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Service Summary

Starlight provide a wide range of digital and data services to support you with your cloud and operational transformation. Since 2011 we have helped some of the country's most critical organisations to successfully digitise their services. We provide services to public and private sector clients and have a set of services tailored to the health & care sector including NHS organisations.

1	Digital & Data Advisory	Digital Strategy	Business Case	Delivery	Assurance & Review	
		Data Strategy	Service Design	Leadership Support	Contract Optimisation	
2	Digital & Data Delivery	Requirements Definition	User Experience	Programme & Project Delivery	Readiness Review	Change Management
		Architecture	Implementation Planning	Financial Management	Optimisation	AI & Automation
3	Digital Health & Care	Digital Health & Care Services	Digital Health Record Services	Digital Health Data Services	Health Data Research Services	
		Digital Health Automation & AI	Digital Health AI Strategy to Execution	NHS Ecosystem Automation & AI Collaboration Service		

These services are described in more detail throughout this document.



1. Digital & Data Advisory Services

Starlight helps organisations change their ways of working. From the smallest (and sometimes trickiest to effect) changes through to organisation-scale transformation we tackle the hardest challenges in the most complex environments. Our teams are highly experienced – from creating services that genuinely address user needs to managing critical services for blue-light organisations. We can work with you to develop the right digital & data strategy, lead user research, design new services and manage their implementation.

Features

- Digital Strategy Development
- Data Strategy Development
- Business Case – Treasury Green Book - Strategic Outline Case, Outline Business Case, Full Business Case
- GDS service design, development and assessment
- Programme Assurance and Review
- Leadership support
- Procurement support

Benefits

- We instigate radical change that challenges existing thinking
- Our culture is fully aligned with public service values and the Nolan principles
- We have delivered and supported a wide range of UK public sector organisations including defence and intelligence, blue light and across the NHS

Digital Strategy

Starlight is a leading public & private sector digital consultancy. We support clients to develop actionable digital strategies and create the environment for tangible delivery. The digital strategy isn't something for the IT team to write in the corner; it requires leaders and teams to develop a



clear and compelling vision for the future and set out the steps required to get there. An effective digital strategy provides direction for the whole organisation, stakeholders and partners alike. It answers the tough questions and sets the commitment for the organisation to deliver and measure progress against.

Our approach can be tailored for organisations of any size. Our experts stimulate radical thinking, challenge the norms and synthesize complex issues to create clear direction for your organisation.

Data Strategy

How robust is the data used to make decisions in your organisation? Is the right information available to those who need it in a timely, accurate manner? What is the cost of collecting, storing and processing that data? How well linked is it?

Many organisations lack the clear strategy, direction and intent to provide data that is needed by users and decision makers. Changing the way data is collected, shared and used is hard. We help break data out of historic silos, liberate users to make faster, better decisions and unlock the analytical capability of artificial intelligence, machine learning and other tools to deliver day-to-day services, re-design and improve and conduct research.

Our services include

- Data quality assurance and assessment
- Data skills assessment and development
- Data strategy development
- Data pipeline design and architecture
- Data & intelligence operating model development

Business Case Development

We have extensive experience in supporting our clients through all stages of the business case life cycle including HM Treasury 'five case' model from the early Programme Case and Strategic Outline Case (SOC) through the Outline Business Case (OBC) through to the Full Business Case (FBC). We have



worked on projects ranging from small departmental projects to £1b multisite programmes and country wide investments. Key aspects include

- Business case generation following HM Treasury guidelines
- Demand projections and modelling
- Development of the case for change
- Market scan to inform build-or-buy decisions
- Performance and technology uptake competitor benchmarking
- Stakeholder engagement (e.g., interviews, focus groups, social media surveys)
- Options development and appraisal - risk analysis and mitigation
- Presenting the case at informal and formal meetings

Assurance & Review

It continues to be a sad fact that more digital programmes fail than succeed. Yet organisations keep working the same way, leading to the same predictable outcomes. Too many times, we find an over-optimistic business case, a programme led and delivered entirely by external consultants or an assumption that the latest do or die technology investment would resolve all the cultural, process and behavioural issues of the past.

We help organisations look differently at the steps required to deliver real-world change. We audit programmes to identify issues and recommend appropriate actions. We help boards to understand the business context of technology and digital change. We help teams to connect with change programmes and develop their confidence and skills in leading change. And we help shift from unrealistic crystal-ball business cases to realistic models of continual change.

Leadership Support

Our team of experts have led digital services at board level in the highest profile organisations. Digital leadership can be lonely – with high expectations of being the expert in transformation, business operations, technology and innovation.

We support organisations manage the peaks in leadership demand during complex digital change. We coach leaders to be effective in unfamiliar context such as at board and executive level, with new



partners and leading multi-disciplinary programme teams. We help scale your technology leadership, cloud adoption practices and delivery capability to meet the demands of digitising your organisation.

Service Design

Starlight's Service Design team focuses on improving the quality of interactions between an organisation and users to create services that meet underlying needs in the optimal way. We create radical views of processes, people, infrastructure and products, and to deliver great customer experiences and services.

Procurement & Contract Optimisation

We support clients to assess their contract portfolio, optimise the mix of cloud services and extract maximum value for money from their portfolios.

Starlight have supported public and private sector procurements ranging from £bn+ infrastructure deals to targeted digital services for small departments and NHS trusts. We provide practical advice and support to organisations and can help develop commercial input to business cases, create a procurement or commercial strategy for a digital programme and support the tender development and execution process. We evaluate supplier bids and guide the selection process to achieve the optimum outcome for clients. Post-award we advise and support on transition and transformation, contract management and supplier performance reviews for digital and cloud services.



2. Digital & Data Delivery Services

Starlight helps organisations change their ways of working. From the smallest (and sometimes trickiest to effect) changes through to organisation-scale transformation we tackle the hardest challenges in the most complex environments. Our teams are highly experienced – from creating services that genuinely address user needs to managing critical services for blue-light organisations. We can work with you to develop the right digital & data strategy, lead user research, design new services or manage the implementation of a new service.

Services

- Requirements Definition
- User Experience
- Architecture
- Change Management
- Implementation Planning
- Project Support
- Financial Management
- Service Optimisation
- Readiness Review

Benefits

- We instigate radical change that challenges existing thinking
- Our culture aligns with public service values and Nolan principles
- We have delivered and supported a wide range of UK public sector organisations including defence and intelligence, blue light and across the NHS
- We support a wide range of UK public sector organisations



Service Definitions

Requirements Definition

Starlight provides Requirements Management and Business Analysis and services for effective capture, validation, management and traceability of requirements for digital programmes and cloud-systems. We use a diverse pool of techniques to elicit requirements, dependant on the level of business and end-user engagement, the level of available detail, and the overall scope of the cloud solution.

User Experience

Starlight offers a wide range of user experience services aligned to GDS/Government design principles. We are well versed in uncovering genuine user needs and provide actionable user requirements and experience in developing prototype systems and services. We have proven experience in user testing to ensure that prototypes meet user needs.

Architecture

Our architecture and design service delivers alignment of your architecture with business strategy to achieve business outcomes through process, organisation, and IT changes. We address common architecture challenges such as: regaining control of agile delivery; optimising the move to cloud; prioritising investment based on business value; and introducing disruptive technology. We shape and define governance models, standards and policies to ensure your digital and cloud investments are robust now and in the future.

Change Management

Starlight's change management experts guide organisations through the most important part of successful digital delivery: change management. We help articulate the reason for the change, design a people-centred change programme, make it compelling for and with the organisation, undertake rigorous preparation for implementation and work shoulder-to-shoulder with you throughout and after service go-live. We can up-skill your team and develop sustainable practices to embed new ways of working for the long-term.



Implementation Planning

Starlight provides a comprehensive implementation deployment support capability for digital and IT systems. Whether delivering full implementation teams or individual resources, we prepare, plan and manage the deployment from end to end ensuring a successful implementation and sustainable benefits and adoption for the implemented solution.

Programme & Project Delivery

Programme & Project Delivery is a core programme offering from Starlight. Our practitioners provide expertise at all levels, from lead to support. Our experience and knowledge have been demonstrated in government and industry, delivering opportunities for retail, energy, defence, infrastructure, blue light, NHS, and both central government and local organisations.

Financial Management

Financial control is critical to success. Cloud costs can rapidly spiral out of control and the complexities of digital supply chain often outstrip client team capability and capacity to manage. Key factors for financial success are robust business processes, effective management of resources and performance monitoring. We help organisations through financial turmoil, and act as a critical friend. Our financial health check reviews your current position and identifies improvement opportunities, potential structural changes and contractual opportunities.

Service Optimisation

The hard work begins when a digital service is launched. The myriad of assumptions and decisions that went in to getting a new service live require review, support and adjustment. We help embed new services in operational teams, assess delivery models and drive long term benefit realisation.

We provide rapid short-term after-action reviews, re-design service models, evaluate benefits and support teams to adopt, adapt and improve services on a continual basis.



Readiness Review

The Starlight readiness service helps organisations to assess and understand how prepared they are to launch new digital services. From board assurance of a large transformation programme to supporting local teams to understand what the changes mean for them, we uncover whether technology risks are understood, users have been suitably trained and that data migration has been prepared effectively.

AI & Automation

We provide **outcomes led** services for modern, cloud-based automation & AI solutions. We leverage Microsoft's capabilities and platforms, including Microsoft Power Platform (Power-Automate, Power-Apps, RPA, PowerBI, Copilot Studio) and Azure. We have found this particularly useful in orchestrating and automating organisational workflow and bringing structure and maturity to immature processes.

Features

- Outcomes-led discovery to prioritise high-value automation opportunities.
- AI (& Automation) value analysis and integration.
- Design secure, scalable solutions on Microsoft Power Platform.
- Build automations with Power Automate and Robotic Process Automation.
- Develop low-code apps with Power Apps and reusable component libraries.
- Process Mining to map, analyse and optimise end-to-end workflows.
- Data visualisation and reporting with Microsoft Power BI.
- Governance, security and DLP policies embedded by design.
- Azure integration for APIs, cognitive services and data platforms.
- Copilot Studio conversational AI and agent orchestration.
- Licensing optimisation, evaluation and advice.

Benefits

- Faster delivery of service improvements and measurable outcomes.
- Reduced manual effort and operating costs through automation.



- Improved data quality, transparency and auditability.
- Increased staff capacity and faster citizen / customer response times.
- Higher adoption via human-centred design and enablement practices.
- Secure by design with governance, DLP and RBAC controls.
- Scalable platform foundations for reuse across departments and teams.
- Better insight using process mining and analytics.
- Future-ready architecture for AI-assisted workflows and agents.
- Optimised licensing and total cost of ownership.



3. Digital Health & Care Services

We help NHS organisations and social care providers to set their digital strategy and plan, manage and deliver high impact change programmes, and improve the health of the population they service. Our team has experience from board-level CDIO/CIO positions down to floor-walking during an EPR implementation. We support all types of organisations to work across the entire digital health spectrum.

Features

- Integrated Care System (ICS) and NHS Trust digital strategy
- Integrated Care Board (ICB) digital design and support services
- Primary Care Digital Service Design and Delivery
- Ambulance, Acute, Mental Health and Community Trust Services
- Adults and Children's Social Care services
- Electronic Health / Patient Record (EHR/EPR) selection, procurement, and implementation
- Digital diagnostics: pathology, immunology, imaging, LIMS, community diagnostic centres (CDC)
- Direct Care, Planning and Population Health
- Shared care records, local health & care records and record finder
- Clinical Safety assessment and compliance support for DTAC, DCB0129 and DCB0160

Benefits

- Our consultants have direct experience within the NHS and social care of delivering high impact digital and data-led transformation
- Patient and citizen-oriented team who understand how to prioritise, engage and work with service users, their families and carers, and the full range of health & care professionals
- Values aligned with public sector – we are collaborative, partnership oriented and measure our success by the success of our clients
- Underpinned by rigorous methodologies and practices developed and honed over decades of professional experience across sectors.



Digital Health Record Services

Starlight provide expertise across the digital health record lifecycle. We help develop strategies across provider groups and systems, develop business cases that secure investment and achieve tangible care improvements and have expertise in EPR systems including EMIS, TPP SystemOne, EPIC, System-C CareFlow, Servelec Rio, Oracle Cerner and EPIC, Adastralink and Cleric. We also understand the complex integration landscape with specialist systems, for example in cardiology, radiology, theatres and maternity.

Features

- Electronic Patient Record (EPR/EHR) Strategy
- Strategic Outline Case, Outline Business Case and Full Business Case development
- Clinical Engagement & Safety Planning include DTAC, DCB0129 and DCB0160
- Patient Portal integration and development
- Integration – standards, interoperability, OMOP, HL7 FHIR
- Implementation Planning
- Test, training, floor-walking and go-live services
- Programme Review and Assurance

Benefits

- Extensive experience working in and across healthcare including NHS trusts
- Executive leadership, regional assurance and delivery team expertise
- Outcome oriented, partnership focussed
- Flexible to adapt to the funding cycles and constraints of NHS organisations.



Digital Health Data Services

Health data can be complex – it is sensitive, recorded inconsistently and often locked away in siloes. Our consultants are experts at navigating these challenges to liberate data access while protecting and enhancing privacy. We work across 4 classic uses of data: direct care, population health management, planning and research. From developing data quality at source, to metadata management and preparing machine readable data architectures for artificial intelligence and machine learning.

Features

- Integrated Care System data strategy, architecture and design
- Regional data architecture design, co-production and optimisation
- Data for Research & Development including Secure Data Environments
- Metadata definition and cataloguing strategy and execution
- Performance and productivity analytics including Federated Data Platforms and Artificial Intelligence
- Local Health and Care Record, Shared Care Record and other direct care data expertise
- Organisation and trust data warehouse and analytics strategy and delivery
- Data engineering, data architecture, data science and statistical expertise
- Privacy enhancement, information governance and public involvement
- Data and analytics governance support including design, access and development of data capabilities

Benefits

- Optimise your data investment to eliminate duplication and wasted expense
- Enable rapid research and development, new pathways and models of care
- Unlock operational efficiency and performance
- Protect patient rights and achieve high standards for data security
- Be big-data ready, including having architectures, patterns and governance for AI and machine learning



- Clinically focussed delivery
- Patient data-access expertise including portals and access to NHS App, primary care and trust-hosted systems
- Portals and access to NHS App, primary care and trust-hosted systems



Health Data Research Services

We are experts in unlocking the research potential of healthcare data. We help organisations to design, implement and operate health data research services and secure data environments.

Features

- Secure Data Environment (SDE) design, delivery and operation
- Health Data Research Service (HDRS) strategy and implementation
- Data cataloguing and metadata management
- Deep-data clinical discovery, federation and data standardisation
- Multi-modal data strategy and implementation
- Engagement with providers, partners, public and professionals
- Workflow and process optimisation
- Governance and Operating Model Design & Implementation
- Commercial pipeline and partner management
- Trusted Research Environment design and delivery

Benefits

- Accelerate design and delivery of research services
- Experts in SDE delivery at scale
- Deep understanding of NHS data in research context
- Life science, commercial and academia experience



Digital Health Automation & AI

We provide outcomes-led workflow and business-process automation for NHS organisations, using Microsoft Automation and AI technologies already available to the NHS. Leveraging Power Platform, Copilot Studio, O365 and Azure, we design and deliver secure, scalable solutions that streamline operations, reduce effort and improve service efficiency across clinical and administrative pathways.

Features

- Outcomes-led discovery to prioritise high-value NHS automation opportunities.
- AI and automation value analysis aligned to NHS operational needs.
- Design secure, scalable solutions using the Microsoft Power Platform.
- Build automated workflows with Power Automate and Robotic Process Automation.
- Develop low-code apps with Power Apps and reusable NHS-specific components.
- Process Mining to map, analyse and optimise end-to-end care and admin workflows.
- Data visualisation and reporting using Microsoft Power BI.
- Governance, security and DLP policies embedded in line with NHS requirements.
- Azure integration for APIs, cognitive services and clinical/operational data platforms.
- Copilot Studio conversational AI and intelligent agent orchestration.
- Licensing optimisation, evaluation and advice for existing NHS Microsoft estates.

Benefits

- Faster delivery of measurable improvements to NHS service performance.
- Reduced manual effort and operational costs through targeted automation.
- Improved data quality, transparency and auditability across clinical and admin pathways.
- Increased staff capacity and faster response times for patients and service users.
- Higher adoption through human-centred design and NHS-aligned enablement practices.
- Secure-by-design with NHS-appropriate governance, DLP and RBAC controls.
- Scalable platform foundations enabling reuse across Trusts, ICBs and ICSs.



- Deeper insights using process mining and operational analytics.
- Future-ready architecture enabling AI-assisted workflows and intelligent NHS agents.
- Optimised licensing and TCO through effective use of existing NHS Microsoft investment



Digital Health AI Strategy to Execution

We provide a complete AI Strategy-to-Execution service, helping organisations define their AI vision and deliver it through a data-first, cloud-driven approach. Starlight builds AI-ready data foundations, prioritises high-value opportunities, designs secure cloud-native architectures and delivers intelligent solutions with strong governance—ensuring measurable outcomes, safe deployment and sustainable capability.

Features

- AI strategy development aligned to organisational goals
- Data-first assessment and design of AI-ready cloud architectures
- Prioritisation of high-value AI and automation opportunities
- Design and delivery of secure cloud-native AI and automation solutions
- Conversational AI and intelligent agent orchestration
- Governance, risk, compliance and responsible AI frameworks
- Model lifecycle management: training, deployment, monitoring and optimisation
- Organisational enablement, capability uplift and change support

Benefits

- Clear, actionable AI strategy grounded in robust data foundations
- Accelerated delivery of measurable outcomes across operations
- Reduced manual effort and operational cost through AI-driven automation
- Improved data quality, transparency, governance and auditability
- Safe, responsible and secure deployment of cloud AI at scale
- Scalable AI platforms enabling reuse across teams and services
- Increased organisational confidence and long-term capability in AI adoption



NHS Ecosystem Automation & AI Collaboration Service

We help NHS organisations work together more effectively by aligning digital ambition, harmonising applications and enabling shared automation and AI capability. Starlight identifies system-wide opportunities, designs cloud-based collaborative solutions and builds shared catalogues, data foundations and governance—improving efficiency, interoperability and patient outcomes across ICBs, ICSs and provider collaboratives.

Features

- Outcomes-led discovery to prioritise high-value NHS automation opportunities.
- AI and automation value analysis aligned to NHS operational needs.
- Design secure, scalable solutions using the Microsoft Power Platform.
- Build automated workflows with Power Automate and Robotic Process Automation.
- Develop low-code apps with Power Apps and reusable NHS-specific components.
- Process Mining to optimise end-to-end care and admin workflows.
- Data visualisation and reporting using Microsoft Power BI.
- Governance, security and DLP policies embedded in line with NHS requirements.
- Azure integration for APIs, cognitive services and clinical/operational data platforms.
- Copilot Studio conversational AI and intelligent agent orchestration.
- Licensing optimisation, evaluation and advice for existing NHS Microsoft estates.

Benefits

- Stronger collaboration through shared strategy across ICSs, ICBs and providers
- Reduced duplication and increased value through shared services & solutions.
- Reuse and scale via a shared automation and AI catalogue
- Improved patient journeys through end-to-end workflow optimisation across organisations
- Greater operational efficiency and reduced staff burden through joined-up automation



- Enhanced data interoperability, insight and quality across care settings
- Secure, governance-aligned deployment of cloud-based AI and automation
- Scalable digital foundations supporting long-term system transformation
- Increased digital capability and confidence across multidisciplinary teams