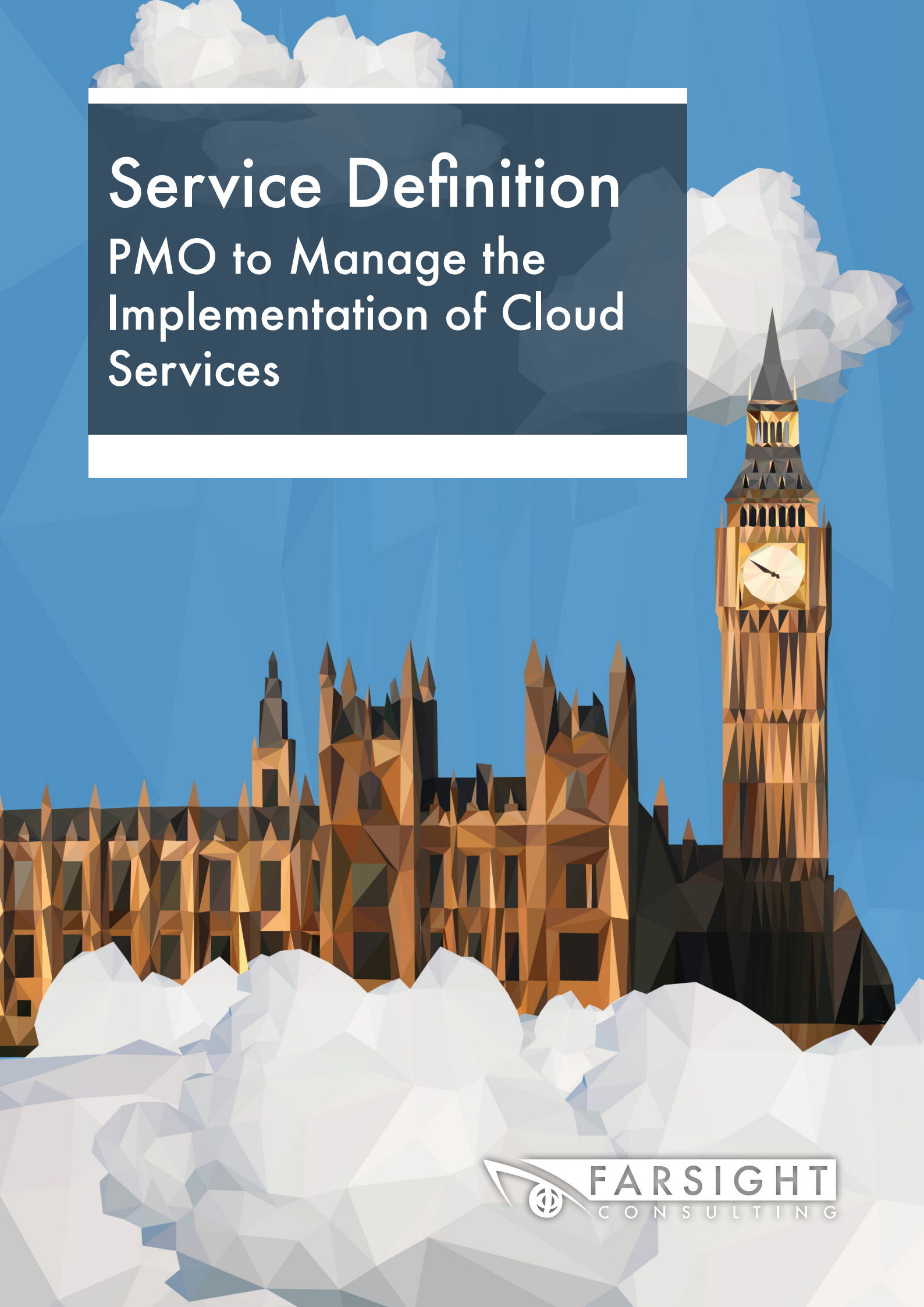


Service Definition

PMO to Manage the
Implementation of 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. PMO Service to Support the Implementation of Cloud Technology

2.1. Overview

Implementing Cloud Services often involves a number of projects, programmes and associated organisational change. Our PMO Service can help you to coordinate overall delivery to Cloud services by:

- Choosing the **best PMO design and structure**;
- designing and **tailoring the PMO approach for your organisation**;
- **developing in-house PMO capability**; and
- **delivering PMO services** to your organisation.

The service Farsight offers covers four key areas:

1. **Advising** the organisation on what PMO arrangements would be best for them
2. **Designing** a tailored service for the organisation
3. **Developing** the organisation's capability to run the service for themselves
4. **Running** the service for the organisation

The specific service deliverables and activities for each area can also be tailored accordingly, but typically they would include the following:

<i>Advise on what PMO arrangements would be best</i>	• A piece of discovery work looking at an organisation's PMO needs and what PMO capability already exists, and making recommendations on how to bridge any gaps or improve efficiency. • Producing a PMO approach for an organisation
<i>Designing a tailored service for your organisation</i>	All of the products and activities involved in the delivery of the service can be tailored to suit the needs of your organisation and to the specific projects being managed – e.g. taking into account complexity, organisational capability, resources and cultural preferences. Typically clients have asked us to: • Design a tracking and reporting process e.g. highlight reports, exception reports and key milestone reports. • Design a process for planning and managing resource assignment and tracking utilisation taking into account the skills and experience of team members. • Develop the PMO templates e.g. Delivery Plan, Risk and Issues Management, Cost Management, Business Case, and Benefits Management.

Develop customer capability

- Provide assurance on deliverables and day to day activities and to check that these are aligned with the agreed approach, methodology and templates.
 - Provide the necessary training to help upskill your teams.
-

Run the PMO service

Provide a team with the skills and expertise to provide some or all of the required PMO functionality and services. This could include supporting you in the following activities:

- Develop the delivery plan for one or more projects
 - Work out what it will cost to deliver a project, develop a cost plan and identify key cost sensitivities and assumptions
 - Track and report on costs, spend and benefits realisation
 - Identify, capture and manage risks and issues
 - Estimate, plan and manage resource needs, including resourcing options
 - Track delivery of products and deliverables and the resources used to deliver them
 - Provide Secretariat support to produce reporting packs and updates for key meetings in your project governance
 - Develop key deliverables required to support projects based on agreed templates and processes e.g. Delivery Plan, Business Case, and Risk & Issues Register.
-

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):

Agree Approach

- At the outset, Farsight advises and agrees with an organisation the needs around a PMO and what services they need it to deliver.
 - Farsight's teams are experienced practitioners in PRINCE 2, MSP and Agile project approaches and so can advise on a range of approaches depending on what best meets the needs of the organisation. We have also developed our own approach to delivery which combines the best parts of a number of different methodologies which we'd be happy to share with you.
 - In agreement with the organisation, Farsight will identify which planning and tracking tools and other templates would be most helpful in supporting their projects, making sure this will complement the current business culture and project needs.
 - Farsight will tailor its role depending on the needs and capabilities of the organisation. Farsight can provide a complete managed service – designing, setting up and running a PMO. Additionally, Farsight can provide specific, individual services; to support an organisation's own team, adding our experience and skills to those of the organisation, and adding a degree of independence where that is important.
-

Mobilisation

- Depending on your needs, Farsight can design and set up a PMO and can help manage the transition from an organisation's current set-up, to what they need for successful delivery.
 - One option to support transition and to embed changes into your organisation is for Farsight to work with an organisation's existing team to create a 'blended team' which allows knowledge and skills transfer to take place.
 - The next step is to develop agreed templates and methodologies required to support the required PMO function, such as Delivery Plans, Highlight reports, Resource Plans, Risk Registers and Issues logs. As part of this stage it will also be important to design and communicate the processes needed to support the key deliverables.
-

Managing Delivery

- In order to manage delivery, Farsight can support the production of deliverables, either by developing them or by providing guidance and training to ensure the existing team is confident in producing them.
- Farsight is in a strong position to provide quality assurance, using our in-depth understanding of the approach and the deliverables, and ability to judge what 'good looks like'.
- It is important as part of the delivery of a PMO service to track risks and issues, and Farsight can support this by monitoring progress, producing reports and managing the overall process.

2.2. Further Information

Most organisations will at some point need to manage a project, programme or portfolio. Regardless of the quantity or complexity of projects all organisations can benefit from a successful PMO that will enable them to complete more projects on time and on budget with fewer resources. Farsight can help organisations to better understand the way in which projects should be planned, managed and delivered – recommending implementation approaches, alerting you to potential obstacles and helping you to avoid problems.

How a PMO is organized and staffed depends on a number of organisational factors, including targeted goals, traditional strengths and cultural imperatives. Farsight can help ensure the services we deliver best meet your needs, for example by providing training, guidance and examples of best practices to your current team. This could be supported by a more delivery focused role – for example producing plans, tracking progress and managing risks. We are happy to run this service as a blended team with your existing resource to help support implementation whilst, at the same time, improving the capability of your team. Over time PMOs can save organizations money by enabling better resource management, reducing project failures and supporting those projects that offer the biggest payback.

Farsight has a number of strengths which allow us to deliver the skills and capabilities required to deliver a successful PMO function, these include:

- An ability to estimate the scale and complexity of different projects during the planning stage, and an appreciation of the different ways that projects can be taken forward, based on our experience both in project management and analysis.
- Strong planning and organisational skills
- In-depth understanding of typical project deliverables and a range of approaches.

The service is completely customisable – meaning you will only use resources where you need them; and our free initial consultation will ensure we have a joint understanding of your expectations from the service from the outset. You can apply the service in different ways depending on where you are in terms of developing a project approach and PMO function.

3. Our Approach & Methodology

Including Onboarding, Offboarding & Implementation

Our Engagement Approach

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



Prior to formal engagement

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

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

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

This is done at no charge to the client.

Formal engagement and start-up

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

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

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

During the engagement

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

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

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

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

At the end of the engagement

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

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

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

Our High Level Methodology

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

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



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

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

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

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

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

5. Resource Options and Pricing

The services Farsight provides can be sourced in two ways:

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

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

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

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

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

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

6. Terminating a Contract

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

7. After-Sales Support

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

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

8. Benefits of Working with Farsight

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

Cost reduction

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

Improved Efficiency and Responsiveness

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

Greater Understanding of what's possible

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

Reduced Risk

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

Transformed Organisation Operations

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

9. Other Services available via G-Cloud

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

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

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

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

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

10. Examples of Our Work

Introduction

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

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

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

Some Feedback from our Clients

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

IT Director, UK Supreme Court



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

Director, Youth Justice Board



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

Lead Account Manager, Ministry of Justice



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

Director, Criminal Justice Reform



Example Engagements

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

<i>Programme Management and Programme Support - Durham Tees Valley Community Rehabilitation Company</i>	Farsight was engaged by Durham Tees Valley Community Rehabilitation Company (DTV CRC) to design and implement a completely new ICT environment to support their new business. As part of the transformation programme DTV CRC would cease to receive ICT services from the Ministry of Justice and needed to put in place a secure solution to handle all of the operational business needs of the organisation. 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
<i>Technology Advisory Service to the UK Supreme Court</i> <i>UK Supreme Court Transformation Programme</i>	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. The initial work led to a Farsight designed and managed IT-enabled change programme which has transformed the way the Supreme Court operates. The Supreme Court is now recognised as an example of best practice for IT both in the Digital Courtroom and in the way its staff and Justices are able to take advantage of remote working and access information from anywhere in the world.
<i>Risk management – Ministry of Justice Digital Services (including consideration of cloud technology)</i>	Farsight have assisted teams within MoJ Digital manage the risks around introducing new products and services. The Farsight team has adapted proven risk management frameworks and approaches so that they better suit digital teams and agile ways of working. 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. 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.
<i>ICT Transformation – Dorset Tri Council Partnership</i>	Working with Dorset Tri Council, Farsight managed an ICT transformation programme which involved bringing previously outsourced ICT services back in house under the control of the Council. We worked as a blended team with the Council to ensure a seamless service was provided to staff and customers throughout the transition of services. The transition to the new service went ahead with minimal disruption to end users.
<i>Enterprise Transformation Programme – Leading UK Insurance Company</i>	Farsight was commissioned by a major UK insurance company to support them in the redesign and transformation of their claims management function. 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.

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

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

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

*Criminal Justice Lead
Account Management
and provision of
Strategic Advice
(Delivery)*

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:

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.

