



Project Review Report

OneOperations — Operating Model Transformation Programme

Meridian Group plc

SAMPLE REPORT

Methodology: Hybrid (Waterfall governance with Agile delivery workstreams)

Date: 20 February 2026

Classification: CONFIDENTIAL

Report Reference: PR-20260220-SAMPLE

Executive Summary

Investment Thesis

The OneOperations programme was initiated to consolidate four regional operating models into a single target operating model (TOM), incorporating process harmonisation, a shared services centre, and a cultural change programme. The business case projected £4.2M in annual efficiency savings from Year 2, with a total programme investment of £3.1M over 18 months.

Our assessment concludes that the programme has a 52% probability of achieving its stated business outcomes within the current parameters. This represents a material risk to the investment thesis and places the programme in the AMBER classification band, with a declining trend over the past two assessment cycles.

Project Success Probability

Metric	Value	Classification
Project Success Probability (PSP)	52%	AMBER
Trend Direction	Declining (-6pp from previous cycle)	Negative
Risk Classification	AMBER	Elevated
Schedule Confidence	41%	Below threshold
Benefits Realisation Confidence	48%	Below threshold

Key Findings Summary

Our analysis identified **23 findings** across 16 assessment areas. The three critical findings relate to: (1) absence of a structured middle-management engagement programme, (2) no defined rollback strategy for the shared services migration, and (3) benefits tracking that measures activity rather than outcome adoption.

Severity	Count	Percentage
Critical	3	13%
High	7	30%
Medium	9	39%
Low	4	17%

Financial Exposure Assessment

The programme carries a total estimated financial exposure of **£1.2M–£1.8M**, decomposed across eight risk dimensions. The top five exposures are:

Exposure Dimension	Range	Confidence
Delayed Benefits Realisation	£520K–£780K	High
Extended Parallel Running Costs	£180K–£260K	High
Change Fatigue & Productivity Loss	£140K–£220K	Medium
Rework from Premature Process Cutover	£120K–£190K	Medium
Contractor Extension (Change Mgmt)	£90K–£140K	High

Overall Assessment

Methodology Adherence

The programme operates a hybrid methodology combining Waterfall governance with Agile delivery workstreams. Our assessment evaluated adherence across both frameworks:

Assessment Area	Score	RAG	Notes
Executive Sponsorship	87%	GREEN	Strong Board-level commitment
Programme Governance	72%	AMBER	Tollgate criteria inconsistently applied
Stakeholder Engagement	38%	RED	Middle-management layer largely disengaged
Change Management	31%	RED	No structured OCM programme
Benefits Management	44%	RED	Activity metrics tracked; outcome metrics absent
Risk Management	58%	AMBER	Escalation pathways ineffective
Delivery Cadence	71%	AMBER	Stalled in Operations/Commercial divisions
Quality Assurance	63%	AMBER	Adoption validation weak

Overall Methodology Score: 59% — Below the 65% threshold for programmes of this scale and complexity.

Critical Risk: Frozen Middle — Middle-Management Resistance

RISK CLASSIFICATION:

CRITICAL

IMPACT:

Programme-wide adoption failure across Operations and Commercial divisions

LIKELIHOOD:

High (active and passive resistance in 67% of assessed teams)

Middle managers perceive the TOM as a threat to their autonomy and established team structures. Without a targeted engagement programme addressing role clarity, career progression, and decision-making authority, resistance will continue to compound. This is not a communications problem — it is a structural change management gap.

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Recommendations

The following recommendations are prioritised by impact and urgency. The full report contains 8 recommendations; 3 are previewed below.

CRITICAL | Commission Structured Change Management Intervention

Priority: 1 of 8 | **Effort:** Medium (6-8 weeks) | **PSP Impact:** +8-12pp

Owner: Programme Director | **Deadline:** 14 March 2026

Engage a specialist OCM partner to design and deliver a middle-management engagement programme for Operations and Commercial divisions, including: (a) "what's in it for me" workshops, (b) change champion network, and (c) divisional adoption roadmaps co-created with middle managers.

Investment: £180K–£250K | **ROI:** 4-8x against mitigated financial exposure

CRITICAL | Redesign Benefits Framework Around Outcome Adoption

Priority: 2 of 8 | **Effort:** Low-Medium (3-4 weeks) | **PSP Impact:** +4-6pp

Owner: Benefits Manager / PMO Lead | **Deadline:** 7 March 2026

Replace the activity-based KPI framework with outcome adoption metrics: (a) process adoption rates by division, (b) efficiency gain per FTE, (c) shared services utilisation rate, and (d) employee change readiness sentiment.

Investment: £15K–£25K (internal effort + tooling) | **ROI:** Governance enabler

HIGH | Develop Contingency Rollback Strategy

Priority: 3 of 8 | **Effort:** Medium (4-5 weeks) | **PSP Impact:** +3-4pp

Owner: Technical Lead / Operations Director | **Deadline:** 28 March 2026

Design a formal rollback strategy for the shared services migration covering trigger criteria, data integrity preservation, and communication plans. Its existence provides the Steering Committee with a genuine go/no-go option at the next tollgate.

Investment: £30K–£45K (internal effort + testing) | **ROI:** Risk mitigation

SAMPLE REPORT

Your Full Project Review Includes

- ✓ 30-50 page comprehensive assessment report
- ✓ Full findings detail with evidence traceability
- ✓ Best practice radar chart with methodology scoring
- ✓ Prioritised implementation roadmap
- ✓ 8-dimension financial exposure model
- ✓ All 8 recommendations with investment/ROI analysis
- ✓ Appendices with calculation methodology and references

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