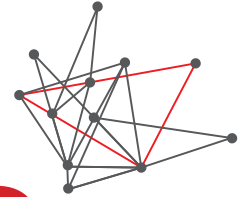


APPENDIX 3



ameo

Ameo Professional Services LLP

Gloucester City Council and
Gloucestershire County
Council – Joint and Shared
Service Programme

Support Proposal

29th April 2015

- Gloucester City Council (GCiC) and Gloucestershire County Council (GCoC) have both been through a period of change and are actively working towards increased partnership working to improve outcomes for Gloucester.
- Both parties have a number of projects underway to improve operational practice and customer experience. There is a shared view at a strategic level that there should be opportunities to maximise the collective inputs to deliver greater value for Gloucester.
- There are a range of shared service projects underway across both councils, but the interim senior team at GCiC have identified that these may be under-resourced to deliver and that they have a lack of visibility surrounding their objectives.
- GCiC have discussed with GCoC the need to review the projects underway in order to identify opportunities to increase the effectiveness of resources and overall delivery speed.
- Following an initial discussion with Ameo, both councils expressed an interest in an independent review of their project and programme landscape to help scope the current activity, anticipated outcomes and dependencies. This will then be overlaid with both council's agreed priorities to ensure that the available resource is being focused in the right areas. By working together the intention is to understand the collective resources and opportunities for collaboration.
- Given the new Managing Director will be joining the City on 6th July it would be helpful to have a jointly understood and agreed picture before this date to support him in building a picture of the opportunities and challenges within the council.

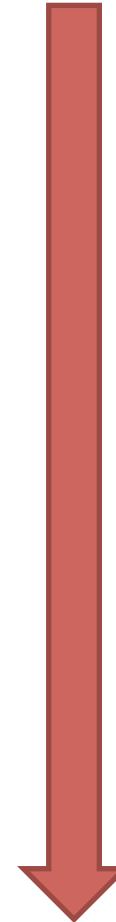
Developing our approach



- Ameo Professional Services LLP are a small consultancy specialising in business change and transformation within the Public Sector. Established in 2010 to provide a practical alternative to major market players we have an underpinning ethos of delivery through enabling internal client capacity.
- Given our understanding, and the broader context, we do not feel a simple project “health check” will enable the city to progress their aims. We feel there is a need for a more targeted review of the delivery environment.
- We would intend to focus on identifying all the main project activity areas – by project we mean something that is defined, time-limited and delivers an outcome as distinct from business as usual. We would keep the definition reasonably loose as some organisations deem some projects as business as usual.
- We feel there is a need to engage with the council and its staff to help understand what is impacting on their delivery performance – it might be people, process or both. Fundamentally we would take a more proactive outcome than just saying “this is being managed well” or “lack of controls here”.
- Our team would engage with key individuals to identify the different activity areas. They would then seek to investigate each along a number of key thematic areas and work with key professionals from both GCiC and GCoC (as appropriate) to develop the high-level specifications for each project area and the areas where the respective organisations could add value to the solutions.

Proposed timeline and steps

Date	Activity	Lead
13 May	Project approval	Councils
15 May	Existing project overview and review to identify key project areas and inform next stage	Ameo
18 May	Initial feedback, identify key development areas; Provision of communication to leads to prepare for specification development sessions	Ameo
19 May – 7 June	Arrange development sessions and prepare for sessions	Councils
8 June – 26 June	Engage with key leads to develop initial project specification (ie. 2 page summary business case covering aims/objectives/resources/timelines etc)	Ameo/Councils
29 June	Share draft specifications and recommendations on prioritisation with both councils	Ameo
1 July	Develop action plan options	Ameo
3 July	Approval and project close	Councils
6 July	Submit final plan and recommendations to the new MD	Councils



A. Project definition: The amount of activity underway will determine the breadth of scope covered with the priority area of focus being projects which are being progressed to support the partnership working. For each area of work, key information would be captured and challenged around the following areas:

- **Project purpose**
- **Alignment with corporate objectives**
- **Scope**
- **Timeline**
- **Resourcing and roles**
- **Projects dependencies**
- **Status of delivery**
- **Cost**

B. Recommendations for prioritisation and development of programme: This will be undertaken using the information collected as part of the review and the anticipated benefits for each project.

Resources



Role	Estimated Input guide
Partner	3 - 4 days
Senior Consultant	12 - 16 days

Assumptions:

- You will provide a sponsor from both councils for the project who will be sufficiently empowered to progress the project
- An administrative contact will be provided to arrange workshops and interviews
- Staff will be released to attend workshops and engage with the development process as required
- A communications resource will communicate with interested parties to manage any mis-messaging around the process
- We will seek to manage our inputs to maximise value for money

Outputs by 6 July 2015



Validated first draft of the Joint Shared Services 2015/16 programme plan	<i>Excel spreadsheet with high-level detail including project areas, owners, themes, current objectives, deliverables, resources and dependencies and their alignment with corporate objectives</i>
Outline specifications for key project areas which are jointly owned as appropriate	<i>Two page MS Word summary specification to ensure common understanding of project aims, objectives and resources</i>
First draft of recommendations for prioritisation and delivery assurance	<i>Summary report addressing areas that the new MD could consider realigning to improve effectiveness of delivery. Key points for onward communication to wider teams around direction.</i>
Overview of project approach and local understanding	<i>A subjective assessment to inform wider development needs at both councils.</i>