Service Definition
Cloud Discovery and Pre-Discovery 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. Cloud Discovery & Pre Discovery Analysis

2.1.Overview
This service is suited for organisations who want to understand how Cloud Services can help them when considering business improvements or larger transformations, or how best to address particular problems.

The service focuses on supporting organisations in developing an understanding of the scope and nature of the need for Cloud Services and the opportunities Cloud Services can offer.

Use of this service can help to build consensus in an organisation on finding problems or opportunities for change.

If Discovery answers the question "How could we do a thing?", then Pre Discovery aims to answer "What are the things we could do?". A Pre-Discovery exercise can broaden the 'funnel' when considering incoming opportunities, to ensure that other prospects are not unknowingly missed.

It can also help to identify where there are significant divergent views within an organisation or unknowns that would threaten to de-rail subsequent work – which the senior leadership will want to consider at the outset and throughout the change process.

A Pre Discovery analysis should be time-boxed appropriately, allowing for sufficient gathering of information but also remaining a quick exercise so that emphasis remains on delivery.

The analysis can be tailored to the specific needs of the customer, but typical deliverables produced by this service include:

- Problem and / or Opportunity statements relating to Cloud Services;
- Statement of and Assessment of the Business Need for Cloud Services;
- Discovery Workshop – to bring out views;
- Discovery Report – setting out the emerging findings and positions of key stakeholders;
- Proposition for implementing Cloud Services;
- Emerging User Stories for Cloud Services;
- Use Cases for Cloud Services;
- Outline Operating Model (target and / or current) for Cloud Services;
- Key Drivers for Change;
- Potential barriers and constraints to implementing Cloud Services;
- Stakeholder Assessment;
- Customer Perspectives;
- Environmental Factors relating to Cloud Services;

- Security Assessment – including Business Impact.

2.2 Further Information

Whether it's business improvement or larger scale business transformation, organisations often need advice on where to start and how to design a process so that they can explore which solutions might best meet their business needs - both in terms of meeting their user's needs but also maximising return on investment, reducing cost, reducing time to value, and reducing delivery risk. Our approach uses a methodology which we have developed with our customers and which has been tried and tested in the public sector.

The methodology recognises that different organisations will have very different needs and be starting from very different places (in terms of people, process, information and technology). Organisations will have varied ICT landscapes built up over many years; will have different cultures around the use of information and technology; and different attitudes to risk and change.

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.

A typical engagement could contain the following:

Initial Customer Engagement (free of charge)	In this initial discussion, we help you to understand and to articulate your need for the Cloud Discovery & Pre Discovery Analysis service; by developing a joint understanding of the nature of the business opportunity or problem, the scale of your ambition for improvement or larger transformation, and the key organisational factors that will have to be considered during the analysis.
Proposal and Plan for Analysis	We provide you with our detailed proposal for conducting the discovery analysis to help you understand the scope and nature of your business need. We will keep you updated throughout the process, so that we can focus resources where they will deliver best value.
Discovery Workshop and Key Stakeholder Meetings	In discussion with you, we will design a workshop (or series of workshops) depending on the scale and complexity of your business challenge. At each workshop, we will work with a range of stakeholders identified with you during the initial customer engagement. Each workshop is intensive and examines the nature of the business opportunities and problems through the following viewpoints; • Drivers for change; • Barriers to change; • Users (including emerging User Stories); • Customers and other Interested Parties; • Information; • ICT services and systems; • Processes; • Structure – management structure, accommodation and outlets for customer services; • Other specialist perspectives e.g. identity assurance and security. • Environmental factors (as required) – demographics, economic, industry, etc

Discovery Report	This Report is a significant deliverable for our customers and contains the key findings from the Discovery analysis (including any workshops and interviews with key stakeholders):

- validation with key stakeholders of the business need;
- a statement on the nature and scale of the business problems and opportunities (including likely scale of costs, time to value, benefits and scale of return on investment or cost reduction);
- an indication of how the organisation might best address particular problems and opportunities;
- within that context, the potential contribution of improved information and ICT;
- an outline view of the organisation's operating model;
- early thoughts on the key drivers for change, and the key barriers that might get in the way
- an indication of stakeholder support and the degree of consensus in an organisation;
- a customer perspective;
- a view of the likely impact of broader environmental factors.

We discuss the Discovery Report with you and use this as an opportunity to check: are the findings consistent with your understanding and desires; are there any gaps in understanding or problems that might affect the final quality of the advice; and what areas should the Discovery analysis focus on to produce the Final Report.

We also identify any opportunities for you to view services or organisations which face or have already addressed similar challenges. We then agree next steps and remediation actions for any problems.

Proposition	We develop the Proposition through more detailed engagement with stakeholders, more detailed analysis of the organisation's operating model, and a refinement of the key user stories. In particular, this stage drives:

- a sharpening of the exact Business Need;
- a more precise statement of the scale and nature of the Business Problem and or Business Opportunity.
- a clearer identification of the genuine opportunity for Business Improvement or larger Transformation (including likely scale of costs, time to value, benefits and scale of return on investment or cost reduction);
- a firming up of the Stakeholder Position – the degree of consensus and strength of opposing views
- an understanding of the User Stories

We prepare and submit the Proposition to you. We then discuss the Proposition with you, supporting your decision on the next steps. We are experienced at supporting decision making at every level - by facilitating discussion within teams, by presentation to Project Boards and discussion with senior executives and their top Management Boards.

Through this Discovery stage, organisations gain a much clearer understanding of the problem they are trying to fix and the degree of improvement they want to achieve. This creates a firm foundation and enables organisations to better assess their solution options. We can offer a seamless transition into this next stage of work and, if necessary can support this through our companion service – Cloud Options Analysis and Solution Selection – which can help with supplier shortlisting and selection, provide a common means of comparing different services and advise you during discussions with suppliers.

3. Our Approach & Methodology
Including Onboarding, Offboarding & Implementation

Our Engagement Approach

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

| Prior to engagement | Formal engagement & start up | During the engagement | At the end of the engagement |

Prior to formal engagement

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

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

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

This is done at no charge to the client.

Formal engagement and start-up

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

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

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

During the engagement

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

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

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

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

At the end of the engagement

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

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

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

Our High Level Methodology

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

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

Report Back
The analysis process is tailored based on the position of the customer (e.g. what thinking has already been done), what they are looking to achieve and how quickly they need to move.

Analysis
The analysis service is completely flexible and can be targeted wherever it's needed. This could be a wider 'landscape' analysis or a 'deep dive' into a specific issue.

Commission from Client
The process starts with a clear commission from the customer and identifies the key user and stakeholders.

Joint Planning
The analysis process is tailored based on the position of the customer (e.g. what thinking has already been done), what they are looking to achieve and how quickly they need to move.

Gathering information
Information is gathered from a variety of sources. The customer can help focus the analysis; and we can work with information already gathered by the customer to speed things up.

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

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

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

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

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

5. Resource Options and Pricing

The services Farsight provides can be sourced in two ways:

1. **Purchased on an ad-hoc basis** – for example x resources for x days.

2. **As a fixed price 'work package'** – where we agree a package of resources to deliver a specific product or outcome by a specific date.

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

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

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

For further information about our services, our people and the way we work, including examples of how we have worked with public sector organisations please visit our website1.

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

6. Terminating a Contract

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

7. After-Sales Support

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

- Catching up with senior stakeholders regularly – to work together on quality delivery; planning; and addressing any issues (don't worry, we will not be upselling!)

- Helping to identify and address patterns/systemic issues you might not otherwise be sighted on – through retrospectives, strategy workshops etc. Our senior team have lots of experience and are always available.

- Building capability – we've helped clients plan how to recruit their own teams, and sat on their interview panels; we've played a key role in constructing and maturing clans, networks and communities of practice across multiple organisations; we helped clients design and set up service desk functions.

- Leaving things in a good place – e.g. by introducing performance analysis and dashboards for in-house teams.

- Training, mentoring and coaching – this includes helping in-house product owners, service owners and SROs build agile skills; showing service desk teams how to manage backlogs, triage and prioritise tickets; and instructing people on specific skills on business cases and benefits-modelling.

- Flexing resource to fit around clients' internal plans – with some clients we've taken people off projects when internal decisions took time, so that they didn't pay when they didn't need us; or we have dropped resourcing down to part-time while in-house teams are getting up to speed.

- Working alongside clients to develop lasting internal expertise and approaches – for example, our team have worked with some of our clients' in-house specialists to develop their own frameworks, approaches and tools.

- Maintaining relationships after we've left, to help spread good practice – for example, we recently helped one of our previous clients demonstrate our digital dashboards, to a team at another government department.

8. Benefits of Working with Farsight

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

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

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

Greater Understanding of what's possible

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

Reduced Risk

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

Transformed Organisation Operations

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

9. Other Services available via G-Cloud

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

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

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

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

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

10. Examples of Our Work

Introduction

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

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

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

Some Feedback from our Clients

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

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

"I am impressed with the way Farsight uses its knowledge and experience. They are great to work with and their work ethic inspires the team."
Lead Account Manager, Ministry of Justice

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

Example Engagements

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

G-Cloud / Digital Market Engagement	Farsight has worked with a number of clients to help them assess the G-Cloud and Digital Marketplace and to support them to engage with potential suppliers.
	This includes finding clear and compelling ways to share the outcomes and the business needs that they are looking for the market to meet; designing a clear and transparent engagement process linked to the organisation's commercial process; and working with the client and the interested suppliers to capture responses in a consistent manner.
	We have done this for a number of different organisations including the Department for International Development, the Ministry of Justice, the Youth Justice Board, the Home Office, the Judicial Appointments Commission and the UK Supreme Court.
	Elements of our approach have been adopted by a number of government departments and it has been approved by the Cabinet Office.
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.
Digital Justice – Ministry of Justice	Farsight Business Analysts worked within the Discovery team on this cross-government project with a core team drawn primarily from the MoJ and Cabinet Office, alongside representatives from the Police, Home Office and Crown Prosecution Service. The engagement included modelling the 'as-is' data landscape for entire justice system and assessing costs for delivery of justice services.
	The engagement involved working with multiple strands / disciplines (including user researchers and technical architects) to bring together analysis; engaging cross-justice stakeholders; taking part in 'ideas workshops'; presenting findings at weekly stand-ups; and contributing to the team's decisions on how to take things forward into transformation.

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.
Strategic Assessment of the MoJ Internet and Intranet capabilities	Farsight led this engagement for the Ministry of Justice, working with Gartner to set out the products and platforms available to the MoJ and the critical questions that need to be answered by the business before commencing work on a multi-million pound transformation programme. The programme rationalised the systems, reduced spend on unnecessary licensing and supported the MoJ in successfully consolidating numerous websites under the Gov.UK website.
Supporting the Home Office and Police Forces on exploring Digital Evidence and Information Solutions	Farsight worked closely with the Home Office and a number of police forces to help define the future requirements for the police in regard to the creation, storage and sharing of digital evidence and information – including CCTV, body worn video, etc. This included consideration of the need to share information with partners such as CPS and the Courts service. This analysis has now been taken forward into the Digital Justice work programme.