



Service Definition Cloud Organisational Design (& Target Operating Model) Services

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1. Introduction to Farsight Consulting

Farsight Consulting is a SME consultancy that was incorporated in 2010.

We have a number of highly skilled and experienced consultants, many of whom have worked or are currently working in the UK Public Sector. We also have a number of private sector clients and engagements which enables us to bring together ideas and good practice from across multiple sectors and a number of different industries.

Our business model allows us to provide high quality services at reasonable prices and adapt quickly and agilely to client requests. We are proud to say that every engagement has been successful and we would be happy to introduce you to any of our clients.

We have set out below a selection of organisations that we have worked with. Most of the organisations are very happy to share their knowledge and experience – and we have found this open and collaborative approach to be extremely beneficial for our clients as it typically reduces the costs of engagements and speeds up delivery.



We would be very happy to arrange discussions with any of our clients to provide feedback on our services, and also to compare ideas and practical experiences where that might be helpful.

We have two aspects to our business that G-Cloud clients have found useful:

Firstly, we have built up a considerable body of work in the Public Sector and developed a detailed understanding and good working relationships with a large number of departments. We have a 100% re-engagement rate from existing clients and most of our work comes from repeat clients and client recommendations.

Secondly, we have worked very closely with suppliers to help them improve the way in which they engage and operate within the public sector and to improve the services they provide. This includes a number of the key larger suppliers into government. We also work closely with SMEs; and through a number of our G-Cloud engagements we have been able to help a number of SMEs deliver quality services into public sector organisations. This aspect of our work is increasing as both suppliers and buyers become more familiar with the G-Cloud and the additional diversity that SMEs can provide.

Because of our relationships with suppliers we have often been asked to provide corrective advice and assistance to get things back on track when key initiatives have stalled.

Our independent status and the fact that we focus solely on consultancy (rather than providing solutions) allows both public sector organisations and suppliers to feel confident that we have their best interests at heart and treat their information in the strictest confidence.

We design our work specifically to ensure our clients achieve their goals. We pride ourselves on providing easy to understand and accessible products and deliverables. Our work is outcome focused and supported by high quality thinking and precise delivery.

We would be delighted to discuss the challenges facing your organisation and excited to see how we could help. If you think we could be of service, please contact us on:

info@farsightconsulting.co.uk | www.farsightconsulting.co.uk.

2. Cloud Organisational Design Services

2.1 Overview

This service is suited for organisations who want to ensure they are appropriately structured and designed to deliver organisational objectives to make best use of Cloud Services.

Evolving cloud technologies, cost pressures, changing customer requirements and employee capabilities are some of the things organisations contend with as they re-organise in the face of internal and external pressures.

The Organisational Design service provides a means of integrating and aligning people, information, processes, and technology of an organisation so that strategic priorities in relation to Cloud Services can be delivered.

This service covers three key areas:

1. **Assessing** the current Operating Model and the need for change to Cloud Services
2. **Designing** a new Operating Model for Cloud Services
3. **Implementing** and transitioning to a new Operating Model for Cloud Services

Typical deliverables produced by this service include:

- **Analysis of the gaps** between current practice and the Target Operating Model (TOM) – including increased use of Cloud Services
- **Timeline and landscape of known change that is already planned within your organisation;** highlighting change that is consistent with the TOM and change that should be stopped or adapted
- **Initial view of the problems relating to the type of organisation you want to be in the future,** and the opportunities which will help to deliver the future operating model.
- Simple statements (hypotheses) setting out a **high level design of the Target Operating Model** taking into account opportunities offered by increased use of Cloud Services
- **Detailed view of each component of the future operating model** – the Cloud Operating Model
- **Programme Plan and Transformation Map** setting out how the new Cloud Operating Model will be implemented – what change activities will take place and any interdependencies and key risks
- **Governance Model and operating principles** defining how the Cloud Operating Model will be implemented and maintained
- **Communication Plan** explaining how changes to the Cloud Operating Model will be explained to the wider organisation and users
- **Evaluation Criteria** to measure the success of changes to the Cloud Operating Model

This service is tailored to the specific needs of the customer, but other customers have used this service for:

- Articulating the strategic need for organisational redesign and building a credible business case in relation to Cloud Services
- Redefining organisational design in response to changes in Cloud technology and new ways of working
- Aligning management roles and responsibilities to strategic objectives, and relating structural choices and people decisions to business strategy for Cloud Services
- Strengthening business processes and identifying the skills and knowledge required to deliver strategic objectives in relation to Cloud Services
- Analysing blockers and challenges for adopting and embedding new organisation structures and processes
- Designing and establishing appropriate governance models

2.2. Further Information

Whether it's assessing the need for change or designing a new operating model in the face of internal and external pressures, organisations need advice on how to align themselves so that strategic priorities can be delivered. Our approach uses a methodology which we have developed with our customers and which has been tried and tested in the public sector.

The methodology recognises that different organisations will have very different needs and be starting from very different places in terms of people, process, information and technology and where they are in the life cycle of organisational design (from assessing the need for change through to transiting to a future operating model). Organisations will have varied ICT landscapes built up over many years; will have different cultures around the use of information and technology; and different attitudes to risk and change. The service is completely customisable – meaning you will only use resources where you need them; and our free initial consultation will ensure we have a joint understanding of your expectations from the service from the outset.

A typical engagement could contain the following:

Initial Customer Engagement (free of charge)	In this initial discussion, we help you to understand and to articulate your need for the Organisational Design Service; by developing a joint understanding of the nature of the business opportunity or problem, the scale of your ambition for improvement or larger transformation, and the key organisational factors that will have to be considered during the analysis. At this stage, you might decide that further work is required on understanding the business need – in which case, we can support you through one our other G Cloud services, Discovery Analysis.
Proposal	We provide you with our detailed proposal for conducting the necessary analysis to help you select the best solution/s that will meet your business needs.

Assessing the current Operating Model and the need for change

We mobilise by quickly commissioning, capturing, and analysing key pieces of information and organisational intelligence (including results of interviews with stakeholders) to perform an assessment of the:

- **'As is' state** – We perform a robust analysis of how your organisation operates today, identifying the connections between process, governance, structure, people, and systems.
- **'To be' state** – We help you define your organisations goals, strategic objectives and vision, and who are the 'users' are within the future operating model for Cloud Services.
- **Gaps between the 'As is' and 'To be'** and what they look like. We identify what the key changes e.g. to process, governance, structure and people, that are required to deliver your goals, objectives and vision set out in the 'To be' state.
- **Context for change** – We review trends, models and roadmaps for change in similar organisations to help you identify influences that could drive the way your organisation needs to operate. We identify the most important changes that are already happening in your organisation and highlight their consistency with a future Operating Model.
And, we also encourage you to consider what partner organisations are doing – confirming which organisations or partners your operations need to be aligned with, and what is changing from their perspectives – building a picture of the context and wider "system". This is a step that is often missed, but that we believe is critical. If your close partners are changing how they work too, unless the models are all aligned, you will be left with a sub-optimal operating model.
- **Case for change** – We help you build a case for change by articulating the rationale, the principles and benefits of organisational change to support the move to Cloud Services.

The deliverables from this stage typically include:

Assessment of the gaps between current practice and the Target Operating Model (TOM)

Timeline and landscape of known change that is already planned within your organisation; highlighting change that is consistent with the TOM and change that should be stopped or adapted

Initial view of the problems relating to the type of organisation you want to be in the future, and the opportunities which will help to deliver the future operating model.

Designing a new Operating Model

Building on step 3, we work with key stakeholders to develop and design the new Operating Model. We ensure that the future operating model is aligned to your vision, strategy and design principles.

We typically start with a High Level Design – this provides a view of the future organisation which is easier to discuss and explain to users and stakeholders; is relatively quick to produce; avoids getting bogged down early on; and can help to identify focus areas and priorities. We set out the high level design proposals at this stage as simple statements (hypotheses) – e.g. We think it would save money if we changed x, y and z and put a new service in place which looked like this.

We then test these hypotheses with users and stakeholders: first at a theoretical level and then, for the areas you want to prioritise, in practice. As part of this we consider:

Information, processes & technology: what business operations, processes, and activities are needed to achieve the goals and objectives of the organisation?

People: What roles, responsibilities, skills and behaviour are required to achieve the organisations goals and strategic objectives?

Alignment: Are the people, information, processes and technology aligned in the organisational design?

Future proof: Will the next organisational design stand up to future potential for change?

We then develop the detailed view of each component of the future operating model. Examples might aim to: design more efficient processes; remove processes that are not core to the vision; reduce low-value adding activities or waste; remove unnecessary management controls; improve productivity of the workforce (better learning & development; better tools; and better access to better information); opportunities for outsourcing; customer self-service; and a more efficient supply chain.

At the end of this step, we validate and agree the design with you and key stakeholders.

The deliverables from this stage typically include:

- Simple statements (hypotheses) setting out a high level design of the TOM
 - Detailed view of each component of the future operating model
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*Implementing and
transitioning to a new
Operating Model*

We support you in implementing and transitioning to a new Operating Model by planning and managing a programme of change activities.

Typically, the implementation programme is segmented into key work streams, with dedicated change leads. We work with leads to specify activities needed to drive the changes required.

In order to develop and maintain focus on the programme of change required, we develop and actively maintain a robust programme plan, which:

- Identifies transformation activities required to implement, adopt, and embed the new Operating Model
- Highlights interdependencies and key risks
- Establishes governance principles, structures and processes to drive implementation and maintenance of the new Operating Model
- Identifies how changes to the Operating Model will be explained and communicated to the wider organisation and users
- Identifies evaluation criteria for measuring the success of changes to the Operating Model

The deliverables from this stage typically include:

- Programme plan and Transformation Map setting out how the new Operating Model will be implemented – what change activities will take place and any interdependencies and key risks
 - Governance Model and operating principles defining how the Operating Model will be implemented and maintained
 - Communication Plan explaining how changes to the Operating Model will be explained to the wider organisation and users
 - Evaluation Criteria to measure the success of changes to the Operating Model
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3. Our Approach & Methodology

Including Onboarding, Offboarding & Implementation

Our Engagement Approach

Farsight likes to take a simple approach to engaging with clients and potential clients. It breaks down into 4 linked phases.



Prior to formal engagement

Before any formal engagement takes place we like to meet with our potential clients to develop an understanding of what they are trying to achieve and how we could help. We find that this allows us to add value from the outset and ensure that expectations are clear.

Often, at this stage, we have found that we are able to make suggestions regarding the approach that reduces costs and decreases the effort involved.

We can put together a proposal that sets out our understanding of the client's aims and objectives and the services they'd like us to provide. This often lines up nicely with the G-Cloud clarification process.

This is done at no charge to the client.

Formal engagement and start-up

At the outset of the engagement we agree the scope of the work, based on the proposal which may have been revised iteratively during the prior stage.

This then forms the basis of the engagement and the formal commercial terms and call-off contract is put in place.

We usually hold a 'kick-off' meeting with the client and key stakeholders to ensure everyone is clear on the plan and their roles and responsibilities within that plan.

During the engagement

We usually work closely with the client, so that they are kept informed of our progress and can get as involved as they want to with our work.

The extent to which this occurs obviously depends on the nature of the engagement. We are comfortable working autonomously or being integrated into an existing team. We attempt to ensure that knowledge and skills transfer occurs naturally throughout the engagement.

We hold regular catch-up meetings with the client (and any key stakeholders) and provide regular progress reports. At these meetings, if anything unexpected has arisen, the client can refocus and reprioritise effort if necessary.

Due to our flexible resourcing approach this can sometimes include briefly pausing the engagement (e.g. if the client needs time to consider emerging analysis) during which time the engagement can be 'frozen' and no costs incurred until everyone is ready to continue.

At the end of the engagement

If the object of the engagement is to produce a specific product (e.g. a strategy document) this is presented to the client for sign off.

We can also produce an engagement summary report setting out the results of our work. The content of this varies depending on the engagement but could include a summary of progress over time, key risks and issues that we have discovered (both historically and going forward), lessons learned, etc. We can also include suggestions for future work and next steps.

We try to ensure that knowledge transfer occurs throughout the engagement so that our clients are empowered rather than managed – but at the end of the engagement we can review what's happened and how we've done things so that the client team is in a stronger position to deal with things in the future.

Our High Level Methodology

We have designed a flexible, high-level approach for engagements that has proven to be simple to manage, effective, transparent and efficient. It also allows us to flex our resources and easily refocus them to solve any specific issues that we identify during the engagement.

We broadly follow 5 steps across an engagement, these are set out below using analysis as an example.



Throughout the analysis process the customer is kept completely informed and can refocus the analysis based on emerging findings - ensuring the best results and avoiding wasted effort.

We have applied this method to a variety of different engagements and have refined this approach over a number of years, working closely with our clients. So we are confident that the approach works across different industries and for many different aspects of an organisation. We place a great deal of emphasis on joint planning and joint working where possible and practical as this ensures that any issues are recognised and acted on immediately and there are no surprises.

This doesn't mean that we cannot work on our own – we are happy to work autonomously, whilst ensuring we remain focused on meeting your needs.

4. Looking after your data (backup, restore, etc)

We do not often need to hold client data as most clients prefer to keep things on their systems. If we do need to hold client data we ensure it is secure and we will agree up front with the client any specifics around handling and processing data. We will also agree in advance any specific processes to clear down and hand back data at the end of an engagement.

5. Resource Options and Pricing

The services Farsight provides can be sourced in two ways:

1. **Purchased on an ad-hoc basis** – for example x resources for x days.
2. **As a fixed price ‘work package’** – where we agree a package of resources to deliver a specific product or outcome by a specific date.

We have found that offering **Work Packages can greatly assist with budget management and better shares the risk between the client and Farsight** – effectively allowing the client to pass some of the risk of delay onto Farsight. We can offer the fixed price work packages because of our flexible approach and ability to re-profile our resources internally. We believe this demonstrates the confidence we have in our people and our abilities to get things done on time and to budget.

Often clients combine the two sourcing approaches, choosing ad-hoc support to get started and moving to a fixed price work package when they are clearer about what they need.

Under either approach, at all times the client remains in control of the engagement and (within reason) can reprioritise and refocus effort immediately (without penalty). This approach has resulted in lower costs, greater value and better outcomes for our clients.

For further information about our services, our people and the way we work, including examples of how we have worked with public sector organisations please visit our website [here](#).

For specific day rates broken down by skills and experience, please refer to our SFIA rate card which you will find under our G-Cloud listing.

6. Terminating a Contract

At the outset of the engagement we will agree with you any specific aspects involved in terminating a contract (early). We are flexible about how we support you and understand that things might change. We would recommend a short close down period to hand things over and to pass on knowledge of the work as well as finishing off any in-flight work, but this is completely negotiable.

7. After-Sales Support

Once the work has started, our after-sales approach includes:

- Catching up with senior stakeholders regularly – to work together on quality delivery; planning; and addressing any issues (don't worry, we will not be upselling!)
- Helping to identify and address patterns/systemic issues you might not otherwise be sighted on – through retrospectives, strategy workshops etc. Our senior team have lots of experience and are always available.
- Building capability – we've helped clients plan how to recruit their own teams, and sat on their interview panels; we've played a key role in constructing and maturing clans, networks and communities of practice across multiple organisations; we helped clients design and set up service desk functions.
- Leaving things in a good place – e.g. by introducing performance analysis and dashboards for in-house teams.
- Training, mentoring and coaching – this includes helping in-house product owners, service owners and SROs build agile skills; showing service desk teams how to manage backlogs, triage and prioritise tickets; and instructing people on specific skills on business cases and benefits-modelling.
- Flexing resource to fit around clients' internal plans – with some clients we've taken people off projects when internal decisions took time, so that they didn't pay when they didn't need us; or we have dropped resourcing down to part-time while in-house teams are getting up to speed.
- Working alongside clients to develop lasting internal expertise and approaches – for example, our team have worked with some of our clients' in-house specialists to develop their own frameworks, approaches and tools.
- Maintaining relationships after we've left, to help spread good practice – for example, we recently helped one of our previous clients demonstrate our digital dashboards, to a team at another government department.

8. Benefits of Working with Farsight

Here are some of the ways in which our clients say they have benefited from our services. We can provide further details about these benefits upon request, and some are included in the case studies on our website:

Cost reduction

- Reduced start-up and operating costs of systems
- Reduced development and configuration costs
- Reduced change costs
- Reduced management costs
- Reduced consultancy costs

Improved Efficiency and Responsiveness

- Quicker and higher quality response to business needs
- Improved ability to assess and introduce new services to transform the business
- Improved ability to respond to changes
- Greater flexibility in relation to services
- Better quality services for end-users
- More control over the services they use
- Reduced time and effort to deliver

Greater Understanding of what's possible

- Opportunities to leverage existing assets and services
- Opportunities to leverage new services – such as cloud services
- Opportunities to share services across departments and organisations
- Opportunities to combine data sources, enhance cross-organisational knowledge and to streamline service delivery

Reduced Risk

- Greater understanding of the service offerings
- Greater understanding of how services fit together
- Greater understanding of the risks involved (and how to manage risk)

Transformed Organisation Operations

- A clear plan to transform the ICT capabilities of the organisation
- An operational model that is set-up to manage cloud services (taking into account the changes required to service management)

9. Other Services available via G-Cloud

Farsight Consulting provides a suite of services that help our clients improve the way they operate.

Currently we have over 35 services available on the Digital Marketplace. If you would like to discuss which of our services might be most suitable to meet your needs please do not hesitate to get in touch.

Our services are designed to make things straightforward and to enable organisations to gain access to wider and deeper expertise when it's needed without the on-going costs involved in developing and maintaining that capacity in-house.

We often work closely with existing client teams, adding our expertise to theirs and effecting knowledge transfer whilst delivering for the client.

For more information about our other services please use the Digital Marketplace, take a look at our website (there is a specific section on government cloud services) or just get in touch and we'll be happy to talk things through and suggest options for your consideration.

10. Examples of Our Work

Introduction

Our work to date has predominantly been UK Public Sector-based and we have extensive experience in working at all levels within government departments. We augment this experience with ideas and knowledge from the private sector to ensure we provide rounded and future-proof advice and guidance to all our clients.

We have considerable experience in supporting organisations 'join up' and share business functions, information and technology using Cloud technologies – and we have led a number of significant organisational transformations which have been enabled by the use of Cloud computing.

We also work closely with suppliers into government to help them define their service offerings and to improve the benefit government gets from their services.

Some Feedback from our Clients

"Farsight guided us expertly through a complex landscape of information and technology. They worked closely with us and our suppliers, helped us understand our options and provided the Management Board with specific recommendations that we could then take forward."

IT Director, UK Supreme Court



"Farsight helped us to make sense of the complex information and technology landscape. In particular, they gave us the insight and confidence necessary to tackle the security concerns in sharing information between Youth Offending Teams and the National Offender Management Service."

Director, Youth Justice Board



"I am impressed with the way Farsight uses its knowledge and experience. They are great to work with and their work ethic inspires the team."

Lead Account Manager, Ministry of Justice



"Farsight provided us with the knowledge, skills and confidence to transform our business."

Director, Criminal Justice Reform



Example Engagements

We have set out some examples of our work in the table below. We have selected certain examples to provide further insight into the particular service; we have also provided some other examples to show the breadth of our experience. We hope this is useful – if you have any questions or would like further information about any of the examples please let us know.

*Discovery, Options
Analysis, Business Case
Development – Office of
the Public Guardian*

The Office of the Public Guardian (OPG) engaged Farsight to support their work in digital transformation of the service.

We worked with the OPG to redesign their business processes (including the application procedure) and to move them to adopting a digital by default approach.

As part of this work we also supported the redesign of their data model and the implementation of a new IT system.

Following on from the design work, we worked with the OPG to put together the full Business Case for the new solution – this was accepted by both the Finance Committee and the Cabinet Office and the programme was commissioned.

The option and solution that was selected is now being implemented and is regularly featured by Cabinet Office as an example of good practice.

*Production of the MoJ
‘Digital by Default’
Strategy and creation of
the MoJ Digital Services
Directorate*

Farsight worked closely with key stakeholders in the Ministry of Justice to develop its Digital by Default Strategy and to support the creation of the MoJ Digital Services Directorate.

This included working across a number of directorates (HQ, Information, Communications, etc) to agree the approach and key aims for the Strategy and the Digital Directorate.

The strategy focused on transforming the department from a paper-based organisation into a digital information based department, whilst ensuring that those who had limited access to technology were not disadvantaged.

Farsight, working with senior MoJ officials, produced the first cut of the strategy for the Ministry and helped them to set up the Digital Transformation Programme and the MoJ Digital Service – working closely with Cabinet Office and the Government Digital Service.

*Design and delivery of a
Target Operating Model
– Financial Services
sector*

Farsight led the definition of a Target Operating Model for a major motor insurer who have embarked on a significant transformation programme.

As well as supporting the client to define their ‘to be’ / desired state across areas including People, Information and Data; Technology, and Process, Farsight have led a number packages of work to deliver and embed change across the business. A key element of the change programme is the move towards omni-channel working and improved digital services facilitated by the use of cloud computing.

*Information governance -
Dorset County Council*

Farsight was engaged by Dorset County Council to advise on Information Management policy and governance. Using our existing knowledge and an analysis of other comparative organisations we developed an Information Management Framework which set out a governance structure, roles and responsibilities, plus principles for managing information efficiently and effectively.

As part of the work we advised the Council on opportunities for the use of cloud technologies to help consolidate information and present a single view of citizens.

Specific emphasis was given to how digital information should be managed, and how information should be managed and used to better inform decision making by the council. The Information Management framework has been taken forward by Dorset County Council

*Design of a Demand
Management Process
and Governance Model
–BNP Paribas*

Farsight was commissioned by BNP Paribas to design and implement an end-to-end process and governance model for managing demand within their Global Security Monitoring Centre

The model we defined set out a way for BNP Paribas to understand, manage, prioritise and forecast demand for their services.

*ICT Transformation
– Dorset Tri Council
Partnership*

Working with Dorset Tri Council, Farsight managed an ICT transformation programme which involved bringing previously outsourced ICT services back in house under the control of the Council.

We worked as a blended team with the Council to ensure a seamless service was provided to staff and customers throughout the transition of services.

The transition to the new service went ahead with minimal disruption to end users.

