

# Service Definition

## Project and Programme Management for 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. Project & Programme Management to support the implementation of Cloud Services

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### 2.1. Overview

Implementing Cloud Services often involves a number of delivery projects or programmes. This service helps you to design, deliver and evaluate the projects or programmes you need to deliver your Cloud services by supporting you when you are:

- selecting the best project or programme approach; designing the project or programme approach;
- developing in-house project or programme capability; and
- delivering project or programme services to the organisation.

The service Farsight offers covers four key areas:

1. **Advising** the customer on what type of project or programme approach would be best for their implementation of Cloud services
2. **Designing** the in-house project or programme approach for Cloud services
3. **Developing** the customer's capability to run the Cloud project or programme for themselves
4. **Running** the Cloud projects or programmes for the customer

Farsight can provide some or all of these services depending on what the customer actually needs, and is also able to scale resources up or down in certain areas as the process develops over time.

Within this context, the Cloud project or programme services can be tailored to the specific needs of the customers, but typical deliverables produced by this service include:

- Design, Manage and Evaluate Pilots of Cloud Services
- Design, Manage and Evaluate Proof of Concepts of Cloud Services
- Establish and run Project and Programme Management Office
- Design, Manage and Evaluate Business Change to support the introduction of Cloud Services
- Project and Programme Governance
- Project and Programme Assurance
- Project Programme and Portfolio Performance Management
- Project and Programme Recovery
- Project and Programme Cancellation

## 2.2 Applying the Service to your organisation

The table below shows in more detail some examples of how the Service can be applied across each stage of project / programme delivery.

<b>Mobilisation</b>	Key activities / deliverables include: <ul style="list-style-type: none"> <li>Starting a project / programme: appointing an executive and a project manager; designing and appointing a project management team; preparing a project brief; defining the approach; and planning the next stage (initiation).</li> <li>Initiating a project / programme: planning quality; planning; refining the business case and risks; setting up controls; setting up PMO; and preparing an Initiation Document.</li> </ul>
<b>Managing Delivery</b>	Key activities / deliverables include: <ul style="list-style-type: none"> <li>Delivery - accept, execute and deliver a work package / task.</li> <li>Control and Direction: authorising initiation; authorising a project / programme; authorising a stage or exception plan; and giving ad-hoc direction.</li> <li>Authorising work package; assessing progress; capturing and examining project issues; reviewing stage status; reporting highlights; taking corrective action; escalating project issues; and receiving a completed work package.</li> </ul>
<b>Managing Change</b>	Key activities / deliverables include: <ul style="list-style-type: none"> <li>Training, a focus on new skills and knowledge</li> <li>Culture Change, including any behavioural change required</li> <li>HR, any changes to roles and responsibilities, job descriptions, personal objectives and targets, core competencies</li> <li>Business Performance Framework, including new business targets</li> <li>Leadership, both equipping leaders with the required skills, knowledge and behaviours to drive change; and agreeing specific actions or methods for leaders to implement</li> <li>Stakeholder Management, taking internal and external stakeholders through the change process</li> <li>Communications, setting out clearly the vision for change, specific objectives and milestones, creating an organisational story which demonstrates change taking place, objectives being achieved, problems being overcome and benefits being delivered.</li> </ul>
<b>Managing Closure</b>	Key activities / deliverables include: <ul style="list-style-type: none"> <li>Decommissioning; identifying follow-on actions; managing benefits realisation and evaluation.</li> </ul>

## 2.3 Working Together Throughout the Engagement

Farsight has found that clients have benefited from approaching engagements in broadly the following way (although we are happy to tailor the approach to suit you):

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### Agree Approach

- At the outset, Farsight advises and agrees with customers the project / programme methodology. Farsight's teams are experienced practitioners in PRINCE 2, MSP and Agile project / programme approaches and, in agreement with the customer, will apply the approach that best matches the scale, complexity and risks of the business and ICT change; the timescales available / required for the change; and the approach that suits the organisation's culture.
- Farsight will also advise on the need for pilots or proof of concepts prior to delivery. In agreement with a customer, Farsight will design and implement appropriate pilots / proof of concepts and will carry forward the learning and evaluation from this stage in to project / programme delivery.
- Farsight will tailor its role depending on the needs and capabilities of the customer. Farsight provides a complete end to end service, leading on all aspects of project / programme management. Additionally, Farsight can provide specific, individual services; to support a client's own team, adding our experience and skills to those of our clients, and adding a degree of independence where that is important.

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### Mobilisation

- Farsight will establish the project / programme team, providing resources directly as agreed with the customer. Farsight will prepare a project / programme brief (describing, in outline, what the project / programme is attempting to achieve and the business justification for doing so); the overall approach to be taken and the plan for the next stage of the project / programme - and agree this with the project / programme executive or governance board.
- Farsight builds on the above agreement to develop the Outline and (subsequently) the Full Business Case; the Project / Programme Initiation Document; Project / Programme Plan; the approach to ensure quality; and the overall approach to controlling the project / programme itself. Farsight will establish the project / programme management office and the document / filing structure.

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### Managing Delivery

- Farsight manages the delivery of products / tasks by allocating work appropriately; ensuring team members and suppliers are clear as to what is to be produced and what is the expected effort, cost and timescales; and ensuring delivery remains within agreed tolerance.
- Farsight manages risks and issues; monitors and reports on progress; and manages the process to ensure the Project / Programme Board remains in control of overall delivery.

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**Managing Change**

- Farsight manages an effective transition of the change resulting from the move to Cloud Services in to business as usual and live service. Farsight develops a business change plan to support the project / programme. The plan identifies and addresses those areas that an organisation must tackle which otherwise may obstruct the project / programme; and supports areas that will enable successful delivery. Farsight ensures the change plan is tailored to the needs and culture of an organisation, and is proportionate to the scale and complexity of change.
- A Farsight change plan will consider the following:
  - Training, a focus on new skills and knowledge
  - Culture Change, including any behavioural change required
  - HR, any changes to roles and responsibilities, job descriptions, personal objectives and targets, core competencies
  - Business Performance Framework, including new business targets
  - Leadership, both equipping leaders with the required skills, knowledge and behaviours to drive change; and agreeing specific actions or methods for leaders to implement
  - Stakeholder Management, taking internal and external stakeholders through the change process
  - Communications, setting out clearly the vision for change, specific objectives and milestones, creating an organisational story which demonstrates change taking place, objectives being achieved, problems being overcome and benefits being delivered.

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**Managing Closure**

Farsight ensures the effective closure of projects / programmes. This covers ensuring acceptance in to live service de-commissioning (and resources freed up for allocation to other activities), follow on actions should be identified and the project itself be formally evaluated.

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### 3. Our Approach & Methodology

#### Including Onboarding, Offboarding & Implementation

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##### 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 [l](#).

**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.

<p><b>Programme Management and Programme Support - Durham Tees Valley Community Rehabilitation Company</b></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.</p> <p>Farsight led the design of the solution, which was commended by the Ministry of Justice and continued working with DTV CRC to implement the solution - providing programme management, supplier management, PMO and Information Assurance services as well as advising the DTV CRC Board Members on ICT transformation</p>
<p><b>Technology Advisory Service to the UK Supreme Court</b></p> <p><b>UK Supreme Court Transformation Programme</b></p>	<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>
<p><b>Risk management – Ministry of Justice Digital Services (including consideration of cloud technology)</b></p>	<p>Farsight have assisted teams within MoJ Digital manage the risks around introducing new products and services.</p> <p>The Farsight team has adapted proven risk management frameworks and approaches so that they better suit digital teams and agile ways of working.</p> <p>Farsight has helped project teams and wider stakeholders to identify, assess and review the risks and impacts of introducing new technology into environments such as prisons and courts, and have provided continuous support in performance monitoring, and identifying additional emerging risks and issues.</p> <p>This work has been applied to key business Initiatives such as the Moving Prisoners Safely programme and exploring ways of dealing with managing Money to Prisoners.</p>
<p><b>ICT Transformation – Dorset Tri Council Partnership</b></p>	<p>Working with Dorset Tri Council, Farsight managed an ICT transformation programme which involved bringing previously outsourced ICT services back in house under the control of the Council.</p> <p>We worked as a blended team with the Council to ensure a seamless service was provided to staff and customers throughout the transition of services.</p> <p>The transition to the new service went ahead with minimal disruption to end users.</p>
<p><b>Enterprise Transformation Programme – Leading UK Insurance Company</b></p>	<p>Farsight was commissioned by a major UK insurance company to support them in the redesign and transformation of their claims management function.</p> <p>We were responsible for all elements of design for the new system. This involves detailed process mapping, information modelling and requirements capture across internal processes, customers and supply chain. One of the key deliverables of the programme is a comprehensive new Case Management system which will take advantage of cloud technologies and was delivered using agile delivery methodology.</p>

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<p><b><i>Design of a Demand Management Process and Governance Model –BNP Paribas</i></b></p>	<p>Farsight was commissioned by BNP Paribas to design and implement an end-to-end process and governance model for managing demand within their Global Security Monitoring Centre</p> <p>The model we defined set out a way for BNP Paribas to understand, manage, prioritise and forecast demand for their services.</p>
<p><b><i>Criminal Justice Lead Account Management and provision of Strategic Advice (Delivery)</i></b></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>

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