



Transformation Delivery Program Governance & Maturity Uplift

"Have really appreciated your insights and work in moving the Transformation Management Office (TMO) forward. I have seen some great uplift already and the team are in a much better space. Thanks again for your team's flexibility and knowledge and hope our paths cross again soon."

~ Manager Strategy & Performance, Nicole White

KEY RESULTS



70%

Reduced governance rework by 70%



71%

217 program documents reviewed and distilled down to 63



25%

Reduction in the volume of governance framework through re-design



50%

Increased usage of frameworks by 50% in 3 months through a fit-for-purpose playbook

COMPANY OVERVIEW



A local council located in the eastern suburbs of Melbourne, Victoria. It encompasses several suburbs. It provides various services including waste management, infrastructure maintenance, parks and recreation, planning and development, and community programs.

THE PROBLEM



The council initiated a large-scale transformation program aimed at enhancing customer experience and service delivery. They enlisted the support of a leading consulting firm to bolster their governance and management framework. However, the framework's poor implementation resulted in low adoption and adherence. Consequently, AMO was brought in to enhance the framework and overall transformation maturity. Following an initial discovery phase, AMO uncovered underlying issues hindering the council's efficiency and effectiveness.

Key issues identified included:

- Redundant and overlapping governance forums
- Subpar reporting quality
- Confusion stemming from convoluted delivery gating channels
- Teams feeling unsupported by existing tools
- Change fatigue fueled by frustration
- High employee turnover due to inefficient processes

OUR CHALLENGE



- Redundant governance forums
- Subpar reporting quality
- Confusion from convoluted delivery gating channels
- Lack of trust between governance and delivery teams
- Significant delays for the transformation program

PROJECT OVERVIEW

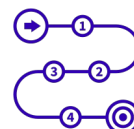


For the project, we were asked to provide:

Review



Roadmap



Delivery



THE SOLUTION



We assisted this council in realigning and redesigning its approach to Program Management, integrating delivery and governance processes, and guiding future decisions regarding delivery methodologies. This involved enhancing key frameworks and building new playbooks for delivery to ensure clarity and adherence among stakeholders, thereby restoring trust between governance and delivery. We streamlined redundant governance forums to optimise capacity and resource utilisation. Furthermore, we developed a structured roadmap to guide their journey towards maturity, outlining scalable solutions to achieve their objectives. As part of this roadmap, we co-developed and enhanced the following capabilities to drive increased maturity:



Governance & Reporting

Ensured a controlled mechanism with fit-for-purpose governance forums and vital reporting metrics defined for informed decision-making.



Delivery Execution & Methodology

Optimised delivery processes with reinforced synergy between governance and delivery teams to uphold strategic vision within the program.



Delivery Support

Determined services and deliverables the department required and delivered rapid document, template, and process uplift.



Knowledge Management

Uplifted a project delivery and governance framework that served as the single source of truth and agreement for delivery and governance processes.

THE OUTPUTS



- Assessment of delivery and governance processes and employee sentiment to find root issue causes.
- Discovery Report including a detailed overview, set the maturity baseline, including recommendations, and a roadmap against which progress could be measured.
- Recommendations with prioritised next steps, enabling focus on supporting the transformation.
- Redesigned governance framework, creation of playbook, and creation of core template repository.
- Case for Change providing context for benefits that would be realised and return on investment from executing the proposed changes.
- As-Is Capability Map showing a visual of the program's capabilities, represented in traffic light status against their own initial assessment.
- Communications content and deployment plan to bring stakeholders on the journey, garner support, and educate teams on the effort towards maturity.

THE RESULT



At the heart of our collaboration with this organisation's solution was the restoration of trust between delivery and governance processes and teams, emphasising their shared goals. The challenge lay not in a lack of vision for their objectives but in a mutual misunderstanding of each other's roles within the program. By eliminating friction, streamlining governance processes such as forums and reporting, and aligning delivery methodologies with governance stage gates and reporting requirements, we successfully realigned and strengthened cohesion, fostering the scalable growth of the program management function.

1

Simplification

Made an effective program management framework and playbook fit-for-purpose to support current and future programs.

2

Culture Uplift

Uplifted teamwork, employee engagement, satisfaction, and culture by reinforcing strategic alignment at all levels of the program.

3

Enhanced Governance

Streamlined overlapping governance forums, enhanced reporting processes, and improved overall performance.