Service Definition

Service Design and Transformation using Cloud

FARSIGHT
CONSULTING

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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. Service Design and Transformation using Cloud

2.1.Overview
Moving to Cloud Services has the potential to enable and drive change across an organisation. This involves understanding new ideas, embracing new ways of working and making changes to people, processes and technology.

This service is suited for organisations who are interested in identifying opportunities for transformation, through design led thinking and cloud services.

This service can help you to better understand your organisations existing service delivery, through mapping existing services, user journeys, business processes, technical systems and data flows. Through mapping services, and carrying out subsequent analysis, Farsight can help deliver insights around the opportunities cloud services can offer, in enabling larger transformation, or addressing specific problems.

This service will help you to:

- See things from a user centred perspective, and identify where user needs are not being met effectively. The service will identify new opportunities for meeting user needs and improving user experience, through the utilisation of service design techniques and cloud technologies.
- Identify areas of cost, inefficiency and duplication, within your organisation. Identify how, through use of cloud technologies, your organisation's underlying structures, processes and technologies might be redesigned, with a view to better serving user needs and business strategic aims.
- Identify a backlog of digital product or service design opportunities that your organisation might consider perusing.
- Set out a longer-term strategy for transforming your organisation, which includes a commitment to using of cloud technologies and following digital service design principles.

The Cloud Service Design and Transformation service Farsight offers can cover four key areas:

1. Mapping existing services and advising the organisation on how it would be best to use Cloud Services transform their services

2. Developing, testing and refining service designs.

3. Developing the organisation's capability to deliver change for themselves

4. Running transformation projects and/or programmes for the organisation

As part of developing, testing and refining service designs, we can, depending on your requirements, work with you to examine and redesign your Target Operating Model for the organisation, to support the delivery of the new services as effectively as possible. This may involve looking at the following parts of an organisation:

- Line of Business Functions – including staff who deal directly with the public, professionals and other key users of the service;
- Digital Services Teams who are responsible for application and product development and implementation;
- IT/Technology Department;
- Service Management and Support;
- Supplier Management and Commercials;
- Senior Stakeholders, Corporate services .

In doing so, we ensure everyone involved is engaged and has an appropriate level of information. All stakeholders then understand the aims and key elements of the transformation programme including: the nature and benefit of changes; new processes and ways of working; changes to people and information and technology systems.

The Cloud Service Design and Transformation service is tailored to the needs of the client, but typical deliverables might include:

Initial Client Engagement (free of charge)	In this initial discussion, we help you to understand and to articulate your need for the Cloud Service Redesign service. We do this 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.
Proposal and Plan for Analysis	We provide you with our detailed proposal for conducting the analysis and design to help you understand the scope and nature of your business need. We keep you updated throughout the process, so that we can focus resources where they will deliver best value.
Discovery Workshop and Key Stakeholder Meetings	In discussion with you, we will design a workshop (or series of workshops) depending on the scale and complexity of your business challenge. At each workshop, we will work with a range of stakeholders identified with you during the initial customer engagement. Each workshop is intensive and examines the nature of the business opportunities and problems through the following viewpoints; • Drivers for change; • Barriers to change; • Users (including emerging User Stories); • Customers and other Interested Parties; • Information; • ICT services and systems; • Processes; • Structure – management structure, accommodation and outlets for customer services; • Other specialist perspectives e.g. identity assurance and security. • Environmental factors (as required) – demographics, economic, industry, etc

Detailed information gathering	Alongside workshops, we will use other techniques to gather more detailed information, in order to further support the mapping of your services, and gain an insight into the users / customer's perspective, and understand in detail how services are delivered at an operational level. We will gather information in a variety ways, as agreed with you. This could include:

- User Research Interviews
- User Research Surveys
- Ethnographic Research
- Site visits to see how different services are delivered
- Interviews with internal leads (Service area leads, operational / delivery leads, ICT, Data, etc)
- Desk based research

Final Report	This Report is a significant deliverable for our customers and contains the key findings from the service mapping and analysis:

- a statement on the nature and scale of the business problems and opportunities (including likely scale of costs, time to value, benefits and scale of return on investment or cost reduction);

- an indication of how the organisation might best address particular problems and opportunities; including wider strategic changes the organisation could implement, and specific opportunities that the organisation might peruse.

- details of the findings from the user research, and recommendations on how the organisation can change to better serve users needs

- within this context, the potential contribution of cloud technologies and improved information management; and a thematic statement on the approach to information and ICT that the organisation may need to adopt in order to have a significant contribution

- an outline view of the organisation's operating model; and how effectively the organisation supports service delivery

- early thoughts on the key drivers for change, and the key barriers that might get in the way

- an indication of stakeholder support and the degree of consensus in an organisation;

- a view of the likely impact of broader environmental factors.

We discuss the report with you and use this as an opportunity to check: are the findings consistent with your understanding and desires; are there any gaps in understanding or problems that might affect the final quality of the advice; and what areas should the service mapping focus on to produce the Final Report.

We also identify any opportunities for you to view services or organisations which face or have already addressed similar challenges. We then agree next steps and remediation actions for any problems.

Detailed maps of your services and wider operations	This deliverable provides you with a view of the way your organisation is currently modelled to support service delivery, it typically contains: • A pack of visual service maps, which map individual services that your organisation provides, broken down into layers to visualise user journeys, business processes and capabilities, information and technology and the touchpoints between each. Pack also provides bigger picture views' at organisational / departmental level. These bigger pictures should show how service delivery fits together at a departmental level. This might include, for example, mapping all the technical systems that an organisational has, and the relationships between them (and other external systems).
Target Operating Model	This deliverable provides you with a view of the way your organisation could be modelled in the future – and how Cloud Services could be utilised to better support service delivery. We typically develop the Target Operating Model through more detailed engagement with stakeholders, more detailed analysis of the organisation's current operating model, and a refinement of the key user stories. This stage drives: • a sharpening of the exact Business Need; • a more precise statement of the scale and nature of the Business Problem and/ or Business Opportunity. • a clearer identification of the genuine opportunity for Business Improvement or larger Transformation (including likely scale of costs, time to value, benefits and scale of return on investment or cost reduction); • a firming up of the Stakeholder Position – the degree of consensus and strength of opposing views • an understanding of the User Stories • ideas about how the Target Operating Model will apply We prepare and submit the Target Operating Model to you. We then discuss the Target Operating Model with you, supporting your decision on next steps. We are experienced at supporting decision making at every level – by facilitating discussion within teams, by presenting to Project Boards and discussion with senior executives and their top Management Boards. Through this Discovery stage, organisations gain a much clearer understanding of the problem they are trying to fix and the degree of improvement they want to achieve. This creates a firm foundation and enables organisations to better assess their solution options. As part of this decision-making process, we can also help you prioritise potential transformation projects, assessing deliverability and quality while also providing clarity about dependencies and timescales.
Delivery	Our Cloud Service Design and Transformation offering also includes support throughout delivery, ensuring that the bespoke expertise gained through designing your Target Operating Model continues to be available to you. We can tailor and flex the delivery resource we make available to you to work closely alongside your team, including: • Programme management of an organisation-wide Transformation Programme • Project Management of transformation projects • Project Management Office (PMO) resource • Providing ongoing assurance to ensure that transformation projects deliver as • designed • Options analysis • Evaluation and stock-take of in-flight project

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 engagement	Formal engagement & start up	During the engagement	At the end of the engagement

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.

Commission from Client
The process starts with a clear commission from the customer and identifies the key user and stakeholders.

Joint Planning
The analysis process is tailored based on the position of the customer (e.g. what thinking has already been done), what they are looking to achieve and how quickly they need to move.

Gathering information
Information is gathered from a variety of sources. The customer can help focus the analysis; and we can work with information already gathered by the customer to speed things up.

Report Back
The analysis process is tailored based on the position of the customer (e.g. what thinking has already been done), what they are looking to achieve and how quickly they need to move.

Analysis
The analysis service is completely flexible and can be targeted wherever it's needed. This could be a wider 'landscape' analysis or a 'deep dive' into a specific issue.

OUR ANALYSIS PROCESS

STEP 1 / STEP 2 / STEP 3 / STEP 4 / STEP 5

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 website1.

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.

Business and IT Transformation (including Digital Transformation) *– Durham Tees Valley Community Rehabilitation Company*	Farsight was engaged by Durham Tees Valley Community Rehabilitation Company (DTV CRC) to design and implement a completely new ICT environment to support their new business. As part of the transformation programme DTV CRC would cease to receive ICT services from the Ministry of Justice and needed to put in place a secure solution to handle all of the operational business needs of the organisation. A key element of the solution was to be a paperless office and fully digital working. As part of this work Farsight led on both mapping existing services, and on the design of an end-to-end cloud solution including detailed analysis of network connectivity and hosting options. This also included the design of a complex new case and information management system using a flexible data model. The new solution which has been well received by End Users bringing together what were once 3 separate systems into a fully integrated system – reducing the need for rekeying of information and massively improving efficiency. Following on from the design of the solution, which was commended by the Ministry of Justice, Farsight led the market engagement, options analysis and supplier selection for the cloud services whilst making sure it was DTV (the customer) who were making the decisions. Farsight also supported the design for Service Management (in line with ITIL principles) and programme managed the implementation of all aspects of the new system and the transition onto the system by DTV.
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.
Farsight developed a Target Operating Model to the UK Supreme Court UK Supreme Court Transformation Programme	Operating model and consideration of the options available for technology provision – including consideration of cloud technologies and how to get the best value out of suppliers. The initial work led to a Farsight designed and managed IT-enabled change programme which has transformed the way the Supreme Court operates. The Supreme Court is now recognised as an example of best practice for IT both in the Digital Courtroom and in the way its staff and Justices are able to take advantage of remote working and access information from anywhere in the world.

Digital Justice – Ministry of Justice	Farsight Business Analysts worked within the Discovery team on this cross government project, which mapped the Criminal Justice system, through a range different perspectives. Farsight Analysts worked with a project core team drawn primarily from the MoJ and Cabinet Office, alongside representatives from the Police, Home Office and Crown Prosecution Service. The engagement included modelling the 'as-is' data landscape for entire justice system and assessing costs for delivery of justice services.
	The engagement involved working with multiple strands / disciplines (including user researchers and technical architects) to bring together analysis; engaging crossjustice stakeholders; taking part in 'ideas workshops'; presenting findings at weekly stand-ups; and contributing to the team's decisions on how to take things forward into transformation.