



ACU

Challenge

As part of a wider portfolio of work to digitally transform three agencies within Secure Government. The ACU Framework covers 3 programmes of work delivered for the client by AE, with interrelated areas of cross-over, as the client refers to a correlated institution of three secure-Gov agencies who share some, but not all, systems and processes. These projects were:

- Ensuring content, data, tooling and architecture is shared across the three agencies. This will guarantee a coherent and collaborative approach to the use of content. In addition, the scoping and development of a content reading/writing tool appropriate for use by three secure-Gov agencies and aligned with the wider programme of transformation to cloud-based working.
- Modernisation of Data Management functions across three secure-Gov agencies, covering the transformation to cloud, and identifying changes required to make better use of data architecture, storage, and sharing systems. This heavily involved, data tagging, data cataloguing and mapping data architecture.
- Scoping and development of a single new system and process replacing multiple outdated systems, to facilitate the exchange of secure-Gov intelligence and intelligence reporting across Government agencies covering both secure- and non-secure, with appropriate security and access controls at the different levels required.

Approach

The client's mission statement was supporting, enabling, commissioning and delivering across multi-location secure-Gov business, requiring collaboration and aligned working of 3 core agencies. Pursuing a Digital Transformation mobilisation programme, the commission was to deliver aspects of this portfolio to experiment, learn, and scale capacity.

There were several approaches required across the different projects to respond to the clients' needs:

1. Change management for the journey to cloud, covering implementation of different environments for secure and non-secure work, involving a significant cultural shift by users in ways of working.
2. Business Change and internal communications to ensure uptake of new processes and technologies.
3. Data science and governance, to understand how data is managed and advice on the governance around data.
4. Business analysis to understand current As Is states and then to create vision, outcomes and future requirements.
5. Generation of senior buy-in and engagement to best facilitate and support delivery and progress
6. Technical support through data engineering, working closely with client teams to support ongoing delivery under the specific conditions of the secure-Gov environment and navigating in- and outside of this,
7. Systems architecture design, and the concurrent business change management to support its implementation, and
8. Internal business, support system, and change communications to effectively engage all the different relevant stakeholders, facilitating buy-in and sustainability to generate long-term adoption.

Solution

Across each project, AE acted as a connector between the 3 core agencies, prioritising adding value. Underpinned by mature governance principles, we facilitated a user-driven approach, recognising that they required live experience data to generate results and meet the needs of the different client elements.

Content Sharing across the 3 agencies:

- ✓ Provided business analysis and business change expertise to guide the client through the process of identifying, developing, and implementing the adoption of new, up-to-date tooling, in line with the process of transformation to cloud.
- ✓ The team were able to consider roll out of different content tooling to all 3 agencies, whilst focusing on the practicalities of implementation for one in the first instance.
- ✓ Designing and implementing Service lines – in line with GDS to ensure that each tool was run as a service.
- ✓ This involved significant stakeholder engagement and tactfully designed change comms to ensure users were appropriately informed and enabled to learn, develop, and adopt the new tools as standard in line with their development and implementation.

Data Management:

- ✓ AE's role was primarily one of business analysis and reporting for the client in response to the need for improvements across all Data Management functions. This was delivered in the context of the move to cloud and required generation of understanding across the agencies to generate proposals for a common method for acquiring, processing and storing data, as well as establishing robust security protocols for tracking lineage, provenance, and access control.
- ✓ Utilised our existing knowledge of the agencies involved to promote engagement with this process by users across the agencies to ensure greater buy-in and sustainability of the new practices.

Intelligence Exchange:

- ✓ AE's response to brief was primarily in stakeholder engagement and business change communications, adding value by supporting the client in ensuring their roll-out of the new tools was given the smoothest possible path.
- ✓ Supported product delivery by designing support services and processes as the tool became operational across different departments, tailoring the support offer to meet the differing needs and security requirement of each.
- ✓ Future-proofing was also part of this process; by mapping support pathways and requirements through the different long-term phases of roll-out, AE supported the client to identify the ways in which user engagement might evolve over time, and how they could anticipate these changes and their response to them, providing a better service and improving facilitation of uptake.

Digital Transformation for Information Advantage

Results

- By providing the business change expertise to support the client across these different projects, we were able to generate new collaborative processes across the agencies.
- We improved ways of working, decommissioned out-of-date tools and reduced overheads, resulting in a simpler and more efficient user experience.
- Having established ourselves as a coordinator, we managed the core teams to build new processes, ensuring alignment with the concurrent cloud adoption programme.
- We designed support services and processes that tailored the support offered to meet the differing needs and security requirement of each tool.
- AE performed significant stakeholder engagement to ensure users were appropriately informed and enabled to learn, develop and adopt the new tools as standard in line with their development and implementation.
- We shared information and insight, prioritised added value as opposed to transactional interactions, and facilitated future-proof and professional approaches through the course of change and implementation.

