



GCloud 14 Services Definition Document

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In-Form Solutions Limited

In-Form Solutions provides effective, independent management solutions and advice to organisations including the NHS, local and central government, overseas governments, not for profit organisations and commercial clients. We focus on producing effective, value for money outcomes and solutions for our clients within finance, informatics, information technology, HR and OD, marketing, planning, transformation and operational management.

We are committed to helping our customers to take advantage of the benefits of cloud based solutions and our team is available to advise on options and to support transformation to new ways of working. Our support covers the full process, from developing options, to writing a business case to support the change, costing and contract negotiation. We are then able to help you migrate data, ensure that the transformation is planned and carried out effectively and that your organisation has the right operating model and processes to make it a success. At all stages, pre, during and post transformation, we are able to offer consultancy around cloud services, with expert sector knowledge based on extensive experience.

In-Form Solutions is committed to the provision of high quality, secure services and we have excellent infrastructure in place in order to ensure this. We are ISO 9001:2015 and ISO 14001 accredited, hold the Cyber Essentials Plus accreditation and have a published Data Security and Protection (DSP) Toolkit as specified by NHS Digital.

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Our GCloud 14 Services

Agile ICT Solution Deployment

We have extensive experience of utilising Agile methodologies/ techniques to design and implement ICT solutions. Our approach is Agile based, enabling innovation, flexibility and a core focus on user need and experience, with proportionate governance controls, management of risk and as much detail as is practical at all stages.

Service features

- Knowledge of Agile PM, DSDM Atern and Scrum.
- Alignment of Agile with Prince 2, ITIL and MSP.
- Agile management techniques such as timeboxing, hothousing and sprints.
- Use of partners that work with Agile development techniques.
- Iterative and open approach to progress through models and prototypes.
- Focus on MoSCoW prioritisation for solution requirements.
- Stakeholder management designed to facilitate Agile delivery.
- Clear roles and responsibilities to enable Agile delivery.
- Focus on business value and purpose of all ICT solutions.
- Alignment of Agile with architectural principles and IT strategy.

Service benefits

- Understanding of the cultural barriers to working in Agile ways.
- Extensive experience of introducing Agile in public sector setting.
- Strong emphasis on applying Agile principles pragmatically, not slavishly.
- Knowledge transfer and capacity building for future use of Agile.
- Track record of using Agile alongside other techniques.
- Operating Agile in a commercial context with third party suppliers.
- Assurance of proportionate use of risk management, oversight and control.
- Focus on use of Agile to improve Value for Money.
- Ability to create common purpose and focus across stakeholders.

Benefits Management Services

In-Form Solutions has extensive experience of designing and implementing benefits management frameworks and approaches across both the public and private sector, in the UK and internationally. We base this on leading practice tailored to enable your organisation to optimise achievement of outcomes, realisation of benefits and tangible savings.

Service features

- Assessment of organisational Benefits Management maturity, aligned with P3M3 standards.
- Establishment of a benefits management framework for delivery and assurance.
- Creation of the benefits model for your business case.
- Portfolio benefits management: realising benefits across all your investments.
- Establishing benefits management in an agile environment.
- Specification and implementation of portfolio management software, including benefits functionality.
- Benefits-themed assessment of your programme/project health and capability.

- Creation of benefits-led reporting, including benefits at risk.
- Provision of programme assurance “Value Management” services against defined benefits.

Service benefits

- Increased organisational awareness of benefits management principles and value.
- Increased consistency in application of integrated benefits management processes.
- Increased quality of business case and Return on Investment calculations.
- Reduced organisational risk due to benefits-led decision-making.
- Improved control of agile projects by focusing on value.
- Increased programme integration and flexibility of information sharing on benefits.
- Improved programme and project management quality and capability.
- Improved range of performance metrics and tracking tools.
- Improved management information and ability to make benefits-led decisions.
- Increased assurance of change programme activity and improved gateway preparation.

Bid Writing as a Service

Many public sector organisations are having to bid for services contracts competitively, and we offer specialised bid/proposal planners and writers to support them. Our team is expert in bidding for Cloud-based work and we understand all types of tender documentation and the process of bidding and presenting for commercial work.

Service features

- Service is consumption based: you pay for what you use.
- Draws on organisational expertise in bidding for technology contracts.
- We can support the entire bid process or specific elements.
- We can help develop generic or bid specific collateral.
- We can review and evaluate your own authored bids.
- Scalable/ flexible to meet all types of organisation and need.
- We can also provide content for bid presentations/ pitches.

Service benefits

- Drawing on decades of expertise in bidding, tenders and procurement.
- Full understanding of CCS/ other Government frameworks and commercial contracts.
- Applicable across all sectors, bring learning from each to bear.
- We have worked with many organisations who are inexperienced bidders.
- Successful – our win rate for bids averages above 65%.

Board Assurance Service

Public sector organisations continually seek to achieve the highest levels of performance and governance. Key to success is a strong board, which underpins this. We will review and assure your Board’s effectiveness and how it contributes to your overall success and that of specific business elements, such as Cloud technology.

Service features

- We consider best practice requirements and actual practice.
- We review the Board's agendas, outcomes and performance.

- We observe and analyse Board meetings.
- We assess individual Board members and responsibilities (e.g. Finance, IT).
- We review the Board's leadership, development and membership.
- We provide an opinion on Board assurance.
- We coach and engage the Board or individual Board Members.

Service benefits

- Independent assurance of the fitness for purpose of governance arrangements.
- Robust governance and assurance frameworks providing credible board reports.
- A "roadmap" to enhance board performance through better governance.
- Provides the optimal blend of coaching, guidance and hands-on support.
- Our team has been instrumental in many board evaluation/development projects.

Business Case Service

Business cases are critical in obtaining funding for services, e.g. ICT and Cloud technology. We provide support for all types of business case (SOC, OBC and FBC), with robust and fully independent advice, full delivery, specific elements, e.g. financial assessments, or external assurance to your investment case, including PFI implications.

Service features

- We provide project management and specific support.
- We understand and work to Treasury Green Book standards.
- Comprehensive knowledge of HMT's "Five Case" model and optimal application.
- Create content that meets and exceed CCS Gateway process scrutiny.
- Strategic Outline Cases, Outline Business Cases, and Full Business Cases.
- Approach is scalable to the size/ risk of the investment.
- Templated and proven models for options, finance and benefits analysis.
- Applicable to both commissioning and decommissioning of assets or services.
- Quality assurance of business case content and/or process.
- We undertake Impact Assessments before and after implementation.

Service benefits

- You retain total control, ownership and flexibility.
- You determine the level of our involvement.
- We provide backup and support throughout.
- Lower development cost through reuse of models and common content.
- Less over-engineering through a proportionate, managed risk approach.
- Providing experienced, expert and skilled staff, including CCS Gateway Reviewers.
- Experts include: project management, estates, finance, HR and service planning.
- We have produced 50+ approved and enacted business/ investment cases.
- Clarification and quantification of estimated costs, risks and expected benefits.
- Improved benefits management by creating a robust baseline for measurement.

Change Management Service

We provide scalable, flexible change management and programme design services to many organisations, ensuring delivery on time, to quality and to budget. Our service supports design, assurance and governance of all types of change and Cloud programmes. We can supply this on a Fixed Price or T&M basis.

Service features

- Underpinned by recognised methodologies, e.g. MSP, P3M3, Prince2, Agile, MOR.
- Evaluates change readiness of organisations.
- Impact assessments to provide assurance to programme sponsors.
- Techniques applicable to all types of transformation/ change initiatives.
- Experienced in deploying and exploiting Cloud-based PPM software applications/ tools.
- Effective, transparent and agile PMO structures, documentation and support services.
- Ability to mobilise quickly.
- Experienced in preparing for external audits/ assessments.
- Sound understanding of most public service operations.

Service benefits

- Improved visibility of all investments and associated management information.
- Wide experience in change programmes across most public services.
- Increased robustness and transparency of programme outcomes and performance measures.
- Increased robustness of change processes and governance.
- Stronger governance across the programme and within project approvals.
- More effective programme communication and engagement with affected stakeholders.
- Improved employee buy-in to change programmes.
- Increased level of Board oversight and assurance of benefits realisation.
- Reduced risk of programme delays, overspend or missed objectives/ benefits.

Commercial Support Services

We help organisations by providing commercial advice that enables them to exploit Cloud technologies. Our tried and tested approach includes needs assessment, stakeholder engagement, value chain mapping, pre-tender market engagement, soft market testing, options analysis, developing procurement, sourcing and commercial strategies, governance, negotiation, evaluation, deal execution, supplier management and frameworks.

Service features

- Capability and value mapping as part of commercial planning.
- Soft market testing, analysis and assessment.
- A flexible service where you select the support you need.
- Commercial advice will help organisations to ensure value for money.
- We ensure that legal requirements and procurement rules are met.
- We understand all types of procurement process and EU Directives.
- Meets all governance requirements.
- Supports the business, marketing and financial planning process.
- Innovative commercial approaches to fast track deals within the legislation.
- Fully supports our Supplier Management Services.

Service benefits

- Enables full exploitation of Cloud technologies.
- Identifies optimal routes to market.
- Delivers outcomes against the legal and regulatory requirements.
- Includes robust methodologies for evaluation and selection of suppliers.
- Flexible access to technical and commercial expertise and market insight.
- Reduces reliance on internal commercial and procurement resources.
- Enables clients to safely maximise use of innovative SME market.
- We understand CCS frameworks and commercial contracts.
- Offers shared learning and faster development from assessing peer procurements.
- Enhances, not replaces, the “Intelligent Customer” function within organisations.

Commissioning Services

Commissioning any service, including Cloud and technology services, involves a diverse range of activities and skills, including understanding needs, planning, contracting, delivering, and monitoring. We are experienced in delivering effective and imaginative commissioning strategies, programmes and plans which meet national and local needs within financial constraints.

Service features

- Undertaking a needs assessment.
- Evaluating current service provision.
- Review the current service provision and assess alternatives.
- Undertake capacity planning.
- Implement demand management priorities.
- Review services, redesign process and programme budgeting.
- Benchmark, negotiate and procure services.
- Planning and implementing new service provision.
- Support the contracting process within tight financial constraints.
- Monitor activity, expenditure and quality, and assess levels of risk.

Service benefits

- Ensures clinical engagement and improved patient outcomes.
- Engages providers to deliver high quality services cost effectively.
- Ensuring that innovative models of care are adopted.
- We are flexible, independent and cost effective.
- We use our team of expert resources to support you.
- Experts include; Health Economists, Finance specialists, Commissioners, Clinicians, Project Managers
- Experienced in planning and implementing successful commissioning strategies.
- Experienced in commissioning Cloud technologies and in ICT commissioning strategies

Contract Assessment/ Assurance Services

We have extensive commercial experience in helping organisations improve contract formulation and management. Our service ensures value for money (VfM) for both new and existing commercial arrangements, including for Cloud services. Options include: contract review, contract assurance, commercial advice, re-negotiation, procurement and an operational contract management service, ensuring ongoing support.

Service features

- Contract review is designed to ensure value for money.
- Has achieved substantial tangible savings for clients.
- Review contracts against best practice arrangements.
- Contract management service provides an end to end solution.
- SLA development and management.
- Encompasses performance management.
- All commercial and contractual advice meet legal requirements.
- Meets all governance requirements.

Service benefits

- Enables optimal exploitation of Cloud solutions.
- Identifies optimal contract change to save money and improve quality.
- Complies with all legal and regulatory requirements.
- Includes robust methodologies for assessing value and risk.
- Flexible access to technical and commercial expertise and market insight.
- Reduces reliance on internal commercial and procurement resources.
- Enables clients to safely maximise use of innovative SME market.
- We understand CCS frameworks and commercial contracts.
- Offers shared learning and faster development from assessing peer contracts.
- Enhances, not replaces, the “Intelligent Customer” function within organisations.

Cost, productivity, innovation and efficiency improvement

We help organisations to address the twin challenges of driving through greater efficiencies whilst also maintaining a commitment to improving quality. Our expert support helps you to address shortfalls on existing plans and gain effective assurance over financial controls without compromising on service delivery, for example by using Cloud technology.

Service features

- Strong assessment and review process.
- Considers plans within the context of priorities, finances, performance, quality.
- Identifies key risks and recommends realistic adjustments to your strategy.
- Develop achievable project plans and project management office (PMO) arrangements.
- Designed to identifying new opportunities for efficiencies.
- Ensures key stakeholder engagement, including users and staff.
- Develop new, imaginative innovation programmes.
- Improves quality and productivity and helps to realise "unidentified" savings.
- Benchmarks services improves productivity and drives cost and inefficiency down.
- Assesses risk through a robust quality impact assessment.

Service benefits

- We will help you to achieve real cash releasing savings
- We can support you during implementation of initiatives
- We use our team of expert resources to support you
- Experts include: Health Economists, Finance specialists, Commissioners, Clinicians, Project Managers
- We are experienced in planning and implementing successful cost efficiencies.

CRM Consultancy Services

We have experience in the design, implementation and adoption of Cloud and site-based CRM solutions. We are vendor neutral and provide independent advice and expertise to help you define requirements, identify appropriate technologies, procure, implement and exploit the right CRM solution to meet your business requirements.

Service features

- Strong market understanding of available vendors and product features.
- Benefits-led implementation approach to ensure business case savings are achieved.
- Strong focus on requirements management,
- We use a range of Agile and Waterfall techniques.
- Extensive experience of managing business change and user adoption.
- Service transition, stakeholder engagement and training programmes.
- Rapid scoping and project initiation exercises to deploy quickly.

Service benefits

- Minimum disruption to ongoing service delivery.
- Transparency of cost savings and tangible efficiencies.
- Knowledge transfer to project staff, ICT staff, and end users.
- Improved service levels for customers.
- Assurance for procurement and solution selection.
- Tailored approach based on scale of organisational maturity.
- Focus on process re-design to realise back office efficiencies.

Customer Contact/ Demand Management Strategy

In-Form Solutions understands the potential benefits that optimising technology and business improvement can bring to customer contact and demand management. We help organisations to develop strategies to harness the power of technology, business intelligence and customer insight with Cloud solutions to deliver service improvements and cost savings.

Service features

- Evidence-based analysis and recommendations.
- Multi-method data collection and analysis.
- Current demand data captured and future demand modelled.
- Analysis of failure demand and process optimisation.
- Review of policies to focus on demand optimisation.
- End-to-end customer journey mapping/ user stories.
- Exploitation of digital delivery opportunities and channel optimisation.

- Provides a strategic roadmap covering technology, processes and people.
- Investment and savings profiling.
- Approach based on involving customers in iterative design.

Service benefits

- Customer experience improvements through optimised delivery.
- Delivery of efficiency improvements and real cashable savings.
- Access to experts in channel optimisation and process redesign.
- Experience in implementing the latest digital technologies.
- Incorporates data migration and optimisation.
- Capability mapping to identify patterns and opportunities for improvement.
- Innovative but achievable approaches to delivering sustainable changes.
- Knowledge transfer is built into our engagement from the start.

Data Migration Consultancy Services

We offer a Data Migration strategy, design and planning service to make the transition from legacy to new Cloud solutions as seamless as possible. We explore the quality of legacy data and viable options when moving to new platforms. We cover all aspects; assurance, assessment, planning, procurement and delivery.

Service features

- Draws on considerable experience in legacy data migration.
- Experienced in the design of data libraries.
- Analyses all applications data, MI and reporting requirements.
- Assesses existing system data schema and reporting.
- We identify business process changes or introductions required.
- We consider the timing and decommissioning of migrated legacy systems.
- We carry out Extraction, Transformation and Load (ETL).
- A range of Data Quality assessment tools are available.

Service benefits

- Fully exploits Cloud services for data.
- Facilitates a smooth transition of legacy data.
- Offers both legacy data and legacy functionality migration solutions.
- Improves the availability of historical information through search capability.
- Wider access and more usable data.
- Enables modern, scalable database clusters.
- Enables legacy systems to be decommissioned.
- Improves security of data.
- Offers shared learning and faster development from assessing peer organisations.

Digital Transformation Consultancy Services

We offer a range of tools, techniques and methodologies to support organisations with their digital transformation. We work with organisations to deliver a step change in their ability to design/ deliver digital services. We help improve business processes as well as support the implementation of new technologies/ digital capabilities.

Service features

- Applies capability mapping to identify patterns and digital opportunities.
- Draws on organisational expertise in capability and value mapping.
- Draws on significant understanding and experience of enterprise technology.
- We are 100% vendor neutral, with no commercial ties whatsoever.
- Focus on business objectives not just technology needs.
- Bespoke to each organisation's context, appetite and capacity for change.
- Agile, Waterfall and hybrid techniques can be applied.
- Includes User journeys/ stories and User experience.

Service benefits

- Comprehensive and pragmatic understanding of Cloud, Digital and platform-based principles.
- We are experts in assessing digital maturity and capability.
- We understand enterprise technology in complex public service organisations.
- Delivery of pragmatic innovation based on lengthy experience.
- Benefits/ value-led approach to all digital change.
- More objectivity and independence from our vendor/ solution neutrality.
- Offers shared learning and faster development from assessing peer organisations.
- Enhances, not replaces, the "Intelligent Customer" function within organisations.
- We can act as a vendor neutral broker for you.
- Experience in aligning technology adoption with business process change.

Financial Healthcheck Service

Financial control is critical to success. Key factors for financial success are robust business processes, effective management of resources and performance monitoring. We help organisations through financial turmoil, and act as a critical friend. Our financial healthcheck reviews your current position and identifies improvement opportunities improvement, e.g. Cloud technology solutions.

Service features

- Reviews your current financial position and projections.
- Models scenarios taking into account upturns as well as downturns.
- Undertakes efficiency assessments of financial and support services.
- Undertakes assessments of departments, such as ICT, and workstreams.
- Undertakes skills-mix and staffing reviews.
- Reviews Service Line financial contributions.
- Assesses overall efficiency and benchmark against similar organisations.
- Identifies Income Generation opportunities.
- Reviews supply chain efficiency and delivery.
- Reviews and advises on effective income collection mechanisms.

Service benefits

- An unbiased, professional view.
- Engages both staff and key stakeholders.
- Focused on more commercial and efficient use of your resources.
- Provides effective strategies for financial recovery and turnaround.
- Considers the maintenance and improvement of service delivery.
- We use our team of expert resources to support you.
- Experts include: Health Economists, Finance specialists, Commissioners, Clinicians, Project Managers
- We are experienced in successful financial performance, delivery and turnaround.

Information Governance

In-Form Solutions has many years' experience in supporting organisations with assuring existing or designing and implementing new Information Governance policies, processes and standards. Our approach covers strategy and policy, effective identification and analysis of risk, through to practical implementation and adoption. This includes IG for Cloud solutions.

Service features

- Maturity assessments identify areas for remediation and improvement.
- Detailed knowledge of national and European legislation.
- Training for user adoption of policy, processes and standards.
- Targeted interventions to support staff at all organisational levels.
- Detailed understanding of required governance boards and roles .
- Tailored approach to implementation based on the organisational needs.
- Decision making framework based on proportionate analysis of risk .
- Broad knowledge of systems and software designed to improve compliance.
- Understanding of cross sectoral IG.

Service benefits

- Improved comprehension and understanding of information governance across organisation.
- Knowledge transfer of proven tools and processes to staff.
- Assurance that approach and practices are consistent with best practice.
- Increases appreciation and comprehension of information by citizens and users.
- Strong focus on capacity building that leads to sustainable improvement.
- Inter-organisational approach facilitates and enables partnership working.
- Emphasis on quality of information and effective utilisation.
- Proportionate application will increase acceptance and use within organisations.

IT Department / Service Reviews

We can provide skills and techniques to analyse IT departments to determine whether they are fit for purpose and taking maximum advantage of the opportunities of Cloud IT services. Our approach uses best practice IT service management models to assess performance against organisational requirements.

Service features

- Review and analysis of departmental structure, purpose and resourcing.
- Definition of department baseline, cost, functions and objectives.
- Identification of risks, issues and opportunities faced.
- Benchmarking of department against relevant comparators.
- Clarification of IT department purpose and strategy.
- Assesses structures, outputs and performance.
- Looks at internal and external departmental/ organisational relationships.
- Assessment of performance against objectives.
- Assessment of whether the organisation is fit for purpose.
- Assessment of exploitation of cloud technology.

Service benefits

- Independent objective assessment of the IT department.
- We understand effective IT delivery in multiple sectors.
- We have extensive experience of IT delivery.
- We have IT service management expertise.
- We use industry best practice: ITIL, COBIT, TOGAF.
- We can act as a critical friend or provide mentoring.
- Identifies your key issues to be faced and opportunities available.
- Provides recommendations for addressing issues and improving performance.
- A strong foundation for IT departmental optimisation and redesign.
- Offers shared learning from other peer organisations.

IT/ ICT Consultancy in Healthcare

We offer Cloud consultancy focused on the health sector. We are experienced in IM&T clinical systems, EPR, PAS, Cloud technology, project and programme management, data analysis, business intelligence, transformation, Cloud strategies and roadmaps, infrastructure and procurement. We support business and technological change, from applications rationalisation to legacy data migration.

Service features

- Underpinned by recognised methodologies, e.g. MSP and Prince2.
- Advanced in our thinking on Digital optimisation within health.
- Comprehensive understanding of Cloud, Digital and platform-based principles.
- 100% Vendor neutral, with no commercial ties whatsoever.
- Ability to mobilise quickly and with large teams.
- Sound understanding of issues and operations within the NHS.
- Experienced in issues/ innovations affecting GPIT, clinical and corporate IT.
- Experienced in developing technology strategies for local health economies.
- Supply chain of employees, partner firms and associates.

- Scalable and customisable; providing only the skills you need.

Service benefits

- Over 25 years' experience in delivering health and care transformation.
- Wide access to subject matter experts.
- Wider experience: we apply learning from across the health sector.
- Bringing learning from whole system/ health and care economy transformation.
- Widest skills/capabilities and mobility, plus capacity to work at scale.
- We provide objectivity and independence from our vendor/ solution neutrality.
- Benefits/ value-led approach to all Cloud/ technology change.
- Increased robustness of change processes and governance.
- Experience in aligning technology with business change.

IT/ ICT Digital Cloud Consultancy

In-Form Solutions offers scalable, flexible consultancy drawing on our experience in Cloud technology, project and programme management, data analysis, transformation, architecture, Cloud strategies and roadmaps, infrastructure, communications and procurement. We support business and technological change, from using technology more efficiently to applications rationalisation to legacy data migration.

Service features

- Underpinned by recognised methodologies, e.g. MSP and Prince2.
- Based on leading practice/ thinking on Digital Asset optimisation.
- Comprehensive understanding of Cloud, Digital and platform-based principles.
- 100% Vendor neutral, with no commercial ties whatsoever.
- A diverse/ extensive supply chain: employees, partner firms and associates.
- Scalable and customisable; providing only capacity and capability you need.
- Focused on rapid service adoption and optimal benefits realisation.
- Agile, Waterfall and hybrid techniques can be applied.
- Flexible commercial arrangements: T&M, Fixed Price or savings-based.

Service benefits

- Pragmatic innovators: focused on achievable and sustainable transformational change.
- Wide experience: we apply learning from across all public services.
- Greater access to subject-matter experts.
- Broad skills, capabilities and mobility.
- We provide objectivity and independence from our vendor/ solution neutrality.
- Unrivalled access to leading-edge policy thinking on Digital Public Services.
- Benefits/ value-led approach to all technology change.
- Increased robustness of change processes and governance.
- Experience in aligning technology with business change.
- We can act as a vendor neutral broker for you.

Options Analysis

We have extensive experience of undertaking options analysis across organisations. Our approach provides an independent and objective model for analysing, assessing and evaluating investment options for Cloud initiatives. We use defined risk, cost and quality analysis, based on a clear understanding of the requirement, to inform decisions.

Service features

- Clarifies requirement definition and constraints and available options.
- Applicable to both commissioning and decommissioning of assets or services.
- Ensures objective evaluation using defined cost, risk and quality models.
- Underpinned by clear and detailed cost and benefits analysis.
- Supports business case development, and sourcing and procurement.
- Evidence based options analysis provides clarification and quantification of options.
- Appraises each of the options against key criteria.
- Approach is scalable to the size/risk of change being assessed.
- Aligns to our Business Case services.
- Consistent with Government standards and approaches on options analysis.

Service benefits

- We are experts in undertaking options analysis.
- Independent and objective rationale for decision making and investment appraisals.
- Demonstrates value for money.
- Better knowledge transfer through proven tools and processes.
- Options analysis is evidence and benefits-led.
- Able to draw on relevant experience across many sectors/ services.
- Transparent analysis process and comprehensive evaluation models.
- Offers shared learning and faster development from assessing peer investments.

Organisational Review Service

Becoming Cloud-optimised means examining all facets of your organisation. Our organisational review methodology helps organisations understand their maturity, operational and strategic effectiveness. Our review model provides a clear picture of an organisation's current operating model, identifying key issues and opportunities and making recommendations for improvement and optimisation.

Service features

- Organisational wide review encompassing culture, people, processes, technology and information.
- Review and analysis of organisational structure, purpose and resourcing.
- Definition of organisational baseline, cost, functions and objectives.
- Identification of risks, issues and opportunities faced.
- Emphasis on potential of technology and digital to improve maturity.
- Detailed and tiered definitions of levels of maturity.
- Analysis looking at comparative performance alongside similar organisations.
- Defined and detailed definition of 'what good looks like'.
- Assessment of performance against objectives.
- Structured approach that combines compositional analysis with holistic overview.

Service benefits

- We focus on full insights, rather than quick fixes.
- Definition of maturity that is focused on constant improvement.
- Independent and objective assessment of the organisation.
- Identifies your key issues to be faced and opportunities available.
- Provides recommendations for addressing issues and improving performance.
- External challenge conducted in a professional and constructive manner.
- Offers shared learning from other peer organisations.
- Draws on international research to determine leading practice.
- Handover tool and process for periodic internal assessments.
- Commitment to knowledge transfer/ handover of capability to the organisation.

Patient Level Information and Costing Systems (PLICS)

PLICS gives a granular understanding of the costs and income per patient, which can be amalgamated up and reported using dashboards. PLICS gives clinicians (or non-clinical organisations) an understanding of how clinical decisions affect cost and allows clinicians to better understand how the organisation's finances link to their clinical work.

Service features

- Project management of any stage of the PLICS process.
- Review of the risks and issues before PLICS is implemented.
- Gap analysis of existing PLICS processes and costing models.
- Analysis of PLICS output to inform efficiency improvements.
- Training, advice and support to costing and informatics staff.
- Cloud-enabled dashboard improvement, design and build.
- Design of integrated board reporting of PLICS output.
- Knowledge of all existing PLICS software and its strengths.
- Link of non-financial variables such as outcomes to costs.
- Lead engagement with clinical and other service staff.

Service benefits

- Performance management of the services with a detailed understanding.
- Links between cost, income, activity and outcomes.
- Improvement in data quality through focus on the costing model.
- Identify inappropriate and costly variations in service delivery.
- Inform modelling of future service configuration.
- Benchmark against peers at any level of detail.
- Clinicians understand organisational finances better in a more relevant manner.

Private Patient Service Development

We have supported several NHS and private hospitals to maximise the potential of private patient units, amenity beds and diagnostic services, including income collection and ensuring effective insurer agreements. We ensure effective controls are in place and that the use of existing services, prices, processes and market potential is maximised.

Service features

- Accurately and independently analyses the current service and business model.
- Ensures effective procedures for collecting income and costs.
- Benchmarks costs and prices with other organisations, insurance and self-pay.
- Undertakes detailed market assessments locally, nationally and internationally.
- Supports the negotiations with insurance companies.
- Product development and launch.
- Reviewing and planning the impact of core service configuration.
- Identifies commercial partnership opportunities.
- Private patient unit mentoring, training and development.
- Supporting the development of service, business and marketing plans.

Service benefits

- Independent and objective assessment.
- Identifies key short term and long term opportunities.
- Maximises income opportunities whilst controlling costs.
- Utilises Cloud-enabled patient administration and payment systems.
- Shared learning and development.
- Extensive national and international experience within public and private sectors.
- Draws on national and international research.
- Knowledge transfer.
- Generates and stimulates new ideas and innovation.
- Offers support through marketing services or developing a joint venture.

Process Review, Design/ Reengineering Services

We offer a range of services relating to reviewing and re-designing processes that span teams, departments and organisations. Our approach is based on articulating a clear definition of process principles, value, purpose and benefits, driven by users, and then reviewing and redesigning the business processes against those criteria.

Service features

- Use of Lean, Six Sigma and TOGAF to eliminate waste.
- Process, capability, value mapping techniques focusing on need and value.
- Engaging techniques to involve a range of stakeholder holders.
- Processes framed in user roles, needs and usage scenarios.
- Value chain mapping to ensure strategic and organisational context.
- Appropriate definition of skills and roles required to deliver process.
- Alignment to organisational standards and architecture.
- Use of performance measurements to ensure process optimisation.
- Use of BCS best practice for business analysis.

Service benefits

- Alignment to Enterprise Architecture principles for organisational optimisation.
- Extensive experience of introducing a range of new processes.
- Review with a view to optimisation and improvement.
- Extensive knowledge of best practice for various business processes.
- Focus on processes are 'fit for purpose' within organisational capacity.
- Co-production and knowledge transfer to internal staff.
- Assurance of alignment of processes to strategic objectives.
- Reduction of cost and waste.
- A range of specialists for strategic and operational processes.

Programme/ Project Management/ PMO Services

In-Form Solutions provides scalable, flexible programme management, project management and PMO services, ensuring delivery time, quality and budget. We offer design, assurance/ governance, documentation, change control, tracking/ management information, resource management and project delivery on all types of change and Cloud programmes in many sectors, in the UK and internationally.

Service features

- Underpinned by recognised methodologies, e.g. MSP P3M3, Prince2, Agile, MOR.
- Flexible approach using a variety of methodologies to suit needs.
- Techniques applicable to all types of transformation/ change initiatives.
- Experienced in deploying and exploiting Cloud-based PPM software applications/ tools.
- Effective, transparent and agile PMO structures, documentation and support services.
- Scalable and customisable: access to only the skills you need.
- Integrated with best practice performance, benefits, change and risk management.
- Experienced in preparing for external audits/ assessments – Gateway, Tollgate.
- For IT development projects, handles both Waterfall and Agile approaches.
- Effective sprint management for Agile projects.

Service benefits

- Improved visibility of all investments and associated management information.
- Effective deployment throughout the programme lifecycle to control delivery.
- Wide experience across all public services.
- Increased robustness and transparency of programme outcomes and performance measures.
- Broad skills, capabilities and mobility.
- Increased robustness of change processes and governance.
- Stronger governance across the programme and within project approvals.
- More effective programme communication and engagement with affected stakeholders.
- Increased level of Board oversight and assurance of benefits realisation.
- Reduced risk of programme delays, overspend or missed objectives/ benefits.

Project and Programme Review Services

We offer services to assess the performance of in-flight programmes and projects. An independent review can help assess progress from a new perspective and improve ongoing programme and project management and governance. We baseline performance against leading practice of similar work, providing analysis and recommendations for improvement.

Service features

- Identifies your key issues to be faced and opportunities available.
- Provides recommendations for addressing issues and improving performance.
- Draws on the experience of project and programme management experts.
- Aligns with recognised methodologies, e.g. Prince2, Agile, MOR, P3M3, MSP.
- Integrated with best practice performance, benefits, change and risk management.
- For IT development projects, we assess Waterfall and Agile approaches.
- Can assist in preparing for external audits/ assessments: Gateway, Tollgate.
- Flexible and customised to meet specific needs.
- Sound understanding of public service issues, technology and operations.
- Experience in the UK and internationally.

Service benefits

- Wide experience in programme and project reviews.
- We apply learning from across all public services.
- Benefits/ value-led assessment of technology and business change.
- Experience in assessing the alignment of technology with business change.
- Scalable and customisable: access to only the skills you need.
- Increased robustness of change processes and governance.
- Improved governance across the portfolio and within project approvals.
- Increased level of Board oversight and assurance of benefits realisation.
- Reduced risk of programme delays, overspend or missed objectives/ benefits.
- Offers shared learning from other peer organisations.

Requirements Definition, User Experience/ User Journeys Services

All changes, especially when exploring Cloud solutions, should properly define “what success looks like”. This might be high level and evolved in an Agile manner or detailed, as with Waterfall techniques. What is critical is to understand the outcome from a user perspective.

Service features

- Driven by British Computing Society’s standards for Business Analysis.
- Creative and innovative approach to requirements elicitation.
- Use of techniques including MoSCoW prioritisation, user stories and storyboarding.
- Includes value chain/ capability mapping.
- Stakeholder identification and engagement to ensure multi-faceted views.
- Effective categorisation through separation of functional, non-functional and technical.
- Analysis conducted with a view to ongoing requirements management.
- Strong focus on future state to help envision potential benefits.
- Articulation of requirements that is benefits and outcomes based.
- Multiple elicitation processes for users, services, processes and scenarios.

Service benefits

- Tailored approach based on scale and stage of programme/ project.
- Best practice methodology that can be adopted by all organisations.
- Engaging approaches that drive enthusiasm and momentum for a project.
- Extensive experience of requirements definition for business cases and projects.
- Assurance that projects are initiated on justified needs.
- Effective management of user expectations.
- Transparency of process to gain consensus across stakeholders.
- Internal peer-reviews with subject matter experts to ensure comprehensiveness.
- Both rapid and detailed approaches based on project need.
- Knowledge transfer to internal staff on definition techniques.

Service Line Reporting

Reporting financial and non-financial performance by service line enables organisations to have a detailed understanding of each business area. Technology (including Cloud) is a key enabler for service line reporting. We will use our expertise to guide your organisation through the transition to Service Line Management.

Service features

- Proactively assess risk, service by service, to identify problem areas
- Analyse relationships between financial and non-financial variances
- Analyse current income and cost variances by service line
- Helps integrate information flows into a Service Line Reporting system
- Review new Information Systems
- Support mergers of different systems whether organisational or service
- Provide training and mentoring for key staff
- Provide project management support and manage implementation
- Supports systems improvement and the delivery of management information design
- We support cultural change.

Service benefits

- We engage key stakeholders and service leads through credible experts
- Knowledge transfer enables long-term improvement of internal skill levels
- Projects progress flexibly, in line with workload peaks and troughs
- Implementation is quicker than is normally achieved through in-house solutions.

Shared Service Review, Design and Delivery

Shared services enable organisations to exploit the benefits of common technology (including Cloud solutions), infrastructure, business processes and organisational capability. We can review existing shared services and advise on optimisation and delivery. We can also advise on, design and deliver new shared services within an organisation or across multiple organisations.

Service features

- Enables the optimisation of existing or new shared services.
- Access to shared service and organisational design experts.
- Integrated with best practice performance, benefits, change and risk management.

- Identifies, maps and manages stakeholder engagement.
- Underpinned by a Target Operating Model methodology.
- Experienced in developing shared roadmaps for aligned systems and processes.
- Can assist in preparing for external audits/ assessments.
- Experienced in multiple sectors, especially health and care.
- Focuses on pragmatic application, particularly achievability and sustainability of change.

Service benefits

- Independent and objective assessment of the organisation.
- Deep experience in delivering shared services.
- We apply learning from across all public services.
- Equally adept at working with single or multiple organisations.
- We oversee the entire shared service: people, process, technology.
- We utilise capability mapping to identify opportunities for efficiencies.
- Identifies clear cost saving opportunities and delivery options.
- Approach is scalable to the size/risk of change being undertaken.
- Independent and objective advice, vendor neutral with no commercial ties.
- Offers shared learning from other peer organisations.

Sourcing/ Procurement Services

In-Form Solutions has a proven ability to provide end-to-end procurement support consultancy that will help organisations become Cloud ready and/or Cloud Optimised. Our services include full turnkey procurement management solution, specialist sourcing and multi-sourcing support, market engagement, procurement strategy development, CCS framework/ EU Directive advice, deal negotiation, evaluation and award.

Service features

- Soft market testing, pre-tender market analysis and assessment.
- Procurement and sourcing strategies designed to ensure value for money.
- Business cases, investment cases, experienced in 5-case models.
- Financial and economic modelling and analysis to support procurement.
- Supplier negotiation: we are experienced at leading negotiated/ competitive dialogue.
- We understand all types of procurement process and EU Directives.
- Innovative commercial approaches to fast-track deals within the legislation.
- Evaluation/ selection methodologies; robust and value for money.
- Commercial deal execution/ contract award to meet legal requirements.

Service benefits

- Assists full exploitation of Cloud technologies.
- Identifies optimal procurement routes to market.
- Designed to deliver outcomes against the legal and regulatory requirements.
- Advises on evaluation, selection and management of suppliers.
- Support can flex with client needs and funding.
- Reduced risk of challenges and successful award.
- Stronger deals with better value and more robust contracts.
- Offers shared learning and faster development from assessing peer procurements.
- Offers innovative and futureproofed commercial contracts.

Strategy Assurance/ Review Service

We offer a service to assess/ assure existing strategies across an organisation and optimise for Cloud solutions. We baseline strategies against best practice, drawing on our own experience, and provide analysis and recommendations for improvement. We cover all aspects of strategic planning; organisational, financial, HR, technical and Digital strategies.

Service features

- Evidence-based comprehensive report on analysis and recommendations.
- Draws on the experience of strategy experts.
- Considers what is actually achievable for you, not theoretical.
- Advanced in our thinking on business and technology optimisation.
- 100% Vendor neutral, our service will not up-sell any products.
- Focus on alignment with business requirements and value for money.
- We can carry out both rapid and detailed reviews.
- Sound understanding of public service issues, technology and operations.

Service benefits

- Wide experience in strategy review and development.
- Optimised strategies to move forward with.
- Offers shared learning and faster development from assessing peer organisations.
- Flexible commercial arrangements: T&M, Fixed Price or savings-based.
- We provide objectivity and independence from our vendor/ solution neutrality.
- Benefits/ value-led approach to all technology and business change.
- Experience in aligning technology with business change.

Supplier/ Vendor Brokerage/ Management Services (VNB)

In-Form Solutions offers a fully independent service sourcing/ managing suppliers/ vendors (including Cloud services) to our clients. We are vendor neutral, and our commercial expertise and proactive contract management enables us to secure and deliver Cloud services that meet customers' requirements, reduces risk and delivers innovation and value for money.

Service features

- Provides end-to-end sourcing, procurement and supplier management service.
- Transparent "open book" contracting and commercial arrangements.
- Proactive contract management focuses on innovation and cost improvement.
- Reduces exposure to commercial risk through effective supplier management.
- Manages solution and contract interoperability without detailed client involvement.
- Focuses on complex services management, not commodity assets.
- Does not change contract holding arrangements. It is not outsourcing.
- Meets all contractual and legal requirements.
- Meets all governance requirements.
- Works with all services, including Cloud contracts.

Service benefits

- Delivers fast procurement and effective management of multiple vendors.
- Reduces contractual risk.

- Increases value for money and opportunities for innovation.
- Commercial expertise ensures services are appropriate and cost effective.
- Provides flexible access to technical expertise and market insight.
- Reduces reliance on internal commercial and procurement resources.
- Enables clients to safely maximise use of innovative SME market.
- We understand CCS frameworks and commercial contracts.
- Offers shared learning and faster development from assessing peer organisations.
- Enhances, not replaces, the “Intelligent Customer” function within organisations.

Target Operating Model Design (TOM)

A TOM is a blueprint for the future state of an organisation, identifying the key functions, information, processes, technology and resources required to deliver its vision and objectives. We offer a range of tools and techniques for developing TOMs that we tailor to meet your specific requirements for Cloud optimisation.

Service features

- Review and analysis of existing organisational operating models.
- Creation of a Risk, Issue and Opportunity matrix.
- Design principles provide a framework linking strategy to design.
- Design and definition of effective Target Operating Models.
- Includes costs and resource modelling of TOM.
- Definition of functions and process architecture.
- Design of organisation structure and high level Job Roles.
- Level of design detail flexed to fit requirement.
- Transition Roadmap aids transition to your blueprint.
- Includes value chain/ capability mapping.

Service benefits

- Identification of issues and opportunities for optimisation and improvement.
- Vision of future organisation defined and communicated to stakeholders.
- Optimal organisational design aligned to strategy and business objectives.
- Builds a clear link between functions, processes and roles.
- We define the roles and skills and staff required.
- Assurance that processes align to strategic and operational objectives.
- Effective planning and implementation of change to deliver outcomes.
- Optimal business processes designed and tested to deliver objectives.
- Uses best practice with design specific to your organisation.
- Approach to collaboration and co-production provides effective knowledge transfer.

Pricing Overview

In-Form Solutions are only providing Cloud Support Services and our pricing is therefore based upon the SFIA Rate Card, with no additional costs involved:

Skills for the information age rate card

| | Strategy and architecture | Change and transformation | Development and implementation | Delivery and operation | People and skills | Relationships & engagement |
|---|---------------------------|---------------------------|--------------------------------|------------------------|-------------------|----------------------------|
| 1. Follow | £320 | £320 | £320 | £320 | £320 | £320 |
| 2. Assist | £640 | £640 | £640 | £640 | £640 | £640 |
| 3. Apply | £800 | £800 | £800 | £800 | £800 | £800 |
| 4. Enable | £960 | £960 | £960 | £960 | £960 | £960 |
| 5. Ensure, advise | £1040 | £1040 | £1040 | £1040 | £1040 | £1040 |
| 6. Initiate, influence | £1280 | £1280 | £1280 | £1280 | £1280 | £1280 |
| 7. Set strategy, inspire, mobilise | £1600 | £1600 | £1600 | £1600 | £1600 | £1600 |

Standards for consultancy day rate cards

- **Consultant's working day:** 8 hours exclusive of travel and lunch
- **Working week:** Monday to Friday excluding national holidays
- **Office hours:** 9:00am to 5:00pm Monday to Friday
- **Travel, mileage subsistence:** Included in day rate within M25. Payable at department's standard travel and subsistence rates outside M25
- **Mileage:** As for travel, mileage subsistence
- **Professional indemnity insurance:** included in day rate

Additional Information

Social Value

We encourage and facilitate joint collaboration, particularly where common needs exist to create improved health outcomes. E.g., in our commissioning roles for Jersey and Gibraltar, we commission on each island behalf with centres of excellence such as Guys & St Thomas's based upon common patient accommodation and service delivery needs. We hosted and held regular inter-island health conferences, creating joint collaboration and improved health outcomes for each community. Attendees were able to learn and share best practice, build closer relationships, develop new contacts and skills, benchmark resources and work collaboratively together.

Under this procurement we commit to sharing wider social value information through

- sharing of best practice,
- arranging site visits,
- hosting conferences, workshops, and roadshows, and
- international comparisons to explore alternative innovative ways of working. E.g., we supported Pan-Merseyside Health & Care organisations to transition a diverse range of community services, involving several CCG's, local authorities, primary care networks, Trust providers, not-for-profit organisations, and other professional advisors.

Climate change: Our ISO14001 Environmental Management, ISO9001 Quality Management, Cyber Essentials Plus), NHS Toolkit compliant and Carbon Reduction Plan (CRP) evidence our organisational commitment to social responsibility. We commit to

- Annual 15% target reduction in carbon reduction, sustainable waste management, and energy efficiency for 40% of our future framework contracts in year 1 (rising to 60% by term end).
- Sharing wider sustainability information by personal introductions to best practice, connections and holding workshops to disseminate knowledge and develop ideas.

Tackling inequality: We comply with the "Good Work Plan" guidance, regularly supporting staff with training days (including social value), encouraging clients to join this and other best practice codes (Prompt Payment Code, the Armed Forces Covenant). We promote Apprenticeships and University Internships and through our extensive network, we signpost clients to local charitable organisations who are delivering programmes to further address skills needs (communities/employers).

Business Continuity and Disaster Recovery

In-Form Solutions has a comprehensive business continuity plan in place in order to cope with the effects of an emergency. The plan provides the basis for a relatively quick and painless return to "business as usual" regardless of the cause and will be activated in response to an incident causing significant disruption to normal service delivery/business, particularly the delivery of key/critical activities. We are confident that our plan and processes will ensure that any service interruption is kept to a minimum. A copy of the plan is available on request.

Service initiation, monitoring and closure

The Cloud support services that In-Form Solutions provides do not encompass onboarding and offboarding in the same way as a software or hosting solution does. However, it remains important to ensure that the work we do is carefully planned and that our customers are fully informed.

We therefore develop a plan for each support service and agree this during an initiation meeting, adjusting and amending as required. Throughout our work progress is tracked against the plan to ensure that the service achieves its aims.

At the end of the contract period, a final meeting is held with the customer. During this the service's success will be discussed, any deliverables approved and final sign-off agreed where appropriate.

Ordering and Invoicing

The ordering process will be in line with the framework arrangements and involve discussion of requirements, agreement and completion of a Call Off contract, and submission of a Purchase Order. We would then set up a mutually acceptable start date and commence work.

Unless agreed otherwise as part of the Work Order, Invoicing would be based on the submission of monthly timesheets and any expenses for the consultants providing the Cloud support service, as detailed in the Call Off contract, along with our invoice. Payment terms are 30 days.

Termination

Since there is no licencing agreement for the Cloud support services, we are offering, there are no additional termination terms, and these will therefore be in accordance with the Framework Agreement and the Call Off contract.