Aphari

HM Government | G-Cloud

Aphari Multi-Sourcing & Cloud Capability Setup Services

Crown
Commercial
Service

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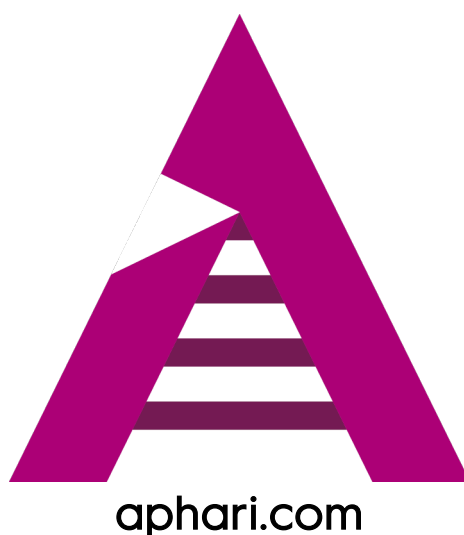Cloud Support Services
May 2024

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   Introduction

This document describes the Aphari Multi-Sourcing & Cloud Capability Setup Services and should be read in conjunction with the G-Cloud 14 documentation.

Aphari helps organisations transform their digital/technology operating model, adopt cloud services, establish system and service integration capabilities, and manage multi-supplier delivery.

1.1   Business need

Public sector bodies are increasingly following strategies of 'dis-aggregating' large ICT service contracts and moving to cloud services and multi-sourced delivery models – in which they combine traditional IT service provision with cloud-based services, increase the use of smaller suppliers and shorten contract lifecycles.

Moving from managing a few large contracts to a multi-sourced model for digital and technology services entails many challenges, including:
- Replacement of monolithic, single supplier contracts
- Running multiple, parallel, procurements
- Transforming IT service and infrastructure provision
- Transitioning from old to new suppliers; exiting legacy contracts, without disrupting ongoing business change initiatives.

Buying and integrating multiple cloud and legacy services and ensuring all the pieces fit together is not a small undertaking. It is a major 'business of IT' transformation that impacts every aspects of IT delivery to the business; all aspects of the in-house IT organisation; and carries significant risks.

With a background in managing a few, large, IT supply contracts, public sector IT functions often face capability gaps when faced with the need to set out a pragmatic strategy, conduct more frequent procurement exercises, adopt cloud services, and manage project and service delivery across multiple suppliers.

2   Scope of Services

2.1   Overview

Our Capability Setup services assist clients with the definition and setup of one or more key aspects of transformation/cloud adoption programmes, enabling faster programme start-up, more effective programme execution, and better management of risks.

We combine deep domain expertise across programme management, architecture, technical, security, service, and commercial domains, to provide the following capability setup services:

1. Programme Set-up
2. Operating Model Set up
3. Governance and Assurance Set up
4. Architecture Capability Set-up
5. Information Assurance and Security Capability Set-up
6. Systems Integrator Capability Set-up
7. Service Integration / Service Management Set-up

Aphari

2.2   What do we mean by 'Set-up'

Our Capability Setup services are designed to help clients identify, define and establish the functional capabilities and operating model necessary to deliver their transformation/cloud adoption programmes. The purpose of these services is to provide the client with a 'fast start' in each relevant functional area; based on proven approaches, so that they can more quickly deliver on their objectives, and mitigate key risks.

Aphari's breadth of capability and 'real world' experience covers the full implementation of major programmes from initial identification and design through procurement to delivery into live service. This enables us to help clients define and establish their capabilities and approach based on 'known good' approaches and techniques; to highlight to clients the likely areas of risk to be mitigated; and to help clients plan ahead to ensure they have the capabilities in place to support each stage of the transformation.

Our approach is based on industry best practise guidance across all of our areas of expertise. We use a fusion of standards and frameworks, including MOP, COBIT, MSP, PRINCE2, TOGAF and ITIL, to ensure we provide an integrated and holistic view across all elements of a programme's ecosystem. There is no lock-in to proprietary or 'branded' methodologies.

We understand how each functional area needs to integrate into an overall operating model in order for the whole endeavour to succeed. This enables us to provide setup services to define the operating model at a programme level; or focus on definition of approach for specific functional areas and products. If the latter, we will identify integration points between different areas and work with the rest of the client team to align them.

We also understand that the overall operating model, and the approach for each functional area, will change over the programme lifetime; and will eventually need to become part of 'business as usual' - in order to deliver on the promise of delivering 'better for less' from the cloud adoption and/or IT multi-sourcing transformation. Our Capability Setup services are also applicable at significant points in the programme lifecycle, when the programme organisation and definition may need to be revisited – for example in response to significant changes of scope; or to assist with programme recovery; or at major shifts in focus (e.g. shift from procurement to transition).

Our services are provided by multi-disciplinary teams with extensive supply-side multi-sourced delivery experience. They 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 services to ensure that our clients can get the benefit of our industry wide experiences and lessons learned.

2.3   Our Approach

We recognise that each client's situation and requirements will be different – in particular that for each functional area there may be existing capabilities and processes in place; and that there may be different levels of maturity across the functions. Nevertheless, we adopt a consistent approach across all our setup services, based on our framework, which is then tailored to the specific needs of the client environment.

Our approach to each capability setup service comprises the following stages:

Define:
- We work with the client to understand their requirements, the current status, and any specific concerns to be addressed.
- Since all our capability setup services are intended to enable the client to better meet their objectives, we confirm the overall objectives of the business and the change

initiative/programme, up front.
- We will need to understand the current status, approach and maturity of the existing capability, relevant to the functional areas in scope of the service Aphari is providing.
- We develop the initial strategy for the relevant capability area.

Design:
- We work with stakeholder groups to design, document and agree the overall approach for the programme, operating model, or specific functional area relevant to the Aphari setup service being provided. Our approach to this ensures integration with other functions within the programme or wider organisation.
- Irrespective of the specific Aphari setup service being delivered, we place a high importance on alignment of the target commercial operating model, organisational model, governance model, and specific functions such as architecture, security, testing etc.; and will typically need to engage with all functional areas in order to achieve this.
- During the design stage, we will, where appropriate and required, also provide advice and guidance on the benefits and implications of adopting tools to support the particular functional capability.

Deliver:
- Once the overall approach is documented and agreed, we will work with you to implement the approach and create an ongoing capability to support the programme, and eventually, transition into 'business as usual'.
- During this step there is typically a need for more detailed definition of products and processes to be undertaken; along with implementation/adoption of tooling (where appropriate); identification and on-boarding of appropriate resourcing; and knowledge transfer.
- Our level of involvement in each of these activities can be varied on a case by case base, depending on the particular needs of the client situation. For example – we can be accountable for the complete implementation of a capability; or work as part of a mixed team to implement the capability; or simply provide review and assurance over the implementation carried out by the client's own teams.

Operate:
- As part of our service, we will conduct reviews with you to assess progress in the implementation and operation of the capability; examine any key metrics; gather lessons learnt; and discuss any areas for further attention. The timing and frequency of the reviews will be determined as part of each specific engagement scope; but we would always expect to conduct a post-engagement review.

Note that discrete Aphari Capability Setup services can be combined into an overall package; or delivered in conjunction with other Aphari services (such as our Health Check or Accelerator services).

Aphari

3   Programme Setup

3.1   Overview

Our Programme Setup service is designed to help client organisations bring about the successful delivery of cloud adoption and multi-sourcing programmes by ensuring the programme is well defined and supported by the right capabilities at every stage of their lifecycle - from strategic alignment in definition through to optimum procurement and realisation of business case benefits.

The approach for delivery of our Programme Setup service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Identification and mapping of stakeholders.
- Definition of programme objectives, vision, scope and roadmap.
- Definition of programme business case.
- Definition of key programme functions and capabilities required.
- Definition of programme operating model and governance framework, including functional governance.
- Identification of key risks, issues and dependencies.
- Definition of planning and reporting practices.

The service addresses specific concerns of cloud service and multi-source operating model implementation - including management of parallel procurements and multi-supplier delivery.

The emphasis of our Programme Setup service is on providing confidence that the programme is setup for success, doing the right things in the right ways and able to support the achievability of the business case. Specifically the benefits of this service include:

- Faster programme start-up; and more effective programme execution – via the provision of specific expertise targeted at IT operating model and supply chain transformation.
- Clear, credible programme definition helps gain stakeholder support and approvals needed to succeed.
- Optimum programme definition provides mitigation for key risks based on 'real world' experience.
- Enables the programme team to manage specific challenges of multi-vendor delivery, and build in-house capability

3.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

4   Operating Model Setup

4.1   Overview

Our Operating Model Setup service helps clients with definition and setup of the IT operating model any point in the transformation journey. In the current environment of cloud service adoption and multi-source programmes where the existing service landscape across organisations is being broken apart, 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.

The approach for delivery of our Operating Model Setup service follows the standard approach for all our 'Set-up' services as set out in Section 2.3.

This service has been designed to ensure that the operating model delivered as part of a cloud adoption and/or multi-source programme supports the realisation of and is aligned with the organisation's wider goals at every stage in its development:

- Concept – conceptual operating model definition in line with business objectives
- Development – development of the operating model in a robust and thorough manner
- Alignment – ensure the operating model is delivered as the programme evolves
- Sustainability – ensure that the operating model can be supported by the organisation once the programme has completed

As part of this service, we will typically conduct an assessment of the current state, including technology, services, and operational processes and measures; map these to the programme operating model; and ensure that this is supported by the required processes and procedures dependent on the environment. We support clients in definition of the functions, roles and responsibilities which will be required to support both the operating model and any interim transition states between 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 support the client in ensuring the outcomes required by the programme and wider organisation can be delivered.

Specifically, the benefits of this service include:

- Provision of a key input into business case for IT supply chain transformation.
- Clear, credible operating model definition helps gain stakeholder support and approvals needed to succeed.
- Helps identify and manage impacts of multi-sourcing on in-house capability.
- Highlights cross-functional inter relationships and lays foundations for structured collaboration.
- Mitigates specific operating model challenges arising from multi-vendor models.
- Recommends techniques and approaches for optimising multi-supplier 'ways of working'.

4.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

5 Governance and Assurance Setup

5.1 Overview

Our Governance and Assurance Setup service helps clients with definition and setup 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 assist with the definition of both governance and assurance; the communication of the purpose of both; and their integration with relevant standards, frameworks and processes. We help clients ensure that the roles and functions, including levels of responsibility and accountability are defined in such a way that they support and drive effective decision making and issue management.

The approach for delivery of our Governance and Assurance Setup service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Defines delivery and functional governance, using integrated best practice framework.
- Supports definition of governance processes, structure and performance measures.
- Holistic approach across programme delivery, technical, testing, security, service and other functions.
- Addresses specific concerns including multi-supplier engagement in the governance regime.

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.

5.2 Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

6   Architecture Capability Setup

6.1   Overview

Our Architecture Capability Setup service helps clients establish the enterprise and solution architecture functions needed to support cloud adoption and multi-source transformation, based on our best practice framework. The purpose of this service is to ensure the client has the capability to ensure that the technology landscape underpinning the cloud adoption and multi-source programme is coherent, integrated and complete.

The approach for delivery of our Architecture Capability Setup service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Definition of enterprise and solution architecture approach, processes and governance.
- Definition of the architecture vision to support the objectives of the programme.
- Definition of current and target cloud service and technology landscape.
- Assessment of technical solutions being proposed to ensure they support and are supported by the programme's sourcing strategy, information assurance requirements, delivery roadmaps, and target service landscapes.
- Assurance that existing services have been and will continue to be fully incorporated into the transformation journey.
- Identification and appropriate management of any solution issues resulting from the disaggregation and transition / transformation of the ICT landscape.

Deficiencies in scope, incompatible solutions and poorly articulated architecture documentation can result in delays and non-trivial increases in cost for client organisations.

A mature and effective architecture function can mitigate significant risks to the programme success and protect the programme business case. Specifically, the benefits of this service include:

- Informs roadmaps and strategy for transformation of IT provision.
- Identifies architecture risks and issues based on 'real world' experience, and provides techniques and approaches for mitigating architecture and solution risks.
- Highlights cross-functional inter relationships and lays foundations for structured collaboration.

6.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

7   Information Assurance and Security Capability Setup

7.1   Overview

Our Information Assurance and Security Capability Setup service helps clients adapt their information assurance, security architecture and security risk management approach to support cloud adoption and multi-source transformation.

The approach for delivery of our Information Assurance and Security Capability Setup service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Definition of Information Assurance and risk management approach for the cloud service and multi-supplier environment, enabling end to end management of Information Security risks.
- Definition of the Information Security obligations of each supplier.
- Determination of the security controls to be delivered by different suppliers.
- Establishing a common approach to risk management and accreditation across suppliers.
- Ensuring a holistic approach across security and interrelated functions.
- Integration of security activities with the operating model and delivery lifecycle.

Ambiguities regarding security policies and accountabilities between different suppliers can result in delays or significant risk decisions being required, coupled with non-trivial increases in costs and/or risk exposures. An effective Information Assurance and Security regime can mitigate significant risks to the programme success and protect the programme business case. Specifically the benefits of this service include:

- Mitigates specific information risk management challenges arising from multi-vendor models.
- Provides approach for maintaining information security compliance throughout the transformation.
- Minimises overheads of managing security compliance activities in large programmes.
- Helps minimise delay costs arising from unforeseen information security risks.

7.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

8   Systems Integrator Capability Setup

8.1   Overview

Our Systems Integration Capability Setup Service helps clients establish the functions needed to effectively manage delivery of cloud change initiatives, cloud projects and programmes across the multi-supplier environment.

The approach for delivery of our Systems Integration Capability Setup Service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Definition of solution and project delivery management approach across supply chain.
- Identification of delivery and functional governance points, using our best practice framework.
- Integration of requirements management, design authority, solution architecture, security, testing, and service acceptance products and activities into a unified lifecycle.
- Advice on tooling adoption for each functional area, where appropriate.

Management of systems integration and delivery across cloud services and a multi-supplier environment carries significant risks of additional costs arising from inter-supplier delays, arising from misunderstandings, mismatched expectations and misaligned delivery processes. An effective cloud service and systems integration capability can mitigate significant risks to the programme success and protect the programme business case.

Specifically, the benefits of this service include:

- Helps clients build in-house capability needed to manage cloud services and multi-supplier delivery.
- Improves management of solution and delivery risks in multi-vendor projects.
- Highlights cross-functional inter relationships and lays foundations for structured collaboration.
- Helps client and all suppliers establish effective joint delivery capability.

8.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

9   Service Integration / Service Management Setup

9.1   Overview

Our Service Integration / Service Management Setup Service helps clients establish functions needed to support cloud services in a multi-source environment - including ITIL processes, tooling, service performance and service governance.

The approach for delivery of our Service Integration and Management Setup Service follows the standard approach for all our 'Set-up' services as set out in Section 2.3. As part of this service, we provide assistance with the following aspects:

- Definition of service management approach against integrated best practice framework.
- Definition of service scope and boundaries, processes, and performance measures.
- Advice on tooling adoption and process automation.
- Addresses specific concerns including supplier dependencies and multi-supplier performance management.

Management of service integration and service delivery across a multi-supplier environment carries significant additional complexities arising from inter-supplier handoffs. Misunderstandings, mismatched expectations and misaligned service management processes can adversely impact service performance and availability resulting in a poor experience for the end user and unforeseen 'run and maintain' costs. A well-defined cloud service integration capability can mitigate significant risks delivery of some of the key benefits of cloud services and multi-sourcing – reduced run and maintain costs.

Specifically, the benefits of this service include:

- Helps clients establish the cloud service integration and management capability needed to manage cloud-based multi-supplier service environments.
- Provides techniques and approaches for mitigating operational and service risks in a multi-vendor environment.
- Helps client and all suppliers establish effective joint service management capabilities.

9.2   Pricing

Please consult the supporting 'Aphari – Pricing Document'.

Aphari

10 Additional Information

10.1 Technical Requirements
No specific technical requirements are necessary to support delivery of our Aphari Multi-Sourcing & Cloud Capability Setup Services .

10.2 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.

10.3 Backup, Restoration and Disaster Recovery
Not applicable.

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

10.5 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.

10.6 Service Constraints
Not applicable.

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

10.6.2 Financial Recompense
Not applicable.

10.7 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.
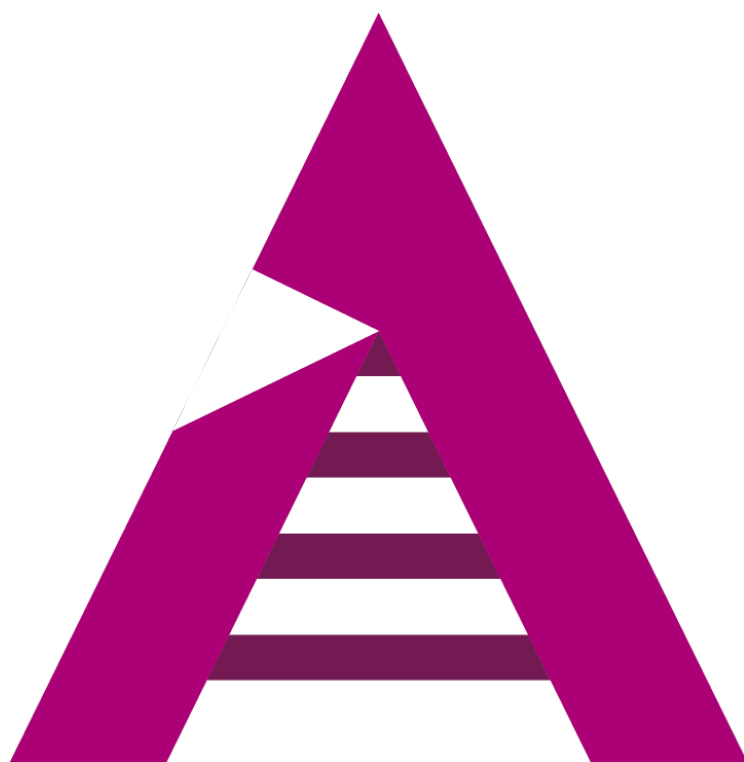
10.8 Ordering and Invoicing
Specific order requirements and delivery dates will be agreed and documented in the Call Off contract, supported with the submission of an accompanying Purchase Order. Invoicing will be based on the submission of monthly timesheets and any incurred expenses for the consultants providing the services, supported with the submission of our invoice. Payment terms are 30 days.

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

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

Aphari

aphari.com