Service Definition
People Transformation to Support Cloud Services

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. People Transformation to Support Cloud Services

People Transformation to Support Cloud Services

Moving to Cloud Services often means that an organisation and its people need to understand and embrace new ways of working and this can have a significant impact on people across the organisation.

Our People Transformation service helps you to assess the people-related needs arising from a move to Cloud Services and to understand how best to meet these needs.

The Service has a number of aspects, designed to support you at all steps of the process: whether it's assessing the need for people transformation; producing a new People Strategy; designing and delivering a new People Model; or supporting you on practical matters like recruitment, onboarding and training to support the introduction of Cloud Services – we can help.

Different organisations will have different needs and will be starting from very different places. Our People Transformation Service is built up of a number of components so that it can be easily tailored to an organisation's specific needs. Organisations could make use of any number of the components set out below, choosing which best suit the starting position and the needs of the business.

Analysis

The Analysis Component can help you to understand and to assess your current position in regard to your People Strategy / Model; and to consider the changes needed when introducing or extending the use of Cloud Services.

We can work with you to identify ways to develop your People Strategy and to transform your People Model and to find, test and implement new ways of working in response to changes required when introducing Cloud Services.

To do this we capture and analyse key pieces of information and organisational intelligence including for example, analysing existing documentation, obtaining key information from interviews with stakeholders and by gathering ideas and from speaking with members of staff. Typically we look at things such as:

- **the 'As is' state** – we perform a robust analysis of your People Model to gain a view of the current position and to identify opportunities and potential problems relating to the Model when considering a transition to Cloud Services.
- **the 'To be' state** – we work with you to develop a joint understanding of the scale of your ambition for improvement or larger transformation – setting out the 'To Be' state. We can also develop statements (hypotheses) setting out a high-level design of where you want to get to and enable you to test these to make sure they are viable and desirable.

- **Gap Analysis** - we identify the key differences between the As Is and To Be states and assess the changes required to deliver your goals (taking into account both People aspects and related aspects such as business processes, governance arrangements, organisational structure and culture).

- **Context for change** – We review trends, models and roadmaps for people transformation in similar organisations to help you identify influences and factors that could inform the way your organisation needs to operate. 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, then if the models are not aligned, you will be left with a sub-optimal operating model.

- **Case for change** – we help you build a case for change by setting out the rationale, the principles and benefits of People transformation to support the move to Cloud Services.

Design

We can help you develop and design a People Model or components of your People Model (depending on your requirements) to allow you to best transition to Cloud Services and the related new ways of working. The Model usually includes a number of components. These are listed here and then explained in detail in the sections below:

- Capability Framework
- Recruitment
- Induction and On-boarding
- Learning and Development
- Performance Management
- Culture and Engagement

We typically start with a High-Level Design. This provides a simplified view of the future People Model which is easier to discuss and to explain to stakeholders and staff. It is also relatively quick to produce; avoids getting bogged down with too much detail early on in the process; and can help to identify focus areas and priorities.

We often set out the high-level design hypotheses at this stage using simple statements – e.g. "We think we would improve performance if we changed x, y and z" or "We think we need a new process to deal with a, b, c – and we think it looks like this…". We then test these hypotheses with stakeholders: first at a theoretical level and then, for the areas you want to prioritise, in practice. As part of this we consider the following:

- Information, processes & technology – what business operations, processes, and activities impact on the way people are used throughout the organisation? What information, processes and technologies might be needed to achieve the goals and objectives of the organisation in regard to making the best use of its people?

- Alignment – are the people, information, processes and technology aligned with the design for the new People Model? Are decisions around the recruitment, training, retention, and use of People aligned to the business strategy for Cloud Services, and the overall organisational Strategy?

- Future proof – is the People Model suitably robust and flexible to cope with future change?

We then develop the detailed view of each component of the People Model (or the ones you would like to change). Examples might aim to: design more effective performance management processes; improve the productivity of the workforce; improve retention; improve learning and development; make better tools available; provide better access to better quality people related information; improve the quality of the people we are bringing into the organisation. At the end of this step, we validate and agree the design with you and key stakeholders.

Implementation and Transition

We can support you to transition to a new People Model to support the introduction of Cloud Services by planning and managing a programme of change activities.

We can work with you to specify the activities needed to drive the changes required. In order to successfully deliver the programme of work required to effect meaningful and lasting change, we typically develop and then actively maintain a robust programme plan, which:

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

Capability Framework

We believe that a fundamental component of a successful People Model is the development and use of a suitably detailed Capability Framework that defines the skills and behaviours you need to achieve the organisations goals and strategic objectives in relation to Cloud Services.

We can work with you to define these capabilities and to describe them in a way that makes sense to you and your people. The Capability Framework we develop is bespoke to your organisation but based on tried and tested research and evidence from previous customers and our own analysis. The Capability Framework supports the People Model in a number of ways, including for:

- **Recruitment** – identifying which capabilities (and skills and experience levels) are required for a role and assessing candidates against these capabilities;
- **Learning and Development** – assessing people against the capabilities in the framework to define training needs and areas for development (including providing a consistent model and enough detail to support self-assessment and self-directed improvement);
- **Performance Management** – setting expectations for what capabilities, skills and behaviours are required for each role and grade, and measuring performance against expectations.
- **Resourcing Project Teams** – identifying what capabilities are required to complete a piece of work / project and then sourcing the right people within the organisation that match the project capability requirements

Building from the Capability Framework we have worked with a number of customers to define 'what good looks like' in terms of the skills and behaviours they expect people to display at different grades within an organisation. We have also developed a number of tools - for example to speed up and improve the effectiveness of recruitment; and so that individuals can assess themselves against the Capability Framework.

Recruitment

We can work with you to make sure you recruit the right people at the right time as you move to Cloud Services. We can support you with:

- **Defining roles** – setting out what is required (key responsibilities, capabilities, experience, personal qualities); checking for any impact on / fit with existing roles; writing new role profiles and adapting existing ones to ensure things are aligned and that there are no gaps in provision
- **Engaging with recruitment agencies** (where appropriate) – identifying the most suitable agencies to work with, negotiating rates within an agreed envelope, briefing agencies on roles, etc.

- **Designing an appropriate recruitment process** – designing the overall approach and setting out the expected timescales; designing assessment(s) and interview questions (making sure the right capabilities, skills and "fit" are being assessed); designing methods for scoring interviews and assessments fairly and without bias; briefing interviewers and assessors on their role and responsibilities

- **Supporting key parts of the recruitment process** – including sifting CVs; running phone interviews; sitting on interview panels; assessing candidates; writing up interviews; providing assessment reports; making recommendations on candidates' suitability; providing candidates with feedback (verbal and written)

- **Drafting communications to successful candidates**

Induction and On-boarding

We can work with you to develop a robust induction and on-boarding programme to ensure that new joiners transition into their role quickly and smoothly and contribute to business outcomes faster. We can also make sure that all the necessary HR records are updated and maintained. Typically this includes:

- **Completing new joiner work** – including support for things like employment reference and relevant security checks; recording emergency contact details; confirming equipment use agreements, confirming nationality and right to work in the UK, requesting and collating the information that is required to set up payroll and pension

- **Creating a HR record for the new joiner and making sure this is kept up to date and accurate** – including areas such as role, salary, changes to salary, start date, end of probation date and outcome, leave entitlement, home addresses / contact details etc.

- **Ensuring new joiners have all the equipment, tools, and access to information they need to do their job from day one** – including the right IT equipment and permissions to access information and online tools

- **Developing an Induction Plan for each new joiner** – to include areas such as introduction to the organisation, team, partners, clients and stakeholders (what they do and who they are); briefing on initial assignments, responsibilities, and objectives; introduction to ways of working and HR processes (including approach to learning and development how to book leave, what to do if you're sick, how performance is managed and reviewed etc.); briefing on data protection and information security (especially when it comes to cloud services)

- **Briefing / upskilling line managers who are new to people management on their role and responsibilities** – supporting them to define new joiners objectives and initial assignments, coaching them on how to support new joiners development and on-boarding

Learning and Development

Farsight delivers a range of services which support its customers with their learning and development needs including:

- **Identifying Learning and Development Needs.** We work with you to define the capabilities you need in relation to Cloud Services. This is often the first step in the development of the Capability Framework which then provides you with a benchmark to assess against. Farsight provides a full learning and development needs analysis service. This can include a formal assessment of staff skills, knowledge, and experience; observations of staff actually doing their job (which turns up surprising and unexpected information about why things work the way they do); and / or a review of staff output to determine where there are gaps between what staff need to be doing and what they are actually doing.

  The analysis informs the organisations learning and development needs. These could be collective needs or individual needs; usually a combination of both. We can also factor in any organisationally identified needs to the design of training, such as departmental standards and requirements.

- **Developing a Learning and Development Strategy** that prioritises gaps in capabilities and delivery options for addressing these gaps.

- **Developing Learning and Development Solutions.** We advise on the best ways to meet the learning and development needs for your staff. We have found that customers sometimes find it difficult to plan how to sustain the impact of learning beyond the initial learning and development intervention and we are adept in suggesting ways to reinforce this through a blended approach and via diverse learning and development solutions.

  Farsight designs (and delivers) a range of innovative and cutting edge bespoke learning and development solutions that meet our customer's specific needs whilst also capturing their attention and imagination. We develop engaging supporting training materials, and often develop learning aids and tools for our customers to help consolidate learning. We also offer a "critical friend" approach to our customers to help focus training activities in the right areas and find ways to incorporate learning into delivery.

- **Delivering Learning and Development Solutions.** Farsight has a team of experienced and skilled trainers and coaches who are well equipped to deliver training and development sessions in organisations moving to Cloud Services. Our trainers can either deliver training directly to your staff or we can train your staff as super users, who can then cascade the training through your organisation with our support.

  As part of this service customers have access to a suite of innovative delivery techniques which Farsight can tailor and develop to meet your specific needs, and the learning styles of your staff. Our customers often find that a blended approach to delivery works best.

  Some examples of our delivery methods include: master-classes; leadership development; workshops; coaching and mentoring (including peer coaching / mentoring); online learning (suggested reading, videos, webinars, quizzes); self-led learning; on the job learning; skills training; and through the use of psychometric tools.

  During delivery we explain to learners the purpose and training objectives of the session at the outset. We then encourage learners to review their own progress during the training events – working with them to show them how the training will help improve their performance, and showing how it relates to "real life" so that they can appreciate the impact that the training will have and not just see it as something they have to do "because my boss told me". After the delivery sessions we ask them to share details about the skills and knowledge they have gained and give examples of what they have learned – which then helps us to refine the training and examples for others.

- **Evaluating the impact of Learning and Development interventions to ensure that the objectives have been met and that the intended outcomes have been delivered.** Working in collaboration with the customer we carefully plan how learning and development interventions can be evaluated, advising how best to measure their success - including consideration of specific return on investment measures. We incorporate "feedback loops" into all our training services. The feedback we gather is used to better understand the learner's reaction to the learning, the knowledge they have gained, and the skills they have acquired or improved. Feedback is gathered (i) during the training intervention; (ii) immediately after the intervention has been completed; and (iii) on two or more separate occasions afterwards to evaluate how much of the training has been sustained and embedded. We keep a secure record of the feedback received and agree with the customer how they would like to receive the feedback information. This is typically in the format of a summary feedback report. As part of this service we can also advise customers on how to evaluate training they will design and deliver themselves. This includes the development of evaluation processes and bespoke tools.

Performance Management

Strong performance management is vital to promoting and improving employee effectiveness in response to implementation of Cloud Services, we feel that it should be a continuous and two-way process where managers and employees work together to plan, monitor, and review an employee's performance. The key thing is to be able to do that efficiently and effectively and without it taking up too much time. We provide organisations with support in three key areas:

- **Developing a Performance Management Approach** – we help organisations design robust performance management processes that are aligned to their organisational objectives and priorities – and that go beyond traditional performance reviews. We advise organisations on how to set clear performance expectations; how to review and measure performance fairly; how to develop and stretch people; and how to create a performance culture that is aligned to their strategic objectives.

- **Developing Performance Management Tools and Materials** – we can provide artefacts to support the Performance Management Process. For example, tools for assessing capabilities; templates for preparing for and undertaking performance reviews; and tools for collating 360 degree feedback.

- **Delivering Performance Management Approach** – we can play a hands-on role in delivering and embedding performance management processes including: coaching, supporting and training line mangers on how to carry out performance reviews and how to have productive performance conversations; briefing people on their roles and responsibilities in relation to performance management; making sure key activities happen (e.g. ensuring that line managers schedule and run regular reviews); and, where appropriate we can also provide "real time support" – e.g. by attending performance reviews to help embed the new processes.

Culture and Engagement

We provide advice to organisations on how to develop the right culture in the face of a move to Cloud Services. We start by commissioning, capturing, and analysing key pieces of information and organisational intelligence (including results of interviews with stakeholders) to perform an assessment of the:

- **the 'As is' culture** – we perform a robust analysis of your current organisational and team culture to gain a view of the current position and to identify opportunities and potential problems relating to the culture when considering a transition to Cloud Services.

- **the 'To be' culture** – we work with you to develop a joint understanding of the scale of your ambition for improvement or larger transformation – setting out the 'To Be' state. We can also develop statements (hypotheses) setting out high-level principles of the culture you want to embed and enable you to test these to make sure they are achievable and desirable.

- **Gap Analysis** - we identify the key differences between the As Is and To Be states and assess the changes required to deliver your goals (taking into account both the group dynamics and the aspects of individuals that might promote or hinder cultural change).

- **Context for change** – We review trends, models and roadmaps regarding culture in similar organisations to help you identify influences and factors that could inform the way your organisation needs to behave. This can also help you understand how your culture feels to a potential employee (compared to alternative employers) and why certain people are likely or not likely to want to join the organisation. We also encourage you to consider what partner organisations are doing – so that you can understand how your culture and their culture can fit together.

- **Case for change** – we help you build a case for change by setting out the rationale, the principles and benefits of culture transformation to support the move to Cloud Services. This is an area that is often ignored, but can be vital when working to embrace new technologies and ways of working.

We work with key stakeholders to develop and execute a Roadmap of activities to implement the culture change required and pay specific attention to defining clear roles, responsibilities and objectives for appropriate people around changing culture.

Culture isn't something that is 'done to people' so we work with organisations to embed it in every part of their people lifecycle – e.g. assessing cultural fit when recruiting, recognising and rewarding behaviours in line with culture.

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.

OUR ANALYSIS PROCESS

STEP 1

STEP 2

STEP 3

STEP 4

STEP 5

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.

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.

People Strategy Design and Case for People Transformation – Financial Services Organisation	Farsight supported Directors at a large financial services organisation, to develop its future People Strategy, against the backdrop of a major transformation programme and introduction of new technology fundamental to the operations of one of its largest departments. The initial work involved articulating the need for an improved People Strategy which would deliver significant benefits including having the right people in the right roles, and doing the right things; getting people up to speed faster and therefore start delivering value quicker; having robust arrangements in place across the People Model to avoid the risk of failing to effectively deliver successful recruitment, induction, ongoing development, and performance management; keeping up with the pace of change in the market because people have the right skills and support to manage demands of an evolving and dynamic market and new technologies; and a workforce who can use new technologies efficiently and effectively to get the job done. As part of our work we supported key stakeholders to develop a business case for people transformation and to seek significant investment to deliver the new and improved People Model. Funding was awarded and Farsight went on to support the organisation with the design and delivery of an improved People Model aligned with the People Strategy.
People Model Design – Financial Services Organisation	Following the development of a new People Strategy in the above example, working to the Head of HR, Farsight designed a new People Model for one of the organisations largest operational departments. We worked closely with the Senior Management Team and HR to understand what people issues needed to be addressed. We proposed a new People Model with Five 'Pillars' to support the business, consisting of robust arrangements for recruitment; induction; ongoing training; culture & engagement; performance management and career progression. Strong operational leadership and management ran across the People model. A fundamental component underpinning the People Model design was a new Capability Framework which defined the skills and behaviours needed to achieve departmental (and organisational) strategic objectives and goals, specifically in relation to the transition to new technology and new ways of working. We worked closely with the business to define the capabilities and also 'what good looks like' across different grades within the department. We incorporated the Capability Framework into a number of the components of the new People Model, including designing a more robust way of assessing capabilities at recruitment; tailoring the induction of new joiners to their capability level; and incorporating an assessment of capabilities at performance reviews so that individuals (and managers) could assess themselves against the Capability Framework.

Strategic Advice on People Transformation – Software Development Company	Farsight was engaged by a software development company to assess their People Strategy as they transformed as an organisation. The organisation was entering a period of growth, bringing on board new clients, team members and introducing new technologies.
	As part of the work we helped the CEO to develop their People Strategy and transform their people in response to upcoming changes. We carried out robust analysis of their current People Model, worked with them to develop a joint understanding of where they wanted to get to and assessed the changes required to deliver their goals.
	Farsight recommended a programme of work to support the transformation of the organisation and its people including developing (and delivering) a blended delivery model for driving culture change, managing performance and delivering ongoing development. We worked closely with key stakeholders to specify the activities needed to drive the changes required and how changes will be explained and communicated to the wider organisation.
Design and Delivery of a Recruitment Approach – Software Development Company	Farsight led the design and delivery of a new and improved recruitment approach which saw the introduction of a more robust method for assessing the technical capabilities of candidates as well as their fit with the organisations culture. The technical assessments significantly increased the quality of candidates that made it through to subsequent interview stages and gave the organisation confidence that their new hires had the capabilities required to do their jobs. In addition to designing a new assessment approach Farsight also supported with delivering key parts of the recruitment process including sifting CVs; running phone interviews; sitting on interview panels; assessing candidates; writing up interviews; providing assessment reports; making recommendations on candidates' suitability; and providing candidates with feedback (verbal and written).
Developing a Culture Change Strategy and Delivery Plan – Software Development Company	Farsight was commissioned by a software development company to 'transform their organisational culture' to be more high performing. We started by analysing the current culture and gained an initial view of the problems the organisation wanted to address, these included things like people weren't always clear what they were responsible for; performance issues weren't always managed effectively; people seemed reluctant to take risks, and are worried about getting things wrong.
	We worked closely with key stakeholders to develop an understanding of their vision or 'To Be' Culture and developed plans to address the issues with the culture we identified. We designed a blended delivery model for driving culture change, managing performance and delivering ongoing development. The Blended Delivery Model included multiple aspects such as: training on how to run a performance review, techniques for managing performance conversations, and coaching and mentoring on how to give feedback in the moment.
	Farsight is currently supporting the customer with the implementation of their culture change plans and they have reported that the change activities we have put in place have been well received. The customer has reported significant changes to job satisfaction, morale, attitude and notable improvements to performance.

Leadership and Management Programme – Sector Leading Charity Organisation

Members of our team worked with a large organisation to develop and deliver a sector leading 12-month leadership development programme for a cohort of high potential leaders expected to progress to director positions in the next 3-5 years.

We engaged with senior stakeholders across the organisation to identify the skills, behaviours, and knowledge required by leaders to drive the organisation forwards. In collaboration with stakeholders we also ensured that all learning activity delivered through the programme was aligned closely to the operating model and the organisations strategic goals. We worked closely with participants to develop bespoke learning plans that identified the specific skills, behaviours and knowledge that they needed to develop, and agreed specific and measurable learning objectives. As well as working towards specific learning objectives, supported by bespoke learning plans, participants also had access to the following learning as part of the programme: leadership master-classes covering a range of topics, external professional coaches, internal senior mentors, peer coaching, and stretch-projects which gave participants exposure to new areas of the business and provided an opportunity to practise new skills and behaviours. We used a blended approach to deliver the leadership development programme, all face-to-face learning was interactive; we created opportunities for participants to learn from each other (this included discussions and feedback); learning content was readily accessible in an electronic format (e.g. pre-work, suggested reading, webinars, video, online discussions); and participants had the opportunity to submit feedback and a self-assessment of their skills and abilities electronically.

To support programme participant's discovery of their personal leadership style we used a variety of tools during the course of the programme, some of which include: MBTI, FIRO-B, Strengths Finder, and other psychometric and personality profiling tools.