



**G-Cloud 15**

**Service Definition**

**Corporate Services Transformation – Analysis,  
Strategy, Consultancy, and Delivery Services**

**Lot 3 - Cloud Support**

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# 1. Introduction

## Company Overview

We are experts in Technology, Service and Application Transformation and have, for the last 10 years, been central to Technology and Digital Transformation programmes in both the Public and Private Sector.

We have performed major transformation and complex large-scale programmes end-to-end from inception strategy definition and discovery, through business case development to sourcing, procurement and delivery.

We are equally comfortable working in the Private Sector or Government and have delivered in line with both the Technology Code of Practice and GDS Service Standard. Past Government customers include The Cabinet Office, The Department for Culture, Media, and Sport (DCMS), The Department for Business, Energy, and Industrial Strategy (BEIS), The Department for Education (DfE), Ministry of Justice (MoJ), the Government Property Agency (GPA), the Foreign and Commonwealth Development Office (FCDO) and the Home Office.

We champion and promote cloud migration and service transformation best practice, leveraging the leading edge of the software and technology landscape as it evolves. We implement cloud-based technology infrastructure and services to meet user need, deliver outcomes and provide Return on Investment (ROI), all in the context of where your organisation is now, its contractual and commercial commitments and its strategic ambitions.

Swift Strategies is regularly engaged to provide:

- Technology and Cloud Strategy services (vision, leadership, and strategy development).
- Transitional and Target Operating Model definition and implementation.
- Capability, capacity and maturity reviews and planning.
- Roll-out, Deployment and Training services for cloud-based Common Technology implementations.
- Business Analysis – Line of Business Applications, Assistive Technology, As-Is discovery, ways of working review.
- Agile project and programme delivery in Waterfall, PRINCE2, MSP environments.
- Architectural vision and strategy aligned to business objective and ambitions.
- 5-case Business case development.
- Contract rationalisation and exit.
- Data migration strategy and planning.
- Turnarounds and end to end delivery of complex delivery programmes.

We have used our delivery experience to develop a catalogue of offerings and capabilities to, migrate, modernise and transform technology, service and application landscapes, to advise on changes to processes, ways of working and operating models ensuring delivery in line with Clients strategic objectives and transformation roadmap both swiftly and safely.

## Value Proposition

Swift Strategies are experts in Public Sector Technology, Service and Application Transformation and have been central to Service Transformation in Government for the last decade. We have led the inception, discovery, strategy, business case development, sourcing and procurement, and delivery of major Transformations in Government aligned to both the Technology Code of Practice, GDS Service Standard for the Cabinet Office, the Department for Culture, Media, and Sport (DCMS). Additionally, Swift Strategies has been asked to re-set several struggling technology programmes across Central Government including for the Department for Business, Energy and Industrial Strategy (BEIS), Department for Education (DfE), Ministry of Justice (MoJ), the Government Property Agency (GPA), the Foreign and Commonwealth Development Office (FCDO) and the Home Office, ensuring robust mandate, governance, executive sponsorship, appropriate capabilities and operating environments in which to deliver to time and to budget.

We champion and promote cross-government Common Technology Services Patterns, as approved by the Cross-Government Technology and Digital Leaders Network. Swift Strategies leverages an always evolving commodity hardware technology landscape and implements cloud-based technology infrastructure and services to meet user need and provide Return on Investment (ROI), in the context of where your organisation is now and its contractual and commercial commitments.

Having spent over a decade transforming legacy technology, service and application estates and exiting large, out-sourced Systems Integrators (SIs) into new Cloud based systems, Swift Strategies have built a catalogue of services that can help you migrate, modernise, and transform your technology, service, and application landscape as well as your ways of working operating model based on user need, value for money, risk and need for legacy interoperability.

We will propose and implement cost effective interoperable commodity and cloud-based technologies, whether it's your on-premises Infrastructure, End User Compute provision, or Line of Business Application estate and work with you to identify significant efficiency savings, enabling both the platforms, services, structure, and capabilities required to deliver new, future proof commodity technology solutions.

## What the Service Provides

Swift Strategies offers an end-to-end corporate services advisory and implementation services where we support clients to transform HR and/or Finance back-office functions and select and implement Cloud HR (or HCM) and/or Finance ERP solutions. Based on our experience in Government we provide best practice guidance and experience in many areas including: business case development; stakeholder engagement and communications; selection process; operating model and organisation design; business process design; change management and service delivery; data audit and migration planning, technical solution design; integration designs; and chart of accounts design.

Whilst we work closely with many vendors and technologies, we are agnostic to both the vendors chosen and the technology solutions as long as they are commodity cloud-

based solutions and enable the integration of loosely coupled, interoperable services. This provides you with independent, vendor agnostic and unbiased advice to ensure you have portability and flexibility, meet user need, are appropriately secure, fit relevant architecture patterns and business processes, and achieve best value for money.

## Overview of the G-Cloud Service

Components services available as part of the Corporate Services Transformation – Advisory, Strategy, Consultancy and Delivery service are as follows:

The main areas of work, our approach and the outcomes are detailed in the table below:

| Activity                  | Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Outcomes                                                                                                                                                                                                                             |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project Management</b> | <ul style="list-style-type: none"> <li>We will convene a short planning phase to confirm scope and agree a plan (including time commitment from the your staff), engaging with the relevant key stakeholders across the organisation.</li> <li>We set up monthly Steering Group meetings to monitor progress, review and approve key milestones and documents, and to address any significant issues. This will be supplemented with weekly team meetings with relevant staff to ensure progress was regularly monitored. A weekly newsflash (one page summary) will be produced to ensure all key stakeholders remain fully informed throughout</li> <li>We will produce the require project management artifacts to support the project.</li> </ul> | <ul style="list-style-type: none"> <li>Scope Definition</li> <li>Project Plan</li> <li>Governance Arrangements</li> <li>Terms of Reference</li> <li>Steering Group packs</li> <li>Weekly Newsflash</li> <li>Risk Register</li> </ul> |
| <b>Business Case</b>      | <ul style="list-style-type: none"> <li>We will work with your organisation to understand your business case approval process and the content / structure of the business case.</li> <li>We will hold workshops to get a better understanding of your rationale for the investment, the costs and benefits involved, the commercial approach and how the project will be managed.</li> <li>We will produce the business case(s) based on our findings and from the outcome of the procurement activities.</li> </ul>                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Outline Business Case</li> <li>Final Business Case</li> </ul>                                                                                                                                 |
| <b>Requirements</b>       | <ul style="list-style-type: none"> <li>We will facilitate individual workstreams to examine the Finance, Procurement and Technology areas to determine detailed requirements. We will review existing documentation to get up to speed and then engage with key personnel to understand the current situation and their aspirations.</li> <li>We will bring our existing requirements sets (that have been developed through engagement with many different clients) to the table as a means of accelerating this process.</li> </ul>                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Set of detailed requirements covering functional areas in scope and all non-functional requirements</li> </ul>                                                                                |
| <b>Procurement</b>        | <ul style="list-style-type: none"> <li>We will work with you to understand your preferences (direct award, government frameworks, open tender) and produce a procurement strategy.</li> <li>We will prepare the appropriate procurement documentation including the approach, evaluation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Procurement Strategy</li> <li>Procurement documentation</li> </ul>                                                                                                                            |

| Activity                 | Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Outcomes                                                                                                                                      |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
|                          | methodology, detailed requirements and the commercial information required.                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               |
| <b>Change Management</b> | <ul style="list-style-type: none"> <li>We will develop stakeholder maps to understand who all key stakeholders are. Based on these maps we will then develop a business engagement plan to start to bring them on the transformation journey.</li> <li>We will undertake continuous assessment of change management impact of proposed changes in each workstream, including interviews to understand cultural challenges and a broad training needs analysis.</li> </ul> | <ul style="list-style-type: none"> <li>Stakeholder map</li> <li>Business Engagement plan</li> <li>Change Management and Comms plan</li> </ul> |

## 2. Data Protection

### Information Assurance

Ensuring your information assets are appropriately handled to maintain data integrity, reliability and accessibility is central how we work. Swift Strategies has over 10 years' experience supplying services to the Public Sector and complying to various security and Information Assurance standards, including ISO 27001, GDPR and ICO guidance. We will work with you to ensure that we understand the data to which we have access while supporting you, and handle all data appropriately based on the policies you have in place to do so. Additionally, we will ensure that Information Assurance requirements inform and underpin any of the service components offered in this Technology Transformation Service. Swift Strategies has significant experience with Government data classifications, working at OFFICIAL (and all protective marking therein such as - SENSITIVE, -COMMERCIAL, and -PERSONNEL) and SECRET.

Swift Strategies hold certifications in both Cyber Essentials and Cyber Essentials Plus as well as ISO 9001 / 27001 Integrated Management Systems.

### Data Back-Up, Data Restoration and Disaster Recovery

Resilience, Redundancy, Business Continuity and Disaster Recovery factor heavily into Technology Services for both Civil Servants and end-users of the Digital Services they operate. Swift Strategies will work with you to ensure that your needs are understood, and the appropriate plans put in place with new, hybrid and/or legacy environments to help you successfully manage your risk and ensure the business continuity required by your organisation.

Swift Strategies can advise on the principles, standards that underpin good Back-up, Data Restoration, Disaster Recovery and Business Continuity strategies as well as articulate the advantages of Cloud solutions in managing this risk and decrease the manual intervention required to provide core services to your organisation and users.

### Privacy by Design

We work with our clients to help them ensure new, migrated and/or transformed systems, technology and solutions are sensibly and proportionately secure, aligned to NSCS and CESG standards and principles. Each client has a unique set of circumstances, risk appetite and Information Assurance requirements and this is factored into the Information Assurance governance process which underpins design and implementation.

## 3. Using the service

### Ordering and Invoicing

We are happy to discuss any element of your Technology, Service and Application Transformation requirements by email ([gcloud@swiftstrategies.co.uk](mailto:gcloud@swiftstrategies.co.uk)). We have a great deal of experience completing Call Off contracts and are happy to assist with this process if required.

### On-Boarding, Off-Boarding, Service Migration, Scope etc.

Swift Strategies' On-Boarding approach follows an iterative approach, evaluating your goals, user needs, business requirements and corporate objectives. Following consultation with you, we will propose an implementation plan which may comprise of any combination of the services listed above.

Service Migration will assess existing capability, capacity, maturity, and readiness to accept change. In most cases, a new operating model needs to be developed to ensure the relevant skills and capabilities are in place for both implementation and on-going operations and continuous improvement. Where there is an impact to end-users in your organisation, we will propose a Deployment, Roll-out and Early Life Support plan to ensure that change and adoption is as smooth as possible. Clients often have strong change and adoption capabilities in-house and any plans will take this into account to ensure value for money.

A central part of Service Migration is decommissioning. We will ensure that implementation plans take into account the effort, costs and risks associated with decommissioning legacy services and systems. This includes but is not limited to hardware decommission and secure destruction; data retention and archiving strategies governed by your Knowledge and Information Management policies; any contractual exits required to support decommissioning; etc.

Off-Boarding is supported by a detailed handover plan, ensuring the appropriate capability and capacity requirements highlighted along with next step recommendations. Core principles of commodity, loosely coupled and interoperable services aim to deliver portability and simplicity wherever possible, enabling any Technology change to be delivered from within your existing services landscape within minimum need to engage expensive specialist capabilities.

### Training

Training services can be provided through Swift Strategies and/or Swift Strategies will help procure the relevant expertise to ensure that training is delivered to meet the needs of your users and your organisation based on the service component(s) from this Technology Transformation service. Where this is relating to Roll-out, Deployment, User Acceptance Testing, and Early Life Support, we can provide, procure and/or

partner with the relevant capability to ensure your training requirements are met. Often this is delivered by augmenting the current capacity within client teams to increase adoption and ownership.

Any tools, workflows, processes, and/or frameworks delivered by Swift Strategies will be fully documented and provision will be made during the exit period of Knowledge Transfer and training of in-house staff or alternate supplier(s).

## **Service Management and Service Levels**

Help and support can be delivered during office hours, Monday to Friday 9am – 5pm via email and phone. Additional requirements can be accommodated on a project-by-project basis where discussion and agreement has been added into service provision.

## 4. Provision of the service

### Customer Responsibilities

Swift Strategies work in partnership with you and will define and build the teams, capability and delivery partner provision and supply chain to help you transformation your corporate services technology, operating model, and business processes, delivering better services for your users, with greater efficiency. Our request is that you work openly and collaboratively with us to enable delivery whether that is access to information, personnel, context and/or ensuring effective governance and sponsorship.

### Technical Requirements and Client-Side Requirements

Discussed and agreed on a project-by-project basis.

### Outcomes/Deliverables

Deliverables will be agreed with the client in advance of the provision of Swift Strategies' services based on any/all the service components list above. We follow the [Digital Service Standard](#) and the [Technology Code of Practice](#) as it applies as much to corporate services and back-office systems as it does to Digital Services. We champion an [Agile delivery](#) approach and ways of working and combine this day-to-day delivery approach with your organisation's delivery governance structures. Our recommended approach is to start with Discovery and help you define the problem statement to determine the required strategy based on user need, scope, prioritisation, and funding needs to delivery against those criteria.

### Termination Process

There are no additional fees for termination, but clients are advised to consider knowledge transfer and handover requirements to another supplier or the client's staff to ensure smooth transition and exit of service provision.

## 5. Our experience

### Recent case studies and testimonials

#### Cardiff University

- Capture of detailed requirements across HR, Payroll, Finance, Procurement (P2P), Research (Post Award Grant Management)
- Creation of procurement methodology, evaluation approach and tender requirements documentation. Currently helping to manage the procurement process.
- Undertook stakeholder mapping and developed a stakeholder engagement plan
- Providing project management, change management and communications support for an internal project to create a single Finance Service Unit.
- Developed Outline Business Case (OBC) and currently producing the Final Business Case (FBC)
- Currently carrying out a range of implementation preparation tasks relating to data, integration and a chart of accounts redesign

#### Old Mutual

- Acted as programme integrator within an international team of PwC consultants who assisted Old Mutual in the rationalization and process improvement project across 45+ finance teams across the group. Responsibilities included:
  - Helping Old Mutual design and implement a Finance Shared Service Centre including technology, processes, services, client service level agreements, and key performance indicators
  - Leading the integration of work across the change management, SSC design, technology, data, process and architecture workstreams
  - Providing day-to-day direction to the joint client and PwC teams, as well as giving regular feedback to key stakeholders
  - Developing a consolidated business case and supporting cost benefit analysis for the build and implementation phase

#### Department for Education

- Development of a business cases (OBC and FBC, using 5-case model) to support investment in new HR, Payroll and Expenses solution for 7000 FTE securing buy-in from HR/Finance Directors and the CIO.
- Creation of procurement methodology, evaluation approach and tender requirements documentation. Managing tender exercise through to contract signature.
- Programme management of ERP implementation including software configuration, integrations, data migration for legacy systems and associated change management activities

#### Office for Students

- Development of a business case, examining all viable options (upgrade to existing systems, best of breed systems or single ERP) to support investment in new Finance, HR and Payroll.

- Creation of procurement methodology, evaluation approach and tender requirements documentation. Managing tender exercise through to contract signature.
- Programme management of ERP implementation including software configuration, integrations, data migration for legacy systems and associated change management activities

### **Stellenbosch University**

- Established necessary project governance structures and processes to support the implementation of the selected Oracle Fusion solution
- Managed a cross functional team of people from finance, information technology, human resources, facilities management, academic faculties, and numerous external vendors
- Developed roles and responsibilities, established workstreams, and recruited necessary resources across data, integration, end to end business processes, testing, training, risk management and change management
- Supported the client in managing relationship and contracting with local Oracle Fusion implementation partner and Oracle
- Regular reporting to various governance forums within the university

### **Metropolitan Police**

- Provision of change management consultantancy for the Metropolitan Police Smarter Working Transformation Programme.
- Responsible for embedding behavioural change through effective engagement and impactful learning programmes for leaders, teams and individuals during a period of unprecedented uncertainty.
- Responsible for driving significant culture change by spearheading the successful design and implementation of the Smarter Working Framework, resulting in 10,000 officers and staff being trained in Smarter Working practices and new ways of working.

### **WM5G LTD (West Midlands 5G)**

- Development and delivery of six Green Book compliant project business cases (using 5-case model) for the agency's flagship Urban Connected Communities (UCC) programme within the wider DCMS 5G Trials and Testbeds Programme.
- Advised overall and individual programme directors on the approach to business cases and facilitated policy options longlisting, SWOT analysis, options shortlisting, and cost-benefit appraisal of shortlisted options, benefits mapping and realisation planning through evidence-gathering and in-depth analysis, creating frameworks for monitoring expected outputs, outcomes, and benefits as a means of evaluating ex-post impact and effectiveness in meeting investment objectives.

### **Education and Skills Funding Agency**

- Development and delivery of a HM Treasury Invest to Save business case to enable funding to be agreed for the delivery of an IT transition programme as part of a Machinery of Government change.
- Responsible for designing and implementing an IT transition programme; working across hardware purchasing, rollout, data and application migration, network

implementation, user training and support and decommissioning of legacy IT and exit of suppliers.

- Working with senior stakeholders across all business areas to ensure business continuity was maintained throughout the transition.

## Clients

### Notable Public Sector Clients include:

- The Cabinet Office
- Government Digital Service (GDS)
- Department for Culture Media and Sport (DCMS)
- Department for Science, Innovation and Technology (DSIT)
- Crown Commercial Service (CCS)
- The Home Office (through GDS)
- Department for Education (DfE) and its Executive Agencies
- Department for Business, Innovation and Skills (pre-MoG 2016)
- Department for Business, Energy and Industrial Strategy (post-MoG 2016)
- Department of Health and Social Care (DHSC)
- Research Councils UK and Innovate UK (BIS)
- The Ministry of Justice (MoJ)
- NHS.UK
- Sport England
- Government Security Group (GSG)
- Foreign and Commonwealth Development Office (FCDO)
- Cardiff University
- University of Plymouth
- College of Policing
- Government Property Agency (GPA)
- Office for Students

### Notable Private Sector Clients include:

- Dr Foster Intelligence
- Dub
- Further.io
- Holding Your Hand
- Capita PLC
- eSynergy Solutions
- Ciber UK
- RM Education and RM PLC
- Pearson
- The Tony Blair Institute for Global Change (TBI)
- West Midlands 5G
- Old Mutual

## Contact Details

If you would like to speak to us about your Cloud Procurement Support requirements, please contact our team.

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