

Service Definition

Digital Business Analysis for Cloud

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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. Digital Business Analysis for Cloud

2.1 Overview

Across the public sector, there is an increasing need to transform services, to increase organisational capabilities and to grow an organisation's capacity to absorb and deliver long standing change. Many organisations have identified that cloud based solutions can offer significant cost and performance benefits.

Farsight's Digital Business Analysis for Cloud service is a broad, flexible and comprehensive service to support organisations deliver robust change through better understanding of the needs and requirements of the organisation and users prior to any move to a cloud based solution(s).

Our Digital Business Analysis for Cloud service has been successfully deployed to a wide range of public and private sector clients. Amongst other things we have supported organisations to identify and test new ideas; to design new services; to build business cases for making change; and to define new digital strategies. We are experts in identifying and capturing user stories and requirements - enabling you to meet the needs of users in an efficient and effective manner. The analysis and recommendations from the service can support your project and product managers when taking forward digital projects and can support senior stakeholders when taking large decisions about the future direction of an organisation or a service.

Our Digital Business Analysis for Cloud service is fully customisable, from what you want us to achieve, the size, skills and experience of our team, the length of our deployment and how much 'hands on' management support you need from us. We are equally comfortable working on our own or as part of a mixed team.

Because we can offer a very wide range of services to support digital business analysis, there is not necessarily one set way of implementing this service. This service description includes:

- An overview of some of the typical areas of business analysis we can cover – and the deliverables we can produce (Section 2.2)
- A typical methodology for how we could go about producing one individual chunk of work (Section 2.3)
- A description of some of the engagement models / commercial constructs we can use to turn this into an ongoing service (Section 5)

Each engagement would start with a discussion about your specific needs so that we can suggest ways to tailor the service to your organisation.

2.2 Typical uses of our Digital Business Analysis Service

We will always tailor our service to your specific needs, but we have outlined below some general examples of areas we could consider for your services:

<i>Understanding your users, operations and services</i>	<i>User Stories, Use Cases and Model Designs for solutions or services</i>	We can work with your organisation and your users to build user stories through workshops and interviews; so that everyone truly understands the user journey. Clients have found this extremely important in ensuring that any move to a cloud-based solution will positively effect users and improve their experience of your services.
	<i>Business Process Capture/Redesign</i>	We can map your business processes and identify how your organisation works together and the tools needed, identifying how any move to cloud based solutions will impact upon business processes (and what changes will be required / supported).
	<i>Requirement gathering & initial options (delivery route) analysis</i>	We can gather a wide range of requirements and identify how systems should be procured, developed or configured to meet your user's needs to ensure that any cloud solution will meet those user needs.
<i>Identifying problems and rectifying ongoing difficulties</i>	<i>Break Fast Design</i>	We use this method to assess systems and the viability of products. Instead of looking at why things work, we try to 'break' things as quickly as possible – identifying critical flaws in the system as early as possible. This is vital when implementing new cloud based systems, we make sure they will work for your organisation.
	<i>Problem Identification & Assessment</i>	We can lead analysis with business units and organisations identifying specific business problems and providing options to resolve them. This can be a useful first step in identifying how cloud based solutions could mitigate problems and risks.
	<i>Root Cause Analysis</i>	We can delve deeply into issues using a range of analysis techniques to identify the root causes of problems.
<i>Redesigning operations or an organisation</i>	<i>Service D design</i>	We can fully redesign a service – be it making it work digitally, achieving more 'traditional' changes (cost/ efficiency savings) or providing a holistic mixture of the two approaches and identifying where cloud solutions will improve service design.
	<i>Portfolio design and prioritisation</i>	Many organisations have a broad portfolio of ongoing projects. We can support you to ensure the portfolio is achievable, fully prioritised and appropriately managed.
	<i>Change Management</i>	We can support organisations through digital transformation and the accompanying business and cultural change, the cutover into live service and onto business as usual. Moving services or business processes to the cloud can have major effects on the organisation – we ensure that it is a smooth transition.
	<i>Business Transformation</i>	We can support organisations with the transformation of their business models – both digital and 'traditional'.

<i>Supporting your stakeholders take the right decision</i>	<i>Business Case Development</i>	We can develop innovative business cases, ensuring we articulate value not just in terms of money but through the ways changes can meet the diverse needs of users.
	<i>Options Analysis</i>	We can provide rigorous options analysis, distilling and articulating a wide range of information to allow your stakeholders take the best decision.
	<i>Service/Solution Assessment</i>	We can assess how a particular service or solution meets the needs of your users, and ensure that you procure a solution that is fit for purpose – now and in the future. There are hundreds of potential services available through G Cloud – we can identify what will be best for you.
<i>Planning & Moving Forward</i>	<i>Digital Strategy</i>	We can support you define and implement your digital strategy and ensure you have a stable roadmap going forward and identify where cloud solutions can help you achieve strategic aims.
	<i>As Is – To Be Analysis</i>	We can identify the current state and outline how user journeys and business processes would work in a future state, bringing to life the key benefits.
	<i>Benefits Mapping & Delivery</i>	We are able to develop complex benefits mapping for planning and tracking the realisation of benefits.
	<i>Sprint Planning</i>	We can plan sprints that align user engagement, development and testing to ensure the delivery of your products meets user needs within resource constraints.

2.3. Our Digital Business Analysis Methodology

We have developed a delivery and analysis methodology which combines many aspects of agile methods (especially the iterative approach) with some aspects of waterfall methodologies (where more in up front thinking is required about certain aspects). We believe that this maintains the ethos of the iterative, agile approach, but helps teams realise when a more structured approach is needed and the right time to fully work things through and when things need to become more “fixed”. This is especially useful when needing to integrate with different (i.e. legacy) systems, and when using technologies which can be difficult and expensive to change if they are not designed flexibly enough at the outset.

The approaches that have contributed to our methodologies include:

- De Bono's 6 Thinking Hats – to ensure we are approaching things from different perspectives;
- The 5 Why's – to explore the root cause of problems and sub-optimal solutions;
- Agile and iterative methodologies – such as Rational Unified Process, Scrum, etc, to ensure that our analysts understand how the digital business analysis role fits with the overall project delivery process
- Traditional Project and Programme Management methodologies – including PRINCE2, Managing Successful Programmes and P3O; to understand how elements of these methods can bring structure and rigour when required (and because many stakeholders still rely on these)
- Treasury Green Book – to ensure we know how to build compliant business cases (we have developed our own approach to business case definition which complies with public sector requirements, but makes it easier for stakeholders to “understand the story” and avoids repetition)
- PESTLE analysis – when covering the wider context of system / solution design and business change
- Boston Grid / MoScow / etc – for helping users and key stakeholders to compare the relative importance of User Stories and key functionality

For engagements involving service or solution design, other elements would include:

- User-focused design – including “back office” users and key contributors of information as well as the front-line Users and citizens;
- User Experience – to ensure that the good ideas are realised in a straightforward and consistent way;
- Data design – we believe that understanding the data and how it is modelled in a system is critical to how that system will function both now and in the future (ensuring flexibility)

These methodologies, along with robust processes in areas like risk, reporting, planning and cost management, will be built into all our work, flexing and adapting to suit the specific requirements.

Our specific methodologies cover areas like:

- Problem assessment
- Root cause analysis
- User profiling
- Analysis of user needs and the development of user stories
- Capability modelling, mapping ‘chunks’ of user need to ‘chunks’ of capabilities that could be used to address them
- Development of a simplified and improved data model, including mapping this to existing data model/s
- Traceability analysis to show how user needs and user stories are mapped to components and sprints during the development process
- Service design – including service mapping, business process redesign
- Options analysis
- Financial analysis
- Business change – business impact assessment, from / to analysis, stakeholder mapping, development of a business change strategy including training and communication needs analysis and training / comms design and planning
- Coaching – of both our team and clients (if appropriate)
- Accelerated learning and planning techniques.

The analysis service incorporates any or all of these types of analysis. At the outset of the work, we would work with you to determine which tools and techniques are best suited and will add most value and set out a suggested approach for your approval. At this point we would also set out the different commercial engagement models and resourcing models so that you can choose the ones which best suit your organisation. A key aspect of our service is that you only pay for what you use – so we are happy to consider blended team approaches and part-time or deliverable focused engagements.

To ensure our service meets your needs, we would expect to build quality requirements into each work package or each piece of analysis work – this makes it easier for our team to assess their own performance and also helps you and your colleagues to specify ‘what good looks like’ – even where the precise requirements are not clear at the start. Weekly progress reporting (check points) will be produced and provided to your appointed contact point and / or other stakeholders as appropriate. We would usually conduct these checkpoints throughout the engagement

and have used a mixture of telephone / video checkpoint calls; face to face meetings and/or written reports. The purpose will be to monitor and manage the progress against the plan; to review risks and issues when they arise and to agree any new actions that are required. If anything emerges during the assignment that might require a change of focus or approach we would propose it is discussed at this meeting and then progressed as appropriate.

Our high level model for engagement is set out in more detail in section 5 and if you would like more information about how we would approach a complex engagement please just ask.

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.

Discovery analysis of cloud solution options – Ministry of Justice Digital Services Department

Farsight has worked extensively with the Digital Services Directorate in the Ministry of Justice, providing them with a flexible and agile business analysis service across a number of projects and providing a digital services portfolio management function.

Working with the MoJ Digital Team and the wider MoJ and NOMS business units, the Farsight team has undertaken analysis of a number of problem areas and change opportunities, supporting a range of projects, including full consideration of the merits of 'buy', 'build' and 'reuse' options and the use of cloud technologies to support digital delivery.

Discovery for Case Management Solution – Parole Board, National Offender Management Service

We were engaged by the Parole Board and NOMS to bring together a number of complex requirements for a cloud-based case management solution which they hoped to use across multiple business areas.

The work involved building up a detailed understanding of the processes, capabilities and underlying information model required to support the business units and setting out requirements and User Stories for a new IT system.

Farsight went on to provide the business units with analysis to help them think through the merits of the different options for meeting their case management requirements, including a comprehensive review of 'build', 'buy', and 'reuse' options.

We also supported the client throughout the procurement and solution selection process; and supported the Parole Board and NOM in the production and submission of a business case to secure funding.

Data for the apprenticeships service – operational, MI and statistical reporting

Farsight embedded two business analysts into the agile Data product team in the apprenticeship service, helping to collect, transform and report on data covering operational, MI and statistical reporting needs around the introduction of the new employer levy policy.

We helped to identify user needs in the Skills Funding Agency and Department for Education, including teams in funding compliance & monitoring, business ops, support, counter fraud, finance and policy. We compared these needs to the data being collected from both the front end of the apprenticeship service as well as external datasets; we spotted technical, service design and legal barriers to meeting those needs and we helped the product team to iteratively build up a data store and dashboard suite.

The end products were useful both for the uncertain tactical phase in the immediate term following the launch of the new policy, as well as for long term BAU reporting both internally and to the public.

Discovery, Options Analysis, and Solution Selection – Judicial Appointments Commission

Farsight was asked to support the Judicial Appointments Commission (JAC) realise its goal of an end-to-end digital solution for the process of making judicial appointments.

The JAC wanted to redesign and improve its customer journey to drive up the quality and suitability of applications and make the process more efficient.

We supported the JAC through an initial Discovery process, and then an Options Analysis to assess a range of different technical and commercial options.

We then supported the JAC through the process of selecting the solution that would fit best with their needs. The Commission's new cloud-based, open source / open standards website and recruitment solution, based on Drupal and constructed using Agile project management techniques, went live successfully within a year as planned.

Business Case Development - MoJ Prisoner Visit Bookings

In the Ministry of Justice, our team developed an innovative new approach for constructing and maintaining the business case for a product which allows Prisoner Visits to be booked online. The business case focused on the potential value of designing the product to meet specific User Needs and looked at the cost/benefit analysis of individual features to support the business need. This enabled the product team to take a truly flexible approach to Agile development and to test how potential changes in the capabilities of the product would impact the overall business case. MoJ viewed this as a leading-edge approach to product design within the department and are now adopting this model on other products.

*Discovery, Options
Analysis, Business Case
Development – Office of
the Public Guardian*

The Office of the Public Guardian (OPG) engaged Farsight to support their work in digital transformation of the service.

We worked with the OPG to redesign their business processes (including the application procedure) and to move them to adopting a digital by default approach.

As part of this work we also supported the redesign of their data model and the implementation of a new IT system.

Following on from the design work, we worked with the OPG to put together the full Business Case for the new solution – this was accepted by both the Finance Committee and the Cabinet Office and the programme was commissioned.

The option and solution that was selected is now being implemented and is regularly featured by Cabinet Office as an example of good practice.

*Requirement gathering
and analysis*

Farsight worked within the MoJ to explore options around replacing the paper-based system in place for paying salaries and fees to Judges with an online, digital solution. Our team evaluated the existing processes, undertaking site visits and user research (including interviews with Judges), so that we could identify and prioritise the user needs and then fed these into the design of the Minimum Viable Product for the new service. We then followed this up with market research into systems available on G Cloud (and the wider market), as well as re-use options within the rest of the MoJ / other government departments.

