

Business analysis for cloud-based digital services

Business analysis aligns the perspective of business (viability), users (desirability) and technology constraints (feasibility). It ensures products and outcomes deliver value. Our experienced consultants use flexible tools and techniques to elicit information, generate insight and support ongoing delivery of cloud-based digital services.

Our Business Analysis service is recommended for any public sector organisation embarking on Cloud technology adoption and usage, with the consequent need to deploy new Cloud-based digital products and services as part of managing their transition.

Our approach to analysis is key to aligning on what our client wants to achieve, finding out what users actually need, what technological or policy related constraints are, what a valuable solution will look like and how to measure and demonstrate progress and outcome.

Our wide range of analysis techniques and our flexible approach customised to each initiative help to develop a shared understanding and agreement amongst wide-ranging stakeholders and the delivery team members, as to the vision, objectives, and scope for service delivery and ensure controlled, reliable and successful delivery.

We use techniques like impact mapping, story mapping, stakeholder interviews, and produce outputs like epics/user stories, product backlogs and risk registers. Business analysis is an ongoing activity, supporting iterative and incremental delivery, that focuses, as required on the as-is and or to-be state.

Features

- Analysis at business, proposition, process and technical level as required
- Skilled facilitators extract information from all types of stakeholder
- Appropriate artefacts created to facilitate communication, decision-making and delivery
- Detailed agile analysis techniques 'just in time', reducing wasted effort
- Equally comfortable dealing with senior business or technical stakeholders
- Pragmatic approach favours lean, ongoing over in-depth upfront analysis
- Visual modeling, impact mapping, story mapping, and process flows
- Agile requirements elicitation and management

- Maintain, groom and prioritise the product backlog
- Manage work in progress and optimise flow of work

Benefits

- Assures initiatives are desirable, feasible and viable
- Focuses on early and reliable value delivery towards business goals
- Facilitates shared understanding and agreement amongst diverse stakeholders
- Ensures alignment of business, user and technology needs
- Ensures the solution and delivery approach aligns with business goals
- Drives valuable outcomes by focusing on building the right thing
- Aligns all stakeholders across all levels and disciplines
- Reduces requirements churn and development costs by driving efficient decision-making
- Earliest identification of constraints, risks and dependencies
- Clearly articulated success criteria and measurement strategy

Our approach to business analysis

Equal Experts analysts are highly experienced omni-skilled consultants with in-depth experience of modern agile and lean analysis techniques and approaches. They bring with them experience of a wide range of business domains, and the skills and experience to confidently work with senior stakeholders from across an organisation, effectively managing competing objectives and requirements across diverse stakeholder groups.

Our analysts are adept at working upfront during planning exercises to help build shared understanding and agreement, and also on an ongoing basis to optimise productivity during set-up, migration and delivery initiatives, while following agile and lean principles to minimise overheads and cost where appropriate.

Our business analysis service is recommended for any public sector organisation embarking on cloud technology adoption and usage, with the consequent need to plan for the deployment of new cloud-based digital products and services as part of transition.

Our approach to analysis during planning is key to finding out what users actually need, what needs to be measured and what technological or policy related constraints are. Our analysis techniques will help develop a shared understanding and agreement amongst wide-ranging stakeholders, as to the vision, objectives, and scope for service delivery.

Our analysts quickly understand where they need to focus their analysis skills during the planning phases of a project, using techniques such as visual modeling, impact mapping, and story mapping, to build a shared understanding and agreement amongst a broad range of stakeholders, as to the vision, objectives, and high level scope for delivery. The analysts will spend their time on those areas which are critical but uncertain whilst moving those which are critical and certain straight into the product backlog for more detailed further analysis. As appropriate our analysts will focus on the as-is and to-be landscape, across people, process and technology to support definition of a valuable target solution.

Generally speaking our analysts always start with the user, their needs, gains and pains in light of business challenges, objectives and strategy. They then support the client and team in understanding, aligning and communicating the resulting product or service vision. They work with the client and team to identify and choose the most appropriate solution options and detailed solution design, which they then formulate into artefacts that define and drive delivery.

Our analysts do not follow a specific methodology, but are skilled in tailoring their approach to suit the local circumstances by using the best tools and techniques available as appropriate.

Our analysts typically work collaboratively with the product owner and subject matter experts to create, maintain, groom and prioritise the product backlog to ensure that teams are productive, understand the overarching product vision as well as the details of user stories they are currently working on.

Our analysts are adept at recognising and removing blockers and bottlenecks in the analysis process to help optimise delivery and improve team productivity. They play an instrumental role, alongside the product owner and delivery manager, in managing work in progress and working alongside developers to ensure they fully understand the requirements and how to successfully deliver.

An unwavering focus on putting services live means that our analysts do not spend weeks or even months doing exhaustive analysis, producing copious documents and spreadsheets. Instead their experience enables them to quickly zone in on the key requirements, conducting detailed analysis just in time, and ensuring that acceptance criteria for stories are well understood.

Examples of business analysis in action

A good example of Equal Experts' ability to successfully bring projects to fruition is our engagement with the Home Office, which is responsible for the UK Visas and Immigration Online Application Service. This visa application service was named as one of the UK Government's totemic 'exemplar' projects, and therefore had to meet the Government Digital Service standards – a continuously improving service that sets the standard for how digital solutions can enhance the Government's ability to offer straightforward, accessible services to users.

Equal Experts helped the Home Office build the new service from day one, with the initial release handling visa applications from China. The global UKVI Online Application Service will scale to handle over 3.4 million visa applications each year.

Equal Experts provided a blended delivery team of consultants, including business analysts embedded within the team, who worked closely with Home Office staff to design and build a service that meets user needs and internal requirements. We had two main challenges:

- Deliver a better user experience – so that the frequently changing, complex rules governing visa applications impinge on users as little as possible
- Adopt new ways of working at the Home Office – replacing a paper-based service with a new digital solution, continuously improved through agile principles

To begin, our analysts and user experience specialists worked closely with the Home Office Product Manager to refine, document and prioritise user needs, holding in-depth workshops with internal stakeholders to get a detailed understanding of how different visa products work, and build a product backlog of user stories for delivery. This understanding also helped us develop a set of user personas to ensure all the differing needs were covered by the new service.

At this stage, we developed clickable prototypes to demonstrate end-to-end user journeys through the new visa application process. This not only helped us get feedback from internal stakeholders – ensuring the design was robust from a legal, policy and operational perspective – it also let us get early feedback from end users, and gave us the confidence we were building something they would find useful.

As Alpha delivery of a fully working prototype began, our user researchers and analysts, working closely together with client stakeholders, such as policy, uncovered more aspects

of the service that required further improvement. In China, we discovered that nervous (or uninformed) applicants would submit excess documentation, creating extra work for the Home Office. We helped the Home Office understand that this made further changes necessary – both to the service we were creating, and the policy governing it.

These findings led us to build a new tool – the Product Catalogue – which allowed the Home Office to model its visa products in a straightforward, consistent way (something it wasn't able to do before). This fulfilled several functions:

- Provided one catalogue for all immigration products
- Codified immigration policy, making it simpler to navigate
- Made it easier to update systems in line with policy changes

The continued focus we applied to the design and prototype stage, through effective user research and mature agile analysis techniques, is what allowed us to identify and make the changes that allowed the service to successfully meet the demanding criteria of the Government Digital Service standards for Alpha, Beta and Live services.

Just as important, our user centred design process is what helped the service to satisfy its end users, too. Based on user responses gained during later Beta delivery, 85% of them felt the new service was easy to use.

Team

We are different. Equal Experts is a global community of 500 permanent staff and 4000+ associates, including ~800 active independent consultants and ~1200 alumni, many of whom are happy to return when we have projects and our clients need them.

We have grown organically, mostly via personal referrals, looking for quality, experience and cultural fit above all else. After a rigorous selection process, experts are added to our network, whether we need them immediately or in the future.

90% of our consultants have >12 years of experience (average >18 years) in development, delivery, operation and maintenance of digital services using agile methods. Many have significantly more and in some cases are global influencers. Their maturity and pragmatism means they are highly collaborative, happy to transfer knowledge and keen to help clients build internal capability.

Our standard working model for teams is hybrid remote first/onsite, with a core generally located in proximity to client offices, minimising travel costs and environmental impact.

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This ensures they can be onsite for workshops, meetings, and onboarding activities, and can work collaboratively with client team members, stakeholders and other suppliers. In the words of one client 'your consultants leave their Equal Experts badges at the door'.

Roles

Collectively, our consultants have the multi-disciplinary experience and expertise needed for successful transformation to cloud-first delivery, live service maintenance and new operating models. Our network means we have fast and flexible access to the skills our clients need. We have specialists in all areas needed for digital success, including:

- Delivery managers
- Change managers
- Product managers
- Engagement managers
- Strategic advisors
- Security specialists
- Data scientists
- Data engineers
- Data architects
- Technical leads
- Technical architects
- DevOps consultants
- Developers
- Testers
- Business and performance analysts
- Accessibility experts
- Service designers
- User experience designers
- Content designers
- User researchers

If a client needs other specialists or niche skills, we can rapidly and confidently engage with other organisations in our established ecosystem of proven partners. Each consultant is interviewed by EE to ensure a high level of knowledge before we provide them to clients.

Public sector clients

We know what it takes to implement and support cloud-based applications within complex public sector organisations and across large multi-vendor programmes. We understand and adhere to the GDS digital service standards for delivering solutions and handling and securing data within critical national systems. We have experience in consulting, deploying and supporting solutions that are security accredited and have passed many standard GDS assessments. Many of our consultants have active SC clearance level (some have DV) as they have previously worked with public sector clients.

Equal Experts has helped implement digital services to government digital service standards (including passing many formal GDS service standard assessments) for:

- His Majesty's Revenue and Customs (HMRC)
- Ministry of Justice and His Majesty's Prisons and Probations Service (HMPPS)
- Department for Work and Pensions (DWP)
- His Majesty's Passport Office (HMPO)
- Department of Health and Social Care (DHSC)
- Department for Environment, Food & Rural Affairs (DEFRA)
- Department for Business, Energy & Industrial Strategy (BEIS)
- Home Office
- Border Force
- Department for Education (DfE)
- Registers of Scotland
- Office for National Statistics (ONS)
- Civil Service Recruitment
- Coal Authority
- Intellectual Property Office (IPO)
- His Majesty's Courts and Tribunals Service (HMCTS)
- States of Guernsey
- Cabinet Office
- Government Digital Service (GDS)
- Valuation Office Agency

Why choose Equal Experts?

Equal Experts' diverse teams of talented, experienced software consultants bring maturity, pragmatism and passion to software products and services of all shapes and sizes. We support end-to-end delivery, deployment, migration and maintenance of elegant, bespoke

applications to the cloud and provide all the services that making them entails. This includes everything from mobile apps to enterprise-level technology platforms and digital transformation to client capability building.

Since our inception in 2007, we have sought out quality above all else. We are adept in all agile and lean practices, for example:

- close collaboration
- rapid feedback loops
- keeping it simple
- empowered teams
- test automation
- continuous integration and delivery
- pairing
- refactoring
- constant learning and improvement
- learning by doing
- continuous improvement

Our focus on senior talent means that all our consultants have the skills and experience required to thrive in dynamic, challenging client environments. It means we can focus on work that adds real value, rather than micro-managing more junior consultants. Our non-hierarchical structure also allows us to operate with lower overheads.

For our teams, this creates a mature, pragmatic and innovative working environment, somewhere they can implement the best solutions of their already distinguished careers. And for our clients, it translates to better services, delivered faster and at lower overall cost. We were ranked 4th in Glassdoor's Best Places to Work 2024 and 15th in Newsweek's Most Loved Workplaces 2022.

It also means our people have the expertise and consultancy skills to help transfer knowledge of new ways of working to our client's team members, helping to build their internal delivery competency and capability.

Equal Experts' approach has a successful track record of delivery across the private and public sectors. Our award-winning deliveries include HMRC's Multi-channel Digital Tax Platform, chosen as the British Computer Society's Digital Project of the Year, and the Home Office Visa Application service, Computer Weekly's Best Public Sector Project.

Equal Experts has Business Units in the UK (London and Manchester), USA, South Africa, EU (Germany), Australia, and India.

We're proud to be one of the top suppliers to the public sector via the G-Cloud and DOS frameworks. Our services are also available through RM6100 Technology Services (Lots 1, 3d) and RM6263 Digital Programmes and Specialists (Lot 1), RM6195 Big Data and Analytics (the only supplier on all 6 capabilities) and RM6335 DALAS (Lot 2a), and various DPS Frameworks, including RM6094 Spark, RM6173 Automation Marketplace and RM3764 Cyber Security.

For more information and case studies, please visit <https://www.equalexperts.com/> or contact us at solutions@equalexperts.com.

Planning

To build detailed knowledge of the context and domain for any project, an initial phase of planning, definition and knowledge transfer will generally take place at the start of an engagement.

We have found that this takes place most effectively through a short time-bound inception to develop a shared understanding and agreement on vision and objectives across a broad stakeholder group. This covers the business, technical and user aspects of the project and the outputs may include user personas and scenarios, key user journeys, as-is and desired business processes, a prioritised backlog of user stories, technical constraints and vision, and a release roadmap and plan. The techniques and principles applied are also used on an ongoing basis throughout the course of delivery, to ensure the solutions developed are fit for purpose and meet real and changing user needs.

This initial inception phase can be contracted separately if required.

Setup and migration

In addition to ongoing development and operation of live cloud-based services, we can help with the initial set up and migration as part of a transition to cloud. We look for opportunities to automate processes (for example, test, deploy) that will yield real benefit and high ROI. Our approach helps to address integration, dependencies and risk early. We capture actionable metrics to measure and manage progress towards meeting the agreed success criteria and KPIs identified for building and operating the service. The highly collaborative, interactive processes we follow foster continual learning and improvement of

services. They help to establish and evolve the overarching service design, management processes and the team capabilities.

We can ensure projects hit the ground running through our experience in designing, configuring and setup of many continuous delivery and automated cloud deployment environments. These techniques allow software to be repeatably and reliably deployed and tested through each stage into production on the cloud. We have substantial experience when it comes to the tooling required for continuous delivery and automated software deployment, greatly facilitating the software set up, build and migration process, which increases programme productivity and reduces project risk and cost.

Quality assurance and performance testing

All our consultants have extensive experience of both manual and automated testing, including performance testing, continuous integration and delivery into production environments at scale. With all clients we actively encourage the adoption of robust and meaningful automated test coverage, delivery and test techniques, to reduce risk and safely increase delivery velocity. We are happy to work with a clients existing quality management system (QMS) where appropriate.

Security services

We hold ISO9001:2015 Quality Management System, ISO27001:2017 Information Security Management System, Cyber Essentials (IASME-CE-018168) and Cyber Essentials Plus (IASME-CEP-003763) certifications.

We can provide the following security services if required:

- Security strategy
- Security risk management
- Security design
- Security incident management
- Security audit services

Training

For every client, we aim to transfer and embed knowledge of technology and process innovation. Our consultants help improve our clients' internal competencies and build long-term sustainable capability, as they migrate to modern cloud-based products and

services. We tailor particular practices to address specific organisational constraints – we recognise that every organisation is different and there is no “one size to fit all”.

The depth of experience of our consultants means they are mature, pragmatic, and have an approach grounded in hands-on digital experience. This is key to our ability to help with training, upskilling and building knowledge of new ways of working within client team members. All our consultants are selected based on their demonstrated understanding of how intelligent and innovative uses of technology are being put to work to provide competitive advantage across industries. Passing this expertise and understanding to our client team members is a key, and unique, advantage and value provided throughout our engagements.

We tend not to offer classroom-based training as our consultants are happy to share their knowledge throughout a project. They take responsibility for helping individual client team members adopt new practices and ways of working.

Ongoing support

Our operational philosophy is “you build it, you run it”. The delivery team responsible for the development of a live service usually also takes responsibility for its operation. We have found that development teams which support their own products are motivated to deliver higher quality, more robust and maintainable code.

When a service is live with real users we expect the delivery team to provide 2nd line (infrastructure, in conjunction with hosting support agreements) and 3rd line (applications) support during business hours. We can agree an appropriate model for 24/7 on-call coverage if required - see our G-Cloud On-Call Support offering for details. We typically establish an on-call rota with delivery team members assigned on a weekly basis.

Our experience is that digital services are never really finished and that it is important to retain some level of investment to allow the addition of new features as the needs of customers (both internal and external) change. Our design of the end-to-end service can include establishing Service Level Agreements for ongoing service evolution and operational support (ensuring agreed levels of service availability).

User support

We provide an engagement manager on all G-Cloud engagements with responsibility for ensuring customer objectives are met, and for addressing any issues with service delivery. Our engagement managers act as an escalation point, and can be reached via phone or

email, to respond to issues beyond the control of the team providing the service. Engagement management is included within our service pricing.

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Social Value

Tackling economic inequality

Theme 2 MAC2,3

ENTREPRENEURSHIP AND TRAINING

For GCloud contracts, we will:

- Flow ~65% of revenues to our Associate supplier network (small, entrepreneurial businesses).
- Expand and assign consultants from EE's Evolve programme, which mentors technology practitioners to become expert consultants.
- Work with specialist partners (eg. SigmaLabs, NorthCoders) to develop skills for under-represented and early-career candidates, assigning them to our teams and using our expert consultants to coach and train them.
- Provide retraining and return opportunities, mentoring, development of technical skills which address skills gaps, training through mock-up interviews, provision of CV and careers guidance.
- Where possible, provide opportunities to employ and develop more people with protected characteristics in new skills relevant to the contract.
- Share knowledge and experience publicly via ExpertTalks and Open-Source Playbooks to develop disadvantaged groups' skills.
- Partner with leading diverse communities, networks and ambassadors to identify suitable candidates eg. SigmaLabs, Coding Black Females.
- Continue hosting events for minority and under-represented groups, for example, 10 Digital Ladies and Women Who Code.

DIVERSE SUPPLY CHAINS

Our partnering model directly supports SMEs and SEs, which we engage as specialist subcontractors. We identify new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals that can participate in our supply chain and those of our clients.

For G-Cloud contracts, we will:

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- Procure in a fair and open, PCR2015 manner.
- Establish innovation programmes to identify and onboard new micro businesses.
- Encourage suppliers to diversify their supply chain in line with our goal to increase supply chain resilience.
- Increase supply chain governance using recognised bodies such as sedex.com.
- Measure and increase staff characteristics and success in our associate/supplier diversity (eg. %spend with each supply group across micro, SME and collectives; %of start-up suppliers still in business after three years).

Fighting climate change Theme 3 MAC4

Equal Experts has a robust Environmental Policy, aligned with PPN06/20 Theme 4, PPN06/21 and the UN Sustainable Development Goals, which details commitments to reduce our environmental impact holistically across the organisation. We have published and updated our plans annually since 2019, meeting the government's Streamlined, Energy and Carbon Reporting legislation (SECR), initially reporting Scope 1 and 2 emissions. Our [Carbon Reduction Plan](#) is published on our website and has been certified to meet PPN06/21 requirements by CCS.

EE is committed to achieving net-zero Carbon emissions by 2030. We are actively exploring investments in innovative, effective carbon-offsetting initiatives to achieve this target. Our internal Carbon Net-Zero Governance working group advises the Exec Team on meeting the 2030 net-zero target.

For G-Cloud contracts, we will:

- Build systems making extensive use of cloud services. Most systems we build use automated scaling of resources to ensure we minimise both cost and environmental impact of operation. We migrate to more efficient resources and operational practices as cloud providers introduce them.
- Encourage and support remote and hybrid working, and provide access to tools like Zoom, Lucidchart and Miro to encourage and facilitate this and thereby reduce our carbon footprint. We have written an open-source [Remote Working Playbook](#) which is available to anyone via our website.
- Assign local staff to client engagements whenever possible, to reduce travel impact.
- Use flexible co-working spaces with high BREEAM ratings.
- Reduce office material consumption and waste eg. printers and paper, recycle and reuse wherever practical.
- Reduce energy and water consumption.

- Consider the environment in our branded merchandise used at events and promotional activities, particularly reducing plastic use and local sourcing.
- Improve our recycling efforts, particularly IT equipment (our largest relevant expenditure in this area), and deliver social benefits through reuse wherever possible.

Equal opportunity Theme 4 MAC5,6

EQUAL OPPORTUNITIES

Equal Experts has a longstanding commitment to advancing diversity, equality and inclusion. We operate in ways that support clients to deliver their Public Sector Equality duty under section 149 of the Equality Act 2010. We are Level 1: Disability Confident Committed and members of the Business Disability Forum.

For G-Cloud contracts, we will:

- Run monthly team psychological safety surveys, share results with teams, help teams identify and support improvement actions.
- Invest in workshops and training to help teams improve safety and inclusion.
- Host events for minority groups, such as 10 Digital Ladies and Women Who Code.
- Provide family-friendly and dignity-at-work policies (we were placed 4th in Glassdoor's Best Places to Work 2024).
- Continuously evolve recruitment processes to improve diversity, equality and inclusion, and provide unconscious bias training for our recruitment team.
- Engage Druthers, executive search specialists in building inclusive teams, to broaden our team diversity.
- Where possible, provide opportunities to employ and develop more people with protected characteristics in new skills relevant to the contract.
- Make appropriate adjustments where practical to support and develop individuals with physical, mental and hidden disabilities.
- Regularly monitor our performance (eg. Cabinet Office CAESER, B Impact Assessments) to help develop annual improvement plans.

MODERN SLAVERY

EE is covered by the Modern Slavery Act 2015. Our [published policy statement](#), processes and procedures are reviewed and updated annually (eg. Employee Team Charter, Whistleblowing Policy, Code of Conduct for Suppliers).

We will undertake due diligence when considering taking on new suppliers and regularly review existing suppliers. This includes evaluating modern slavery risks. We are members

of Sedex Global and will use their services to review our extended supply chains and provide confidence to our clients.

Wellbeing Theme 5 MAC7,8

HEALTH AND WELLBEING

Equal Experts promotes psychological safety, trust, inclusion and a “grown-up” culture throughout our workforce. We work closely with our clients to support the health and wellbeing of our team members, establishing onboarding practices and developing local team charters to ensure new team members are welcomed and made to feel safe. We support the six standards of the Mental Health at Work Commitment and the Race at Work Charter and encourage our supply chain to do the same.

For G-Cloud contracts, we will:

- Run monthly team psychological safety surveys, share results with teams, help teams identify and support improvement actions.
- Promote inclusive and accessible recruitment and retention practices to ensure people feel valued (Equal Experts was placed 4th in Glassdoor’s Best Places to Work 2024).
- Offer flexible and remote working and encourage staff to take regular breaks, “Movement Snacks” (workstation exercises), holidays, online team-events.
- Provide awareness training and guidance through our policies, ExpertTalks and playbooks.
- Offer private medical cover for our UK employees and their families, including encouraging exercise and other preventative measures.
- Host public online ExpertTalks on Health and Wellbeing, eg. “Avoiding Burnout”.

INTEGRATED COMMUNITIES

For G-Cloud contracts, we will:

- Foster an open, inclusive working culture eg. 'no-blame' retrospectives to help us learn from each other's perspectives.
- Hold socials and lean coffee sessions to ensure a welcoming culture that leads to better team bonding and working relationships.
- For physical health, hold our annual Walkathon competition for staff and family members, clients and partners, which encourages physical activity and raises money for charity (1200 participants, £136k raised in 2023).
- Encourage companies in our supply chain to implement measures to improve employees' physical and mental health and wellbeing, and implement standards in the Mental Health at Work commitment.