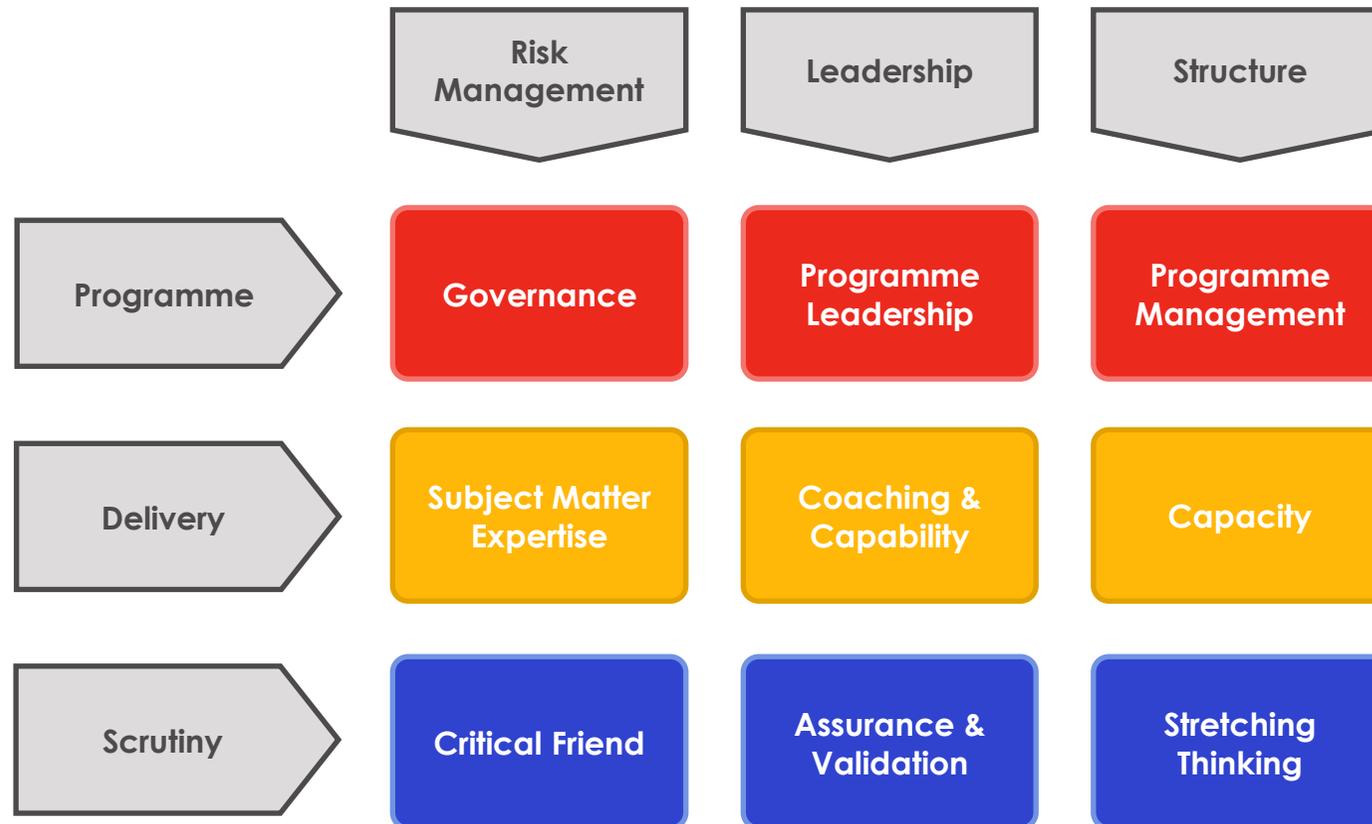
a better way to deliver change and transformation.

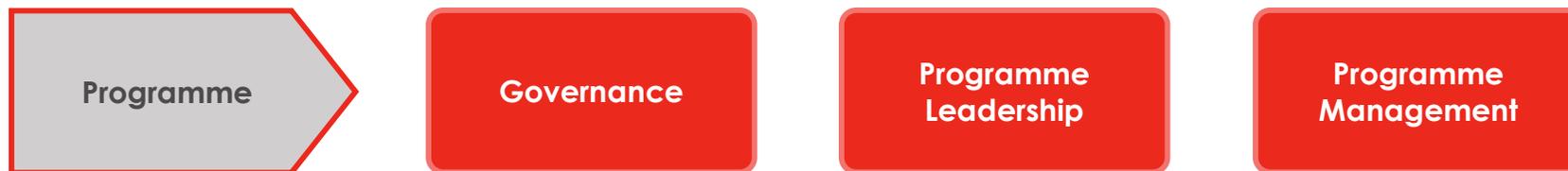
Components of Change



Meaningful change takes meaningful organisation. The transformation **programme** must be robust, with clear rules, firm leadership and a coherent structure. **Delivery** must be to the highest standard, with any constraints on capacity and capability suitably mitigated. The programme must also stand up to **scrutiny**, both in terms of what it is delivering and what it could be achieving.

Ameo offers expertise and innovation across these three components of change. The diagram below shows the principal activities associated with each, and the pages which follow provide some examples from our experience.





Governance. Our involvement can vary from setting up structures to being an independent member of a governing body. A suitable governing structure will ensure that the programme is managed effectively and that it dovetails with other decisionmaking bodies. We seek to understand pre-existing arrangements and we ensure change programmes fit into these in the most effective way. We offer support to the programme sponsor and senior board members in the fulfilment of their roles, and we provide objective challenge to workstream leads from an independent position.

Programme leadership. Ameo can supply a programme leader or can provide support to an existing director. He or she will need to understand the deliverables and unpack the required workstreams to deliver them. The programme structure will need to be resourced, and direction and challenge provided. The leader will offer oversight of delivery, management and strategic risk, supporting the programme sponsor and board members to ensure they remain aware of critical paths and decisions.

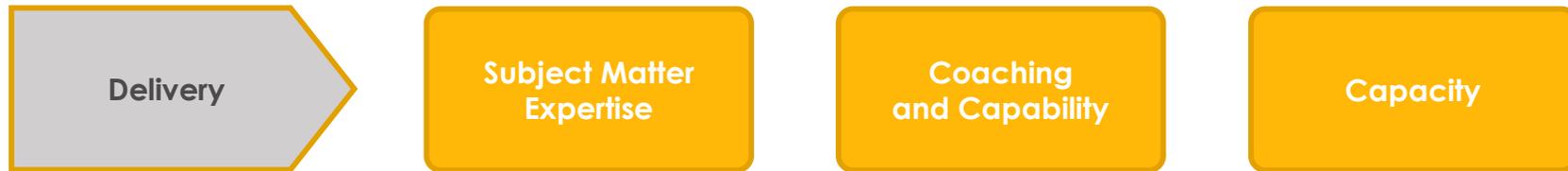
Programme Management. An effective programme management office should be set up, with efficient and timely reporting proportional to the task in hand. The office should manage the programme's 'heartbeat' and should support programme leads in the monitoring, resolution and escalation of risks. It should use appropriate reporting tools which are in line with the client's preferred way of working. Project management capability and competence should be developed to support long-term sustainability.

Case Study: Boroughwide Transformation

Ameo reviewed and refined a transformation partnership programme for a council in the South of England. We provided programme leadership on a part-time basis while deploying resources to deliver change across the authority. We developed a new delivery plan, redefined workstreams to provide clear milestones and provided support to develop the council's pre-existing CMO capability.

Case Study: Customer Improvement

Ameo developed governance for a Midland authority's customer improvement programme, establishing a programme board and recommending suitable board members to support delivery. We supplied one of our partners as an independent board member to provide external challenge and to ensure the authority maintained a clear focus on the delivery of its programme outcomes.



Subject Matter Expertise. Where organisations face a specific technical challenge, Ameo can deploy experienced consultants with hands-on, practical expertise. All our consultants have knowledge and experience of overcoming similar challenges in comparable organisations. Subject matter experts are typically deployed for short, focused periods on time-limited tasks and activities, or are engaged to share their experiences through workshops and feedback sessions.

Coaching and Capability. We bring experienced people to shape, define and deliver packages of work where the client may not have the knowledge, skills or experience to undertake them. Our consultants bring experience not only of their own subject areas, but of working within local authorities and large organisations, where chains of command may be long and procedures may be entrenched. Coaching may be provided where there is a need to pass on skills and knowledge to clients' own staff to ensure a continuing legacy of change.

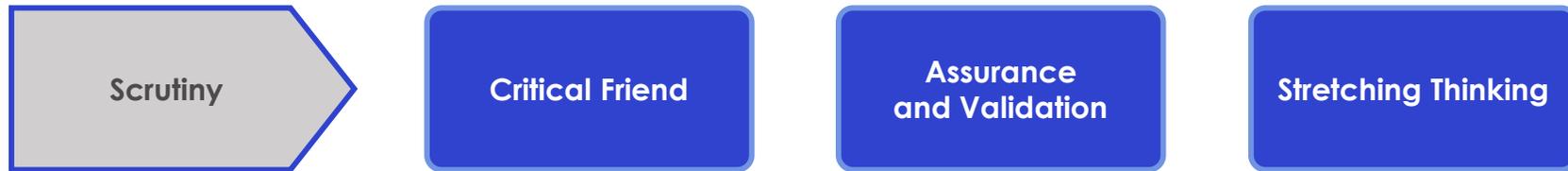
Capacity. Alongside programme-specific advice and expertise, we are able to offer resources to bolster or complement existing client teams. Our resources may be deployed for long periods, or for short bursts, at pinchpoints and critical junctures during the delivery of a programme.

Case Study: Smart Metering Programme

Ameo helped an energy provider migrate its business systems in readiness for its transition to smart metering. Our subject matter experts mapped out the process of migration, made arrangements for its delivery and secured buy-in from the company's directors. We also provided advice on the potential impacts of the change, along with a RAID log and a framework for governance arrangements.

Case Study: Target Operating Model

A council in the North of England had identified an £80m budget shortfall over the coming three years, and wanted a partner who could bring additional skills and capacity to identify savings, drive delivery and build capability within the existing team. Our consultants developed a new target operating model and an integrated approach to service commissioning, embedding learning within the organisation.



Critical Friend. The role of critical friend is best provided by an independent partner rather than from within an organisation. Ameo is able to place individuals to provide a sounding board and conscience to help work through an organisation's challenges. The level of support can vary from reassurance over a chosen method of working to troubleshooting and problem resolution.

Assurance and Validation. Quality assurance is provided as part of every engagement we undertake. Our partners and directors scrutinise all outputs delivered by our consultant teams and exercise quality control where necessary. Programme and project managers also provide validation of client outputs and processes.

Stretching Thinking. It is not always enough simply to confirm that the current course of action is the correct one. Sometimes, an outside perspective is needed to challenge conventional thinking. We can provide confident and experienced people to help senior stakeholders and board members think beyond where they are now. This could mean extending targets and objectives, or it could mean looking at issues from a different perspective altogether.

Case Study: New Operating Model

A regional body had recently developed a new operating model for business support services. Ameo was engaged to provide assurance on the model's strengths and to recommend improvements to help take the work forward.

We provided advice on programme governance and conceptual thinking, challenging members to set new goals for what could be achieved, and leaving our client with considerable momentum at a time of complex change.

Case Study: Investment Business Case

An authority and its partners had identified the need for a new vehicle to promote and capture investment across the region. Ameo used its expertise and independent position to develop a common vision for a regionwide growth company. We then led production of the business case and subsequent business plan. Central to our success was challenging stakeholders to think more broadly than in the past; not merely regionally but internationally.



01923 537 740



info@ameogroup.com



The Grange, 37 Alcester Road
Studley, Warwickshire
B80 7LL

ameo:

Change Management Consultants