# G-Cloud 14 Service Definitions

May 2024

# Contents

# Who we are: a full-service digital consultancy

We drive digital, people and organisational transformation, tackling complex issues and finding creative solutions to help deliver services that excite users.

## Our Focus on Transformation

**Digital & Technology**
legacy, transformation, innovation

**Organisational**
organisational redesign, business process re-engineering

**People**
assessment, development, coaching, support, wellbeing

## Our Work

**Making a difference**
purposeful, meaningful work in the public, charity and third sectors

**6+ years**
average client working relationship

**200+ engagements**
over the past four years

**Diversification**
Expanding our work into the private sector – building on successful high-profile public sector delivery

## Our People

**140 people**
active on projects

**300+ pre-vetted associates**

**Flexible Experts**
Specialists in delivering real change in complex environments

# The Farsight difference

## Delivering Faster

We'll deliver value from Day 1 by building on existing experience and extending rapidly into this space (no ramp-up).

## Thinking Innovatively

We've already delivered multiple services seen as 'game-changing' – we'll bring a similar approach to this work but focused on speedy delivery.

## Working Flexibly

We'll work flexibly with you to target resource where it's needed and stop or pivot when we've done enough.

## Understanding Complexity

We already understand much of the complexity in this space – and we've proved we're good at capturing the detail while bringing creativity and velocity.

## Working Together

We will bring a strong collaborative partnership, working as a team - able to have frank and honest conversations.

## Giving you Control

Agree a mutually comfortable pace for pushing things forward with your project leads and allow us to jointly assess and manage risk.

4

# Who we work with

We're fortunate to work with great organisations, improving things for millions of users whilst delivering cost-effectively and efficiently.

Ministry of Justice

Home Office

Education & Skills Funding Agency

Department for Education

UK Export Finance

thirteen
Managing and building homes

Companies House

CPS

British Red Cross

Some project examples include:

• Modernisation and use of cloud services at the UK Supreme Court

• Digital enablement for the UK prison service and transformation of legacy systems

• Organisational improvements from data and AI at the Apprenticeships Service

• Large-scale digital transformation across education sector and in UK Teacher Services

• Design and build of an award-winning social housing solution with Thirteen Group

# What we do

We're a full-service digital consultancy that solves the most complex problems.

## Data analytics

- Empowering clients with the right information at the right time to deliver faster and better decision making
- Includes vision & strategy development, capability improvement, data warehouse, integration and advanced analytics services
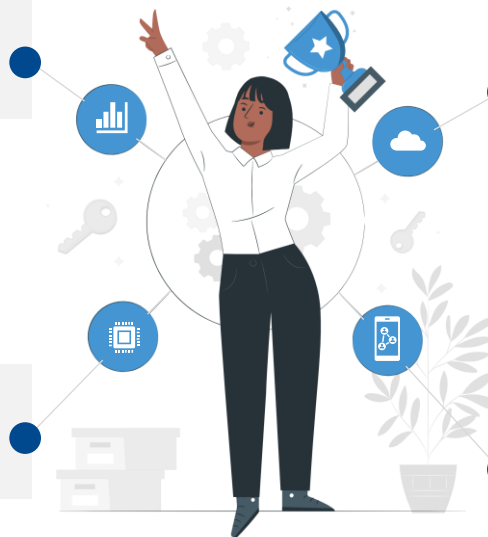
## Cloud services

- Experts in migrating and running complex enterprise applications in the Public Cloud
- Includes strategy & adoption, migration services, cloud managed services and cloud licencing services

## Digital services

- Enabling private and public sector customers to efficiently deliver digital solutions
- Includes digital transformation, legacy transformation & application modernisation, design, managed services, digital government, data & analytics, DevOps, testing and software development

## Application optimisation

- Optimising your core business applications to help users work smarter, faster and more efficiently

# Our cloud capability

We help our clients to overcome common cloud challenges and seize opportunities to build better services.

Our multi-disciplinary teams provide access to full stack capabilities and experience in:

- Application design, development and management

- Legacy application modernisation and transformation

- Database management and optimisation

Our teams are experts in multiple areas, including full lifecycle cloud services (from cloud strategy and adoption through to design, transition / migration and operation / optimisation).

Strategy → Adoption → Design → Migrate → Operate ⇄ Optimise
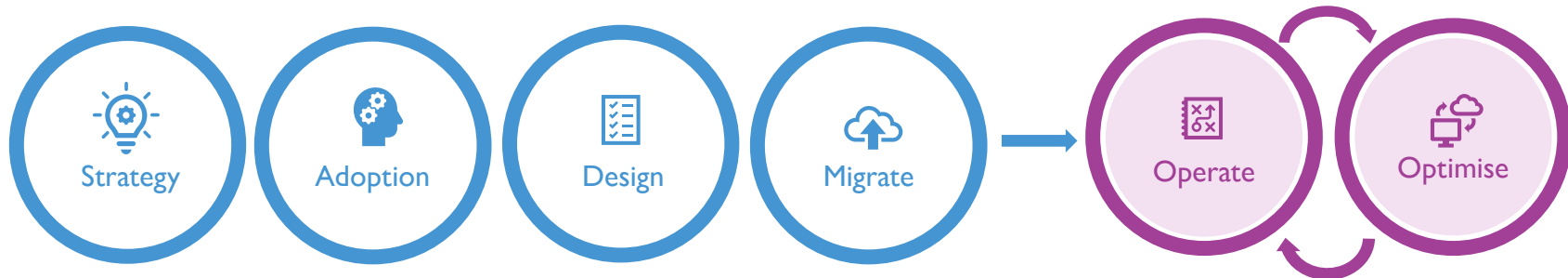
# Our values

| | |
|---|---|
| **Caring** | We treat everyone and our environment with kindness and respect.<br>We're honest, accountable and always do our best work.<br>We're considerate, helpful and care about delivering what people need. |
| **Collaborative** | We show our ideas early, encourage feedback and listen.<br>We work in the open, challenge respectfully and commit to decisions.<br>We're expert practitioners who share our knowledge to help people work better together wherever we go. |
| **Inclusive** | We're not conventional. We look at things from many angles to find different solutions and ways of doing things.<br>We love solving problems and making complex things simple.<br>We don't settle — we value making time to continuously learn and improve. |
| **Curious** | We set ambitious goals, focus on what we can do and take intelligent risks.<br>We get things done and measure the value we create.<br>We want to make a difference to society. |
| **Impactful** | We want everyone to feel comfortable at work being the person they really are.<br>We create diverse teams to make the best decisions.<br>We encourage personal growth through a coaching mindset, enabling everyone to be the best version of themselves. |
| **Bold** | We want to do ambitious things that make a difference to people's lives and workplaces.<br>We go beyond what's asked and aim to delight and inspire, not just satisfy.<br>We're energetic, resilient and don't give up. |

# Feedback from our clients

> *The amount of work you've done and the quality of it is exceptional."*
>
> **HMPPS Head of Digital**

> *This service will save lives, and is much needed."*
>
> **HMPPS Drugs Strategy Diagnostics Lead**

> *The way you have worked – proactive & focused, working really well across the whole division and with policy teams – has been exemplary."*
>
> **DfE Deputy Director**

> *Game-changing."*
>
> **Thirteen Social Housing**

> *100% customer satisfaction."*
>
> **Based on DfE supplier reviews**

> *Thought you did a great job representing the other views, not just your own preferred solution."*
>
> **DPS Lead Service Designer**

# Our social value strategy



Hexagonal diagram with seven pillars: Wellbeing, Giving Back, Culture & Values, Sustainability & Environmental, Products & Services, ED&I, New Jobs & Skills

- We've developed a social value strategy with seven pillars that span a broad range of areas, aligning with social value we deliver on behalf of our organisation and our clients.

- We also have a social value group that is focused on reviewing our social value strategy regularly, driving initiatives forward and tracking progress.

- We also work with clients on a contract-by-contract basis to develop target social value plans and methods aligned to their needs and goals.

# Social value: ensuring workforce diversity

We are deeply committed to tackling systemic bias and supporting diversity and inclusion.

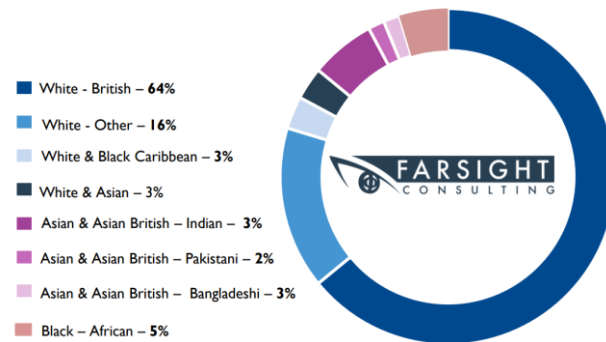**58%** of our employees describe themselves as women or non-binary

**61%** of our senior & leadership positions are held by women

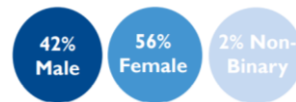**19%** of our team describe their ethnicity as other than white, and a further 16% as "white other than British"

**15%** of our team describe themselves as LGBTQ+
*(compared to an average of 4% of employees at industry-leading companies)*

**20%** of our team say they have a disability, learning difference or long-term condition
*(compared to an average of 5.7% of employees at industry-leading companies, and 19% of the working-age adults using the Equality Act 2010 definition)*

Representation of ethnicities in our team

- White - British – **64%**
- White - Other – **16%**
- White & Black Caribbean – **3%**
- White & Asian – **3%**
- Asian & Asian British – Indian – **3%**
- Asian & Asian British – Pakistani – **2%**
- Asian & Asian British – Bangladeshi – **3%**
- Black – African – **5%**

Gender representation in our team

42% Male
56% Female
2% Non-Binary

Gender representation in our senior team

# Social value: how we develop our teams & client colleagues

## Creating digital opportunities



100+ new digital jobs created in shortage skills areas

## Developing Skills



90+ modules in our Skills Academy

## Internships & Apprenticeships



Farsight Apprenticeship and Fast Streamer schemes in place

## Group learning



9 Communities of Practice & 10 Action Learning Groups

## Coaching & mentoring



25+ Farsighters have now completed our Coaching Pathway

# Service definitions

# Overview of our digital services

We provide best-in-class digital services that enable private and public sector clients to efficiently deliver digital solutions and effectively engage with end-users.

| | | |
|---|---|---|
| Digital Transformation | App Modernisation | Design |
| Digital Managed Services | Digital Delivery | Data & Analytics |
| DevOps | Testing | Software Development |
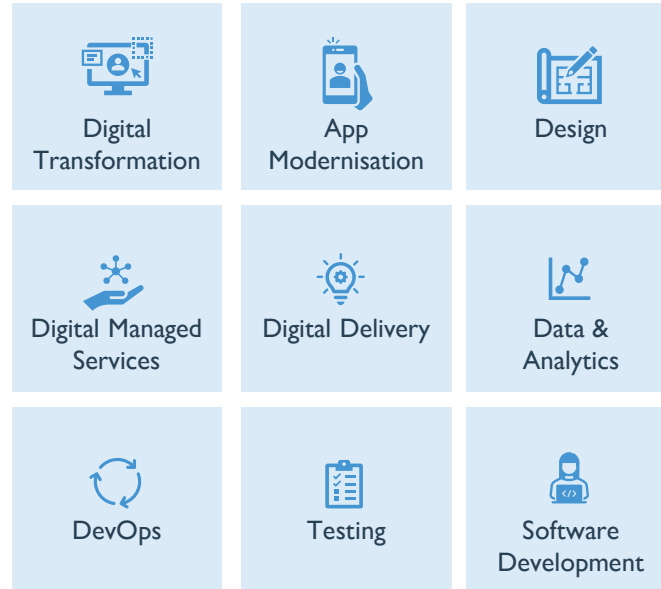
# Digital transformation

Our Public Sector customers trust us to deliver lifecycle application services and innovation solutions to enable their organisations to process billions in revenue digitally and to help millions of citizens benefit from evolved digital services.

We cover the full lifecycle, from user story inception, service and product design, software development, CI / CD deployments and performance management.

UK Public sector organisations are increasingly turning to Farsight to guide them on their Digital Transformation, Cloud and Modernisation journeys.

| Digital Transformation | App Modernisation | Data & Analytics |
|---|---|---|
| Cloud Services | Agile Delivery | Discovery as a Service |

# Digital transformation services

| Service | Description |
|---------|-------------|
| Digital transformation (Alpha) | This alpha delivery service aligns with the Service Standard and Technology Code of Practice. Focus is on rapidly testing assumptions, iteratively prototyping the service, building out user journeys, continuously validating with users. Ending with a business case and high-level roadmap for beta, a detailed backlog for the MVP |
| Digital transformation (Beta) | This beta delivery service aligns with the Service Standard and Technology Code of Practice. Focus is on rapidly delivering testable functionality into users' hands to validate iterative delivery of MVP, private and public beta services, tools and platforms. We work collaboratively to deliver outcomes that meet user and business needs. |
| Digital transformation (Cloud) | Our Digital Transformation service can help you to take a joined-up approach to Cloud-enabled business transformation - providing analysis of how moving to Cloud services could improve your services; considering the impact on your people, processes and technology; and supporting you throughout the design and delivery of a transformed organisation. |

# Legacy systems transformation & modernisation

Legacy transformation can be daunting, and it's often put off, because it can be difficult.

In many cases, legacy transformation is triggered by a critical issue that creates a specific and urgent need to change. So, as well as being inherently complicated and very important for an organisation, it's often made trickier by very demanding timescales.

We can help you to modernise your core business systems and legacy applications to work the way you need them to. This could involve integrating them with other key systems, making them available across web and mobile devices, extending functionality or migrating your applications to the Cloud. We can transform your systems while retaining key functionality and minimising risks during transformation.

**Our approach to legacy system transformation & modernisation**

Discover → Advise → Protect → Enhance → Migrate → Run
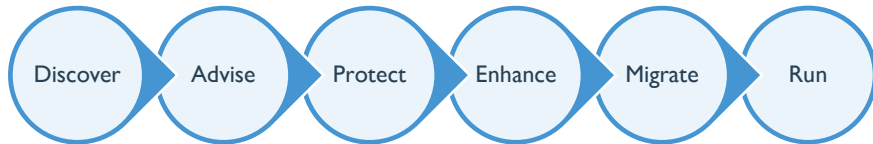
## Why modernise?

✓ Increase efficiency

✓ Increase scalability

✓ Stabilise legacy systems

✓ Enhance security

✓ Reduce maintenance costs

✓ Reduce datacentre costs

✓ Improve user experience

✓ Futureproof IT initiatives

✓ Avoid legacy skill dependencies (e.g. COBOL)

✓ Align IT to strategic business objectives

# Legacy systems & transformation services

| Service | Description |
| --- | --- |
| Accelerated discovery & delivery | A lean-agile approach to accelerate delivery of digital services and/or transition from legacy. Using a Service Standard compliant process to rapidly deliver priority services from discovery to live to meet policy objectives, business and user needs. Take projects from ideation to execution as quickly as possible, while maintaining quality. |

# User-centred design

## Keeping the user at the centre.

We aim to make the user journey intuitive and seamless by delivering digital products and services that make things easier for users by meeting their needs. We base our design decisions on user needs identified through qualitative and quantitative user research to create intuitive, usable and engaging user experiences.

| Plan | Service Vision | Scope prioritisation | Service roadmap | MVP Scoping | Backlog Refinement | |
|------|----------------|----------------------|-----------------|-------------|--------------------|--|
| **Research & analysis** | User Research | Data Analysis | Customer Analysis | Journey Mapping | Usability Testing | Auditing |
| **Design** | User Interface | Information Architecture | Content Design | Prototyping | Iterative Design | Accessibility |
| **Strategy** | Innovation | Digital transformation | Consulting | Global Standards | Upskilling teams | Goal Setting |

# User-centred design services

| Service | Description |
| --- | --- |
| User-centred policy design & testing | De-risk new policies by working with user-centred design specialists to ensure policy intent and desired outcomes are delivered successfully. Working with service and policy teams to ensure user needs are embedded in the design of services and policy. Understand and test the deliverability of services considering policy implications. |

# Digital managed services

Our customers trust us to maintain, operate and continually improve their digital services.

| | | |
|---|---|---|
| Cost | Performance | Innovation |
| Always On | Streamlined & Optimised | Proactive Monitoring |
| Flexible Delivery Models & SLAs | Global Standards | True Partnership |

# Digital managed services

| Service | Description |
| --- | --- |
| Housing platform – needs, inventory & allocation | An end-to-end cloud-based social housing service for local authorities and social housing providers. The service simplifies things for users and reduces the burden on housing staff and citizens, with extensive workflows to identify/verify citizens' identity; and to capture and verify personal/household information to determine eligibility for social housing. |

# Digital delivery

Supporting delivery needs (including urgent and rapid deployment of teams).

We will enable you to close the gaps in Digital Transformation, supporting you to become more self-sufficient through knowledge transfer, up-skilling and training in a way that accelerates productivity for tangible results. You can evolve your organisation by breaking new ground with a trusted advisor that are experts in Digital Services and end-user engagement.

Ministry of Justice

## Managed Service

70+ resources   3 years

| Features | | Benefits | |
|---|---|---|---|
| 7 | concurrent workstreams | 20+ | SOWs successfully delivered |
| 70+ | resources engaged | 2 | Civil Service award nominations |
| 5-day | response to call-off requests | 3 | services now live in prisons |

# Digital delivery services

| Service | Description |
| --- | --- |
| Digital & cloud delivery whole team (beta) | This service provides flexible, whole-team services for the Beta phase of projects. Working closely with you, we put together hand-picked multi-disciplinary teams with a range of expert skills. The team can be scaled up and down to best fit your needs over the life-cycle of the project |

# Data analytics services

Bringing together business and technology, we can find ways to unlock data to gain understanding and spot opportunities for transformative change.

## Data analytics

Advance your data capability with analytics platforms, data mining, data visualisation and predictive modelling techniques to discover hidden trends and patterns to make better decisions – providing the right people with the right information at the right time and to the right device for each user.

## Data governance & strategy

Develop a winning vision and strategy, through roadmaps, stakeholder management and profiling, capability improvement and implementation planning and execution. Gain guidance on the alignment of data strategy with business objectives, with advice on a Data Governance approach.

## Data platforms & engineering

Ingest data from a variety of sources and systems to data lakes and data staging areas. Apply integration and transformation processes to prepare your organisation's data for reporting and analysis.

## Analytics managed services

Partner with a Managed Services provider to eliminate the headache of managing data platforms and business intelligence solutions. With support of Qlik4Oracle, Microsoft SQL, Tableau and Power BI for a range of our customers, we have the proven experience to manage your analytics estate.
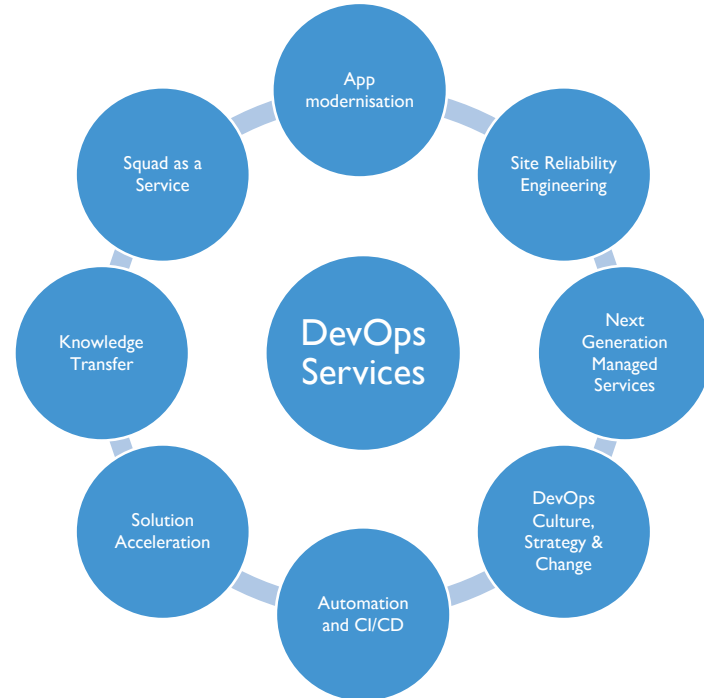
# Data analytics services

| Service | Description |
| --- | --- |
| Data dashboards, BI & analytics | Design and build self-service data dashboards for data visualisation and implement advanced data analytics capabilities to help create a data and insight driven organisation. Accelerate time to insight, develop performance measurement frameworks and visualise metrics and KPIs. Bespoke solutions and rapid capability building to empower teams with data driven insights |
| Data platform & analytics | A service to rapidly create data platforms that help release, consolidate and validate data from multiple sources, including legacy. Modern data and analytics platforms reduce time to insight, enabling data driven decision making to accelerate policy and service design. An end-to-end service from discovery to live. |

# DevOps

We can deliver bespoke implementations suited to your organisational needs.

With a range of specialists, from hands-on engineers, architects, and organisation and enterprise change advisors, our experienced team is well equipped to support your organisation's DevOps transformation.
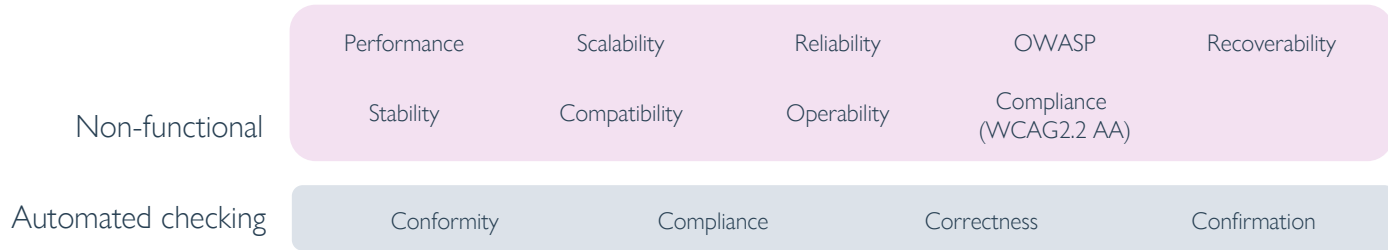
We bring our customers along the journey from legacy to modern development and operational practices and culture.

DevOps Services

App modernisation

Site Reliability Engineering

Squad as a Service

Next Generation Managed Services

Knowledge Transfer

DevOps Culture, Strategy & Change

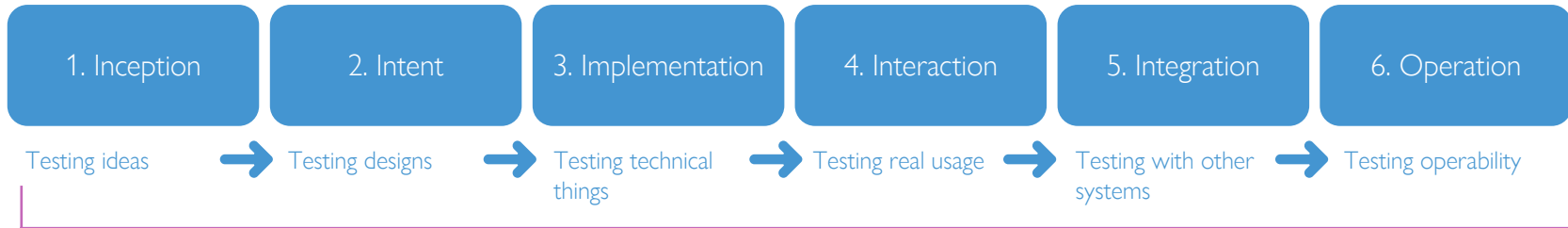Solution Acceleration

Automation and CI/CD

# Testing

Test as a Service is our model for partnering with customers, ensuring standardisation and business continuity in the areas of test capability.

## Our testing approach:

| | | | | | |
|---|---|---|---|---|---|
| **Non-functional** | Performance | Scalability | Reliability | OWASP | Recoverability |
| | Stability | Compatibility | Operability | Compliance (WCAG2.2 AA) | |
| **Automated checking** | Conformity | Compliance | | Correctness | Confirmation |

**Exploratory testing: risk-driven investigation, inference & questioning to identify issues quickly**

| 1. Inception | 2. Intent | 3. Implementation | 4. Interaction | 5. Integration | 6. Operation |
|---|---|---|---|---|---|
| Testing ideas | Testing designs | Testing technical things | Testing real usage | Testing with other systems | Testing operability |

Fast failure

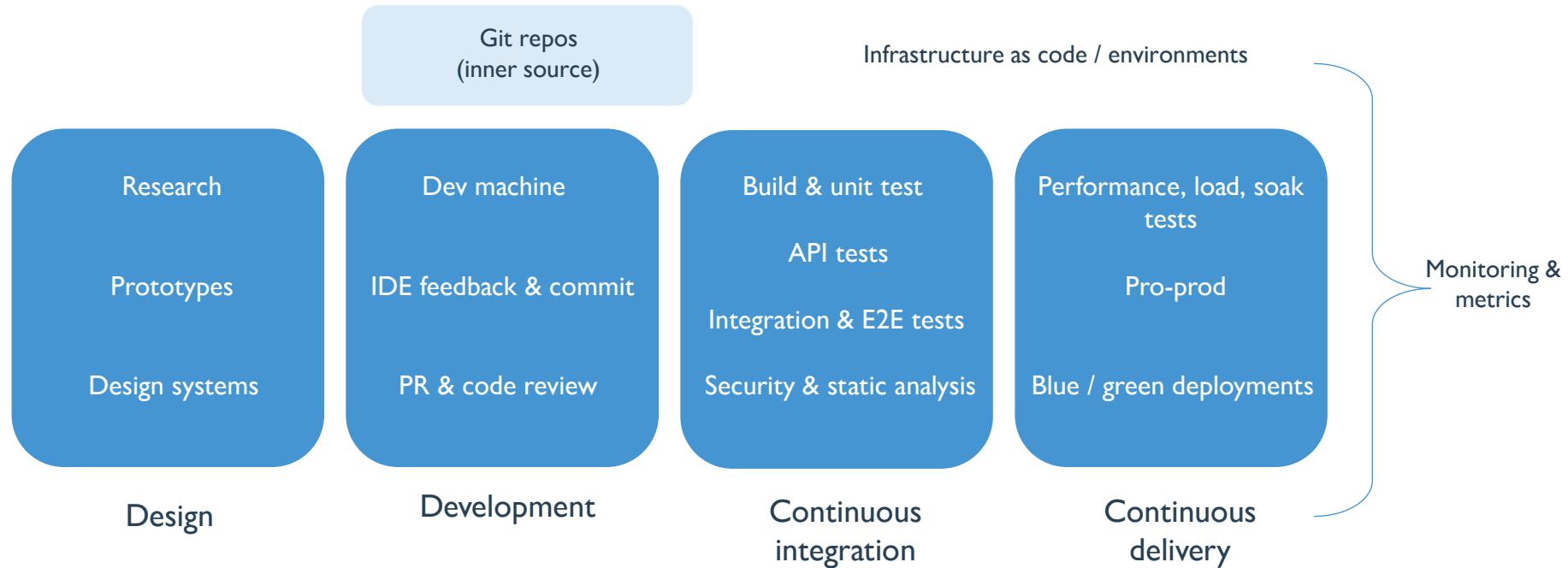Provision of information to enable key decisions

Slow failure

# Software development

We bring capability across all popular development languages to help you to use user research and analysis to design, test and develop software to meet your users' needs.

Features:

- Software development, Design, QA and consultancy services

- Multi-cloud service Provider (Azure, AWS)

- Experienced using Agile development, DevOps, Scaled Agile

- Framework (SAFe), Scum, Waterfall and Hybrid Methodologies

- Design Methodology with user-centric approach, focused on Designing to meet user needs (aligned to CDDO, GDS standards)

- Secure by Design approach backed by solid security engineering

- Test Driven Development and Test Automation

- Quality embedded into E2E software lifecycle

- Scalable pool of development and DevOps squads

- Coaching, consultancy and support through system upgrades

# Embedding quality into software development

**Git repos (inner source)**

Infrastructure as code / environments

| Design | Development | Continuous integration | Continuous delivery |
|---|---|---|---|
| Research | Dev machine | Build & unit test | Performance, load, soak tests |
| Prototypes | IDE feedback & commit | API tests | Pro-prod |
| Design systems | PR & code review | Integration & E2E tests | Blue / green deployments |
| | | Security & static analysis | |

Monitoring & metrics

# Additional information

# Best practice

We use best practice and to industry standards in terms of information security, IT service management and people practices.

In addition to being ISO 2000-1:2011 and ISO 27001:2013 certified, we maintain:

- Business Continuity and Disaster Recovery plans aligned to client requirements for backups and disaster recovery measures. We collaboratively define and agree these with each client data assurance requirements and design solutions based on best practice and alignment with these.

- A Carbon Reduction Plan to measure and monitor progress of our environmental sustainability initiatives and support our commitment to becoming Carbon Neutral by 2026 and Net Zero by 2050 (in alignment with the government Net Zero Strategy).

# Service delivery

We thrive on tackling complex challenges and converting them into opportunities.

We work with clients by providing full teams with multiple service capabilities or specialist team members embedded in client project teams. Across all our service areas and client engagements, we bring an open, collaborative and consultative approach.

Our teams are experts in industry best practices such as government digital standards and Agile methods. We combine this expertise with a deep understanding of user needs and client goals to build relationships with stakeholders and deliver projects, products and policies with positive impact.

Our goal is to deliver the right project outcomes on time and drive long-term improvement for client organisations and their users. We take full responsibility for our services and will remedy things at our cost, if needed.

# Our DDaT specialists

In addition to our team of c.150 specialists, our parent company and associate network enables us to scale and deploy rapidly.

| DDaT Area | Capabilities | SFIA Grade 4–6 | Resource Pool |
|-----------|--------------|----------------|---------------|
| Technical | Data Engineer<br>Software Developer<br>Solutions Architect<br>Technical Architect<br>Enterprise Architect<br>Test Engineer<br>Test Manager<br>Performance Analyst | 4<br>5<br>6 | **765**<br>1850<br>650 |
| Project Service | Business Analysis<br>Delivery Manager<br>Project Manager<br>Product Owner<br>Product Manager<br>Project Management Office | 4<br>5<br>6 | 700<br>1740<br>650 |
| User-Centred Design | Technical Author<br>User Research<br>Content Designer<br>Service Designer<br>Interaction Designer | 4<br>5<br>6 | 380<br>720<br>210 |

# Our ways of working

Five key areas of focus:

| | | |
|---|---|---|
| | **Set things up well** | • Clear roles, responsibilities & outcomes<br>• Consistent, open, fair ways of working |
| | **Focus on outcomes** | • Articulating / agreeing outcomes that matter to you in SOWs<br>• Delivering through sprint planning, personal objectives |
| | **Take accountability & provide transparency** | • Expecting / encouraging you to hold us to account<br>• Tracking, monitoring, checking in – spotting problems and putting things right |
| | **Growth mindset** | • Driving performance and personal/team growth<br>• Leveraging shared experience / expertise to solve problems |
| | **Work in the open** | • Building shared knowledge and experience through co-creating and sharing<br>• Facilitating knowledge-sharing (weekly playbacks, standups, show & tells, retros) |

# Training

We're committed to conducting professional training to ensure that users of the system can gain maximum benefit from using it.

We normally take a 'train the trainer' approach to user training be adopted, integrated with the testing and overall acceptance phase of the project. This requires a difference in approach from standard training courses, as users need to be trained in both the application and in how to pass this on to their colleagues.

A number of "super users" for the system should be nominated by the client and could also be identified through a Training Needs Analysis process. The Super Users will be trained in the use of the system and will then be responsible for training their colleagues. Before commencing the training, the super users will complete the User Acceptance Testing (UAT). As this is a critical part of the project, coming just before implementation, it is paramount that those conducting UAT have an in-depth knowledge of the system so they can accurately determine whether it is functionally accurate and complete.

Creating a group of super users helps bring flexibility and reassurance to the initial training process, as well as ensuring resources in place to train new staff when they take up new positions. This helps preserve the operational efficiency of your system, without being reliant on the availability and cost of external training providers.

A User Guide will be prepared to support the training and this would then be made available for all other training that will take place. As the application will be developed utilising widely used conventions, familiar to anyone who has used a major consumer website, we do not envisage that we will need to spend a lot of time on teaching the actual mechanics of using the application. The focus of the training will be on understanding the business processes and how the application supports those processes.

# Requirements, responsibilities & risk management

We have a structured process for considering and highlighting risks and opportunities within projects as part of ongoing governance.
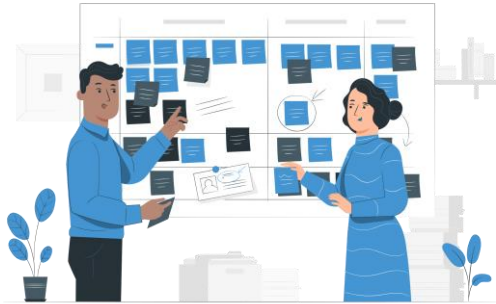
- We encourage, empower and train our teams to look out for risks and opportunities, linking this closely to considerations around creating value and to focusing on benefits and outcomes

- We encourage frequent 'real-time' discussion around risk and opportunity within projects, so that this is a natural part of ways of working. We balance the need for flexibility with the potential for increased cost, and potential distraction from MVP, when prioritising the backlog and deliverables.

- We maintain a central repository for risks and opportunities relating to our service provision and the contract, with a standardised way of identifying and documenting risks and opportunities across projects and for assessing potential impact and probability, to help prioritise them. This is particularly helpful in terms of looking out for systemic issues and trends across departments

- We conduct regular assessments and discussions, internally and as part of contract management, where we highlight risks and opportunities.

- We assign clear owners who are responsible for monitoring, mitigating or capitalising on risks and opportunities, and developing action plans.

# Quality assurance

We use a 5-step process to ensure the provision of high-quality resource and that our high standards are maintained throughout delivery.

**Onboarding**

Introductions, admin actiities, project buddy, ongoing coaching / mentorship

**3**

**Security Clearance**

Initial / ongoing BPSS checks and gaining, checking, transferring or confirming existing SC clearance

**2**

**Continuous monitoring / reporting**

Our management team will work closely with you to ensure the quality of work delivered aligns with expectations/requirements

**4**

**Recruitment**

Technical / interpersonal skills, reference / skills checks, DBS & RTW checks, multi-stage interviews

**1**

**Addressing issues**

We identify issues and work with resources and clients to find a solution that minimises negative impact on the team

**5**

# Learning & development

We support our internal teams and client colleagues to hone their skills and develop new technical and pervasive skills.

We support upskilling, retention and career development of our own team and client colleagues through:

- Mentoring and coaching for individuals

- Supporting whole leadership teams

- 90+ Skills Academy sessions led by our Learning & Development Partner

- Specific training sessions about emerging technology or novel approaches

- Communities of Practice enable sharing of best practices and support for tricky problems

- Support for external training courses / certifications (where relevant)