Data Investment Prioritisation

Service Description



anmut

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About Anmut

Anmut provides public sector decision-makers with the tools and insights to understand how data supports their organisation's goals and where to invest to create measurable value.

We specialise exclusively in data management. Our multi-disciplinary team has proven experience delivering evidence-based outcomes for government organisations. Typical results include clearer prioritisation of data investments, reduced rework and processing costs, strengthened governance, and faster, lower-risk cloud or digital programmes.

We are Cyber Essentials Plus certified and operate an Information Security Management System aligned to ISO 27001. We treat data protection and responsible handling as core to every engagement. For more information visit anmut.co.uk.

"Anmut is unique in that they bring the best of both worlds: the rigour of a Big Four combined with the agility and creativity of a start-up."

"Anmut apply data science to data problems."

CDO, UK Government organisation

Overview of our Data Investment Prioritisation offering

Organisations need to manage many different types of assets to create and protect value for stakeholders. Effective asset management means understanding which assets are most critical to the organisation, knowing the condition and quality of the assets, monitoring their economic or financial return, and deciding which assets should be invested in, sold, or otherwise disposed of. Fundamental to all of this is having a robust and value-driven approach to prioritising investments made in assets. The same is true for data assets. That is why we provide clients with data investment prioritisation services for their data assets.

We have developed a suite of data asset management services to enable our clients to manage their data assets more effectively. Our data investment prioritisation services are a fundamental component of the data asset management services we offer.

Every year government organisations invest significantly in data. These investments are often developed and prioritised through a process that is tailored towards investments in technology. However, many of these digital projects fail to realise their expected benefits, not because the wrong technology was used, but because the data needed to deliver the benefits is not available in the required condition. Our data investment prioritisation services enable government organisations to address this issue by considering their data requirements in their investment appraisals from the outset.

At Anmut, we specialise in data asset management to help our clients develop their data strategies and the disciplines necessary to execute those strategies. Our strength lies in our focus on data asset management and our unique team of data scientists, computer scientists, software developers, business leaders, world-class academics, performance management experts, governance specialists, data architects and programme managers who deliver our data investment prioritisation services.

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How Anmut delivers Data Investment Prioritisation services

During the onboarding phase of our projects, we work with our clients and their key internal stakeholders to confirm project goals, scope, deliverables, approach, and project plan. We also set our projects up for success by running design principles and project alignment sessions with the appropriate functional and technology leads. By spending time upfront with the principal sponsors to understand expectations and gain alignment on the objectives and outcomes, we ensure that our project work is delivered efficiently, the deadlines are met, and stakeholder engagement is built in from the outset.

For the duration of our projects we work closely with our client teams. This means our clients gain a detailed understanding of our innovative methodologies and are able to build up the knowledge base required to make the most out of our data investment prioritisation services long after our work is complete.

Our data investment prioritisation services deliver the following outcomes:

1. Strengthening or replacing existing governance processes with clear stage gates to manage the development of new data investments;
2. Reducing delivery risks by ensuring data requirements and costs are factored into the design and business case;
3. Ensuring organisational changes required to deliver the investments successfully are considered;
4. Providing a visible pipeline of investments to understand the demand for data services, reduce the risk of duplication and wastage, and identify synergies between investments; and
5. Show the tangible linkage between data use and data value to support investment decisions and maximise the return on investment in data assets.

To deliver the above outcomes, we work with our clients to understand and document their current investment processes and the tools they use from the initial feasibility stage right through to procurement. We then discuss the new data investment prioritisation process requirements, and therefore the data points that need to be captured and considered when prioritising these investments.

Based on the above inputs, we develop a high-level process design and identify existing investment appraisal tools that need to be modified or new tools that need to be created to support the prioritisation process, such as data capture tools, databases, and dashboards. Depending on the requirements, we will either work with our client's existing vendors to modify existing client tools, tailor our tools to meet our client's needs or build new investment

appraisal tools that can assess and prioritise data investments based on the set of agreed criteria.

In parallel to the design and build of the tools, we draft detailed process documentation and tool user guides. This enables the new processes to be easily understood and user training to be delivered once the tools have been completed and are ready to implement. Once this is complete, we develop targeted content to communicate the changes to those impacted, such as employees or suppliers, and ensure they have the appropriate information and training to enable the new data investment prioritisation processes to be successfully implemented.

"What surprised me about working with Anmut was the level of empathy. You spent time properly understanding our business and unique behaviours and were able to provide key insights that we weren't able to deliver in-house. You worked with us to develop a great understanding of the data value of our business, which has helped us to distil and communicate this value to investors."

CEO, European digital health organisation

Client requirements

In addition to working collaboratively with our client teams, the following, where available, help to optimise the delivery of our data investment prioritisation services.

1. Documentation of existing IT and/or data investment prioritisation processes and tools;
2. Walkthrough of existing prioritisation tools;
3. Access to existing vendors of prioritisation tools, if relevant;
4. Outputs of data valuation and data condition work;
5. Existing stakeholder analysis;
6. Information about historic business cases; and
7. Cost models and assumptions used to estimate data investments.

At the beginning of every project, we recommend a mobilisation & discovery phase, where we review the above requirements with our client, and in cases where the required inputs are not available, we would suggest options based on our previous client projects and agree a revised approach before moving forward.

An example of our experience

THE CHALLENGE

When the data team at the Driver and Vehicle Standards Agency (DVSA) first approached us, they wanted to help the DVSA unleash the power of technology and data. But they were aware of their constraints. To make that vision a reality, they knew they needed to make as much impact as possible with the limited resources available.

The data team wanted to demonstrate the need for an organisation-wide approach, showing the crucial dependency between successful service delivery and fit for purpose data.

“We have hundreds of customer-facing digital services that all need data, but we didn’t know which are most valuable to our customers, and the data that they rely upon” reflected one of the team members.

At the time, the DVSA didn’t have a line-of-sight between specific data assets and the activities and outcomes they enabled. This had created a defensive mindset, where the focus was on how poor data created information risk rather than business and customer risk or value.

The data team wanted to change people’s mindsets, helping them see how data affects real-world outcomes. By creating a line-of-sight between outcomes and data, they knew they could prioritise data investments by customer impact.

THE SOLUTION

Understanding the value of the DVSA’s data and the maturity of their data management capabilities was not about putting a price tag on their data with a view to selling it. The purpose in a government agency like the DVSA is to provide a common language and understanding around how data enables the delivery of public services, which data matters most and how well it is being managed. This helps everyone from the Board level down to have informed conversations around data management and targeting investments to deliver the greatest value for money.

With this in mind, we focussed on the value the DVSA’s Enforcement function creates for the economy and the data that enabled that value. We calculated that the DVSA’s enforcement activities create £1.3bn for the UK economy, each year, by preventing accidents on UK roads.

To connect this functional-level valuation to data, we conducted a data valuation and a data maturity assessment.

We used our tried and tested data maturity assessment to capture inputs from 100+ respondents, creating thousands of data points which provided a detailed view of how the

agency manages its data. Not only did it capture an agency-wide view of data management, but it also provided early warnings of potential issues.

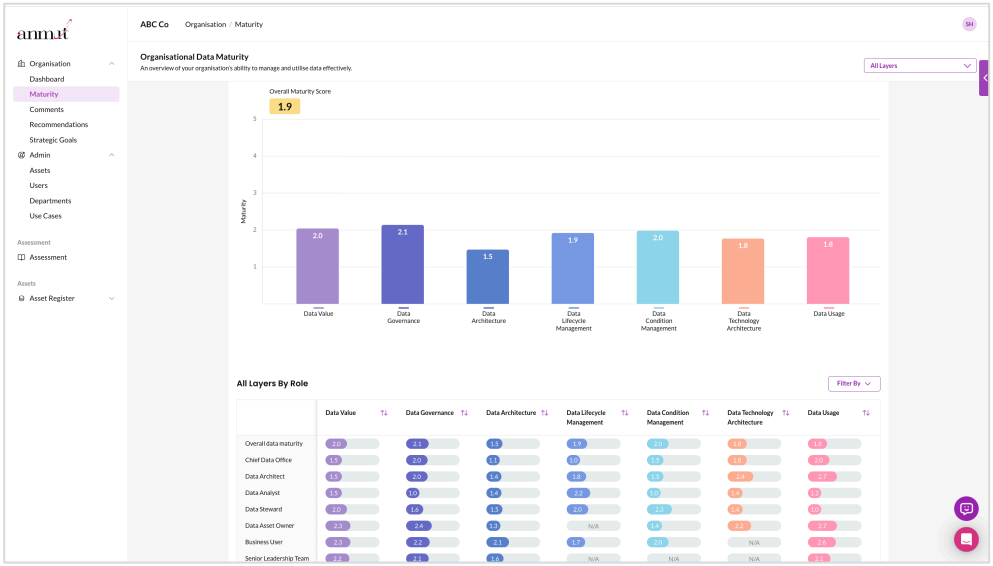


Figure 1: Organisational Data Maturity Screen

We also valued each of the DVSA's data assets based on the degree they supported the DVSA's goals. To do this, we determined what activities the DVSA carried out to achieve each goal, which specific data assets were required to carry out the activities and how important each data asset was.

WHAT WERE THE RESULTS?

Optimised resource allocation

By combining the valuation and maturity assessment, we identified high-value, low-maturity data assets that will help the DVSA unlock enormous value for the UK economy.

"The work done has really given us the evidence to know what our priorities are", said Shirley Harding, Head of Information Management, Security & Data.

The DVSA now know how data enables service delivery, which data is most important to them and their customers, and what capabilities they need to deliver maximum data value.

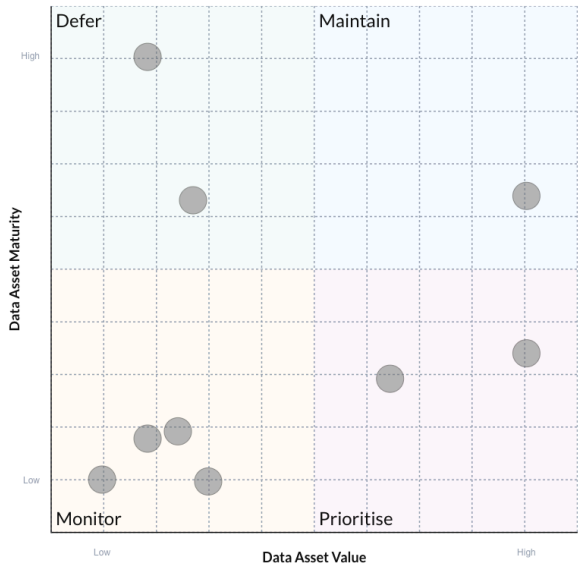


Figure 2: Maturity-Valuation Matrix of Data Assets

Changing culture and creating meaningful conversations

Now, the data team have meaningful, shared conversations with senior business leaders about how data is performing and what they can do to improve, providing a benchmark from which they can measure improvement and value delivery.

"I think this is where an evidence-based decision-making piece really helps.

When we're in a room talking about priorities and financial expenditure, I think people are starting to realise that there is an opportunity to bring data into the world of finance and business cases."

Shirley Harding, Head of Information Management, Security & Data at DVSA

Data protection

At Anmut, we feel strongly that data is one of the most valuable and important assets, which is why we are committed to protecting data by maintaining the highest levels of data security and ensuring compliance with data protection regulations. We are Cyber Essentials Plus certified and have developed a comprehensive information security management system that is aligned with ISO 27001.

RECOGNISED

anmut

Connect your data to your purpose.

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