ATKINS

Crown Commercial Service

Response to G-Cloud 9

Lot 3 Cloud Support Services

Service Definition:

Atkins IT Portfolio Planning and Procurement Services

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Information Technology planning and procurement must be structured to meet the changing business needs of the whole organisation rather than just the needs of the IT department. The cost, complexity and speed of change of modern technology, including the nature of cloud disrupting traditional delivery models, are such that careful consideration and preparation are required before engaging with the market.

The cloud raises new challenges for organisations, namely:

- Security and access control: Will data in the cloud be protected? What measures are in place to prevent other customers of the cloud provider accessing our data?
- Reliability/Availability: Will data in the cloud be accessible when needed?
- Integrity: What measures are in place to avoid permanent data loss? What recourse exists if the worst happens?
- Avoiding lock-in: Is there a risk of being tied to a cloud provider for long periods?
- Location: Is it guaranteed that data will be stored in acceptable locations e.g. within the UK or EU?

About Atkins

Atkins develops compelling business cases to deliver portfolio planning and technology – whether Cloud-based, on-premise or a hybrid of the two - including business analysis and requirements capture. An innovative approach enables the leveraging of emerging technologies. IT governance takes full account of the technical complexity risks, while supporting different procurement approaches.

Complicating the situation further is the ever-increasing pressure to deliver a better service at a lower budget and the fact the internal procurement departments – who are expert in core departmental business - often lack experience of dealing with technology providers, especially providers of cloud services. Atkins provides the required blend of technical and commercial experience and expertise to help our clients tackle these challenges successfully.

Context

This service comprises the following capabilities:

- **Business Case Development for Cloud** providing end-to-end technology business case development support to create a compelling case for investment, building strong stakeholder support
- **Complex Technology Procurement** supporting clients to specify, procure and implement complex technology solutions and services, with skills and experience in all procurement procedures.
- **IT Governance for Cloud** reviewing, designing and supporting the implementation of Technology Governance structures and frameworks, enabling organisations to effectively control their technology.
- **Cloud Risk Management** assessing, designing and implementing technology risk management strategies to support senior executives in managing technology risks, in particular new risks arising from the cloud. Risks assessments include the technical complexity, degree of innovation, technology maturity, technical requirements clarity and the project ambitions in terms of desired outcomes, and the level of change involved.
- **Cloud Services Outsourcing** We provides services to support clients undertaking Technology Services Outsourcing initiatives, including end-to-end design and implementation, process re-engineering, and complex procurement support for key service areas e.g. Service Desk, End User Computing, Hosting and Networks, Application Maintenance and Support. It is important to remember that whilst responsibility for an activity can be outsourced, accountability remains with the client organisation. We

can help you to develop the contract terms and performance measures that will help you manage the service provider, whether conventional or cloud-based.

Business Case Development for Cloud

Successful business cases present a compelling justification for investment, ensuring a focus on benefits realisation and building strong stakeholder support. We provide end-to-end technology business case development support, including all aspects of Treasury's Green Book cases, to ensure stakeholder demands are met.

Features	Benefits
Digital focus – alignment to current UK Government policy for Cloud	Digital alignment promotes cost-effective and value-focussed solutions that meet policy
Proven and robust development methodology	Robust business cases that successfully navigate internal / external governance
Developing complex financial models, cost / benefit analysis, multi-criteria decision analysis	Traceable and measurable benefits
Plain English for Senior Executives	Ability to scale/tailor our approach to meet client needs
Support business case sign off through effective stakeholder engagement	Stakeholder Engagement Plan ensures socialisation and buy-in for the case
Traceable Benefits Mapping and supporting realisation plans	Proven approach to developing financial models that can stand scrutiny
Scalable approach that can be tailored to meet project needs	Optimised investments in Technology that deliver measurable outcomes
Effective Internal and External (e.g. Cabinet Office, Treasury) governance engagement	Clear, concise business cases that senior executives understand and endorse
Treasury Green Book compliant business case structure	

Approach

All change projects require a robust business case

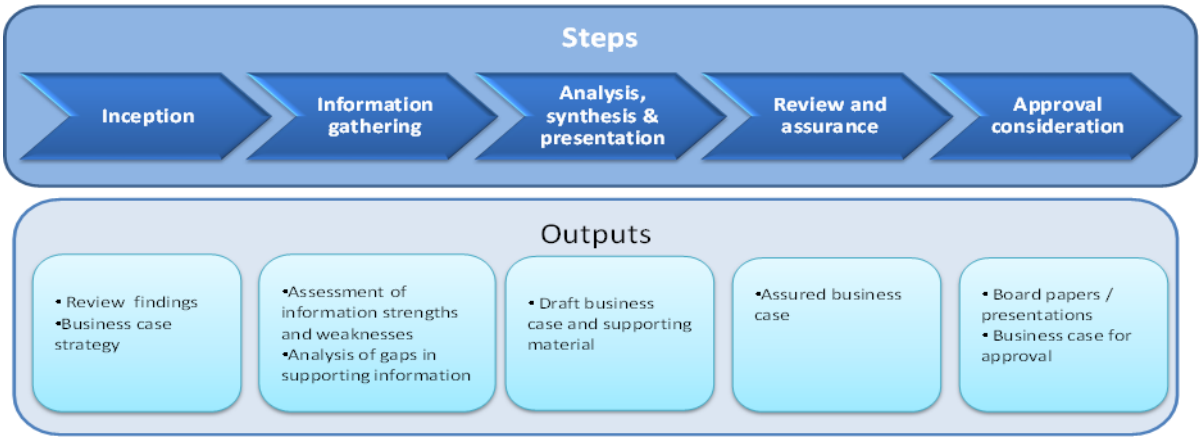
Whether formulated in response to financial, political or market pressures, all change projects (especially complex technology, politically sensitive or high value projects) require a robust business case underpinned by evidence and agreed business assumptions, with a transparent approach to benefits and their realisation management. Building strong stakeholder support is often critical to successful delivery.

A successful business case will clearly state:

- The case for change
- The right approach and the best value option
- The right procurement and commercial strategy and indicate the shape of the best available deal
- How delivery will be funded and whether it is affordable
- Whether the project is feasible and achievable
- How business change and benefits will be delivered and recorded.

In our experience, working with projects from inception to delivery, investment in a robust business case will reap significant dividends as the project progresses, improving the prospect of identifying and securing the best value solution and its ultimate benefits.

Atkins' validated five-step approach to Business Case Development is tailored to suit your internal and external policies and approvals processes as required:



Complex Technology Procurement

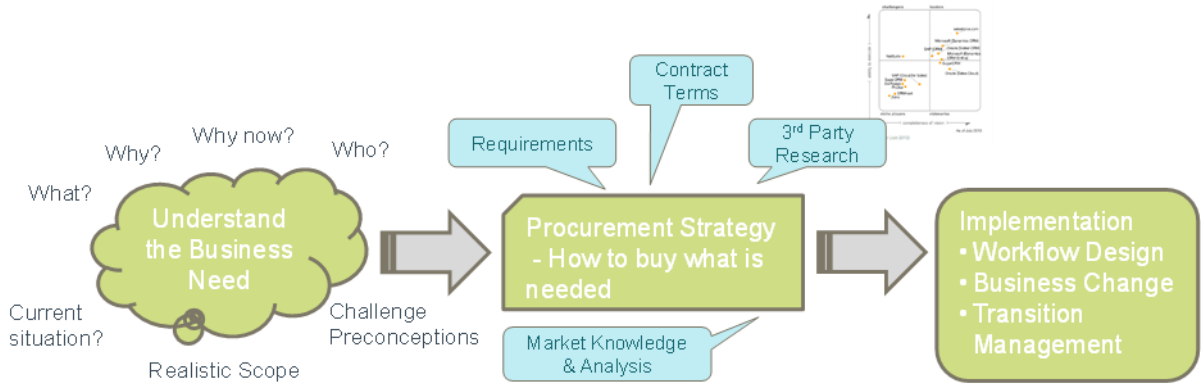
We support clients to specify, procure and implement complex technology solutions and services. Complexity arises from the technical, commercial, financial, and legal considerations and increases further as solutions involve a hybrid of on-premise and in-cloud elements. We can support all EU-compliant procurement procedures including Competitive Dialogue.

Features	Benefits
End-to-end complex technology procurement support, including planning and execution	Proven, clear and robust complex technology procurement approach that delivers
Requests for Information / Expression of Interest development and evaluation	Accelerated templates that can be adapted throughout a procurement lifecycle
PQQ development and evaluation	Integrated and comprehensive approach providing effective stakeholder engagement and governance
ITT / RFP / RFQ development, evaluation criteria and assessment	Enterprise focus that maximises benefits if chosen procurement route
Contract Schedule development, including Cabinet Office Model IT Contract	Early market engagement delivers long-term, effective, partner-centric supply chains
Competitive Dialogue planning and execution, including ITPD/ITPFD and supporting documentation	Traceable Requirement Controls that provide strong governance throughout the procurement
Specialist technical input into evaluation	Clear, concise procurement strategies that senior executives understand and endorse
Preferred supplier negotiation support	
Post award review and supplier management, including service level assessment	
Procurement and Commercial Approach development and implementation	

Approach

Complex procurements, by definition, require greater diligence. Complexity arises from the need to consider technical, commercial, financial, and legal considerations. As more solutions seek to balance on-premise and in-cloud elements the complexity increases further. All of these, often competing considerations must be blended to meet the needs of all stakeholders and provide a clear specification for the technology service providers. A successful procurement works with these constraints to achieve the desired result which will serve the organisation for the duration of the awarded contract

Atkins offers an approach that takes all of these aspects into account:



The most important aspect of any procurement is to understand the business need i.e. what is to be procured and why and what do successful outcomes look like? Without this key step there is a risk of procuring the wrong thing. There are many other questions that need to be asked, including:

- What is the current situation? What problem is to be solved?
- What outcomes or benefits are expected and how will they be measured?
- Challenge preconceptions: Is a new system really necessary or are there other ways to meet the need, for example better user training or better communication. Are there ways in which more of the solution could be delivered using cloud services?
- Why procure now? Are there benefits in waiting e.g. for a new version of the system that will provide new capability?
- Is the scope well-defined and realistic?
- Can the market deliver? Is the potential deal attractive?

The procurement strategy defines how the procurement will happen, the most appropriate procedure, the timetable and so on and these will be influenced by the project requirements and the contract term. We also bring deep market knowledge supplemented by 3rd party research to inform the strategy.

We also support cloud implementation, for example helping clients to define the new business processes and workflow. Poor business change is an area where many IT projects fail as clients can underestimate the scale and complexity of adopting new systems. We support you through the crucial transition phases, helping to plan and manage the changeover from the ‘as is’ to the ‘to be’ to increase the chances of success and deliver the benefits of technology investment.

IT Governance for Cloud

Atkins has its own Technology Governance Framework enabling better technology functions. We review, design and support the implementation of Technology/Cloud Governance frameworks (e.g. COBIT) enabling organisations to control their technology effectively. This covers the technical and commercial aspects of delivery and operations, interfacing with service management standards e.g. ITIL.

Features	Benefits
Technology Governance Maturity Assessments, including COBIT, and improvement recommendations	Robust Technology Governance Structures and Processes supporting the Business Strategy
Governance structure design including Demand and Supply management	Industry recognition through COBIT adoption
Technology Governance integration with related functions e.g. Internal Audit	Integration with Corporate Governance and Internal Audit practices
Regulatory alignment – assessment of compliance to appropriate legislation	Improved technology service delivery, both Demand and Supply management
Enterprise Activity Model encompassing touch-points between ITIL, COBIT and TOGAF	Clear board roles / terms of reference and well-defined processes
Governance Skills Assessments and improvement recommendations	Better regulatory compliance regarding technology controls
Governance Framework development	Governance Framework aligned to Technology Risk Profiles
Governance Training / Recruitment support	Leverage of good practice through proven frameworks
Defining KPIs for Governance under Enterprise Performance Management	Improved skill level of technology resources
Governance Boards Terms of Reference including RACI matrix	Identification of technology risks and mitigation recommendations.

Approach

Our approach to technology governance is as follows:

- **Doing the right things** by aligning IT and Corporate Strategy, and by translating statutory and legislative requirements into business practices.
- **Do things right**, regarding compliance with external controls and internal policies and procedures. This includes internal auditing and carrying out Control Self-Assessment (CSA) in line with industry good practise, as well as assisting external auditors. Actions are tracked to completion.
- **Maintain and apply** quality certification (e.g. ISO 9001) and security certification if applicable (e.g. ISO27001). Develop processes that help staff do their day to day work efficiently, effectively and safely.
- **Continual improvement** is of the highest importance. Identifying and planning improvements to practices and processes is provided through audit activities and by regular contact with project teams.
- **Effective risk management**. Develop and maintain action plans to mitigate the risks, safeguarding the interests of key stakeholders.
- **Business continuity/disaster recovery** plans are vital to enable the technology function to respond swiftly and effectively to disruptions and crises.
- The team also promotes **environmental** initiatives, in support of corporate sustainability and social responsibility activities.

Cloud Risk Management

Risk exists at all levels in a business and it cannot be eliminated entirely. The right level of risk, appropriately managed, is desirable because of the benefits that may accrue.

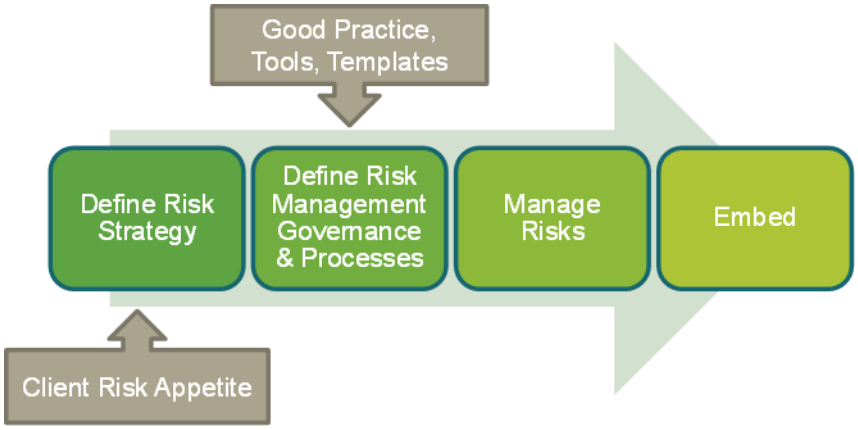
We are experienced in identifying technology risks and managing them successfully. Hybrid on-premise/cloud operating models present new technology risks. We assess, design and implement technology risk management strategies.

We conduct holistic risk assessments, including technical complexity, the complexity of the requirements (more complexity increases the risk of conflict, error or gaps), the level of innovation involved (more innovation is usually more risky), project ambition (how challenging the desired outcomes are) and the level of change involved (bigger changes, more risk).

Features	Benefits
Clear, concise risk management strategy	Clear, traceable alignment between Business and Technology risk strategies
Technical Risk Summary in plain English for non-technical executives	Holistic risk assessments
Deep understanding of specific risks of Cloud-based services	Effective, timely, targeted risk management
Management processes and governance required to manage the risks effectively	Comprehensive risk mitigation
Processes to maintain the risk log regularly	Detailed contingency plans
Mitigation measures available for technical risks	Optimised investments in Technology that deliver measurable outcomes/ performance improvements
Contingency planning for the most serious risks	Understanding risk appetite for adopting disruptive and emerging technologies
Inclusion of Risk Appetite Profiles for Disruptive Technology adoption strategies	Effective Stakeholder Engagement means risks are managed ‘in the round’
Key domains risk mitigation strategies (Solutions, Information, Infrastructure, Security, Integration)	Provision of robust implementation assurance / support
	Key domain risks managed effectively, reducing overall business risk profile

Approach

We assess risk at programme and organisational level using a four step approach tailored to individual client's needs:



- **Define Risk Strategy:** Engagement with stakeholders to understand the organisation's current state, including:
  - Strategic goals
  - Risk appetite
  - Current processes/ policies for managing risk
  - Current risk controls and monitoring
  - Current programme and organisational risks.

  This, together with Atkins experience and expertise informs the Risk Strategy, which is documented and agreed with stakeholders.

- **Define Risks Management:** The risk management governance and processes are defined in consultation with stakeholders. These processes are informed by good practice, using tailored templates, tools and methodologies and tools for risk identification and management.
- **Manage:** Risk management processes are implemented. Good governance is vital to ensure that risks are managed actively at the right levels in the organisation. It is common for risk managers to manage the log rather than the risks and organisations need to be proactive to ensure that mitigations are implemented and contingency planning is up to date.
- **Embed:** Finally, we embed risk management into your organisation and upskill your workforce to ensure you can continue to minimise business risks and exploit opportunities.

Our consultants bring both a deep understanding of sector context and solutions with strength of capability in delivery. However, over and above those, we pride ourselves on our ability to work well with clients, up-skill, and commit to achieving overall outcomes.

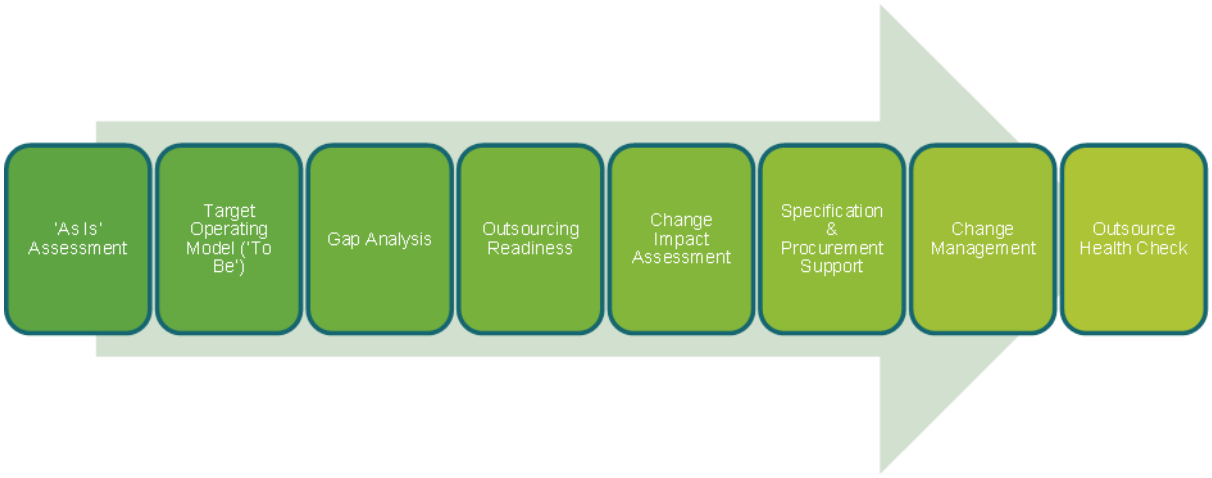
Cloud Services Outsourcing

Cloud Services outsourcing provides end to end design, business process reengineering and complex procurement expertise to support clients outsource to service-based providers. Services include support for key service areas such as Service Desk, End User Computing, Application Maintenance and Support.

Features	Benefits
Assessing Technology Service Delivery and identifying Outsourcing opportunities	Focus on resources and skills to deliver core value-add activities
Developing Target Operating Models and Enterprise Architectures to support outsourcing	Divest direct involvement in activities that provide minimal competitive advantage
Developing Service Delivery strategy and approach	“Demand” driven business model enables fast responses to external factors
Business process re-engineering and system rationalisation to prepare for outsourcing	Investments are prioritised to activities that deliver real competitive value
Outsourcing readiness review to assess change needed and support preparations	Cost reduction through identification of economies of scale
Developing and implementing resource plans including TUPE requirements if needed	Business Impact Assessments identifying change across Process, Organisation, Technology, Information
Complex Procurement support to identify and select service delivery partners	Broad stakeholder engagement at all levels identifies clear change impact
Outsourcing implementation plans and delivery support	Focus on business change management and people improves success likelihood
Market research and supplier day briefing support	Early focus on benefits improves likelihood of realisation
Considering wider transformation options (Centres of Excellence, Near/Off-shoring, Full Outsourcing)	Benchmarking analysis underpins service delivery options analysis, increasing credibility

Approach

Our approach to cloud outsourcing is illustrated below:



- **'As Is ' Assessment**: understand the current situation and the identify the drivers for change.
- **Target Operating Model:** define what the future state will look like. This covers Process, Organisation, Technology and Information domains (POTI).
- **Gap Analysis:** assess the gap between the 'as is' and 'to be' and plan how the gap can be bridged.
- **Outsourcing Readiness:** It is important to remember that whilst *responsibility* for an activity can be outsourced, *accountability* remains with the organisation. It is vital to ensure that the organisation has effective contract managers in place and retains a small core of expertise in order to engage and challenge the service provider. Outsourcing readiness is a way of measuring how well a client will manage the transition.
- **Change Impact Assessment:** Examine the expected impact of the planned change will have on people, processes, technology and information and plan how that change will be managed.
- **Specification & Procurement Support:** Supporting the client organisation to engage the market and procure the new services.
- **Change Management:** Supporting the client organisation to implement the change, working with the affected stakeholders.
- **Outsource Heath Check:** Post deal, assess how effective the outsourcing has been and recommend actions to address any issues.

Approach to engagement

We believe that clients will require services to be provided in a flexible manner that encompasses both longer-term, project-based, multi-person engagements and short-term, short-notice, single person assignments. We are able to provide services all along this spectrum, either at client premises or, where appropriate, from Atkins offices.

Client Name: Highways England

Inputs: Complex technology procurement expertise, Competitive Dialogue planning, Highways technology domain expertise

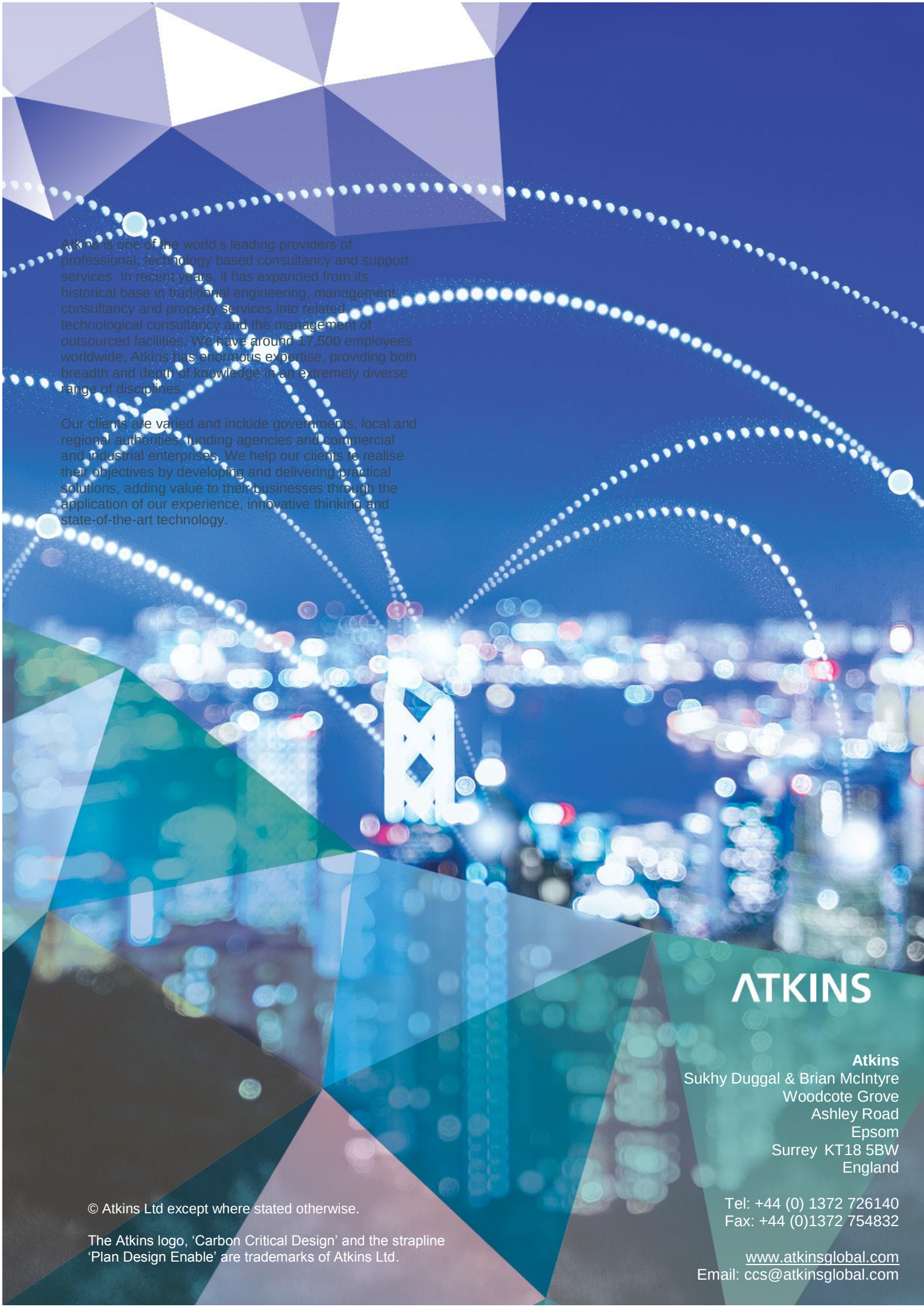
Outputs: PQQ, ITPD and ITPFD procurement documents, well-managed, timely, successful Competitive Dialogue process, supplier under contract as planned.

Ordering process

Contact the Service Owner, Sukhy Duggal or Brian McIntyre on +44 (0) 1372 726140 or alternatively send an email to ccs@atkinsglobal.com including;

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business requirement
- Project timescales

A member of the Atkins team will contact you to gather detailed requirements and to agree the format and timings for our detailed proposal.



Atkins is one of the world's leading providers of professional, technology based consultancy and support services. In recent years, it has expanded from its historical base in traditional engineering, management consultancy and property services into related technological consultancy and the management of outsourced facilities. We have around 17,500 employees worldwide; Atkins has enormous expertise, providing both breadth and depth of knowledge in an extremely diverse range of disciplines.

Our clients are varied and include governments, local and regional authorities, funding agencies and commercial and industrial enterprises. We help our clients to realise their objectives by developing and delivering practical solutions, adding value to their businesses through the application of our experience, innovative thinking and state-of-the-art technology.

ATKINS

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