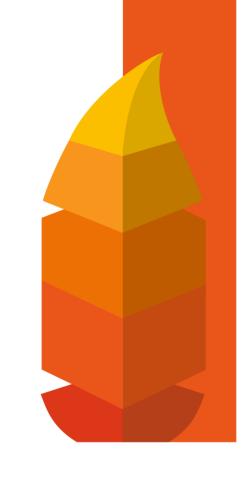# APACHE iX

"STRAIGHTFORWARD THINKING FOR A COMPLEX WORLD"

Business Case Development and Approvals Support Service Definition Document

G-Cloud 14, Framework Reference: RM1557.14

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Business Case Development and Approvals Support Service Definition Document

1 Apache iX Limited

1.1 Who are we?

We work with government and industry to help deliver national security objectives by providing pragmatic, trusted and collaborative consultancy support.

Apache iX Limited (the iX stands for 'independent experts') is a Bristol based consultancy that operates UK wide and internationally. We provide specialist Portfolio, Programme and Project Management (P3M) services, business analysis, and ICT and data focussed systems engineering services to government and industry clients across the defence and security sector. We support our clients deliver change throughout the lifecycle, typically in an acquisition and procurement centric environment.

Our clients include MOD, Defence Digital, Dstl, and Other Government Departments across the ICT, Cyber, Defence Intelligence (DI), Multi-Int, GeoInt, and ISR domains.

1.2 What's it like to work with us?

What we'd like to be known for:

- "We are honest and trusted advisors to Government and industry"
- "We solve problems through persistence, tenacity, and leadership"
- "We bring structure and take the worry out of project delivery"
- "We deliver projects with energy and enthusiasm""

Our Values:

Honesty	•Speaking the truth, being open and honest with our clients.
Integrity	•Discreet, we do the right thing by our clients, unbiased and impartial, without agenda.
Quality	•High standards, better than the rest, thorough, and stands up to scrutiny.
Hardworking	•Put the time, effort and discipline into our work, working smart, being efficient yet effective.
Rewarding	•Enjoy our work, build new relationships, make teams a great place to work, socialise.

1.3   Service Description

Our flexible client-side support service helps you develop agile business cases and ease through the approvals process, enabling you to spend on new capabilities and continue programmes.

We provide professionals that can help you to develop both traditional waterfall and agile-styled business cases and assist you at all stages of the approval process. We have a proven track record of working as one team with our public-sector colleagues to successfully navigate approval boards, providing support to the production of key supporting documentation, as well as authoring Strategic Outline (SOC) , Outline (OBC) and Full (FBC) business cases.

Service Features

- Treasury Green Book Business case development and approvals support
- Rolling programme approvals for ITIL/Agile Digital and IT projects
- JSP655 and JSP507 Defence Investment Approvals and Appraisals compliant approach
- Stakeholder identification, analysis, management, engagement, workshop design and facilitation
- Integrated Assurance and Approval Plans and leading Evidence Working Groups
- Independent evidence-based options definition, analysis, and recommendations
- Specialist P3M cost, schedule and risk modelling, forecasting and analysis
- Generating Combined Operational Effectiveness and Investment Appraisals (COEIA)
- Authoring Strategic Outline (SOC), Outline (OBC), Full (FBC) Business Cases
- Generating evidence and preparing for Investment Approvals Committee/Board (IAC/IAB).

Service Benefits

- Aligns to the Treasury's Green Book Five Case model
- Collaborative and inclusive stakeholder engagement along the entire journey
- Flexible, adaptable, and pragmatic style integrates well into your teams
- Unbiased options analysis and recommendations that can be trusted
- Evidence based and traceable approach that stands up to scrutiny
- Documentation in a format that suits the client context
- Confidence that your organisations' programme/project will deliver Value for Money (VFM)
- Clear scrutiny and assurance plan that all stakeholders can understand
- Optimise stakeholder time to allow them to focus on delivery
- Thorough but pragmatic approach to maximise the chance of approval.

1.4   Service Definition

We have significant experience of working with clients and their customers to generate robust business cases, particularly in an MOD context, following the HM Treasury business case format including strategic, economic, commercial, financial and management elements. We recognise that each stage of the approvals process requires a different focus, and we therefore tailor our approach to both individual client needs and the specific stage requirement:

- **At the SOC stage**, we seek to define the SMART spending objectives, identify both the business need and scope of the project or programme, and identify activity across all areas / Defence Lines of Development (DLODs) that is necessary to successfully deliver the desired outcome. We then carry out detailed analysis, appraising the main options and providing recommendations for a preferred way forward.

- **At the OBC stage**, we revisit the SOC, setting out the approaches / options that have been explored and seek agreement to select the preferred option, ensuring value for money is optimised and critical success factors are met. We also conduct research and analysis to demonstrate the viability and deliverability of the chosen option, with a particular focus on the cost, time, and risk elements.

- **At the FBC stage**, we seek to demonstrate that the performance, cost, time, and risk associated with successful delivery of the project is appropriate, explaining the proposed commercial approach and defining how it will be implemented.

Where:
ARB: Approvals Review Board; **IAB:** Investment Approvals Board; **IAC:** Investment Approvals Committee

Drawing on our extensive experience, we support you every step of the way, providing a variety of specialist skills to ensure you are successful throughout your business case development and approvals journey.

1.1   Social Value Actions

We are always looking to ensure that the work we undertake as a company, the way we undertake it and the benefits that it can deliver are contributing to support of the Social Value Model. We complete actions at a company level that are aligned with the Social Value needs and then ensure we review how we can build on this with each new piece of work we are involved in. We have added some examples of this below, but this is not an exhaustive list of what we do. Wherever possible our actions are designed and implemented to overlap with the full delivery team across client and associated stakeholders.

1.1.1   COVID-19 Recovery

- Mentoring. We have a mentoring scheme in place ensuring our team members are able to talk about their needs.
- Flexible and remote working. Offering the best solution for team members to complete their work and achieve their life goals.
- Inclusive and accessible recruitment. Looking across skill needs, development and local requirements.
- Mental Health at Work. We have a large number of initiatives to encourage in this area (Mental Health First Aiders, Physical Activity groups, Community of interest support networks).

1.1.2   Tackling Economic Inequality

- Small to Medium Enterprise (SME) Collegiate with embedded supplier diversity. We work closely with other SMEs to offer alternative economical solutions to clients.
- Prompt Payment. All our Subcontractors and Associates are paid on time, 100% of the time.
- Training, Work Experience. Training is available to all team members. We operate a Graduate Scheme and work with local schools to offer knowledge, skills and experience to students in relation to our professions.
- Innovation and Disruptive Technologies. We are adapting Digital, Cloud, Artificial Intelligence and Machine Learning developments to bring new efficient delivery approaches to our clients (such as our Intel iX Experimentation, Demonstration and Development platform).
- Modernising Delivery and increasing productivity. We focus on implementation of new agile delivery practices and pragmatic delivery approaches for our clients.
- Managing Cyber Security Risks. We are certified to Cyber Essentials Plus.

1.1.3   Fighting Climate Change

- Net Zero. Our Environmental Social Governance (ESG) Policy is focused on achieving our Net Zero requirements. We operate a CarbonPay Card scheme across the company to offset our carbon footprint.
- Volunteering Opportunities. We offer Volunteer Days to our members to give something back to the community and / or environmental work.

1.1.4   Equal Opportunity

- Inclusive and accessible recruitment. Looking across skill needs, development and local requirements.
- Transparency. As a Small to Medium Enterprise we share company information with the entire membership each quarter.

- In-work Progression. From our Graduate Training Scheme, through our Communities of Interest and Mentoring approaches and Member Development plans, every member is working on their personal improvement.
- Supply Chain Management. We have appropriate policies and procedures in place to manage our Supply Chain interactions effectively.

1.1.5 Wellbeing

- Mental Health at Work. We have a large number of initiatives to encourage in this area (Mental Health First Aiders, Physical Activity groups, Community of interest support networks).
- Thriving at Work. We undertake Quarterly Team Building events, encourage company team members shared social interaction, host lunch and learn sessions, communities of interest, team bonding and development opportunities e.g. UK Challenge attendance. We encourage feedback with an annual member survey and a People Working Group in the Governance structure.

2   Other Services on G-Cloud 14

Apache iX Limited is an independent engineering consultancy, offering a range of high-quality services to support your organisation. Our experienced professionals bring with them a range of skills, to support, advise or lead your team, bringing straight forward solutions to complex problems. All services are covered by our Business Continuity and Disaster Recovery Plan.

Our complete list of G-Cloud 14 services is as follows:

- Cloud Migration Strategy Development, Implementation and Assurance Services
- Procurement Management and Programme and Project Delivery Support
- Business Case Development and Approvals Support
- Business Analysis, Systems Engineering, Requirements Development and Management
- Specialist Portfolio, Programme and Project Management (P3M) Services
- Secure Environments for Application Design, Development and Demonstration
- Power Platform Design, Development, Implementation & Support
- Architecture Design Validation and Assurance
- Obsolescence Management and Migration Support.
- Solution Implementation, Refresh and Update.

We also provide a range of other services, broadly aligned to the categories shown below. These services can be accessed through a G-Cloud search, or for more specific information, please contact us at: commercial@apacheix.co.uk.

To find out more about our services and to see what customers have to say about us, please visit: www.apacheix.co.uk.

Strategy
We'll inject imaginative and structured thinking to work with your senior stakeholders to facilitate the development of a clear strategy that can be delivered.

P3O
We'll implement an organised, enthusiastic, and collaborative approach to design and implement your P3O so that it can support the delivery of your initiatives.

P3M
We'll provide proactive, hard working, & experienced leaders to work with your teams to help deliver traditional, agile, DevOps, or anything in-between portfolios, programmes & projects.

Specialist P3M
We'll use specialists in their field to bring honest, pragmatic, & high quality analysis & advice to your acquisition, procurement, proposal, or single source regulated environment.

BA & SE
We'll employ structured systems thinking to help you understand your current business processes, identify opportunities for improved efficiency, and help enable complex change.

Digital, Data & DevOps
We'll bring specialist expertise to rapidly design and deploy demonstrator capability that meets user needs, is secure, and is easily adopted by through life owners.

Cyber & InfoSec
We'll bring not only technical, but people and behaviour orientated thinking to assess your risks and recommend practical solutions that are more likely to be adopted.

Document Control

Author	Andy North Head of Business Development
Approver	Andrew Page Director

Changes History

Issue	Date	Description / Changes
Issue 1.0, Final	01/05/2024	Final Release for G-Cloud 14 Submission