

CCGs Headquarters  
First Floor  
Staffordshire Place 2  
Stafford  
ST16 2LP

19 March 2019

**By Email**

Mr Gareth Jenkins  
Meridian Productivity Ltd

Dear Gareth

**Reference**

I am happy to provide a reference for Meridian Productivity Limited following the completion of a successful improvement programme lasting in total 18 calendar weeks. The scope of the project was the combined CCG Finance Team (21 WTEs).

The initial 2 week analysis that Meridian undertook with the team has engaged the staff really well and highlighted a series of improvement opportunities which we recognised. We then commissioned an implementation piece of work to translate the ideas into practical changes.

Meridian worked closely with all team members to ensure full buy-in and engagement. The main objective of the project was to change the way we work to make the function more effective, free-up time to do the value-adding work. Within this, much of the focus has been on identifying and agreeing what constitutes 'core' and 'non-core' activities for the department, agreeing and installing role-specific management expectations as to how much core work the teams need to produce, capturing the actual time spent in core activities and involving team management to generate solutions resulting from any variances.

Another key work stream successfully delivered by Meridian has been documenting core activities across all functions to ensure there is a single consistent formalised way of doing things which solves the issues associated with managing six statutory organisations operating as a single entity whilst maintaining individual organisational identity for statutory reporting purposes. It also enabled us to form an induction training manual giving the new team members clear guidance on how our core processes should be followed.

Meridian dedicated time to management training – 4 workshops have been run with team management at 8a level to ensure they are equipped with knowledge and practice of effective managerial behaviours.

The work delivered by Meridian has supported us to get a granular view of our workload and capacity, by role, which will be instrumental for us moving forward in our operations and change management.

I would recommend the services of Meridian Productivity Ltd to any other CCG or organisation bringing together multiple CCGs into a single entity and seeking to improve their effectiveness, ensuring that internal processes are consistent and robust and their management teams have the right tools and approach to succeed.

Currently the programme with Finance Team is in its concluding follow-up stages enabling us to sustain the change delivered.

Staffordshire CCGs are keen to roll this programme out across the whole organisation with the specific conversations currently being in progress.

Yours sincerely



Alistair Mulvey  
Chief Financial Officer and Deputy Accountable Officer