Hawkrose

Spending Review Digital Advisory

Service Definition

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Table of Contents

1 Spending Review Digital Advisory 4

1.1 Service Description 4

1.1.1 Business Analysis 5
1.1.2 Requirements Analysis 5
1.1.3 Business Requirements and Solution Modelling 6
1.1.4 Architecture Modelling 6
1.1.5 Other Services 7

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1 Spending Review Digital Advisory

Hawkrose personnel have extensive experience of being directly involved in Spending Review negotiations since 2007 – including CSR07, SDSR10, SDSR15 and IR20 – and have worked in MOD, HM Treasury, the Cabinet Office during this period. This gives Hawkrose an 'insider' view of the way Spending Reviews really work and puts Hawkrose in a unique position to offer the right skills, experience, and tools to ensure departments can achieve positive SR outcomes.

Hawkrose personnel believe there are two key strands of preparatory work departments can complete prior to an SR:

1. Have a credible narrative on Efficiency.

2. Be able to quickly, and accurately, show the consequences of central Government ideas.

Departments can meet these requirements if the relevant project work is complete before the SR begins. Examples of work Hawkrose have completed at previous SRs includes:

SDSR 10: Assessing the commercial consequences of deleting or de-scoping current military capabilities.

SDSR10: MOD PFI Efficiency Review (2011-14) – Saving over £500m (£50m pa) without a reduction in operational outputs.

SDSR15 – Commercialisation of MOD Assets. 'One HMG'. Review of efficiencies at UK Sovereign Military Bases.

Herrick Redeployment (2012-15). Nine projects over three year period. Received commendation from Chancellor of Exchequer.

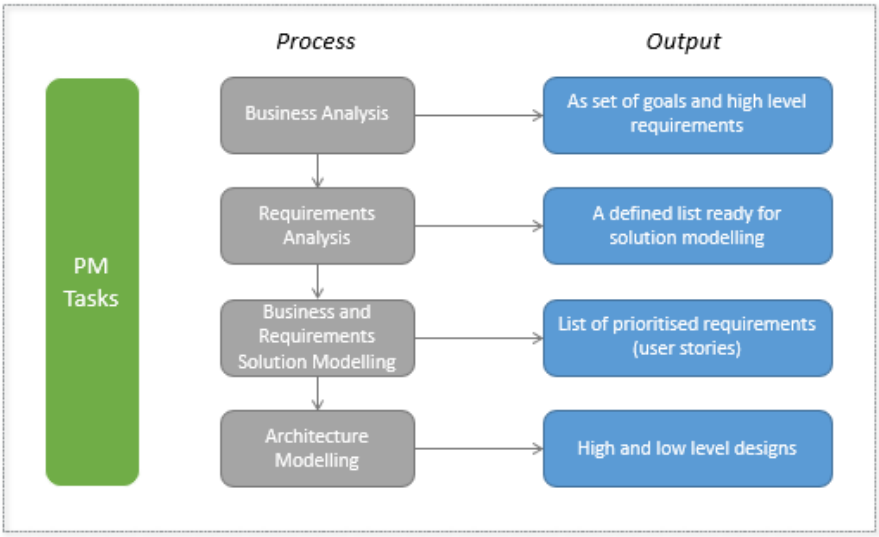
IR20: Wargaming events. The purpose of these events was two-fold:

- To allow externals from No.10, CO, HMT, MOD Main Building Scrutiny to "walk a mile in the shoes" of MOD planners.

To see if externals from non-defence industry companies and academia could find innovative solutions to Navy problems

1.1 Service Description

Hawkrose's Spending Review Digital Advisory provides services such as Business Analysis, to produce a set of goals and high-level requirements; Requirements Analysis, producing defined requirement list ready for solution modelling; Business and requirements solution modelling, resulting in a list of prioritised requirements, and Architecture modelling to create high and low level designs.



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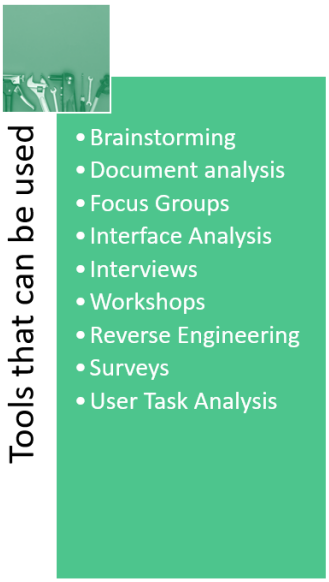
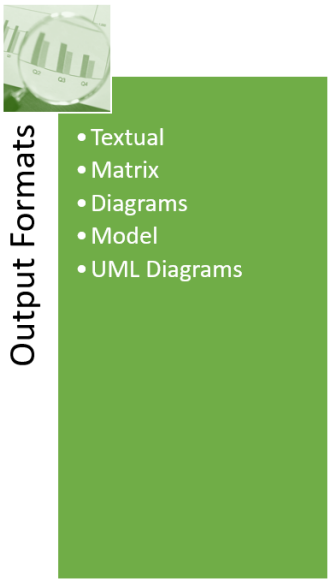
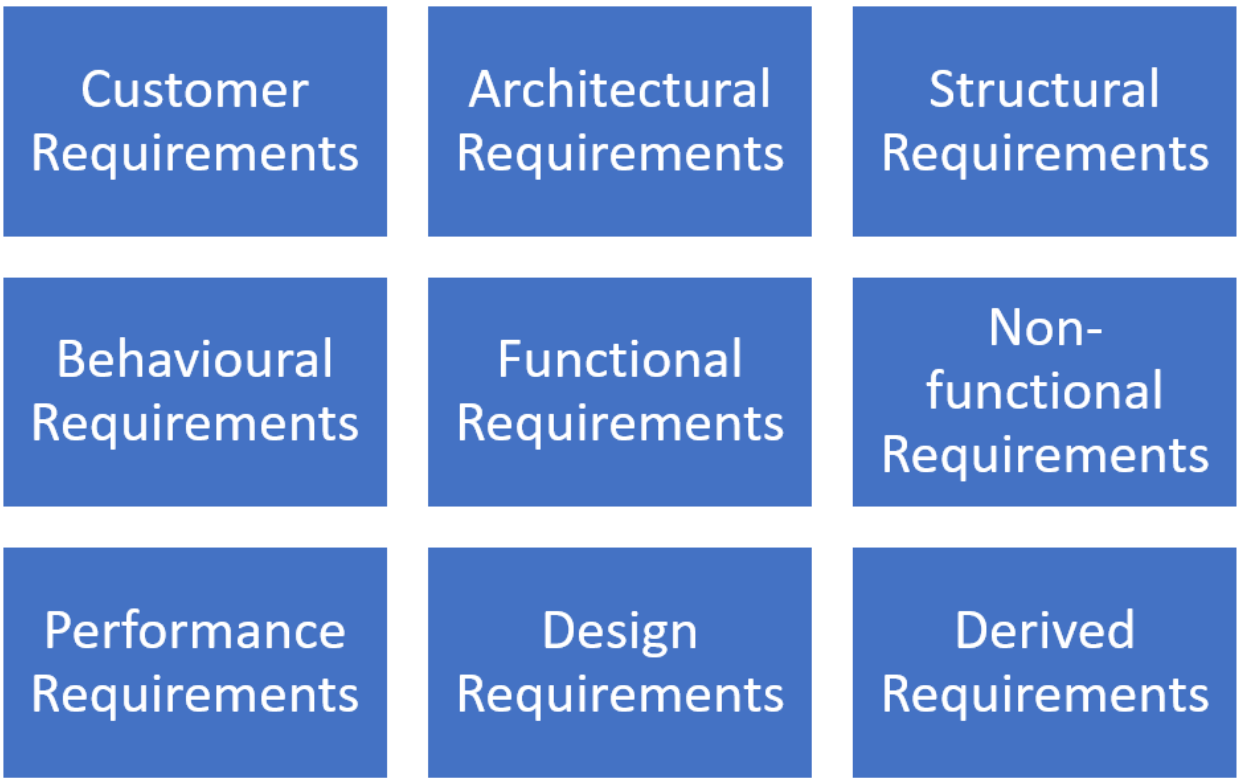
1.1.1 Business Analysis





1.1.2 Requirements Analysis

Hawkrose completes the necessary research for business analysis. All requirements must be documented, actionable, measurable, testable and related to identified business needs or opportunities. The types of requirements that can be considered are below and delivered in either textual or matrix formats.



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1.1.3 Business Requirements and Solution Modelling

Hawkrose uses an Agile methodology during projects to provide flexibility for the customer to ensure the requirements are documented and understood by business, consultancy and development staff.

Our methodology includes regular showcases that are used to discuss the functionality developed in each iteration or sprint with the customer.

We take requirements, gather them and break them down into Epics and User Stories:

- **Epic** – a high-level specification of a feature
- **User Story** – a more granular description of a function or a feature that will be delivered

There are several ways to write user stories, all of which are a concise format. We use the following template:

As an <actor>

I want to <goal/desire>

So that <benefit>

Expressing requirements as epics and user stories has several advantages over more traditional methods:

- It **provides context** – the actor – a person or group who has the requirement – becomes clearly identified along with the justification for the requirement. This gives background to the "why", and links it to a business requirement
- It **provides focus** on the outcome and benefit rather than the implementation of a requirement, allowing an open discussion to take place on "what" rather than "how"
- It is **understandable by the business** as it uses plain language and a basic format

This methodology helps define the system around people and business value

User stories provide the first stage of requirements modelling and are created during business analysis. Each User Story is a single index-card sized description of what the user/stakeholders wish the system to do. These user stories are ordinarily captured within a cross-functional workshop(s) and are prioritised. Once the requirements have been defined, they must be modelled using the MoSCoW method:

Must	These requirements must be implemented. Without them the system will not be able to fulfil its stated business objectives.
Should	These requirements should be implemented if the system is to achieve its business objectives without any obvious deficiencies, difficulty of use of manual/process workarounds. The system as a whole will (just about) still function without them though in a much-reduced manner.
Could	These requirements could be implemented if there is enough time in the project once the must and should have requirements are implemented. These requirements are likely to roll over into later projects. They are still important system features but do not detract from the overall suitability of the system to meet its business objectives. The stakeholders will have identified them as being 'nice to have' or enhancing rather than defining requirements.
Won't	These requirements explicitly won't be implemented this time round. They may be implemented in later iterations or in future enhancements to the system. It is essential to explicitly identify these requirements as some stakeholders may wish it to be a matter of record that the requirement exists – it is simply a matter of planning and logistics that they won't be implemented in the project.

1.1.4 Architecture Modelling

Architecture modelling is used to give the project a technical direction and shape. Typically, the output of such a

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phase is a document that captures the following:

- Technology products and toolsets to be used.
- High-level system architecture.
- High-level system design, using UML where appropriate to help refine requirements. A number of UML diagram types are used:
    - Class diagrams – essential for modelling the relationships between object classes in the system. The high-level class diagrams are useful in the early stages of requirements modelling and more detailed class diagrams, usually showing inheritance hierarchies and associations are used further into the process.
    - Sequence diagrams – used when exploring and modelling the interactions between classes. Typically, a sequence diagram will show the intricate operations within the scope of a single user story.
    - Activity diagrams – similar to traditional flow diagrams are particularly useful for modelling the flow of business logic and decision-making paths.

1.1.5 Other Services

Other Digital Advisory services available are:

- Operational analysis
- Scenario testing
- Programme risk and uncertainty assessments
- Digital roadmap design
- Integration assessments
- Public Sector Customer Friend

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