

# Service Definition

## Training and Development to Support Cloud 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. Training and Development to Support Cloud Services

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### 2.1. Overview

**Moving to Cloud Services involves an organisation understanding new ideas, embracing new ways of working and making changes to its people, processes and technology. Farsight's service helps you to understand the training and development needs arising from Cloud Services and how best to meet these needs for your users.**

Farsight helps its customers work through and answer key training and development questions relating to the move to Cloud Services, including:

- What are the training and development needs for our users in relation to Cloud Services?
- What are the training and development approaches that best suit our users and the type of change involved when moving to Cloud Services?
- How can we support users to embed learning and change relating to Cloud Services?

Farsight works at each level of an organisation (e.g. service management / user support; application development; procurement and service users) to ensure that everyone understands the nature and benefit of change, and new ways of working, relating to Cloud Services.

Farsight designs and delivers bespoke training and development solutions to develop the skills, knowledge and behaviour necessary for an organisation to achieve its business change objectives; to tackle problems and to improve performance.

The Training and Development service Farsight offers covers four key areas:

1. Advising the organisation on what Training and Development would be best for them to support the move to Cloud Services
2. Designing a tailored Training and Development service for the organisation's move to Cloud Services
3. Developing the organisation's capability to run the Training and Development service for themselves
4. Running the Training and Development service for the organisation

Within that context, the Training and Development Service to Support Cloud Services is tailored to the specific needs of the customer, but typical deliverables include:

- Training needs analysis.

- Development of a training strategy to prioritise areas for development and delivery options.
- A delivery plan for preferred training option(s)
- Design of training solutions (e.g. on-line learning, self-led learning, coaching, mentoring, classroom and on the job training).
- Implementation by our team of expert trainers e.g. by training users directly or by training super users to cascade the training.
- Evaluation to ensure the intended outcomes are delivered.

## 2.2 Core Cloud Services and Deliverables

Farsight offers the following core Cloud Training and Development service:

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**Training Strategy Service** Farsight delivers a range of services which support its customers from the initial discussion on the need to develop a training strategy, through the design of a strategy, to its validation, implementation and evaluation.

Broadly there are three key stages which Farsight works through with its customers when developing a training strategy:

1. Identifying the skills and capabilities, or competencies required to improve outcomes
2. Developing an action plan to show how investment in training and development will help meet goals and objectives
3. Planning how the action plan will be implemented and monitored

We engage with stakeholders throughout the development of the strategy to consider the following types of questions:

Meeting Strategic Outcomes – What is the training strategy trying to achieve? How will it support business outcomes e.g. performance improvement?

Strategic Alignment – How does the strategy align with developments elsewhere in the organisation's sector and in the training industry?

Strategic Case – What is the strategic case? Do we have sufficiently strong case for our strategy?

Implementation – What is the best approach for users? What risks are we prepared to take? Do we want to deliver tactical, short term improvements and or long term strategic transformation? What are the practicalities and organisational problems in implementing the strategy – and how can we overcome these?

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### *Training Design Service*

Our training design service includes advice on how to identify and articulate training needs and objectives. 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.

Farsight provides a full training needs analysis service. This can include a formal assessment of staff skills, knowledge, and experience; observations of staff actually doing their job; 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 or where there are gaps between the goals or standards of the educational institution and what staff are currently doing.

We design innovative and cutting edge bespoke training 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 small tools for our customers to help consolidate learning.

We have found that customers sometimes find it difficult to plan how to sustain the impact of learning beyond the initial training intervention and we are adept in suggesting ways to reinforce this through a blended approach and diverse methodologies. Working in collaboration with you we will carefully plan how the interventions can be evaluated, advising you on how to best measure the success of training including Return on Investment measures. We also try to align training with the operating model and the strategic goals of the organisation.

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.

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### Training Delivery Service

Farsight has an extensive team of experienced and skilled trainers who are well equipped to deliver training in public sector organisations considering the move to Cloud Services. Our skilled trainers can deliver training directly to your staff or we can train your staff as super users, who can cascade the training with our support, working alongside your staff.

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 (providing access to suggested reading, videos, webinars)
- self-led learning
- on the job learning
- skills training
- development through 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 value and not see it as something they “have to do”. 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.

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### Training Evaluation Service

Working in collaboration with the customer we carefully plan how our training interventions are evaluated, advising customers on how to best measure the success of training including Return on Investment measures.

We incorporate “feedback loops” into all our training services. The feedback we gather is used to understand the learner’s initial reaction to the learning, the knowledge they have gained, and the skills acquired. Feedback is gathered during the training intervention, immediately after, and then on two or more separate occasions to evaluate how much of the training has been sustained and embedded.

We always 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.

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### Transfer Knowledge

Farsight will package all collateral discovered through the training and development service and provide this to its customers; it will equip the organisation’s staff with knowledge gained through the service and carry out additional roles as required by an organisation to effect meaningful knowledge transfer eg staff training, working alongside staff etc.

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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)

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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

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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

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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

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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

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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**

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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.

<i>Strategic Analysis of the Criminal Justice Sector</i>	<p>This engagement had Farsight working with the Police, CPS, Courts Prison and Probation Services to better understand the cross-sector business processes, information flows and use of technology across the Criminal Justice Sector.</p> <p>Farsight recommended a number of work programmes to increase the efficiency and effectiveness of the system.</p> <p>This included specific recommendations regarding the use of technology and the business and cultural changes required to transform the organisations from a paper-based system towards a system which is 'digital by default'.</p> <p>Key programmes identified have been taken forward subsequently including the move towards digital courts and wifi-enabled courts, the digital case file and increased use of technology across the justice process."</p>
<i>Technology Advisory Service to the UK Supreme Court</i>  <i>UK Supreme Court Transformation Programme</i>	<p>Farsight supported the Supreme Court in determining its future 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.</p> <p>The initial work led to a Farsight designed and managed IT-enabled change programme which has transformed the way the Supreme Court operates.</p> <p>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.</p>
<i>Production of the MoJ 'Digital by Default' Strategy and creation of the MoJ Digital Services Directorate</i>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<i>Design and delivery of a Target Operating Model – Financial Services sector</i>	<p>Farsight led the definition of a Target Operating Model for a major motor insurer who have embarked on a significant transformation programme.</p> <p>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.</p>



<p><i>Criminal Justice Lead Account Management and provision of Strategic Advice (Delivery)</i></p>	<p>Working to the cross-CJS IT Director and with the Chief Information Officers from each of the key Criminal Justice organisations Farsight was responsible for overseeing the joining up of the UK Justice sector.</p> <p>This involved enabling business transformation through the better use of technology – for example by improved information sharing and communications and increased use of cloud technologies.</p>
<p><i>Information governance - Dorset County Council</i></p>	<p>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.</p> <p>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.</p> <p>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</p>
<p><i>Future Directions for the Dorset Tri-Council ICT Service</i></p>	<p>Farsight was engaged by the Dorset Tri-Council ICT Service to develop a range of options for future directions in terms of partnership working – looking at their commercial ambitions, structure, and services that they could either provide to other organisations or share with other organisations.</p> <p>Use of Cloud based technologies was a significant consideration due to the flexibility and scalability they could provide.</p>
<p><i>Business and IT Transformation (including Digital Transformation) – Durham Tees Valley Community Rehabilitation Company</i></p>	<p>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.</p> <p>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.</p> <p>As part of this work Farsight led the design of an end-to-end cloud solution including detailed analysis of network connectivity and hosting options.</p> <p>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.</p> <p>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.</p> <p>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.</p>

