Aphari

HM Government | G-Cloud

Aphari Health Check Services for Multi-Sourcing and Cloud

Crown Commercial Service

G-Cloud 14
Framework Reference: RM1557.14
Cloud Support Services
May 2024

Document Control

Version	Date	Summary
6.0	May 2024	Approved for publication

Contact Us:
Please route all enquiries in relation to our g-cloud services to:
Email: enquiries@aphari.com

aphari.com

Disclaimer
Any views, opinions and guidance set out within this document are provided for information purposes only and do not purport to be professional advice. No responsibility or liability is accepted for any errors or omissions in this document or related documents.

Contents

Table of Contents

Aphari

Service Definition

1   Scope of Services

This document describes the Aphari Health Check Services for Multi-Sourcing and Cloud and should be read in conjunction with the relevant G-Cloud 14 documentation.

We provide deep domain expertise across programme, technical, security, service, and commercial domains in order to provide a full range of health check services which can be applied at any stage and in any change programme. These are as follows:

- Programme Health Check
- Operating Model Health Check
- Governance and Assurance Health Check
- Architecture Health Check
- Procurement Health Check
- Transition Project Health Check
- Service Integration / Service Management Health Check

All of our services have been tailored to meet the needs of organisations currently undertaking cloud transformation and multi-sourcing programmes whereby the legacy ICT landscape and supply chain are typically being disaggregated in order to provide a more efficient and effective service landscape.

1.1   What do we mean by health check?

A health check is means of providing a snapshot of the status of a programme; its purpose is to gain an objective assessment of how well a programme is performing relative to its objectives and any associated processes or standards.

Aphari's breadth of capability and 'real world' experience covers the full implementation of major programmes from initial identification and design through to delivery into live service. This enables us to provide meaningful and specific health check services that can be applied at both the programme level and also at specific functional areas and areas of known risk.

Our approach to delivering best of breed health check services is based on industry best practise guidance across all of our areas of expertise. We use a fusion of standards and frameworks, including MSP, PRINCE2, ITIL and TOGAF, to ensure we provide an integrated and holistic view across all elements of a programme's ecosystem.

Our teams bring a wealth of experience in major programmes with them in the delivery of Aphari services and we aim to provide high quality, independent advice and guidance that will facilitate and enable the best possible outcomes for our clients. As such, we will integrate our previous experience into our health checks to ensure that our clients can get the benefit of our industry wide knowledge and lessons learned.

1.2   Our approach

Whilst every health check service will be unique dependent on the situation and requirements of the client organisation, we adopt a consistent approach, based on our framework, across all of our health check services to ensure that we are providing robust and valuable outputs for organisations to take forward:

- **Preparation**: We will work with you to understand your requirements and any specific concerns you would like us to address. In addition, we will call out specific information and data that we will review prior to conducting any assessment reviews with nominated stakeholders and information owners. We will also confirm how and when you would like to receive updates throughout the review and the formal mechanisms you wish to employ in the presentation of any review findings to ensure we are compliant with your internal processes;
- **Undertake health check review**: We will nominate and interview key stakeholders and information owners dependent on the outcome of our preparation activities. Prior to this we will identify any areas that we believe require specific investigation so that our discussions can targeted to areas most requiring assessment. We will use our standard health check process and framework which will be tailored to specifically meet your needs;
- **Analyse and review findings**: We will produce our findings, in the agreed format, which will detail our overall assessment, areas of concern, any deficiencies we have identified, recommended actions and any remedial action plans required to implement improvements or corrective actions;
- **Follow Up**: We can provide follow up reviews on completion of any of our health check services to ensure that agreed corrective actions have been completed and are proving to be effective. In addition, we can formalise the completion of health check activities for audit purposes or provide details around any further health checks that might be required in the programme.

1.3   Business need

We recognise that programmes and projects, whatever their size and complexity, may require health checks throughout their delivery lifecycles for a variety of reasons. Typically health checks arise from the following scenarios:

- **Pre-emptive Assessment**: Our services can provide independent guidance on areas of known risk or help client organisations identify areas of potential risk which can then be mitigated or addressed before issues arise which could derail progress. These health checks can be ad hoc or in response external influences, for example, where another organisation has experienced issues against which the client organisation would like to assure itself;
- **Pre Stage Readiness Assessment**: Our services can support client organisations as they prepare to progress either to the next stage of their programme and/or as they approach a significant assurance milestone or review;
- **Programme (or function) intervention**: Where progress or performance is not meeting expectations in terms of quality, time or cost, we can support client organisations gain a clear understanding of and actively address the root causes of any issues that are impacting successful delivery.

Our cross-functional teams can either support client teams, ensuring that the best outcomes are achieved and validated, or alternatively we can manage the health check process in its entirety to maintain an objective set of outcomes and present impartial recommendations for any remediation required.

All of the Aphari health check services can be utilised successfully in any of the above scenarios, either in isolation or collectively, in order to provide organisations with the confidence that their programmes remain viable and deliverable.

Aphari

2 Aphari Health Check Services

The following sections provide an overview of our individual health check services; elaborating the specific features and value adds associated with each.

2.1 Programme Health Check

Our programme health check service provides validation of the overarching programme status against our integrated best practice framework throughout the transformation lifecycle – from strategic alignment in definition through to optimum procurement and realisation of business case benefits. This service is designed to help client organisations bring about the successful delivery of cloud adoption and IT multi sourcing programmes by supporting them in assessing the fitness and quality of their programmes at every stage of their lifecycle.

As part of our standard approach to health checks we will assess the current reporting practices and latest outputs as well as any underlying plans. In addition, we will review the quality and implementation of programme governance arrangements, including functional governance, to determine their overall fitness for purpose in a multi-supplier model. In doing this we can provide an end to end, independent assessment across areas such as risk, issues, dependencies, and scope deficiencies which could all negatively impact the programme's ability to realise the benefits and objectives in its business case. We can also focus on areas of known risk, such as managing parallel procurements, and highlight mitigating activities that could improve the programme landscape.

As the emphasis of our programme health check is on providing confidence that the programme business case remains viable we can materially add value to programme teams who strive to remove obstacles from their delivery journey and maximise their outcomes.

2.2 Operating Model Health Check

Our operating model health check service provides validation of the IT operating model any point in the transformation journey. In an environment where the existing service landscape across organisations is being broken apart and replaced, a robust operating model is pivotal not only to the successful delivery of programmes but also to the longer term success of the host organisation itself. This service has been designed to ensure that the IT operating model delivered as part of a cloud and multi-source programme supports the realisation of and is aligned with the organisation's wider goals at every stage in its development:

- Concept – Does the conceptual operating model definition support the business objectives
- Development – Is the operating model being developed in a robust and thorough manner
- Alignment – As the programme evolves does it continue to deliver the operating model
- Sustainability – Can the operating model be supported by the organisation once the programme has completed

We will typically ensure that that an accurate and complete assessment of the current state, including technology, services, and operational processes and measures, has been thoroughly mapped to the programme operating model and that this is supported by the required processes and procedures dependent on the environment. In addition, we will ensure that the functions, roles and responsibilities which will be required to support the end state and any interim transition states have been fully articulated in line with both the current and future operating models.

In coupling our standard approach with our understanding of how operating models are developed, iterated and implemented in multi-source programmes we are able to provide reassurance, no matter what stage the programme and operating model are at, that the outcomes required by the programme and wider organisation continue to be supported.

2.3   Governance and Assurance Health Check

Our governance and assurance health check service provides an assessment of the effectiveness of the governance and assurance regime and its key processes across the programme, retained organisation and the multi-vendor supply chain. In all of our services we aim to help client organisations deliver programmes successfully; governance and assurance are vital components of any programme and, when implemented effectively, can both significantly increase the probability of success and also reduce the likelihood of unexpected and unwelcome surprises.

As part of this service we will ensure that the definition and purpose of both governance and assurance are fully articulated, understood, and supported by the relevant standards, frameworks and processes. In addition, we will ensure that the roles and functions, including levels of responsibility and accountability, are fit for purpose and that they support and drive effective decision making and issue management.

Investing in and maintaining solid governance and assurance arrangements in a multi-sourcing programme ensures that client organisations have the means and mechanisms required to control and monitor the realisation of their objectives.

2.4   Architecture Health Check

Our architecture health check service provides validation of the customer's enterprise and solution architecture products throughout the transformation lifecycle – from definition and procurement through to delivery into live service. The purpose of this service is to ensure that the technology landscape underpinning the cloud adoption and multi-source programme is coherent, integrated and complete.

Although the scope and extent of this service will vary depending on the stage of the overall programme and the number of suppliers engaged, we will consistently apply our approach to ensure that the architecture vision supports the objectives of the programme and that the vision has been documented to an appropriate level and in accordance with the governance arrangements of the programme. In addition, we will ensure that the technical solutions being proposed support and are supported by the programme's sourcing strategy, information assurance requirements, delivery roadmaps, and target service landscapes. Finally we can provide reassurance that existing services have been and will continue to be fully incorporated into the transformation journey to ensure that any solution issues resulting from the disaggregation and transition/transformation of the IT landscape are identified and managed.

Deficiencies in scope, incompatible solutions and poorly articulated architecture documentation can result in delays and non-trivial increases in cost for client organisations. This service can be usefully applied at all stages in the transformation journey, both at the programme and at individual project level, to ensure risk is minimised at every juncture.

2.5   Procurement Health Check

Our procurement health check service provides validation of the customer's sourcing strategy and activities throughout programme procurement; from definition of options and preferred approach through to supplier selection and contract award. This service is intended to ensure that the right things are bought in the right way.

Using our standard approach and integrated framework we can ensure that the current operating model and IT landscape have been fully documented and are appropriately represented in the multi-sourcing procurement approach. All options presented and undertaken for sourcing will be validated to ensure they take into account any technical, commercial and operational constraints that might impact the programme. In addition, a review of current risks, issues, and dependencies across all programme functions and supplier responses will be undertaken to ensure that the end to end solution remains integrated, deliverable and

Aphari

commercially viable. Finally, procurement-specific activities can be assessed as the programme progresses to confirm they remain aligned to programme objectives by evaluating the fitness of contract schedules, evaluation approaches and weighting and supplier responses.

Cloud migration and multi-source programmes have an inherent exposure to risk as a result of the complexity involved in breaking apart IT estates and reconstructing them seamlessly, often having to provide a notably improved service, using building blocks provided by multiple suppliers. This service endeavours to preserve the desired outcomes of the programme and wider organisation by ensuring that client organisations can maximise their buying power and start transition and transformation on a firm footing.

2.6   Transition Project Delivery Health Check

Much like our programme health check service, this project-specific service provides validation of the project status against our integrated best practice framework throughout its lifecycle – from initiation through to delivery of desired outputs and contribution to the wider programme outcomes. This service is designed to help client organisations bring about the successful delivery of multi sourcing programmes by assessing the fitness and quality of their constituent projects at every stage of their lifecycle.

As part of our standard approach to health checks we will assess the current reporting practices and latest outputs as well as any underlying plans. In addition, we will review the quality and implementation of project governance in line with programme standards. In doing this we can provide an end-to-end, independent assessment across areas such as risk, issues, dependencies, and scope deficiencies which could all negatively impact the project and consequentially the programme's ability to realise the benefits and objectives in its business case. We can also focus on areas of known risk, such as managing multiple suppliers and dependencies in a project environment, and highlight mitigating activities that could improve the overall project status.

As with our programme health check, the emphasis of this service is on providing confidence that the programme business case remains viable and that it is not jeopardised by any of its constituent projects. As such, we can materially add value to programme teams who strive to remove obstacles from their delivery journey and maximise their outcomes.

2.7   Service Integration / Service Management Health Check

Our service integration / service management health check provides validation of the service management and service integration approach that will be implemented into a cloud and multi-source ecosystem. Whether insourced, outsourced or a mixture of both this service will provide reassurance to key stakeholders in the programme, the retained organisation and the supply chain that the key facets of a successful integration layer have been considered.

We will evaluate the chosen approach to providing cloud service integration and management activities against our integrated framework; ensuring that the current operating model and future operating models have been fully recognised, governance approaches support the delivery of wider services provided in the multi-source model and enable the client organisation to effectively manage and monitor its supply chain. We will review key artefacts associated with the integration layer including ITIL processes, tooling, service performance and governance frameworks to ensure that they provide a robust and coherent basis for on-going integration. In addition, we will assess the roles and responsibilities, along with relevant standards and frameworks, with the integration layer to ensure that appropriate measures are in place for decision-making and efficient issue resolution in live service.

Whatever the approach taken for providing the integration layer in a multi-source model, it is critical that it is fulfilled in a robust manner. We aim to help client organisations ensure that the multi-source service landscape is supportable and sustainable in order for the programme to achieve its objectives.

Aphari

3 Pricing Overview

Please consult the supporting 'Aphari – Pricing Document'.

4 Additional Information

4.1   Technical Requirements
No specific technical requirements are necessary to support delivery of our Health Check Services for Multi-Sourcing and Cloud.

4.2   Information Assurance
All staff delivering Aphari's Cloud Support Services already hold security clearance for work done within and across other government departments. We have experience in architecting, designing, delivering and supporting cloud services that manage data at various Business Impact Levels.

4.3   Backup, Restoration and Disaster Recovery
Not applicable.

4.4   On-boarding and Off-boarding
On/off-boarding can be incorporated as part of the overall specification for the work.

4.5   Service Management
Our support and account management arrangements for all our services includes the following:
- Establishment of clear and agreed reporting lines;
- Pairing our engagement lead with the appropriate client stakeholder;
- Formal and regular reporting of our services provided.

All our services are subject to a standard set of internal and customer-facing quality checks. Our directors take an active role in assurance and delivery of our services which ensures that we understand how we are performing against your requirements; and provides an escalation route in case any issues are encountered with our service provision.

4.5.1   Service Constraints
Not applicable.

4.5.2   Service Levels
Services will be delivered in accordance with the levels agreed in the Call Off contract.

4.5.3   Financial Recompense
Not applicable.

4.6   Training
Aphari will provide skills transfer to client staff throughout consulting-based assignments. We also offer in-depth knowledge transfer services in specific areas via our Accelerator Services to support Cloud solution planning and implementation.

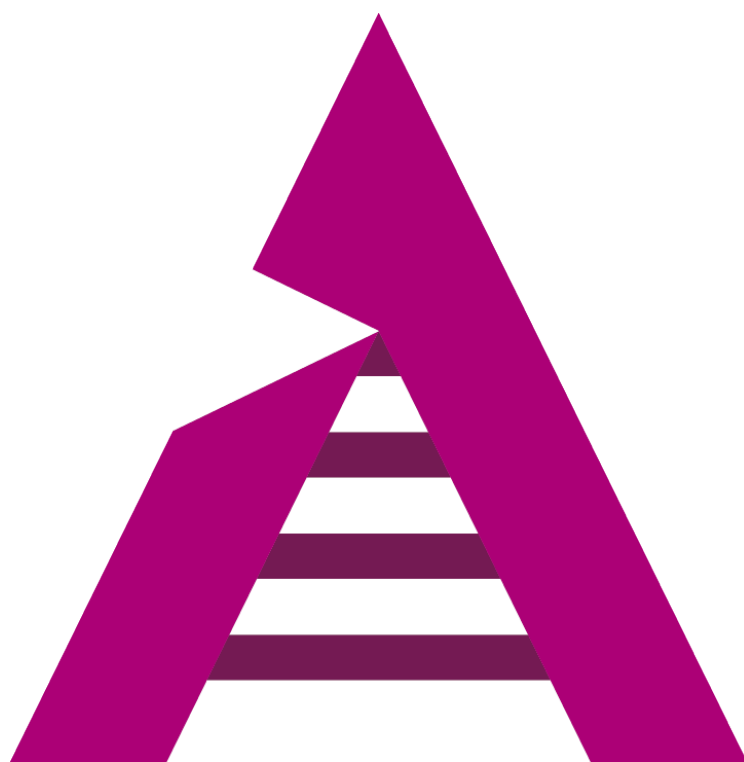### 4.7   Ordering and Invoicing
Specific order requirements and delivery dates will be agreed and documented in the Call Off contract, supported with the submission of an accompanying Purchase Order. Invoicing will be based on the submission of monthly timesheets and any incurred expenses for the consultants providing the services, supported with the submission of our invoice. Payment terms are 30 days.

4.8   Termination Terms
Termination terms will be in accordance with the Framework Agreement and Call Off contract.

4.9   Consumer responsibilities
Specific consumer responsibilities will be agreed before commencement, and form part of the Call Off contract.

Aphari

aphari.com