

## The Challenge

Ameo was engaged by a London-based NHS Trust to manage a sweeping back office transformation programme. Our involvement came in response to a growing need within the organisation to lower overhead costs and to develop a more agile back office service.

We were also tasked with transitioning a multi-site contact centre to a new supplier. This was one of the first examples of a government body transferring services to a voluntary organisation, and it carried significant reputational and service delivery risk.

## The Outcome

The principal outcome of the programme was a groundbreaking, £80m strategic partnership with Capita, which saw the organisation's back office functions fully outsourced for ten years. Our consultants led the competitive dialogue phase and managed the transition and mobilisation of the business to ensure a smooth and successful 'go live' in 2015.

The contact centre was successfully transferred from seven providers to a single provider, bringing immediate improvements in response time and service delivery. The programme included delivery of two new contact centre sites, a telephony platform, ICT connectivity and 150 newly-trained consumer advisors.

## The Engagement

Our consultants developed an operational blueprint for the transformation, then worked up a range of options to deliver improved back office functions, including transactional HR, payroll, information services and property management. Working with our partner's senior leadership team, we held an intense round of stakeholder interviews, which led to a businesswide consensus on a new, outsourced model for delivery. Having gained agreement and buy-in to the model, we then led the transformation programme from end to end, supporting the leadership team to work through the repercussions of the change and plan the phases of delivery. Activities included:

- Management of service workstreams to develop specifications, performance indicators and evaluation criteria
- Subject matter expertise to evaluate supplier submissions
- Definition of the transition programme, including roles, responsibilities and governance arrangements
- Client-side programme management, covering the transferral of services, creation of structures and mechanisms to manage the partnership, TUPE transfer of staff and communications management