



VISION STRATEGY PLANNING DELIVERY

Our response to COVID-19

1. Introduction

These are troubling and turbulent times for all of us, personally and professionally, and we are all having to adapt very rapidly to changing circumstances and the impact that COVID-19 is having on our daily lives and on how we work.

We know that many of our clients and prospective clients are focusing primarily on immediate pressures, how to deliver and expand essential services and keep everyone safe, and quite rightly so. We fully respect that and applaud the extraordinary efforts that so many people are making. However, we also know that planning and development of services and models of delivery and, in many cases, investment in new facilities will need to continue to ensure that organisations are well prepared and are fit for the future. Strategically led investment, coupled with clear scenario planning is required more than ever.

We wanted to let you know that we at Fusion remain ready, willing and able to support you as you seek to develop your strategies and plan for the future, using our experience and expertise and, very importantly at this time, the technologies already at our disposal and in which we are adept.

Fusion has been operating successfully using virtual technologies since its inception in 2008. We have used video conferencing (VC) and cloud-based file sharing technologies through Microsoft 365 and SharePoint since the start. We don't have a central office that we travel to - when we are not working alongside clients we are based in our 'home offices' so, to us, working remotely and communicating through video is perfectly normal and is more efficient and effective than congregating in, and paying for, an office. For many years, this has been an important way of remaining agile, keeping down our overheads and delivering value for money for our clients.

2. Our technologies for communicating with you

We are already set up to use the following technologies and have used them with our clients well before those organisations have brought their own capabilities in house, sometimes even lending hardware to allow VC to occur. We have now taken further steps to allow us to communicate and work effectively with you through the following technologies:

1. **Microsoft Teams** - if you have the appropriate Microsoft software license through your organisation then it is likely that you can use Teams, depending on your organisation's IT security settings. If such software is restricted by your IT department, you may consider having that restriction lifted. MS Teams allows for one to one VC, group VC, sharing of presentations during meetings, file sharing, instant messaging, project calendars and integration with other MS Office software including Outlook.

We have the business version allowing us to invite you into a Teams meeting via your app or via a web portal if you don't have the software yourself. Teams allows unlimited participants but only four video feeds at one time on a screen, alternating dependent on who is speaking.

2. **Skype for Business** - we still have this capability, which was the forerunner of MS Teams, but Teams will be replacing this platform next year.

3. **Zoom** - an increasingly popular VC meeting tool, very similar to Teams. Many people are using the free version, which has several restrictions, but Fusion has invested in the professional version allowing full access to all utilities, unlimited meetings and meeting numbers, including unlimited video feeds. If you don't have Teams, this will substitute for that and, again, we can invite you in and schedule meetings with you.
4. **Skype** - if you don't have Teams, you may be able to VC with us through Skype as we have done with clients not previously set up for corporate VC based work. Sometimes in the past, our clients have used their own hardware and software to communicate with us where corporate restrictions applied, but we would recommend Zoom as a better business-related platform.
5. **Google Duo** - free software for 1 to 1 meetings, which we can also use if other software options are not available for any reason.
6. **SharePoint** - we use this platform for all projects and can share files with you through Teams. We can also use Dropbox and will easily flex our approach to suit your virtual file sharing setup.

We have always ensured that Fusion is highly resilient and continue to do so through our VC offerings at this time. Not only that, we also have the technical and operational experience and understand the 'etiquette' needed to operate effectively in this work environment. We would be pleased to help anyone who has less experience of these tools.

We also operate our own systems, making us agile in inviting you in where some corporate systems and associated firewalls may cause issues. There are significant opportunities for us all to work more efficiently than before without losing that all important face to face contact time when sharing thoughts and ideas. We are experienced in using VC as meeting organisers and planners. Different styles and approaches are required to obtain the most from any on-line meeting, including management of introductions, speakers and information shared before and during any meeting - we would be happy to assist you in this as well.

Our hope is also that some good will emerge from this crisis. The ability to work more efficiently and effectively could have a significant impact on organisational expenditure and significantly reduce our impact on the environment, freeing time to work and obtain a better work/life balance...

3. The skills and products Fusion can deploy in the virtual environment

Requirements	Application
Project management	<ul style="list-style-type: none"> • We can offer project management support with specific project knowledge, blending management and delivery of the project • We can define the project structure and goals and assemble the team whilst setting the Terms of Reference and defining timescales • Managing engagement - in the virtual world, ensuring meetings are purposeful and delivering VFM • We can manage information flows
Programme development and management	<ul style="list-style-type: none"> • Developing the project programme from PBC to FBC or the equivalent RIBA stages • Managing and monitoring the programme; issuing corrective actions to ensure the programme remains on course • Ensuring team members' contributions are identified and received
Strategic planning	<ul style="list-style-type: none"> • Defining the strategic need, developing the case for change • Identifying guiding principles, investment objectives, critical success factors, benefits and risks • Leading the development of 'business needs' with appropriate quantification • Estates strategies based on existing data, using technologies such as Google Earth along with internal information to build a picture of what currently exists along with block-based option developments

Activity modelling, analysis and scenario planning	<ul style="list-style-type: none"> • All of our modelling capabilities and outputs can be achieved remotely, from initial meetings and data gathering exercises to identifying modelling objectives and development of the models themselves • We can discuss and present findings and develop scenarios to support your modelling requirements, including transferring the output spreadsheet models to our clients for independent adjustment and scenario development
Business case (BC) development	Drawing on all of the above; leading a carefully managed and controlled process to deliver a business case. Much of the BC process can be done without the need for travel or to be in the same room, using established PM and VC systems, clearly defined agendas and well-structured presentation. Home working means a captive audience!
Design brief development	<p>Clinical and other stakeholder engagement can still take place via VC systems - careful planning and management is essential and we can provide that.</p> <p>Briefing documents for any stage of a project process can be developed, especially applicable to the earlier stages at PBC and SOC level.</p>
Economic and financial modelling	<ul style="list-style-type: none"> • We can support you in developing the full economic dimension of your business case at all stages, incorporating capital and cash-based revenue costs - we can also assist and inform the financial dimension • We will develop a full NPV based analysis and can utilise the HM Treasury backed Comprehensive Investment Analysis toolkit to include optimism bias, risk analysis and benefits identification as required • We assist you either as an expert resource in this area or as additional resource to support your own finance colleagues

4. Summary

Please contact us to discuss your requirements, no matter how large or small at this time. The most successful organisations will be those which have planned their exit strategy from this situation and can rapidly re-establish themselves, albeit in a potentially radically different operating environment. A key factor for all organisations is the ability to reignite and pick up strategic and longer-term projects rapidly once these current restrictions are lifted.

We can also help with short term capacity problems you may be experiencing, to support you with projects, or more routine work, already underway that needs to be completed.

In recognition of the challenges of these extraordinary times, the pressures on organisations and the fact that we will be working in a very different way, we are also revising our normal fee structure, reducing our fees substantially to offer even better value for money.

5. Contact

Adrian Vickers 07515 288100 adrian.vickers@fusion.partners	Gareth Jones 07919 335313 gareth.jones@fusion.partners	Geof Beesley 07967 049618 geof.beesley@fusion.partners
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