



Larsen Consultancy Service Definition Document G-Cloud 15

Document Version 1

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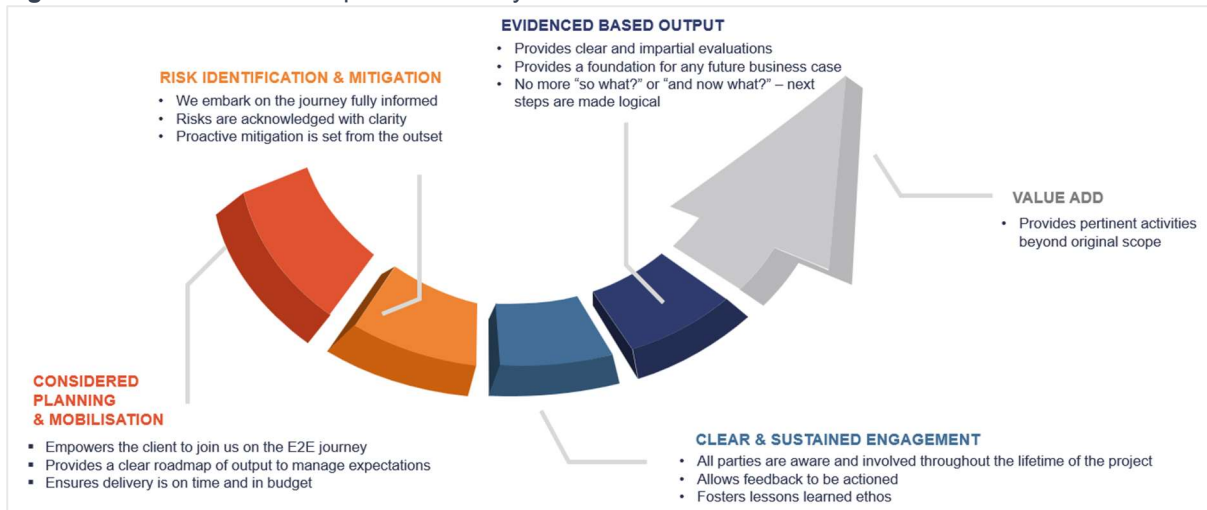
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1. Introduction

Larsen Consultancy provides evidence-based consulting support to Policing and the wider public sector organisations, helping them define problems, assess options, and deliver change with confidence across cloud, hybrid, and digitally enabled environments. Our work is grounded in qualitative and quantitative evidence, including data discovery & analysis, user and stakeholder research & engagement, operational insight, and structured options appraisal. We produce clear, decision-ready outputs such as problem statements, service designs, business cases, delivery roadmaps, and implementation plans. We also provide hands-on Programme and delivery leadership, ensuring recommendations translate into practical action and measurable results, including where cloud adoption is planned, partial, or under assessment.

Our approach is underpinned by Larsen's established delivery principles: insight-led discovery (ensuring all recommendations are grounded in a deep understanding of the context, ambition, and risk appetite), collaborative design (engaging internal and external stakeholders to shape and validate options), and practical implementation planning (ensuring recommendations are actionable and deliverable). This methodology reflects our proven track record in supporting public sector clients to deliver real value.

Figure 1. Larsen Core Principles of Delivery



2. Our Services

At Larsen Consultancy, we support organisations across the full transformation lifecycle from early insight and evidence gathering through to strategic advisory and hands-on implementation. Our approach is grounded in real-world experience, public-sector needs, and a commitment to delivering practical, measurable outcomes.

Our service model is built around three complementary capabilities:

- **Insight** - Understanding your organisation, people, data, technology and operational context through evidence-based analysis, user research, capability reviews, and organisational design.
- **Strategic Advisory** - Providing trusted guidance, critical friend support, business case development, and portfolio-level advice to shape the right direction for change.
- **Implementation** - Delivering programmes with strong governance, leadership, assurance, and agile delivery methods to turn strategy into sustainable outcomes.

- Together, these three elements form our **“From Insight to Implementation”** model, ensuring organisations receive end-to-end support that is practical, grounded, and aligned to real operational need.

Figure 2. Larsen Services



2.1. Service One: Strategy, Delivery & Assurance

Service One	Strategy, Delivery & Assurance
Service Description	We provide advisory and delivery support across the cloud/digital lifecycle, covering strategy, business cases, operating models, programme assurance, implementation management, service reviews, requirements and process mapping, data readiness, security, and commercial support. Our evidence-based approach combines stakeholder insight, benchmarking and policing SME expertise to deliver clear roadmaps and direction.
Service Features	We tailor scope per call-off. Core features describe how we work; typical work packages indicate what we can deliver. - Business cases: Five-Case drafting, benefits baselines, procurement readiness. - Technology maturity assessment; actionable roadmap; innovation and culture readiness. - Operating and service delivery models: roles, RACI, governance, efficiency. - Transition and programme assurance: RAID, gateway readiness, direction, roadmap alignment. - Data readiness: architecture, integration, quality, intelligence-led analysis.

	• Programme delivery: coordination, controls and requirements (functional, non-functional, MoSCoW). • Service model reviews: Catalogue/Runbook updates; stakeholder and operational insight. • Information governance and security: compliance alignment, risk treatment, readiness. • Supplier/commercial support: market assessment, audit trails, performance, variations, credits. • Core outputs: assessments, recommendations, roadmaps, evidence packs, board-ready summaries.
Service Benefits:	• Efficiency savings from clearer roles, streamlined processes and reduced duplication. • Improved service quality through evidence-based recommendations and stronger governance. • Enhanced user experience through clearer service models and smoother hand-offs. • Greater scalability enabled by operating models and controls for growth. • Faster approvals and cleaner audit trails for boards and PMOs. • Reduced delivery risk through independent assurance and structured hand-offs. • Improved outcomes aligned to agreed benefits and delivery milestones.

2.2. Service Two: Business Case Development & Support

Service Two	Business Case Development & Support
Service Description	We develop and secure approval for robust business cases for cloud-enabled and digitally-enabled change using the HM Treasury Five-Case Model. Scope includes discovery and options appraisal for cloud enablement, benefits baselining and realisation, commercial/procurement alignment with G-Cloud call-off, and management case development (operating model, governance, risk, implementation planning, dependencies).
Service Features	• Business cases: Five-Case drafting, benefits baselines, procurement readiness. • Benefits baselines with measurable KPIs and realisation planning. • Risk registers, assurance updates and board-ready decision summaries. • Operating model and governance design: roles, RACI and committees. • Procurement alignment and supplier engagement for compliant call-offs.
Service Benefits:	• Approval-ready cases that accelerate decision-making.

	• Deliverable plans aligned to maturity, capacity and affordability constraints. • A clear, auditable governance trail including decisions and supporting evidence.
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2.3. Service Three: Technology Maturity Assessment

Service Three	Technology Maturity Assessment
Service Description	Independent consultancy assessment of technology maturity for cloud-enabled and digital services, aligned to the Government Service Manual and COBIT 2019. This is not a formal or regulated audit. We assess strategy, operating model, security, architecture, data, tooling and ways of working, providing an actionable roadmap to improve maturity.
Service Features	• Evidence-based maturity scorecards across key cloud and digital domains. • Gap analysis with prioritised remediation actions. • Roadmap with measurable milestones and decision gates. • Board-ready materials to support investment and assurance decisions.
Service Benefits:	• Shared understanding of current readiness, risks and constraints. • A clear, sequenced roadmap to de-risk early delivery phases. • Improved governance, assurance and investment confidence.

2.4. Service Four: Operating Model Design

Service Four	Operating Model
Service Description	We help organisations define a clear Target Operating Model for services, including roles, processes, RACI, governance structures and run-books. Our approach ensures smooth interfacing with PMO and portfolio teams, while designing supplier management frameworks and measurable performance indicators, and aligning the model to cloud-enabled and digital service delivery where relevant.
Service Features	• Clearly defined roles and responsibilities (RACI) for accountability. • Governance frameworks with scheduled boards, committees, reports, and decision processes. • Comprehensive run-books and commissioning pathways for consistent operations. • Supplier management frameworks with performance KPIs for effective oversight.
Service Benefits:	• Faster, smoother decision-making with fewer handoff issues.

	• Clear accountability and ownership across services. • Measurable performance to monitor, manage, and improve delivery. • Efficiency savings from lean methods, clearer processes and reduced duplication.
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2.5. Service Five: Transition Readiness & Programme Assurance

Service Five	Transition Readiness & Programme Assurance
Service Description	We conduct discovery and readiness checks, assess applications, and plan transition waves to ensure smooth delivery. Our independent assurance and delivery controls keep scope, schedule, cost, and quality on track, giving stakeholders confidence in programme outcomes.
Service Features	• Portfolio/application discovery and assessment. • Wave planning with dependencies and risk treatments. • RAID management and gateway readiness reviews. • Independent assurance reporting to boards/PMOs.
Service Benefits:	• Reduced migration risk and rework. • Prioritised, feasible wave plan. • Transparent status for governance and audit.

2.6. Service Six: Service Model Reviews

Service Six	Service Model Reviews
Service Description	Independent reviews of how services are defined, operated and consumed. We assess performance, identify improvements to streamline roles and hand-offs, and agree a practical, evidence-based plan. Outputs include a concise Service Catalogue and Runbook. Reviews also consider cloud-enabled capabilities, service maturity and alignment with wider transformation activity.
Service Features	• High-level review of current services, roles and handoffs. • Evidence-based observations on performance and effectiveness. • Practical recommendations and a simple improvement plan. • Creation or update of Service Catalogue entries and Runbooks. • Alignment with existing PMO/transition processes and tooling. • Light touch enablement and handover.
Service Benefits:	• Clearer understanding of how services are requested and supported. • Smoother handoffs and fewer delays. • A short, actionable improvement plan that teams can adopt.

	• Consistent documentation for boards, PMO and audit.
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2.7. Service Seven: Data Enablement & Readiness

Service Seven	Data Enablement & Readiness
Service Description	We help organisations improve how they use and manage data by assessing its accuracy, consistency and value. We identify what data exists, how it is used and what must change. We improve data sharing, define essential governance and provide clear quality actions, roadmaps and readiness plans to support effective delivery.
Service Features	• High-level discovery and review of current data landscape. • Guidance on data architecture and approach. • Advice on integration and interoperability options. • Establishment of basic data governance practices. • Support to prepare for delivery and go-live activities. • Light-touch alignment to relevant public-sector standards.
Service Benefits:	• Faster insight through clear patterns, curated data and stable pipelines. • Higher data trust through quality baselines, stewardship and transparency. • Reduced rework through consistent architecture and governance foundations • Better interoperability through standards-based integration across products and suppliers. • Smoother approvals through concise evidence packs and readiness gates.

2.8. Service Eight: Security & Compliance Advisory

Service Eight	Security & Compliance Advisory
Service Description	Control mapping to HMG policies; risk treatment; supplier compliance assurance; coaching for executives and delivery teams on security/compliance posture.
Service Features	• Policy/control mapping and evidence packs. • Risk register treatments and acceptance criteria. • Supplier compliance checks and dashboards. • Executive and practitioner briefings/coaching.
Service Benefits:	• Informed decisions and clearer risk posture. • Improved compliance rates and audit readiness. • Shared understanding across leadership and delivery.

2.9. Service Nine: Supplier Performance & Commercial Support (with Market Assessment)

Service Nine	Supplier Performance & Commercial Support (with Market Assessment)
Service Description	Independent market assessment and supplier performance support for digital services. We provide soft market testing, supplier engagement, landscape and price benchmarking, and fair, evidence-based evaluation. Outputs include compliant audit trails, clear performance measures, longlist/shortlist options, multi-criteria scorecards, commercial models, deployment options and a practical performance review playbook.
Service Features	• Discovery: user stories, process mapping, functional/non-functional requirements (MoSCoW). • Market assessment and soft market testing: structured RFIs, briefings, Q&A. • Price and commercial benchmarking: licensing, implementation and run-cost models. • Selection documentation and audit trail: criteria, scoring methods, decision records. • Evaluation frameworks and scorecards: technical, operational and governance criteria. • Performance management support: KPI/SLA development and reporting cadence. • Negotiation and onboarding support: negotiation materials, checklists, governance calendars.
Service Benefits:	• Transparent, defensible procurement with clean audits and reduced challenge risk. • Improved supplier performance through clear KPIs, SLAs and incentives. • Faster contracting and value using prebuilt evaluation frameworks and onboarding. • Better commercial outcomes through structured benchmarking and negotiation planning. • Reduced disputes with clearer variation pathways and supporting evidence packs.

2.10. Service Ten: Project & Programme Implementation Management

Service Ten	Project & Programme Implementation Management
Service Description	Hands-on project and programme management to implement change: governance setup, detailed planning, supplier coordination, risk/issue management, assurance and benefits tracking through to go-live and service transition.
Service Features	• Embedded RAID and delivery controls.

	• Tailored governance frameworks and board reporting. • Supplier coordination and fair selection audit trail. • Service transition handoffs and benefits tracking.
Service Benefits:	• Faster go-lives and fewer re-works. • Clean audit trail satisfying boards, PMOs and monitors. • Sustained adoption and handover to live service teams.

2.11. Service Eleven: Foundations Health Check

Service Eleven	Foundations Health Check
Service Description	Rapid, evidence-based assessment of organisational foundations across leadership, culture, intelligence, data, technology and innovation. We identify strengths, risks and priority actions, providing clear insights, a maturity scorecard and a practical roadmap for improvement. The Health Check enables confident decision-making, readiness for change and alignment to wider transformation activity.
Service Features	• Foundations assessment: leadership, culture, intelligence, data, technology, innovation. • Evidence-based diagnostics using interviews, insights and maturity criteria. • Maturity scorecard with clear RAG or scaled ratings. • Priority mapping based on impact, effort and organisational readiness. • Roadmap creation showing quick wins and long-term actions. • Governance review including roles, decisions and reporting cadence. • Data and intelligence checks for quality, flow and interoperability. • Technology readiness review covering modernisation, integration, cloud enablement. • Cultural and leadership insights focused on behaviours and change capability. • Executive playback with findings, themes and recommended next steps.
Service Benefits:	• Clear organisational insight to inform confident decision-making. • Strengthened foundations for innovation and efficiency improvement. • Prioritised roadmap aligned to strategic objectives.

3. Other

Onboarding: We align scope, stakeholders and documentation during mobilisation and confirm priorities, timelines and deliverables.

Offboarding: We provide a clear handover including documentation, recommendations, evidence packs and next-step actions.

All day rates listed in the Pricing Document are maximum day rates.

4. Contact Details

If you would like to discuss this service, or any of the other services offered by Larsen Consultancy in the Digital Marketplace, please do not hesitate to contact us for an informal conversation at hello@larsenconsultancy.co.uk.