G-Cloud 14

Service Definition

Innovation and Change

Sullivan & Stanley

Lot 3 Cloud Support

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1. Introduction

Company Overview

Sullivan & Stanley (S&S) is an award-winning specialist change consultancy set up to inspire the future of work, and we are incredibly proud of our track record of delivering successful transformations in both public and private sector organisations. Established in 2016 in response to the growing epidemic of transformation failures and outdated consultancy models, we pride ourselves on developing expert leaders, providing exemplar delivery capability when needed, and sustainably embedding new ways of working.

At S&S we deploy expert teams to help businesses cut through the uncertainty of change and bridge the 'strategy to execution' gap to accelerate realisation of value outcomes by rapidly driving ideas to execution.

S&S brings together capabilities, services and accelerators to help organisations encourage innovation, identify and prioritise high value opportunities, and develop high-performance delivery, agile change capabilities, and modern ways-of-working, co-creating unique solutions and turning them into 90-day value outcomes.

Overview of the G-Cloud Service

Sullivan & Stanley recognises and understands the challenges facing government today and why the need for **Innovation and Change** in the public sector is considered so urgent. The adoption of new and emerging technologies, complex demographic issues, the requirements of our diverse society, coupled with budgetary limitations, are all reasons why the public sector must innovate.

In amongst all of this is an ever-increasing ability to be agile and flexible. Pandemic has highlighted the need for governments to be able to adapt not just their service delivery but also the core services that they deliver, and to do so in time frames that are measured in days and weeks rather than months and years.

So, the problem is not simply trying to improve **what** you do, it is fundamentally changing **how** you do it.

Our Innovation and Change offering brings a strategic and value-oriented approach to transformation that goes beyond simply adopting Lean or Agile or Scrum techniques. We employ our unique ChangeReady6 methodology, which through individual and organisational behavioural analytics and change risk assessment, rapidly uncovers the key success factors that will greatly improve your likelihood of being successfulWe provide a fully immersive discovery experience with teams, delivery partners and S&S experts to reimagine the future through innovation, flow, agility or customer experience. When history shows that 70% or more of public sector change projects fail, ChangeReady6 becomes an essential tool for avoiding that outcome.

Sullivan & Stanley is committed to helping our government customers develop and nurture both the capability and the capacity to be successful in a state of continuous change. We believe that this is the single most important success factor for organisations – public or private – in the future.

We also use our 'Teams as a Service' (TaaS™) approach to accelerate time to value through pre-existing teams from our expert network, 'The Change Society', which has experienced public sector practitioners who know the unique characteristics of public service. This approach provides the experts to partner with you to clarify strategic innovation areas and design your business change management strategy with the intent to achieve both short-and long-term goals. Additionally, our expert practitioners will work alongside your teams to coach and up-skill, transferring capability to ensure sustainable benefits and a reinvigorated workforce.

Value Proposition

Sullivan & Stanley help customers bridge the strategy execution gap to accelerate realisation of value outcomes by rapidly driving ideas to execution. Our comprehensive approach integrates various capabilities, services and accelerators to help organisations in fostering innovation, identifying and prioritising high value opportunities, and cultivating high-performance delivery. We specialise in fostering agile change capabilities, and implementing modern ways-of-working to ensure efficient and effective execution of strategies.

Features

- Customised change management framework tailored to your organisation needs
- Rapid readiness assessment across 6 key foundations of innovation/change
- Alignment of innovation and change strategy to actionable roadmap
- Enterprise-level lean portfolio of work aligned to strategic goals/vision
- Leadership/teams aligned, engaged, enabled, empowered to deliver strategic goals
- Increased agile delivery capability/capacity to drive value at pace
- Lean innovation/change capability/capacity to drive outcomes and adoption
- Data driven decision making support through analytics and analysis
- Change Media service to generate and accelerate organisational pull
- Integrate emerging technologies, reference technology/data architectures with innovation/change

- Business Agility Accelerator; thin slice value delivered in 90 days
- Business agility and innovation & change experts on demand/teams-as-a-service
- Robust risk management strategies to mitigate potential setbacks during execution

Benefits

- Demonstrable impact on strategic OKRs and value for taxpayer (VfM)
- Increased innovation and flow of valuable work throughout the organisation
- Accelerated time to value through enhanced delivery capability
- Build better services and products
- Reduced operational costs through simplification
- Improved employee engagement and productivity
- Improved leadership capability and effectiveness
- Enhances organisational learning and knowledge sharing culture
- Greater organisational resilience and adaptiveness to change
- New ways-of-working embedded to drive continuous improvement / innovation and change
- Enhanced ability to leverage emerging technologies and disruptive innovations for improvements

What the Service Provides

Our people have years of invaluable client-side experience being on the front line of business transformation and have faced many complex and interesting challenges. As we are an expert movement, we only allow the top professionals in each discipline into this global network, tested through our unique 4-stage vetting process that underpins our quality.

S&S has developed its own proprietary Teams as a Service (TaaS™) model. TaaS multiplies the-already impressive individual power of our experts by delivering pre-formed highly capable teams that have experience of solving complex issues together. By deploying these teams, value is accelerated, outcomes are reached more quickly and with a greater degree of success. These are highly skilled teams you can trust to deliver your critical change challenges. This model sets Sullivan and Stanley apart.

We practise what we preach and so we provide three different approaches to engaging with our customers. You are of course free to choose whichever approach or combination of approaches is most suitable for your requirements.

The foundation of our Assessment Sprint is our ChangeReady6 methodology, a unique individual and organisational behavioural analytics and change risk assessment that helps you understand the probability of success within 7 days:

- One-week joint exploration of opportunities for change,
- Led and staffed by experienced former public sector executives,
- Benchmarking of readiness and capacity for change,
- Identification of change drivers and constraints,
- Identification of opportunities and risks,
- Preliminary assessment of benefits and risk mitigations, and High-level plan for further developing and implementing change.

The second stage, which can be delivered after the Assessment Sprint or as a stand-alone offering, is our Inception Phase in which we partner with you over a three-week period to design a prototype of your innovation and change capability through one specific use case. The insights provided by our ChangeReady6 methodology is used to assess and improve your change readiness in 21 days. Together we refine your current strengths and capabilities, identify the opportunities and risks, assess and prioritise the options, and rapidly iterate through the development of a Proof of Concept for your first use case:

- Identification of weaknesses, risks, and mitigations,
- Assessment of innovation possibilities and opportunities,
- Alignment of business goals and objectives with innovation opportunities,
- Assessment of implications of change,
- Development of business cases to support the case for change, and Development of a roadmap for first success in 90 days.

The third part of our offering is the 90-day Value Cycle, which again, can be contracted independently or as part of a series with the Assessment Sprint and the Inception Phase. The objective is to support your development of a focussed innovation and change capability by achieving the first declarable victory in 90 days. We bring an agile and lean method for delivering value, fast, and we coach and train up your teams so that they can continue after we leave. We combine your business knowledge and our experience with tools and tricks, pitfalls and shortcuts. At the end you will have achieved the first successful deliverable in your transformation, and you will have started on a sustainable plan for success in the future with continuous innovation and adaptation;

- Adoption of new methods for turning policy and planning into services
- Implementation of new tools and techniques for service delivery,
- Coaching and mentoring of teams to jointly build capability, and
- Planning for future success with a new model for continuous delivery.

Sullivan & Stanley Business for Good Programme

Our mission is to become a model organisation to help revolutionise the future of work for the next generation and change business for good. We believe that to be good, you need to do good, and all it takes is a company with an idea and passion to make something good happen.

Our business is built on the ethos of communities first and commerce second, and our ultimate goal has been developed around this. We are bringing together the best global minds to create a Business for Good campaign, which will align with the UN's 17 Sustainable Development Goals. While we strive to support this broad platform, we're also committed to supporting two specific goals of the 17 SDGs: Quality Education and Decent Work and Economic Growth in all our philanthropic efforts.

We are proud to demonstrate that our clients are directly supporting our Business for Good initiative as we allocate a portion of our profit to delivering this mission.

We are currently developing a comprehensive roadmap to become BCorp Certified. This certification process will rigorously assess our environmental impact across various areas such as plastic usage, energy consumption, and transportation practices. By pursuing BCorp certification, our actions will be assessed across key domains such as governance, worker welfare, community impact, environmental sustainability, and customer engagement. By adhering to these standards, we will not only drive positive change within our organisation but also contribute to broader societal and environmental goals.

We also offer our expertise to support initiatives close to our clients' hearts, *pro bono*. If you believe that your project could be considered for inclusion in our Business for Good programme then please contact us on hello@sullivanstanley.com to arrange a discussion.

Associated Services

Additional services can always be discussed on a case-by-case basis. At Sullivan & Stanley we do not believe in one-size-fits-all solutions or approaches and we are happy to discuss with you any specific requirements, wishes or constraints that you may have.

Please contact us at hello@sullivanstanley.com to discuss your requirements.

2. Data Protection

Information Assurance

We have developed thorough and robust policies and plans for protecting our own data as well as protecting our clients. Our Information Security Policy and Data Protection Policy can be provided upon request.

Data Back-Up and Restoration

We do not normally maintain any client content or data on our own premises. We will always request the creation of a shared and protected hosting facility that both parties can access, with sufficient and adequate protection and data through robust business continuity services.

Business Continuity Statement/Plan

A Business Continuity Plan can be provided if required. Our plan and capabilities include:

- Identifying key threats to the business and establishing which risks will be covered by business continuity plans,
- Assigning a nominated sponsor for each business area who is responsible for the day-to-day management and implementation of business continuity,
- Establishing business continuity plans and ensuring specialist recovery plans are in place, and
- Instigating the testing of business continuity plans on an annual basis, at a minimum, or any other interval required for specific client projects.

Sullivan & Stanley has provided services to clients through-out periods of disruption and are fully capable of responding to your requirements for remote- or distance-based service delivery.

Privacy by Design

We are fully conversant and compliant with data protection regulations, including the retained EU law version of the General Data Protection Regulation ((EU) 2016/679) UK GDPR) and the Data Protection Act 2018.

During the introductory meeting we will jointly explicitly identify any specific information management and protection requirements that apply to your project and subsequently present to you a data privacy and protection plan as required.

3. Using the Service

Ordering and Invoicing

To discuss your requirements in more detail and place an order please contact hello@sullivanstanley.com.

Our fees are invoiced monthly in arrears, invoiced against the particular pricing model chosen with payment terms are thirty (30) days net of receipt of invoice.

Pricing Overview

The S&S pricing is structured according to the nature of the engagement and operates three distinct commercial models. Firstly, we can offer a Fixed Service Price approach, based on defined deliverables, a Milestone approach based on key outcomes or a standard time and materials model. Time and Materials will align to the appropriate daily rates contained in our G-Cloud SFIA rate card, plus reasonable expenses where applicable and allowed, and associated VAT.

It is our preference to work with you, defining the scope and output and deploying our expert teams on a Fixed Services Model with a structured deliverable approach.

We use modern Delivery approaches with a strong focus on Data and Insight to establish clear Objectives and Key Results aligning to GDS standards and best practices.

As an example, a one-week Design Sprint price could start at around £15,000, but can vary depending on the desired scope and deliverable.

Additional or specific customer requirements can be reviewed and accommodated as needed, with pricing determined on either a fixed service price or alternative approach.

Volume Discount:

S&S will provide a discount on our G-Cloud SFIA rate card, this is available based on committed volume of work across an agreed term.

Sector Pricing Discount:

For authorised and recognised educational institutions we offer a pricing discount of 5% to be discussed in advance at the time of contract signing.

Availability of Trial Service

We offer a no charge, 90-minute induction workshop using the ChangeReady6 methodology that will give you a clear understanding of the Sullivan & Stanley approach and the benefits that you can expect to receive.

To organise this induction workshop please contact us on hello@sullivanstanley.com

On-Boarding, Off-Boarding, Service Migration, Scope etc.

The on-boarding process is straightforward and simple: you can contact us at hello@sullivanstanley.com and we will schedule an introduction call with our Public Sector leader and your assigned Service and Engagement Manager to discuss your context and requirements.

This introductory call will be followed by a written proposal from us detailing the scope, timeframes, milestones and deliverables that will help you to achieve your goals. We will work with you to refine that document to make sure that it addresses your objectives and we will make some initial recommendations to you based on our experience with similar clients. When we have finalised the scope and made any adjustments to the activities, deliverables or price we will finalise the contract with you.

Generally speaking our services are sufficiently compartmentalised and specific so as to not be concerned with Migration or Exit plans, however such plans can be provided as required in order to detail the steps that would be carried out to ensure smooth take-over of services from any existing suppliers, or to ensure smooth hand-over to any new supplier. The objective will be to ensure continuity of the services and to minimise disruption to the business and will be created with your input.

Training

The Sullivan & Stanley approach to project delivery is based on a model of continuous coaching and mentoring. We are committed to making our clients independent and self-sustaining, and to avoid the long-term, co-dependency relationships that often accompany consultancy services. As such, we recognise every organisation is different and there is no 'one size fits all' when it comes to training.

We, therefore, typically do not provide formal classroom-based training, preferring instead iterative transfer of knowledge and capabilities through doing. Our consultants are experienced practitioners, meaning their depth of experience provides you with pragmatic, hands-on people who can support upskilling and developing new ways of working with your teams.

Where required, as an additional service Sullivan & Stanley can provide workshops that are targeted towards specific areas of common concern, such as leadership development, building buy-in and reducing resistance to change, or business agility.

Implementation Plan

The Implementation Plan will be provided after the introductory call as described above under "On-boarding." If you choose to engage Sullivan & Stanley for the full three-stage approach (Assessment Sprint, Inception phase and 90-day Value Cycles) then the implementation plan will be adjusted and modified at the start of each stage in order to capitalise on the progress made during the preceding stage and optimise the personal approach to meeting your specific requirements.

Service Management

You will be assigned a Service and Engagement Manager when you contract to do business with Sullivan & Stanley. The Service and Engagement Manager will work with you to define the scope and performance requirements and commitments for the service delivery. We strive to achieve greater than 95% customer satisfaction ratings and will ensure that we compile the right mix of people, process and tooling to attain your satisfaction.

Ongoing orchestration and governance of the service is critical to ensuring success. We align dedicated Service and Engagement Managers to support our expert teams, managing deliverables, handling risks and issues as well as provide continued focus on scope and future state planning. It's the critical point of contact for our clients to ensure clarity and response.

Our engagements often have many stakeholders that require information and support to enable the successful and rapid delivery of value. The S&S Service and Engagement Manager delivers a clear line of sight for escalations and ongoing insight and status. We deliver a 'Quarterly Value Review' to communicate value delivered, both as contracted and where incremental value can be driven. In addition, the S&S leadership and extended community are always seeking to offer ongoing input and guidance in an advisory capacity to deliver maximum value to our clients.

Service Constraints

There are no inherent constraints that bound our service delivery to you; the Service and Engagement Manager will work with you during the introductory meeting to identify any specific requirements or constraints that may apply to your particular project.

Service Levels

Our Service Level Agreements are always jointly developed with our clients; the Service and Engagement Manager will work with you during the introductory meeting to identify any specific requirements or constraints that may apply to your particular project.

Outage and Maintenance Management

This section is not applicable to our service offerings.

Financial Recompense Model for not Meeting Service Levels

This section is not applicable to our service offerings.

4. Provision of the Service

Customer Responsibilities

Because of our strong belief that the only successful project is one where our clients are able to progress on their own, we strongly recommend ensuring that the client team includes advocates who are ready, willing and able to carry on the recommendations and capabilities that are developed through the service.

In addition to an engaged and available client-side team, any further requirements will be identified and clarified during the introductory workshop and captured in the final proposal.

Technical Requirements and Client-Side Requirements

We are fully capable of running and delivering engagements remotely, or through a combination of remote and on-site services as circumstances permit. It is highly desirable to ensure that all staff have reasonable internet access.

Any additional requirements will be identified and clarified during the introductory workshop and captured in the final proposal.

Outcomes/Deliverables

Outcomes and deliverables are always customised and personalised for individual clients; our Public Sector leader and the assigned Service and Engagement Manager will work with you during the introductory meeting to ensure clear definition of the outcomes and deliverables that are important to you.

After-sales Account Management

We maintain long-term relationships with our customers and invest considerable time and effort towards ensuring ongoing delivery of value. Some examples include:

- Our clients are invited to participate in our expert communities, sharing ideas and experiences with similar organisations,
- We organise monthly Mastermind sessions where selected clients engage with peers and external experts to discuss specific topics of interest, and
- We involve our clients in the development of our intellectual property and often co-publish documents and reports in partnership with previous clients.

We strive to create an ever-growing community of like-minded individuals to connect, share knowledge and ideas..

Termination Process

There is a thirty (30) day notice period for termination without cause.

5. Our Experience

Case Studies

Please find below three examples of the work S&S do and the impact we have working with our Customers, both in the Public and Private Sectors. Please don't hesitate to contact us for further information.

A CENTRAL GOVERNMENT DEPARTMENT

Challenge

This department was working through the process of transitioning a large scale technology transformation programme from an outsourced partner to insourced BAU state. The requirement was to build and mature teams and ways of working to ensure the provision of a reliable service to end users enabling excellent availability levels and consistency in performance. The BAU focus was consistent and effective incident management along with proactively and continuously improving the service for end users. Teams needed to adopt a customer centric focus and establish new ways of working driven by data & insight to bring modern delivery methods to bear.

Our Approach

S&S proposed the deployment of our 'Glass Tube' methodology to build an exemplar cross-functional team. This approach drove customer centricity to the heart of all activity and prioritised value delivery based on what could be delivered within a 90-day delivery cycle. We established a detailed inception phase to serve the mission set by leadership which resulted in a clear set of Objectives & Key Results (OKRs). The entire process brought clarity of value through the eyes of the customer and drove servant leadership through the empowerment of the team involved in setting their own OKRs.

The resulting Delivery cycle brought high energy and focus to delivering against the OKRs and sought to establish real life modern delivery principles to be used as an exemplar model.

Results

A completely new delivery model and 'ways of working' approach was created with user centricity at the heart of all activity. Based on strong Data & Insight, prioritisation and focus is now completely aligned to the user base. This is now directly supporting the resolution of live operational issues impacting end users who are often working in highly pressured and challenging circumstances. The model has broken down organisational silo's through the creation of self-empowered multi-disciplined teams that are supporting end to end delivery of service to the user. Through this approach, efficiency of a number of critical service request processes has been improved by as much as 75%.

Challenge

This organisation embarked on the biggest organisational and operational change in its history. The change was designed to transform their Retail Operations and staffing model to deliver 'Breakthrough Value' to the organisation. The partnership with S&S supported the transformation, building credibility and confidence across the organisation.

Our Approach

S&S supported this organisation by establishing a new 'Modern Delivery' Governance framework for the programme appropriate to the needs of the transformation. We supported the development of an engagement and communications strategy which included a problem statement, vision, goals and success criteria. S&S coached and supported a new approach to a Transformation Scorecard and success realisation approach. We deployed an exemplar Programme Delivery approach to assure the programme for success whilst establishing the new exemplar approach for Programme Governance and supported the delivery of a clear, consistent and honest communications plan by providing relevant content and support to the communications team.

Results

The largest organisational restructure to have ever taken place at this organisation was completed smoothly on time and within budget. This was all delivered against the backdrop of the challenging Covid lockdown period. ROI was delivered in less than 1 year and importantly the highest employee engagement levels ever were achieved. In addition, a 37% increase in ATV (Average Transaction Value) against the backdrop of double-digit footfall reduction.

A MAJOR ENERGY AND UTILITIES PROVIDER

Challenge

Following poor CSAT results, our client had a desire to completely re-align their delivery structure to ensure absolute customer centricity through new ways of working and a shift to customer Journey Teams.

S&S introduced our Glass Tube concept as a deep immersion accelerator into modern delivery methods. We chose a complex problem to work on and helped the client team learn by doing, pairing with S&S experts. The new ways of working were allowed to emerge, ensuring they were right for their context and challenges (and not a cookie cutter playbook).

Our Approach

S&S placed key, cross-functional resources into a protected, yet transparent working team around the customer onboarding journey. Key roles were paired between S&S experts and the incumbent team so they received the coaching and mentoring they needed. We selected a highly challenging use case to prove to the stakeholders that the approach worked and could generate regular value cycles within the business.

We began by leading an initial 'Inception' process, which lasted 3-weeks. This evaluated the current state of the business and its performance, and identified the critical components to focus on and provide value over a 90-day 'Delivery' period.

Results

Two Customer Journey teams were established using build, run, fix principles. Huge productivity savings through the automation of key client onboarding journeys.

- **Achieved £1M p/a savings 50% earlier** than projected by initial business case
- Improvement to the customer experience, driven through research and insight driving **reduction in customer onboarding fallout**
- **60% reduction** in manual effort required to support onboarding of new customers
- Significant reduction in the time and **process simplification** to develop key product changes
- **CSAT** increased from **2.1 to 2.9** within a 90 day period
- Employee engagement was **30% higher** within the customer journey teams

Client Portfolio

Below is a selection of S&S Customers that we have had the opportunity to work with and help. Please don't hesitate to request additional information on the work we did with these Customers.

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