

Response Document

Part 2 Technical Questionnaire

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For Participant’s information - the questions in this section are evaluated by:

- **Percentage weighting**

This is indicated next to each question for your convenience.

1 Support and Delivery

- 1.1 It is critical to OS, that the supplier must to be able to commence work and deliver project within 8 weeks from the date of engagement (with the support of OS) from when the contract is awarded (see timeline in the ITT).
- 1.2 Supplier should include how you would ramp up plan and any constraints on your start date.

The FromHereOn project lead for this project, Senior Business Design Consultant [REDACTED] has been reserved for this project for the time periods indicated. Our Consulting Director [REDACTED] has also reserved time each week to guide, govern, and participate where appropriate.

We can start on the 27 February, and will be ramping up the week(s) beforehand if selected.

Having previously worked with both Ordnance Survey’s Enterprise Design team and NGD Product Management team, FromHereOn is understands the context of the work already, and will start at pace rather than needing a slower start.

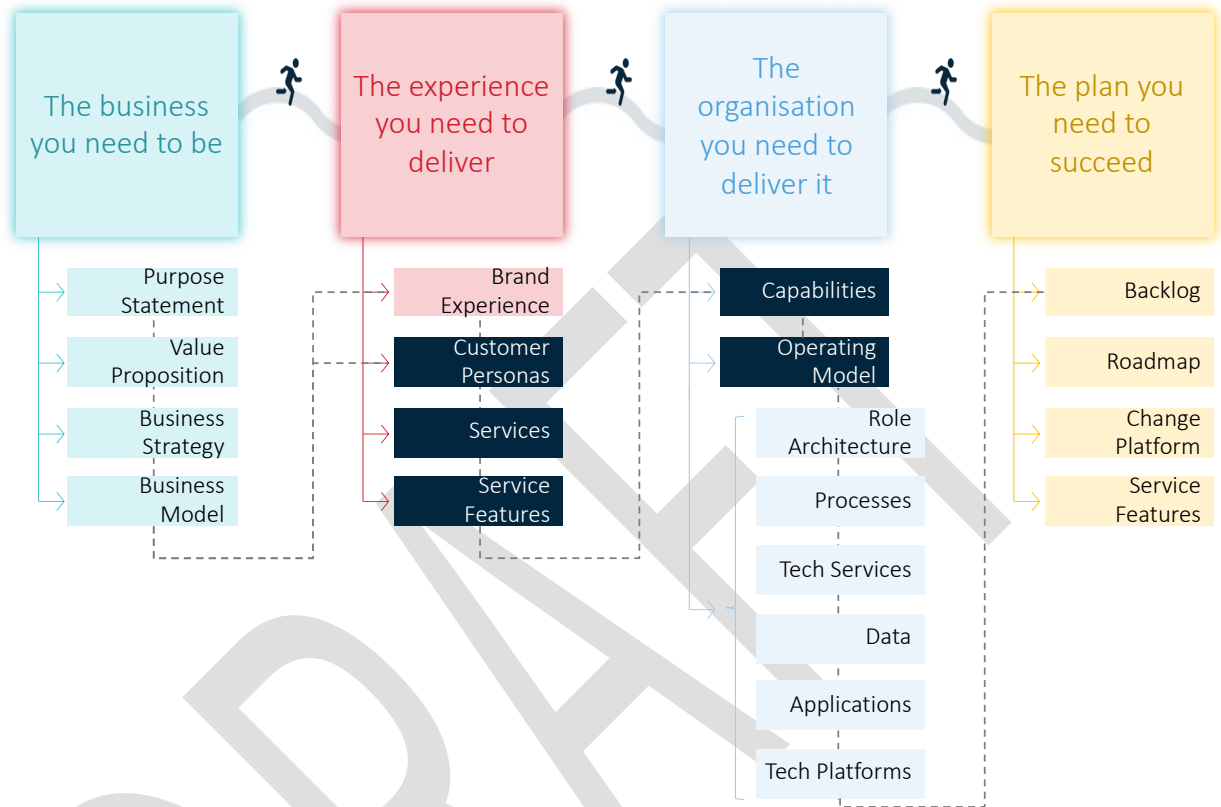
20%

2 Service Design

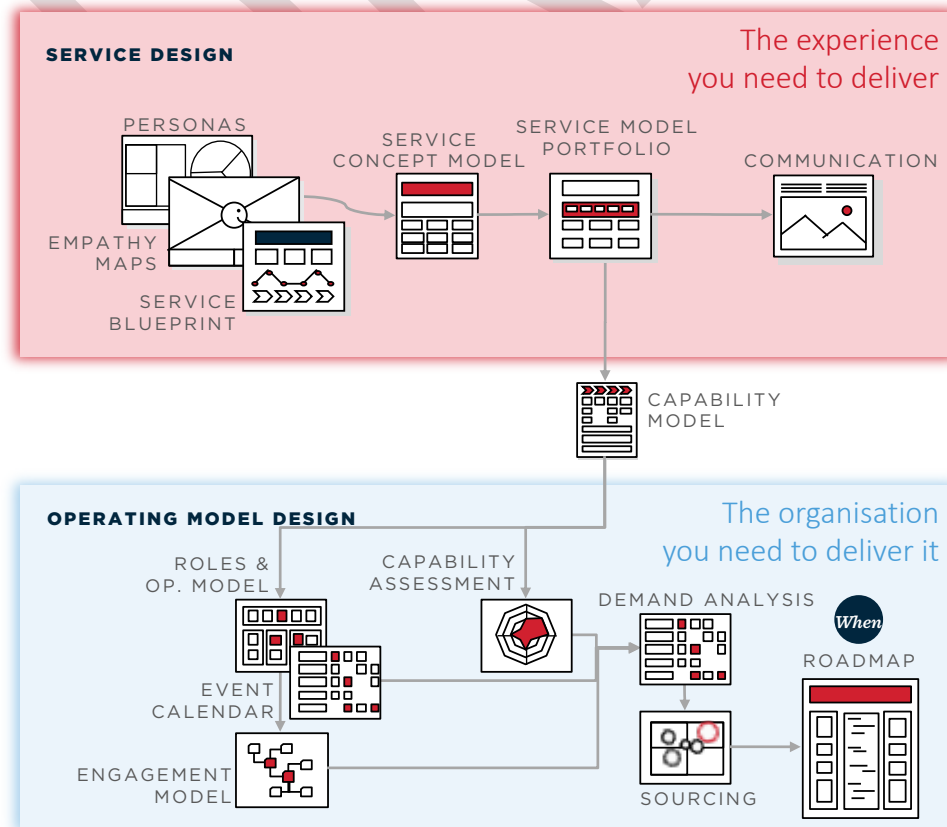
- 2.1 OS would like to understand the supplier’s approach for creating an end-to-end Service Design for a digital product or service:
 - Demonstrate ‘best practice’ service design approach, methodology, framework and blueprint to follow in order to complete the e2e service design work
 - Clear definitions of service-related concepts to provide a common language and understanding for all stakeholders
 - Example(s) of how the supplier would document an agreed “as-is” and “to-be” service design for NGD
 - Example(s) of a supporting conceptual operating model for the ongoing development, operation and support of the NGD

Suppliers that provide evidence /testimonials of similar work for other clients, that will support their knowledge and expertise will gain a higher score

Service design fits within FromHereOn’s structured and proven Business Design Methodology illustrated below. (The techniques to be used in this project are highlighted dark.)



And in stepping into the next level of detail, the models and outputs we would produce in this project:



SERVICE CONCEPT DEFINITIONS

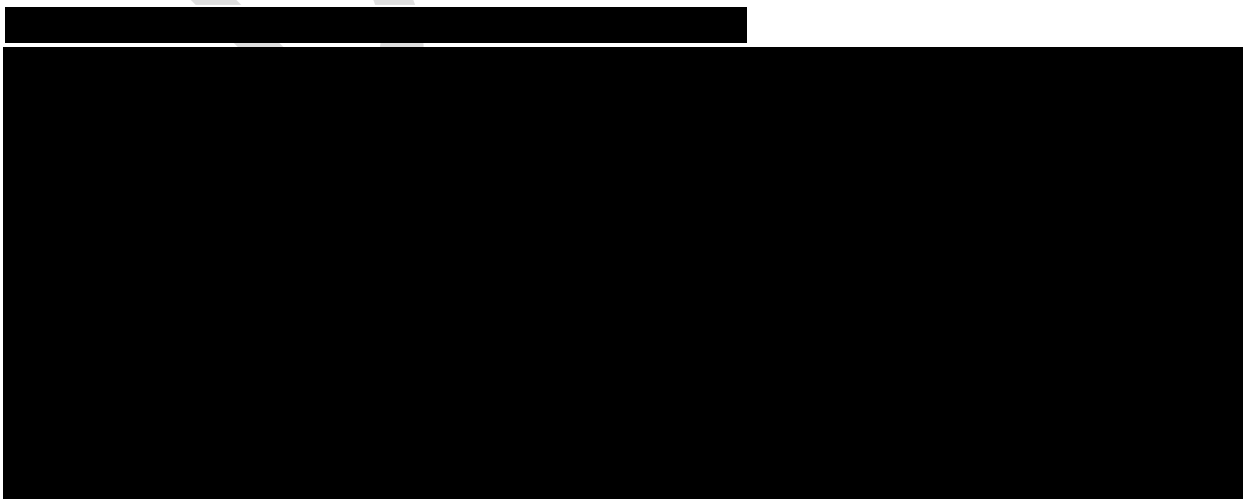
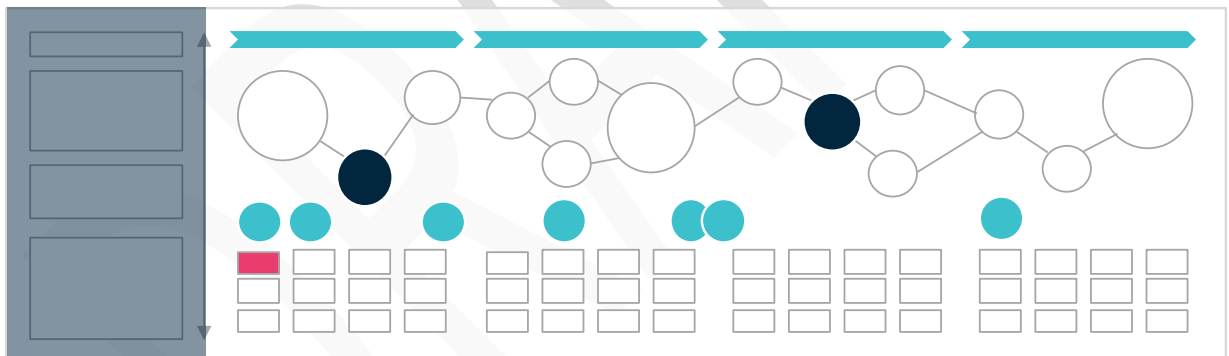
In clients like Ordnance Survey, who are moving from a product offering to a service offering, there is often no alignment yet on the concepts around services. While there may be a mature understanding of product development and product management, there is work to do to achieve a similar understanding and facility with service development and service management.

To provide clear definitions of service-related concepts, we would first tailor our generic Service Framework to Ordnance Survey’s context with the Core Project Team. We then introduce to the Framework to a wider set of stakeholders a workshop to explain it, illustrate it, and take any feedback that will improve it. The Framework is then published and can be used as pre-reading and wider communication. Often we will also introduce the examples of service design output that will be developed in the project. This helps ground the understanding.

EXAMPLES OF SERVICE DEFINITIONS

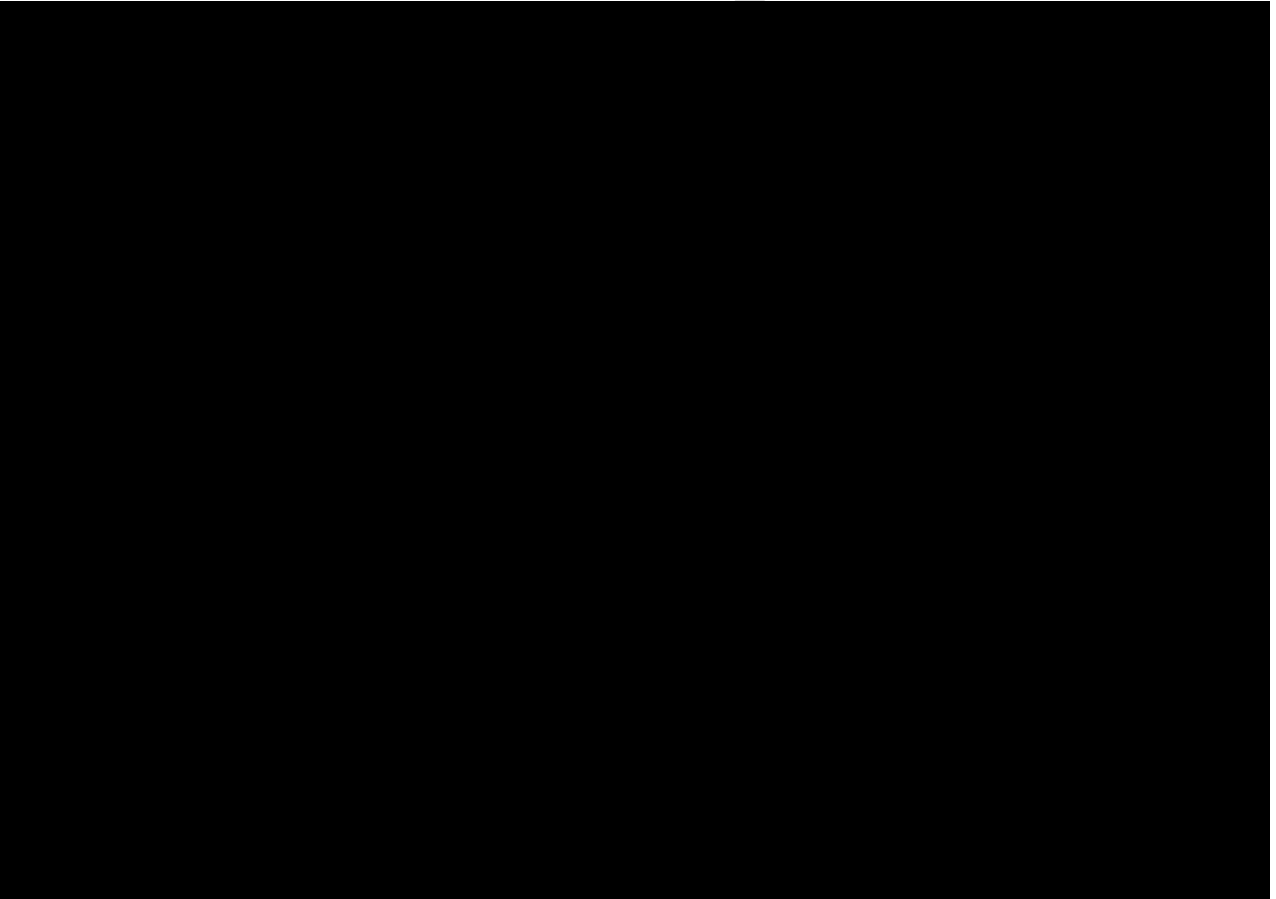
Depending on the time available, we would produce a low-fidelity or high-fidelity Service Blueprint, which brings together the Customer Journey, Key Interactions and Moments, the service components that deliver those moments. Each key service component (which we call a Service Concept) will describe the people, process, information and technology required to deliver it. Examples of Blueprints at different levels of fidelity follow. Larger examples are available on demand.

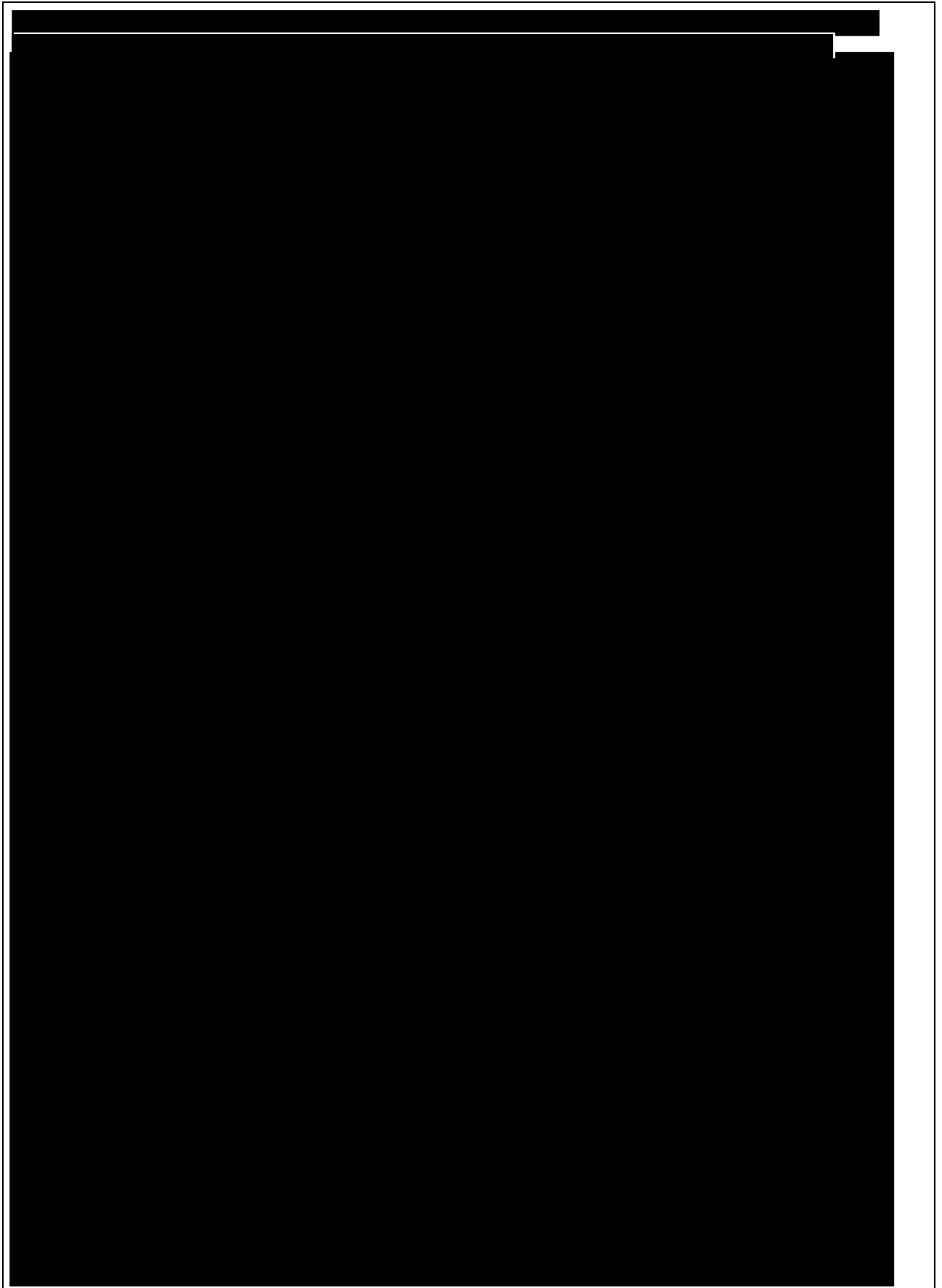
Low Fidelity Service Blueprint – used for feedback



EXAMPLES OF THE CONCEPTUAL OPERATING MODEL

We have found that Conceptual Operating Models can take different forms, depending on the project’s concerns, questions, and audience. Below are some examples (higher resolution versions are available):





20%

3 Service Support

3.1 OS would like the supplier to identify any additional capabilities, roles, processes, or changes to existing business architecture and operating model, required to support the service:

- An approach for use of the documented and agreed “as-is” and “to-be” service design for NGD to identify any of the additional capabilities, roles, processes, or changes to existing business architecture to support the service
- Other means of identifying additional capabilities, roles, processes, or changes to existing ones, required to support the service
- Examples of how the supplier would define a clear set of roles/accountabilities needed across the business for the ongoing development, operation, and support of the NGD
- Evidence of how the supplier would identify and remediate the capability gaps such as upskilling of internal people/teams

Supplier should include evidence to support their knowledge and expertise. Along with supporting documentation to support their response will gain a higher score.

Identifying changes required

The documented service design that we would produce would identify the business capabilities and key relevant capability components like roles, processes, etc. An output of the to-be operating model concept workshops will be a list of current and probable (if not addressed) pain points and missing business capability components that are required to fulfil the to-be service blueprint. Where possible within the scope of the project we will identify specific changes required, and NGD can use these outputs to further define the changes required to support the service.

Identifying additional changes

Another way of identifying required changes is to test a prototype of the service support operating model. We have stakeholders act out the operating model, passing inputs and outputs between teams and customers. This experiential testing helps identify potential bottlenecks and tensions in the system not yet identified. Do a web search for “The Founder (Speedy system) 2017” to get an idea of this approach.

Moving past the conceptual design stage, doing a more detailed operating model design and organisational architecture will rigorously identify the key changes required – sufficient for a business case. Our advice is not to go too detailed on operating model design – just sufficient to identify the people who will do the work. Having them design the detailed processes and systems they need to do their jobs will get a better fit and better ownership of the solution.

Examples of defining clear set of roles/accountabilities required

We worked with a client who was similarly moving from a programme-based operating model to a service-based operating model. We identified the business capabilities they needed by doing a capability maturity assessment of their current capabilities against an industry reference model. This identified not only the capabilities they were missing but capabilities they were weak in that were causing current pain points. From this we developed the detailed organisational architecture, down to job descriptions with accountabilities. An important step in organisational architecture is identifying the decisions that need to be made to perform the capability/process. These decisions are described by a RAPID Decision Rights model to identify who gets what say in the decision, and their Decision Space – the scope of their participation. For example Role A can make Decision X up to a value of £50,000 but the same decision for greater value needs to be made by Role B.

In summary, define the business capabilities, the decisions required, the roles involved in the decisions, their decision rights, and you have the core of of role accountabilities. Other aspects include a role’s primary KPI and scope.

Evidence of identifying and remediating capability gaps

We understand two types of upskilling internal people/teams capability gaps: (1) project team member capabilities, concerned with developing the business design skills in Ordnance Survey project team members, and (2) business personnel capabilities, concerned with the people who will be performing the business processes.

For (1) as standard our approach is co-design, so project participants learn by doing. We would propose to incorporate Ordnance Survey Enterprise Design staff as integral team members of the project, and develop any skill gaps through on the job learning. For some clients we have a capability build stream to teach methods beforehand and develop leave-behind material (eg templates, guides). We do not believe this is required for this project.

For (2) a range of options are possible: from self-assessment surveys to gauge staff knowledge and confidence, to a more rigorous evidence-based assessment of skills. In general where a new business capability is being created, a Learning Needs Analysis is done to identify any net-new skills and experience required in the business. Once the new roles are define you can have these assessments part of the expression of interest or appointment evaluation process. From these assessments and the Learning Needs Analysis can determine the best development approach, looking at formal training and learning on the job, possibly shadowing experienced fixed-term contractors or consultants, or staff seconded from organisations with similar capabilities.

Non-people capability gaps can be remediated through enterprise architecture, IT solution design, process design, and sourcing.

10%

4 Service Scaling

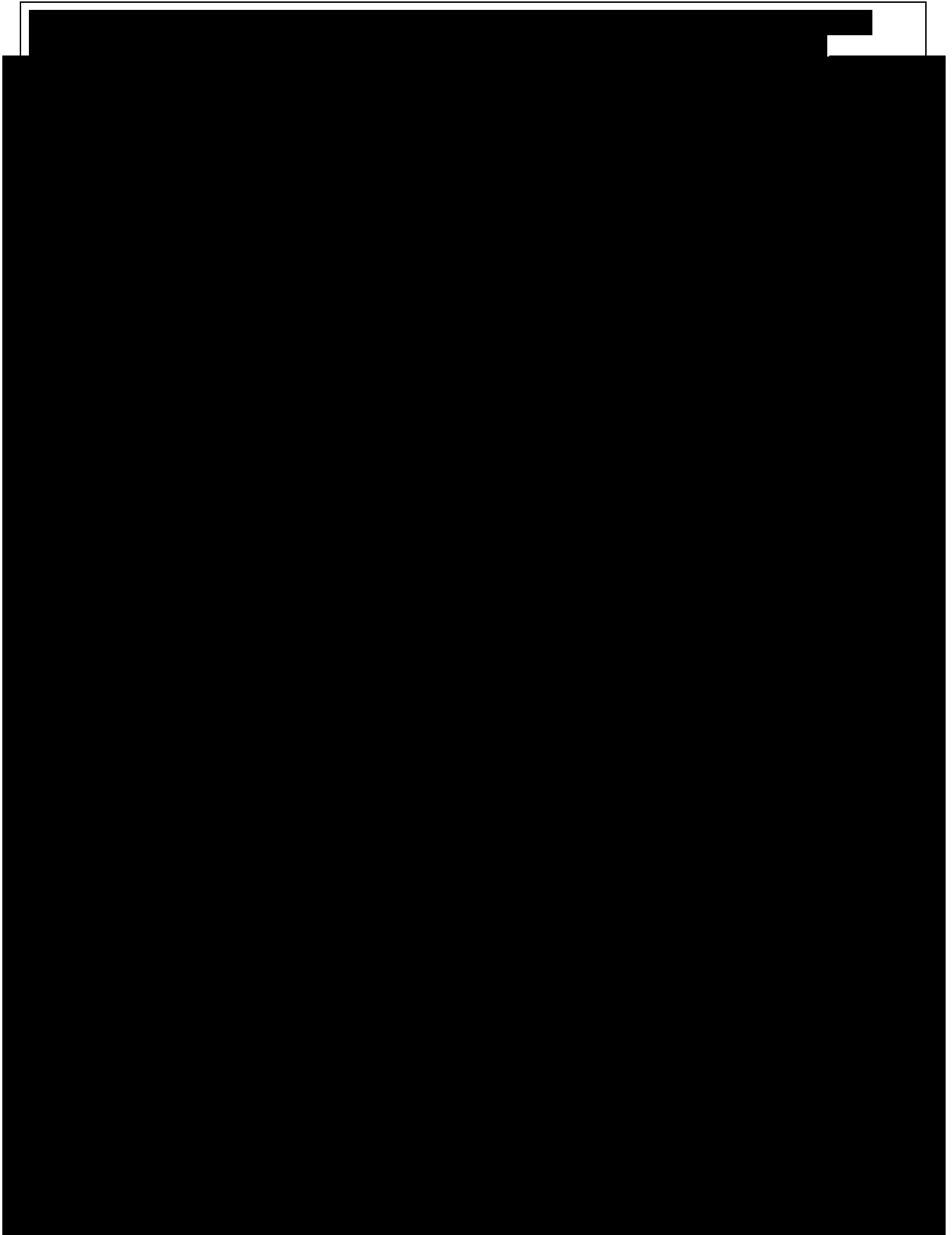
4.1 OS would like to understand how the supplier would adapt the end -to-end service design and your related approach for scaling the service to support future customer demand or additional aspects of service]:

- Description of the method that would be used to identify and articulate how and when the service model would need to scale to support future services
- Example(s) of a supporting conceptual operating model for the ongoing development, operation, and support of the NGD

Supplier should include evidence to support their knowledge and expertise. Along with supporting documentation to support their response will gain a higher score.

When developing the operating model concept, we identify the relevant volumetrics of the model: its dependent and independent variables. From this we can develop a quantitative model and identify the number of roles, and capacity of systems that need to increase as the service model scales.

Following is an example of a quantitative model we developed for scaling the roles of another client's new operating model concept:





10%

5 Joint Working

5.1 OS would like to understand how the supplier would work with a multi-functional OS team. with limited-service design experience to undertake the end -to-end service design and to move to in-life service management. Supplier should include the following in their response:

- Definition of service-related concepts to provide a common language and understanding
- Definition of roles between the supplier providing service design work and the core OS team supporting the work
- Examples of how the supplier have supported an organisation to transition from design to in life operation of a service along with any specific documentation or processes they have previously used.
- Evidence/testimonials of similar work for other clients

The supplier that provides evidence to support their knowledge and expertise in this area will gain a higher score

SERVICE CONCEPT DEFINITIONS

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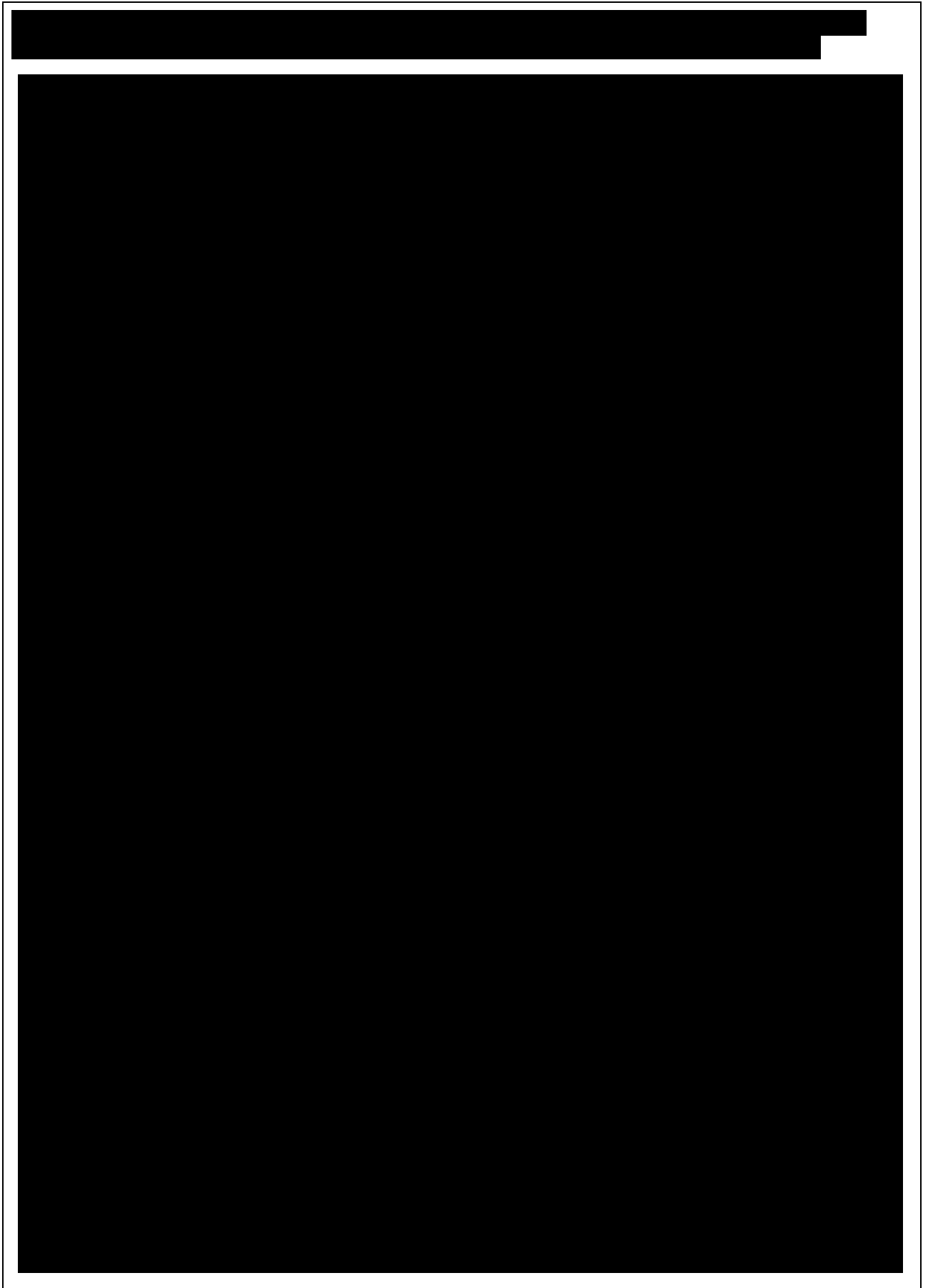
DEFINITION OF ROLES BETWEEN FROMHEREON AND OS TEAM

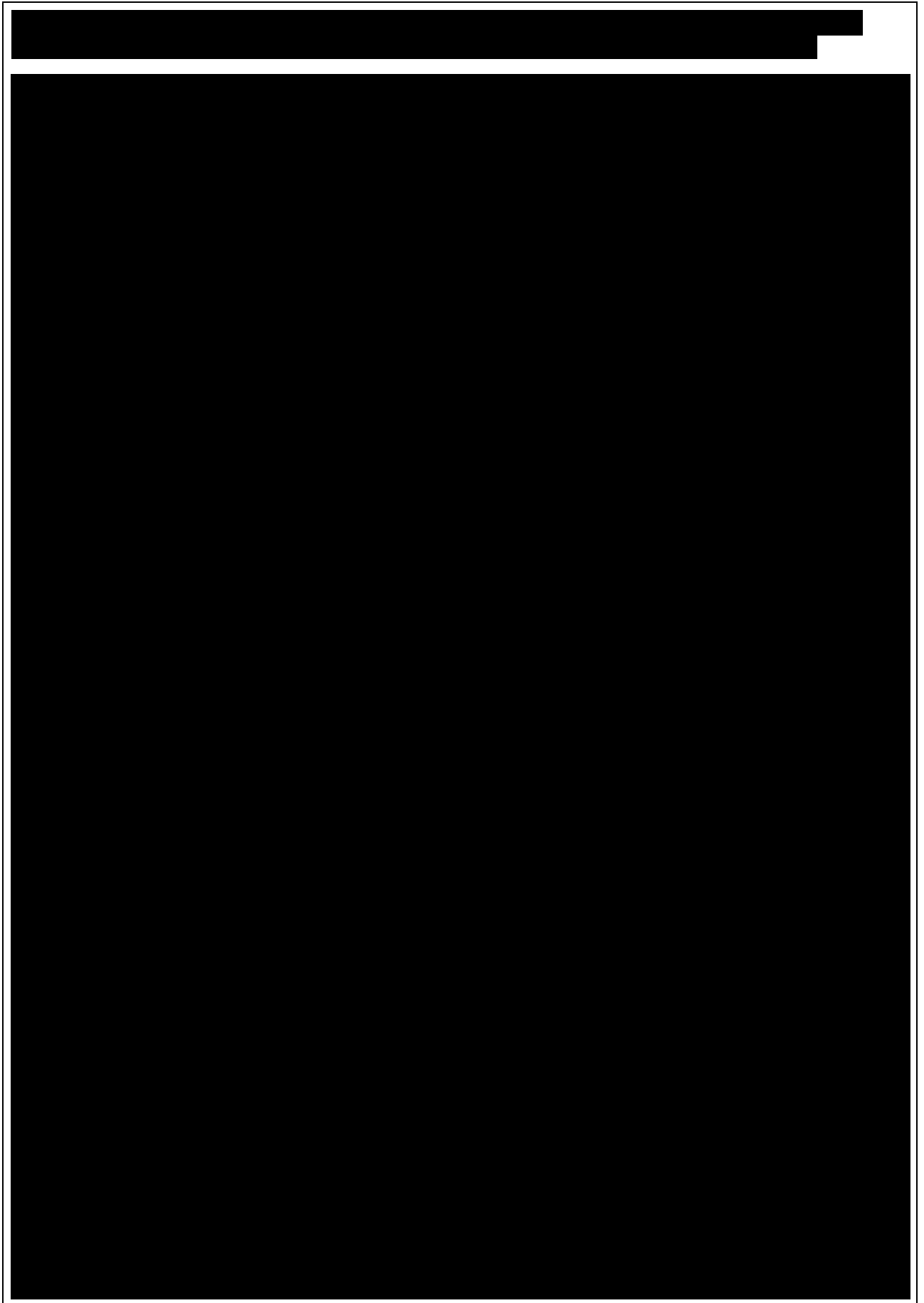
To keep the costs low for Ordnance Survey, we propose a small team from FromHereOn, that will work alongside and guide Ordnance Survey staff to do the work of this project. As a unified team, we will co-design the plan, co-manage the progress, co-lead the activities, and co-produce the outputs. During the initial planning phase we will agree which team members will lead each task and the support provided from FromHereOn. We use a “Show-Co-Do” approach to upskilling and supporting Ordnance Survey team members.

EXAMPLE OF HOW FROMHEREON HAS SUPPORTED TRANSITION FROM DESIGN TO IN-LIFE OPERATION OF A SERVICE

The following example is from a previous client who was similarly moving from a programme-based operating model to a service-based operating model. It exemplifies our approach. Please note that we tailor our approach for each client so these example is not a commitment of the exact outputs you will receive.









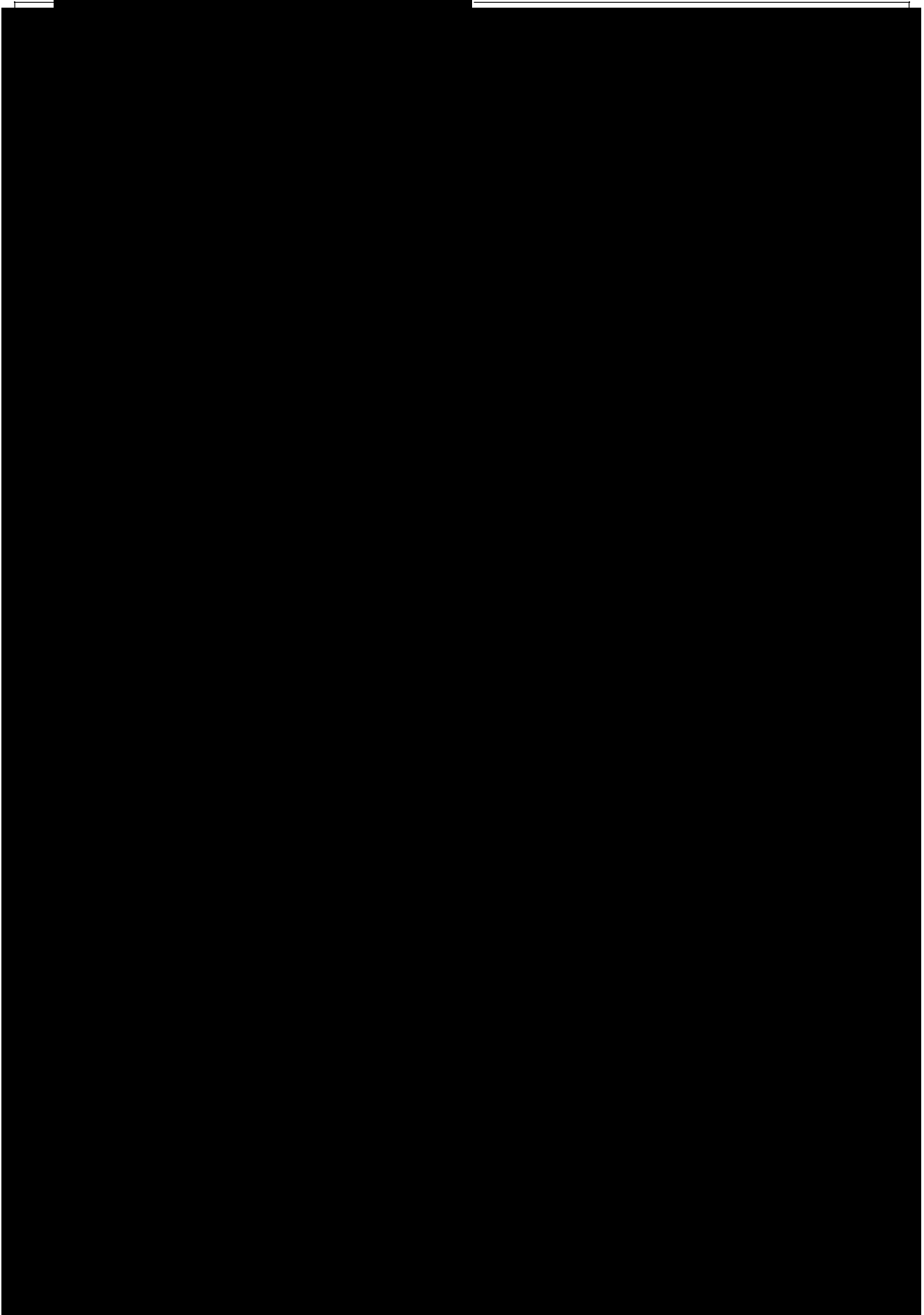
the relevant qualifications, accreditations, and experience, which demonstrate the right skillset. Please provide in your response biographies and CVs.

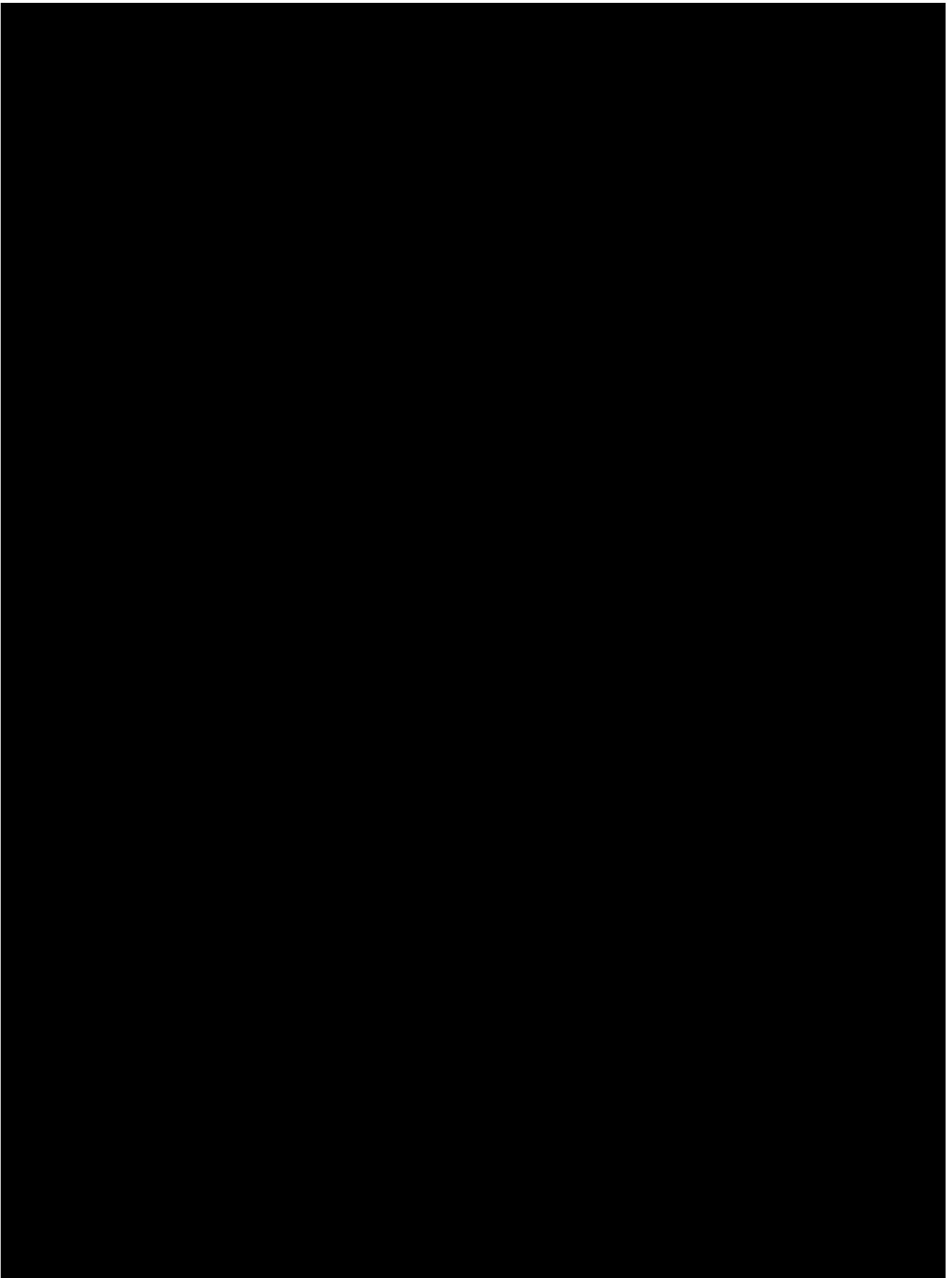
FromHereOn UK have delivered service design and operating model design projects for:



In addition, FromHereOn Australia, with whom the UK team work and share knowledge on a regular basis, have delivered service design and operating model projects for hundreds of government, arms-length government, NGO and private sector organisations.

The following profiles are the consultants we have identified for this project





5%

DRAFT



