

Policy implementation and operational delivery for Justice partners (probation, prisons, courts)

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Introduction

At Clarasys we call ourselves the Experience Consultancy, and since our founding in 2011 we have focused on delivering high value, end-to-end experiences that put people at the centre. We have cross-capability, cross-industry expertise that includes extensive work in customer and employee experience transformation, people and change management, sustainability consulting, service design, process improvement consulting, business and technology transformations, data governance and driving digital adoption. We are deep experts in public sector work with demonstrable experience across a breadth of service areas, cloud-based applications, and project roles including launching citizen-facing services, delivering on our client's most complex policy initiatives, leading organisations transformations to increase efficiency, and introducing new ways of working whilst upskilling civil servants teams in parallel.

We have 10+ years experience, and have filled 1,000+ projects, programmes, and product engagement roles across an array of government departments, agencies and public bodies including the Home Office, the Department for Transport, the Ministry of Justice (MoJ), His Majesty's Courts and Tribunals Service (HMCTS) and His Majesty's Prison and Probation Service (HMPPS), the Department for Business and Trade and the Department of Health and Social Care (including NHS, the UK Health Security Agency, and Public Health England). Clarasys is proud that over 40% of the work we did in 2025 was in the public sector. We are deeply experienced working with Home Affairs and Justice functions in particular, with 60+ consultants having worked with the Home Office since 2021, and 50+ working with the Ministry of Justice since 2016. Across our suite of UK government engagements, we have earned a 100% positive customer satisfaction, leading to a total government net promoter score of 93%.

In addition to our government experience, Clarasys brings a wealth of expertise and insights from our work within multiple private sector industries, including Healthcare, Financial & Professional Services, Retail, Media & Information Services, as well as our extensive track record delivering for not-for-profit organisations.

Specific to Justice and Home Affairs, we have delivered advisory-level work with a range of clients across the public and not-for-profit sectors including multiple programmes within HMPPS (Electronic Monitoring, Commissioned Rehabilitative Services, Accredited Programmes and Pre-Sentence Reports), MoJ (Digital Portfolio Operations Support), delivering within HMCTS and partnering with local Justice charities such as Switchback, Crimestoppers, No Going Back and The Nehemiah Project. Our people are at the very heart of our business. Public sector and Justice projects continue to score very highly in our company-wide employee satisfaction surveys.

We are really passionate about improving the Criminal Justice System and to show this we have focused pro-bono time at Bounce Back to support CV writing. This uniquely

allows our teams to get first-hand experience of those who have been through the justice system, enabling better outcomes to be delivered on projects. It is initiatives like this that set us apart from our competitors and we believe that to be more valuable than an immediate boost to our bottom line.

We also embed Agile approaches into everything we do, partnering with you to deliver sustainable solutions and rapid delivery of value. Our teams prioritise people-centric approaches and testing with real users, analyse problems in the context in which they occur, avoid standardised, one-size fits all answers, and prioritise customer and employee experiences in our approach. Above all, we are highly collaborative in our approach. Our chief aim is to empower our clients for sustained success without us, beyond just the timeline of our engagement.

As an employee-owned business, Clarasys prides itself on doing business differently. We do not have sales targets, instead we focus on prioritising the health and wellbeing of our employees, clients and teams we work with. We pride ourselves on continually seeking and responding to client and employee feedback, in order to deliver the best value, rather than the most profit. We champion Diversity, Equity, and Inclusion in our work and in our culture, an approach which was recognised in the 2023 British Diversity Awards.

Our work, people, and organisational culture have all been recently recognised by leading business awards and rankings. Clarasys has been voted gold in one category (Public and Social Sector), silver in two categories, and bronze in eleven additional categories listed in the Financial Times UK Leading Management Consultants 2025 report. In 2022 and 2024, we were ranked high in the Sunday Times “Best Places to Work”. We were also voted as the one of the Best Mid-Sized Company to Work For in London and in the UK.

Service Overview

Clarasys are Justice experts in operational delivery of national complex policy affecting courts, probation, prosecution and victims. We lead transformation for courthouse staff/users and cloud projects & programmes for Criminal Justice System partners(charities). User-centred policy design, business change, continuous listening & improvement alongside frontline upskilling are central to our work.

Key propositions

- Target Operating Model
- Service Design
- Product Management
- Programme/Project Management
- User Research
- Digital Transformation
- Business Case Development
- Change Management, Training, Communications & Engagement
- Business Process Improvement
- Delivery Management
- Data Governance
- Portfolio Management
- Citizen Experience

Target Operating Model

Our industry-leading Operating Model design, build and implementation approach enables better civil servants' experiences, and drives greater departmental benefits and efficiencies alongside delivering excellent citizen-facing services.

At Clarasys we have extensive experience in supporting public sector organisations to design, test, and implement new operating models. Our projects span from redesigning functions within Home Affairs and Justice bodies, setting up new public facing services and redesigning organisation wide operating models. We understand the complexities facing public sector organisations who want to transform their operating model, and have experience of managing challenging budget pressures, compliance and legal constraints, in particular where unions need to be engaged and the civil service recruitment process.

As the [Corporate Rebels](#) UK partner (a group dedicated to making workplaces innovative and forward thinking), we have experience of helping organisations move towards more progressive ways of working, whilst also improving their culture which leads to increased innovation and higher employee satisfaction.

Our approach

Our industry leading Target Operating Model (TOM) design and implementation approach, is informed by 10+ years of experience and 50+ engagements supporting design, build, implementation and successful adoption of new models and ways of working across the public, healthcare, not-for-profit, and private sectors.

We know that no two organisations are the same. So we will always take time to understand your specific goals and timelines, and tailor our approach to meet your unique needs.

Our Target Operating Model design approach consists of 6 key steps:

- 1. Rapid assessment of the current state:** Our as-is assessment phase is where we will identify the current challenges with your existing operating model (if any), the root causes of those challenges. This will create a set of problem statements that we will use to co-design and develop areas of opportunity to improve the organisation. We will apply a user-centred lens to understand how you compare to other leading government departments from the UK, globally and from the private sector.

At His Majesty's Prison and Probation Service (HMPPS) Electronic Monitoring service, we worked with senior stakeholders and potential suppliers to rapidly understand monitoring options, resulting in the production of 4 operating models and 1 pilot design within 6 weeks that addressed the key pain points faced by users.

- 2. Identifying the target state vision & outcomes you want to achieve:** Either building off your existing strategy, or helping to define your target vision first through co-design workshops, we will align the areas of opportunity (opportunity statements) identified in the as-is analysis to your future vision. We will also clarify the target benefits from the new TOM, and the metrics to measure these. These are typically focused on cost reduction, agility, end-user experience, and employee experience targets.

For example, we delivered a workshop to a local justice charity offering individuals with convictions the support they need for their journey back into work - to define their target vision and how to overcome existing barriers.

- 3. Creating, testing & iterating high-level design options:** After identifying the areas of opportunity (opportunity statements), we will co-design high-level options for a target operating model across the foundational pillars of people-culture, process-governance, technology-data. These options will articulate how the Target Operating Model solves the problem statements identified. We will do this through a rapid design sprint with leadership, and roadshows with frontline staff to ensure buy-in.

At our work at HMPPS Electronic Monitoring service, this approach enabled senior stakeholders to make an informed decision on high priority areas, without the need for low level detail. As a result, we were able to gain senior leadership buy-in and work in a collaborative and agile method to design a target operating model that suited the needs of various business departments.

- 4. Detailed to-be design & impact assessment on the chosen option:** Once we have worked closely with you to agree the high-level direction of the TOM, we will do more detailed design across the following operating model areas; organisational design, process management, technology and data, governance structures, performance metrics, and sourcing and locations. Our co-design approach ensures that both employee and end-user feedback is heard, resulting in the proposed way forward being based on the needs and experiences of those who will directly interact with the new operating model. It is also key to agree on what level of detail is needed in this phase, versus the implementation phase post-business case.

At the UK organisation specialising in international culture and education opportunities, we created a redesigned organisation structure with enough detail for a rigorous and compelling business case, and we achieved quicker

results by deciding to define new job descriptions after the business case. We shaped our approach by analysing the organisation structure and then answering the most critical questions and demonstrating value early, such as the fundamental structural challenges with the potential to delay the development of their strategy. As such this meant the UK organisation specialising in international culture and education opportunities was able to secure funding earlier to redesign their organisation structure.

5. Cost benefits analysis and roadmapping how you transition to your target state:

As we start to get greater detail of the design, we will work with your teams to identify the following;

- a. The cost versus benefits of making the changes over your business case period
- b. The change readiness of the organisation and employees for the changes
- c. The time it will take to make certain changes and transition to the target state
- d. The technical complexity of associated technology changes
- e. What other changes are going on in the organisation which could impact this

We will then co-create an agile implementation roadmap that details the sequences of the implementation and key dependencies. We will focus on the areas that bring the biggest organisation and end-user experience benefits first and areas that have the least impact to change afterwards.

The HMPPS Electronic Monitoring service sought to move from an outsourced operating model to a tower based operating model. We created the to-be TOM which enabled them to hit their objectives of replacing existing technology, introducing new capabilities and building a scalable platform to support future capabilities.

6. Making the case for change via a business case & setting you up for success:

Using our extensive experience of using the Five Case Model to deliver a strategic outline case, outline business case and full business cases, we will work with your teams to create a robust and engaging business case. Creating a core working group to provide rapid feedback on iterations, and engaging key stakeholders from Commercial and HR early is key to ensuring you get sign-off first time.

For His Majesty's Prison and Probation Services (HMPPS), we supported large high profile business case creations for national services such as the Electronic Monitoring programme and Commissioned Rehabilitative Services. HMPPS benefited from our support, submitting successful business cases in an area of significant ministerial interest. These critical programs benefited from Clarasys' agile approach to business case development and understanding of success

factors, as well as the methodological rigour needed to prove viability, benefit, and return on investment.

Running in parallel, and underpinning our operating model approach is our industry-leading change management approach. Our team will create an overarching change and communications strategy, tailored to the needs of specific teams and individuals, which will form a key part of the implementation roadmap.

Case Study

His Majesty's Prison and Probation Service faced the challenge of transforming the Electronic Monitoring Service to introduce innovative new services such as GPS location monitoring to improve the effectiveness of the current service delivery. To ensure that this transformation was successful, they required a new Target Operating Model to support the change and structure of the delivery.

The approach we took was to understand the current state of the operating model, understand what works well, where there are pain points and where the service will need to change and be flexible to facilitate the new services. We took into account the main factors, such as people, process, tech and data and engaged subject matter experts across these areas to ensure the future model would be reflective of the needs of the future service. To do this, we worked with four suppliers, policy teams and a number of government organisations including police, prisons, National Probation Service (NPS), Community Rehabilitation Companies (CRCs) and His Majesty's Courts & Tribunals Service (HMCTS).

First, we designed the model focusing on three areas: who will be responsible for delivering it, the technology to support it, and how we will measure performance.

Then, we designed the end-to-end processes which sit underneath the operating model. The TOM that we designed was implemented and supported the delivery of the new services which successfully went live, resulting in a more comprehensive service offering within Electronic Monitoring.

Service Design

We shape the service experience citizens want by innovating on their current pain points and challenges and designing targeted user-centric solutions that deliver value quickly and sustainably.

Clarasys are the 'Experience Consultancy' and we see Service Design being at the heart of effective 'experience design'. Our tried and tested approach has been used for over 100 engagements, including 14 central government departments such as His Majesty's Prison and Probation Services (HMPPS), National Health Service and the Home Office. Our experience spans enabling operational enhancements to existing services, re-procuring a service, and creating a new service in response to a change in law and government initiatives. Clarasys will work with you to scope and shape solutions across varying Service Design needs.

Our repeatable approach can be used for:

- Providing a team to lead the creation and delivery of a Service Design (such as designing a service for procurement)
- Providing Service Designers as part of a multidisciplinary team (such as iteratively building a citizen-facing digital service)

Our expertise links policy, strategy, technology, and people to deliver innovative and exceptional citizen-facing services. Our purpose led approach ensures an innovative lens is applied to all aspects of the service, such as sustainability, taking circular economy principles into consideration to create social value as well as user value.

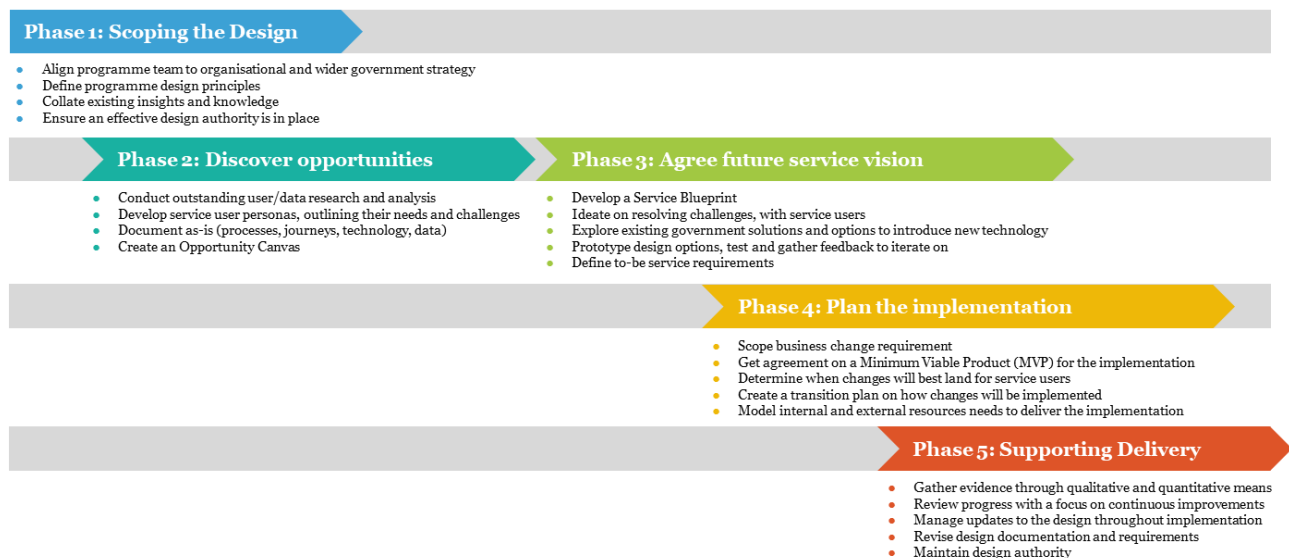
Our Service Design combines principles from various disciplines, including Design Thinking, User-Centred Design, Systems Thinking and User Experience (UX) to design cloud-enabled solutions that are efficient and effective whilst focusing on the user. We leverage these techniques to design and deliver accessible services both in terms of digital accessibility (e.g. Web Content Accessibility Guidelines 2.2 compliant) and ensuring that services are accessible to the people that will benefit from them most. Working through Agile practices we will determine service improvement opportunities, prioritise and innovate, and then design for feasible service outcomes.

We can provide you with a Service Design roadmap with design artefacts that allows you to smoothly enact the transformation yourself and to do so, we recommend having Service Design representation within any implementation. User needs will be constantly evolving so design decisions will need refining within implementation, and Service Designers are best placed to holistically appraise and shape those changes.

Our approach

We break our approach to Service Design into five phases as seen in Figure 1:

Figure 1: Our approach to service design



1. Scoping the Design

The first phase of Service Design will be to understand your department's strategic vision, any overarching government initiatives, and look to align the programme team on the aims and objectives for the service. This supports the creation of tailored design principles to ensure consistency in the programme.

Prior to carrying out any user engagement and detailed discovery, we rapidly understand what insights and knowledge already exists that can help tailor the focus areas for the upcoming “Discover opportunities” phase. We take a pragmatic approach and gather inputs for the design from engaging project sponsors, reviewing existing reports, and interviewing key stakeholders. Using these inputs, we can gauge what work has already taken place, what works well today and what can be improved. We will assess the maturity of these inputs to design and quickly identify where additional analysis will be required during discovery (see phase 2. Discovery opportunities). Having reviewed existing documentation and understanding your needs, we will develop the service design plan. This will outline the service design methodologies which will best suit your needs, often encompassing a mixed methodology approach utilising both qualitative and quantitative means.

We ensure the right level of governance to capture key decisions and drive visibility across multiple stakeholders and product teams. We will set the programme up to clearly document decisions and empower Service Owners and Product teams to set

design direction. Where more assurance is required, we will input into design authorities (setting up where necessary) to build consensus and drive transparency amongst diverse stakeholder groups and to gather input around business and technical directions. We recommend a cross-functional group involving policy, strategy, digital, operations, business stakeholders and leadership to get broad exposure and inputs to design.

We had success with this approach at the Ministry of Justice (MoJ) in 2021-2023. Our Service Designers worked with MoJ stakeholders (50% of UK police forces, 19 probation regions, Ministers, and Policy) to design and launch a high profile GPS mapping service.

Our Service Designer identified a group of senior stakeholders (Police Chief Commissioners and Probation directors, Policy advisors) from all groups to act as a design authority and represent respective groups' views. Our Service Designers managed stakeholder needs using 15 virtual workshops to capture needs, and adapted service designs from feedback, whilst meeting legal compliance. Our approach enabled a successful, on time national launch that met varied user needs within 6 months).

2. Discover opportunities

To understand how a service can be improved or optimally deployed we start by developing a full understanding of the service users and their needs. To understand users, we apply aspects of user-centred design and citizen experience techniques to quickly understand their needs, motivations and pain points and get a holistic view of the key outcomes they wish to achieve. To do this we will create personas of common groups to best represent them in design considerations. We will conduct additional user research and data analysis to add to your existing knowledge and documentation for these persona cohorts. We will map their service journey and experience, highlighting the moments that matter, knowledge gaps, and pain points with the service. We will understand the current state of service delivery including existing processes, technology and data involved using a mixture of workshops, interviews and shadowing techniques. We apply this information into innovative tools that can quickly map as-is and to-be states (such as Business Optix, a dynamic business capability modelling tool) showing the interrelationship of capabilities, processes, people, systems and data to help us generate early value through defining, visualising and assessing service journeys in a collaborative way.

We then apply a Design Thinking methodology to the persona groups to understand their true needs and the challenges the current service has in meeting them. We will outline your true service challenges through an Opportunity Canvas that helps walk through solution ideas, potential setbacks, strategies, challenges, and metrics. We will run design thinking workshops to review the Opportunity Canvas, to socialise ideas, gather feedback and agree priorities.

HMPPS Electronic Monitoring needed to understand user needs across a high-volume of users to update their products, systems, services and technology. User personas and interviews enable us to capture all key needs across the breadth of stakeholders whilst capturing in-depth business and technical requirements from all groups to inform our final recommendations.

3. Agree the future state vision

We will begin to outline the type of service that you want to deliver and create a high level service blueprint. This provides a clear view of the main building blocks for the service, helping to articulate it clearly, and associate where service challenges and potential solutions exist.

Taking the defined opportunity we will ideate with your service users around resolving their challenges. We will take time to understand if there are existing solutions out there in government that could, fully or in part, fulfil our identified users' needs either through existing capability or through some element of augmentation. We will look across product registers, architectural roadmaps, and wider design authorities for visibility of such solutions. If there is an inability to leverage existing products/services, we will explore creating new services/products with an onus on utilising Commercial Off The Shelf (COTS) products that meet Central Digital and Data Office (CDDO) standards - including following their Technology Code of Practice guidance.

Working in multidisciplinary teams, we will prototype what design options could look like, testing design impacts with users, gathering feedback to iterate from, and delivering business requirements addressing pain points, needs and desired outcomes. We can adopt innovative approaches that we have tested with our private sector clients such as the development of a digital twin to model system and resource impacts of certain operational and process changes.

Our approach to capturing and managing requirements across the design lifecycle is consistent with The Open Group Architecture Framework (TOGAF) and BCS Chartered Institute for IT practices and includes: gathering requirements; analysing requirements; and maintaining requirements. Through continuous engagement with agreed stakeholders and an agreed requirements taxonomy, our teams will deduplicate and check for feasibility, validating with business representatives.

We map the proposed service improvements by creating a to-be service blueprint including online and offline touchpoints. This outlines the desired customer and process journey, the supporting capabilities and technology, and any new/amended business requirements outlined against key steps. We dedicate time to thoroughly considering both the ideal user experience and potential challenges users may encounter. When necessary, we actively collaborate with internal stakeholders and other government teams to realign around user journeys. This effort aims to increase

transparency regarding the data users provide at each stage of their journey and to identify opportunities for enhancing user satisfaction. We work with the delivery teams to build a clear set of performance metrics to be able to measure success at the service moments we are looking to impact. This helps justify the design direction we are going or if we need to tweak anything along the way.

The service blueprint is the foundation of the required business architecture for the Service Design and will be the key artefact in getting approval for the design and in implementing any transformation.

At HMPPS, Clarasys gathered the user needs and created over 1800 service/business requirements for the re-procurement of the UK-wide Electronic Monitoring Service. We added value to the design of key performance indicators and service levels due to our knowledge of the Service, Justice landscape and pragmatic attitude to Service design.

4. Planning the implementation

After designing improvements to your service we will plan how they will be implemented, getting agreement on what an appropriate Minimum Viable Product (MVP) is to work towards. We will take account of priorities, dependencies, resource constraints and budgets to give realistic timelines and milestones to work towards. For example we will look at any competing initiatives your service users are having to account for and work with you to determine the level of change they can manage and what is of most value for the department to deliver and when. We can model resources to highlight the capacity required from your internal resources and any external support to supplement them and this will include scoping and identifying the need for business change to ensure this is effective.

To enable you to effectively lead implementation without us, we will build transition materials explaining the design artefacts built during previous phases. A plan will be provided to those that will be responsible for enacting the design. We will also conduct detailed handover and upskilling meetings around the to-be design and background behind design decisions. This will give the implementation team the best context to realise the solution and create the anticipated value for service users.

At HMPPS, we rolled out Alcohol Monitoring tags and the associated monitoring service as an alternative to custody and on licence (upon release from custody) in England and Wales. We produced implementation plans and supporting training material, in addition to utilising key performance indicators (KPIs) and analytics dashboards to track uptake across courts.

5. Supporting Delivery

As design moves into implementation and the service goes live, our Service Design consultants will support delivery teams to work through future changes to the design as more users are onboarded to the service. By having a Service Design mindset embedded within the enduring multi-disciplinary teams (beyond the initial discovery and design), we will likely unearth new challenges and perspectives. This will provide further feedback and insights to refine your service, ensuring it continues to deliver value for money, reduce operational complexity to support it and meet user needs.

Case Study

HMPPS needed to reprocure the Electronic Monitoring Service for England and Wales. The goal of the re-procurement was to improve the Service's use of data, bring Service Levels in line with industry best practice, increase use of off-the-shelf software and create space for innovation in the delivery model.

Following an initial review of the existing contracts, processes, and stakeholders Clarasys designed and developed 1800 business requirements through a series of workshops with input from commercial, policy, strategy, digital and data. The requirement set was then steered through extensive internal governance, design authority and external legal review to collaboratively create a suitable solution. We used our knowledge of the service to additionally help design appropriate key performance indicators (KPIs) and Service Levels due to our breadth of stakeholder and operations experience within HMPPS. We advised on and facilitated a competitive dialogue process for multiple bidders across the two lots, including supporting evaluation and scoring. Following the selection of suppliers and service integrators, we onboarded and handed over designs, outlining responsibilities of each element of the build to contractors and the government authority.

Clarasys' Service Design contributed to cost-effective suppliers being selected (20% contract saving) that were confident in their offering based on the level of detail outlined through our design deliverables.

Product Management

We transform government digital services and optimise citizen experiences with our expert Product Management approach. We deliver end-to-end cloud-based solutions (from discovery through to live and retirement) and embed accessibility, efficiency, compliance, user-centricity throughout.

We have 10+ years of experience in Product Management across the public and private sectors and have a team of 90+ trained Product Managers (80+ of whom are Certified Scrum Product Owner trained). We have supplied 75+ Product Managers to support 50+ digital products and services within the Home Office, NHS Test & Trace, His Majesty's Prison and Probation Services (HMPPS), and the Ministry of Justice. Our experience covers all elements of the product lifecycle - from discovery, alpha, beta through to live and retirement, whilst adhering to Government Digital Service (GDS) and Central Digital and Data Office (CDDO) standards for accessibility and service assessments. We have also created and implemented product management training programmes to further enhance in-house product capabilities and encourage more product-centric ways of working.

Through our extensive experience, we understand product delivery challenges in government digital delivery, including the importance of spending reviews and the annual funding cycles whilst also prioritising user experience enhancements. We also help our clients look to the future of the product's development, with a focus on AI innovations such as Generative AI, its government applications alongside CDDO and Department for Science, Information and Technology (DSIT) policies that govern its use. We have trained 20+ Home Office product managers on using AI for product development.

Our consultants undergo training in the latest Product Management methodologies, technology tooling (i.e. Roadmunk for roadmaps, Jira for backlogs and Power BI for reporting) as well as cloud technologies for building product solutions (i.e. Amazon Web Services, low-code or no-code solutions).

Our product community continually undertakes emerging technology research and actively employs horizon scanning techniques to stay ahead of market trends. We also ensure our consultants are informed about innovations and new advances in the market by attending practitioner led events. One of the ways we share this knowledge amongst our consultants is through hosting 'lunch and learn' sessions on specific technology developments.

Our approach

Our tried and tested product management approach enables us to build high-quality products from inception, support the turnaround of underperforming products and successfully transition projects into products. We are responsible for ensuring that the product is delivering value for the organisation (i.e. providing value for money for citizens, removing risk, addressing compliance/regulatory needs) and for its users (i.e. citizens, patients). Our end-to-end approach is user-centred, underpinned by data and clear Key Performance Indicators (KPIs) throughout. Our iterative approach involves the Discovery, Alpha, Beta, Live and Retirement phases as shown in Figure 2.

Figure 2: Our approach to product management



1. Discovery

The first phase focuses on gaining a deep understanding of the user's needs and what a product, if required, would be aiming to solve for the user. Our product managers conduct a series of interviews, surveys, workshops and focus groups using Design Thinking to gain visibility of the current state and create problem statements. In addition the product managers also:

- Understand current user challenges and organisational requirements
- Define the overall vision and KPIs for measuring success
- Identify initial opportunities that are worth exploring in the next phase that address the user challenges

At His Majesty's Courts & Tribunals Service (HMCTS), we worked with senior stakeholders to deliver a discovery focused on the 'Family Public Law and Adoption Service'. The purpose of this discovery was to assist HMCTS to understand the nuances of how the services operated and to investigate highly manual processes surrounding court proceedings. During the discovery phase we completed user research and process mapping to better understand existing pain points and needs of users across the service. This included identifying key users and personas, developing a user research plan, conducting interviews, analysing and synthesising user research outputs, supporting the creation of a

to-be blueprint and a product roadmap in definition that was played back to senior leadership to inform the next alpha phase.

2. Alpha

The second phase focuses on testing and prioritising features using prototypes to understand the best solution to solve the problem identified in discovery. The product manager creates a service overview framework that measures the success and performance of a product as well as user engagement. The product ideas are captured in a product backlog and fleshed out into a product roadmap with prioritised features based on user needs and creation of minimum viable product (MVP).

At the Home Office, we worked closely with Asylum decision makers to design a replacement for a digital interviewing product. Utilising our user-centred design (UCD) expertise, we conducted extensive research to understand user pain points with the current system to design a prototype which was more aligned with their needs. Subsequently, through rounds of usability testing, we iterated the designs based on feedback that led to building a product which received a System Usability Score (SUS) that was a score over 80 indicating that users felt it met their needs and would recommend it to their friend.

3. Beta

The third phase is about building and scaling solutions in a controlled environment. The product manager works closely with cross functional teams to build and iterate the prioritised product features. As we scale from private beta to public beta, we continue to engage the key stakeholders and incorporate feedback in an agile approach. We will continue to gather feedback early and make enhancements to the product until its launch.

At the Home Office, we worked with a team that spanned six organisations to design and deliver four digital eLearning courses that equip civil servants who work with the public and fall within the Prevent Duty set out by the Counter-Terrorism and Security Act with the necessary skills. We oversaw testing at scale of the end-to-end service journey to identify and validate product iterations and test accessibility, content, user experience and usability. We also set up a comprehensive performance framework to measure product success and inform continuous improvement. Our comprehensive product approach led to a successful go-live, a potential user base of 5.6 million and traffic of over 80,000 per month.

4. Live

The fourth phase is where we will continue to provide support and continuous improvement through the go-live preparation and product launch phase. We will engage with users post go live to track engagement with the new product or service. We achieve the above outcome by gathering customer feedback and iterating the product and service. We also carry out decommissioning activities when the product or service no longer meets its purpose and monitor products through its lifecycle. Lastly we ensure appropriate upskilling and handover to Business as Usual (BAU), for you to successfully continue on the journey.

At HMPs, we facilitated the launch of Acquisitive Crime tagging, continuously improving it based on feedback from stakeholders. The endeavour covered almost half of England & Wales, aiding in the rehabilitation of acquisitive offenders and contributing to reduced reoffending rates in society. Additionally, we integrated a new tool into probation practices, providing valuable insights into offender activities and enhanced public safety, with over 2,000 staff briefed and 1,000 users trained on its usage.

5. Retirement

The last phase is where we treat the services that eventually retire with the same level of care in the way we built the service due to process or policy change making the product redundant. We achieve the above outcome by leading cross departmental collaboration to gain buy in on the retirement decision and engage with stakeholders to implement change.

At the UK Visa & Asylum Biometric Residence Permit Fulfilment (BRPF), the challenge was whether the product needed to retire as the product had no clear roadmap past the immediate features it was delivering. We created a product roadmap for the long term future of the product which showed the product should be retired after 2024. We also set up a new multidisciplinary team in house to work in Agile and created one team between developer, test and portfolio resources. As such, we helped UK Visa & Asylum retire an old and expensive outsourced technology, which cost ~£2 million per year to run, with in-house technology which is both cheaper and easier to maintain.

Case Study

HMPPS faced the challenge of reducing neighbourhood crime (an ambition iterated in the Beating Crime Plan). It involved achieving Ministerial ambitions to tackle neighbourhood crimes such as robbery, burglary, and theft. We worked on the Electronic Monitoring service product providing design, implementation, and change management expertise and collaboratively engaging with justice partners and agencies to test, iterate, and optimise processes affecting user experience.

We joined the project at its inception, leading both the design and change workstreams. We facilitated relationships across partner agencies from the onset to ensure they worked together to design and implement the service collaboratively throughout. After winning senior buy-in across police and probation we built a cross-agency champion working group, which co-designed the service through virtual workshops and worked in an agile way with our technology provider to develop new trial monitoring and crime mapping tools that met multiple user needs. We briefed and trained multiple stakeholder groups on their roles and responsibilities. Finally, we supported the handover of the service to civil service, ensuring they were upskilled and confident in delivering the service.

We implemented a first-of-its-kind acquisitive crime tagging service in six months, delivering iterative enhancements based on stakeholder feedback. The initiative has been implemented across nearly half of England & Wales, supporting the rehabilitation of acquisitive offenders, probation practitioners with their offender management and society through reduced reoffending. We embedded a new tool within probation practice (including briefing over 2,000 staff and training over 1,000 users), giving them valuable insight into offender whereabouts and behaviour to help with rehabilitation and protect the public.

Programme & Project Management

Our flexible programme and project approach enables the efficient delivery of complex policy outcomes, effective mobilisation and implementation of large scale cloud-based agile transformations and the successful delivery of critical national infrastructure.

Clarasys has supported over 250 programmes and projects. We provide frameworks, processes, and tools for planning, organising and controlling projects and programmes to ensure successful outcomes in dynamic and complex environments, whilst also complying with government assurance processes. We understand that every organisation and project is different and therefore the right approach varies. This is why all Clarasys consultants receive training in:

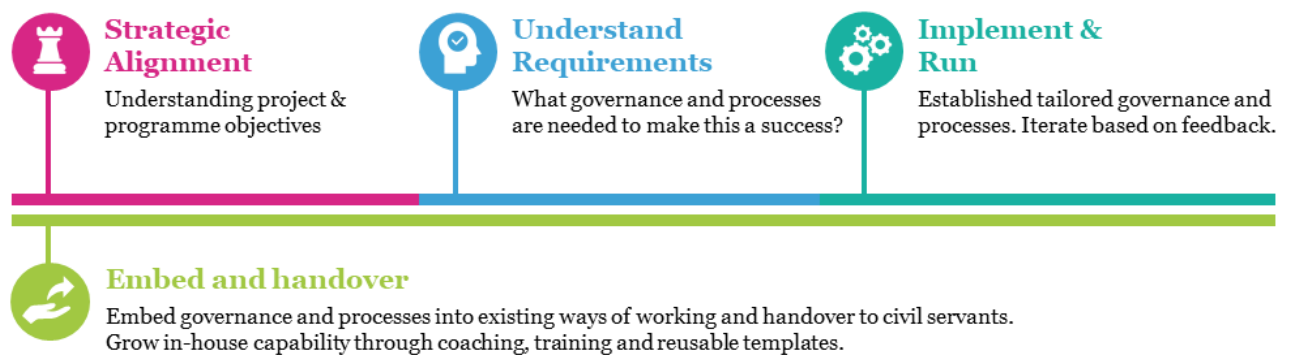
- a. **Traditional project management** where each phase must be completed before moving to the next. Our project managers use this method where there is a need to work within structured governance models or on capital projects, with more defined delivery timelines, funding cycles and funding reviews.
- b. **Agile project management** where planning is undertaken iteratively and there is a greater emphasis on flexibility, collaboration, and adapting to change. Our project managers use this method where requirements are likely to change or evolve during the project lifecycle and the team needs to be able to respond quickly to experimentation and feedback.
- c. **Hybrid project management** where organisations are currently working with a blend of both traditional and agile methods or are wanting to shift to more agile ways of working.
- d. **Programme management** where there is a need to coordinate multiple projects, initiatives, and activities that are aligned with the organisation's goals and objectives.

In addition to the above training, over a third of our consultants have formal training in Certified Scrum Methodology, PRINCE2, APM, PMQ, Scaled Agile Framework (SAFe) and Large Scale Scrum (LeSS). Alongside managing projects and programmes, we have experience building in-house capabilities for organisations in line with the technical and behavioural competencies outlined in the Project Delivery Capability Framework.

Our approach

Whilst the following stages of our approach are applied to all programmes and projects, we will work with you to understand the needs of your organisation and tailor this in order to create the right structures, processes, ways of working and documentation.

Figure 3: Our approach to project and programme management



1. Strategic alignment

The first phase begins with aligning the programme or project with the organisation's strategic objectives (including the perspective of people, process and the planet). Our project/programme managers host workshops and focus groups with key stakeholders to understand their vision, scope and what success looks like for the programme or project. In more traditional/hybrid projects, we would also review any business cases and create/review project initiation documents (if needed).

Working in the Commissioned Rehabilitative Services programme in His Majesty's Prison and Probation Service (HMPPS) we undertook ways of working sessions with 20 representatives from the project team and the commercial team to ensure. We ran through 5 different scenarios of how to set up and run the programme to get alignment on ways of working and agree on the key outcomes the programme needed to deliver.

2. Understand requirements

Once alignment is achieved, the project/programme manager brings together all the teams involved in making it a success and hosts a kick off session and planning exercise. These sessions include sponsors, suppliers, change representatives, business architects and key stakeholders to identify all the initial activities, dependencies and milestones for the project/programme as well as the required capabilities, structures and channels to ensure a smooth delivery. These structures and activities will differ depending on the working environment of the programme or portfolio. In an agile environment we would look to understand the Minimum Viable

Product for delivery, the key milestones that will need to be delivered and the sequence they would need to be delivered in to release additional rounds of funding. In a more traditional approach we would develop a detailed project or programme plan to understand the critical path and build a work breakdown structure to clarify the underlying project scope and objectives.

Within the first month of working with HMPPS to implement a new judicial sentencing option, we ran 2 full day workshops with third party suppliers, probation representatives and policy to understand the sequencing of activities required to launch the pilot. This data was put into a gantt chart which provided the senior leadership team with an accurate representation of go live dates and effort required. This also helped the delivery team understand how we would scale the team up and down depending on the activities required.

3. Implement and run governance structures

Based on the insights from the above two phases, our project managers establish and run tailored governance processes that prioritise visibility, collaboration, integrated planning and continuous improvement. Depending on the needs of the project or programme, the following processes may be established:

- Risk, issue and dependency management
- Project plan, milestones creation and tracking
- Budget and cost management
- Controls and approval routes appropriate to each stage of the project to monitor project progress and compliance
- Capability tracking and planning
- Measurement of value and benefits
- Stakeholder engagement and communication

If operating in an agile or hybrid environment, common processes and tools such as Scrum and Kanban as well as daily standups, sprint planning sessions, demos and retrospectives will be set up to ensure learnings are being regularly incorporated. For more traditional teams and organisations, the project/programme managers may set up weekly reporting sessions, stage gate approvals and project boards to ensure transparency and manage change requests. A project status report will be maintained weekly to track progress and highlight key blockers and dependencies. A Responsible, Accountable, Consulted, and Informed (RACI) matrix will likely be established to ensure everyone understands governance approvals, sign offs and how decisions are made.

The project/programme managers will also establish robust mechanisms for monitoring progress as well as risks to ensure we identify, escalate and mitigate any that may impact key objectives. We understand that teams need to deliver in hybrid environments, so will maximise the use of existing tools that organisations use (such as Teams, Slack, Jira, Office 365) to drive collaborative and structured ways of working.

We also recognise the importance of ensuring public sector requirements can be effectively managed within our governance processes. For example, responses to freedom of information requests, the need to comply with public law, including the public procurement regulations and policy considerations. Addressing these requirements early enables scrutiny at the right level at the right time, allows any conflicts with stakeholder interests to be resolved and enables access to expert advice and best practice, such as legal, accounting, policy and economist expertise.

At HMPPS, we conducted interviews with operational staff to understand their pain-points and ran visioning workshops to understand how Electronic Monitoring can support business leaders' future needs. We transformed the outputs into user needs, created a bespoke scoring technique to prioritise the needs, and mapped optimised user journeys onto a 'Triage Board' for decision-makers to review and agree on next steps while prioritising the highest impact actions.

4. Embed and handover

We understand that the need for project and programme management is likely to be a constant for lots of Home Affairs and Justice organisations and therefore prioritise building in-house capabilities that set you up for future success. Throughout the above approach, our project/programme managers provide opportunities for knowledge sharing, on-the-job coaching and training sessions. They also create communities of practice for those interested in building project/programme managers skills to help foster an environment of exchanging ideas, sharing what's worked well and opportunities for improvement. For close down of a project or programme, our Project/Programme Managers create handover documentation to ensure all frameworks, templates and examples are available in the future.

As part of our work with a justice organisation, we ran regular weekly coaching and collaborative working sessions, to support the team both with the practicalities of managing a project (e.g. meeting cadence, documentation, governance) and how to identify risks, manage dependencies, escalate appropriately. This meant by the time the Clarasys team left, civil servants were able to independently manage the project.

Case Study

Traditional project management delivery

The Commissioned Rehabilitative Services (CRS) programme was struggling with the absence of a project management function to manage the recommissioning activity for their nationwide set of contracts. The programme was approximately one year behind and a wider portfolio of other commissioning activities, including managing the live services, were not planned or made visible to senior stakeholders. A project management team was brought in from Clarasys to define and manage a recommissioning project plan, allowing the programme to know what they needed to do to deliver.

The first activity that the team undertook was helping to define strategic objectives and goals for the programme and facilitating sessions to align programme leadership. They then worked to create an initial plan for the programme identifying the main milestones and a critical path of activities in order to achieve those milestones. They then created a governance and reporting model to track key milestones and progress of the prioritised activities. This included a Programme Board, Design Authority, and a fortnightly reporting schedule that fed into these meetings and ensured that the project was tracking to plan.

Embedding these governance processes enabled senior stakeholders to be aware of key issues earlier, reduced the amount of time teams spent reporting their activities through various forums, provided overall visibility of timelines and dependencies and created a consistent method of prioritising.

An iterative agile approach to programme management

A Central Government Department was undergoing a large digital transformation which required them to migrate to a new national system over five years. Although 20 projects had been established within the first year, the teams were struggling to build a comprehensive plan and approach that re-assured the programme director that they would be ready to switch off parts of the legacy system within 6 months. Clarasys were brought in to create and embed a programme and project management function to ensure the transition was seamless, on time and within budget.

The PM team worked with the Digital teams and senior management to establish foundational processes and governance in the central portfolio function. The team took an agile, collaborative, and cooperative approach by building up the processes over time which helped demonstrate the value of each element and get buy-in. The first step included setting up daily, fortnightly and monthly meetings, reporting schedules and introducing roadmaps. The creation of roadmaps helped bring transparency to areas of risk and dependencies that may impact timelines as well as flag the need to prioritise certain activities to avoid change apathy to certain stakeholder groups.

Within the first 6 months of our starting, the programme director had a 2-year comprehensive plan that highlighted the sequencing of the migration with all the dependencies, risks and mitigating actions. They also had a resource schedule to anticipate when additional capacity and capabilities would be required in the respective teams to manage the transition.

User Research

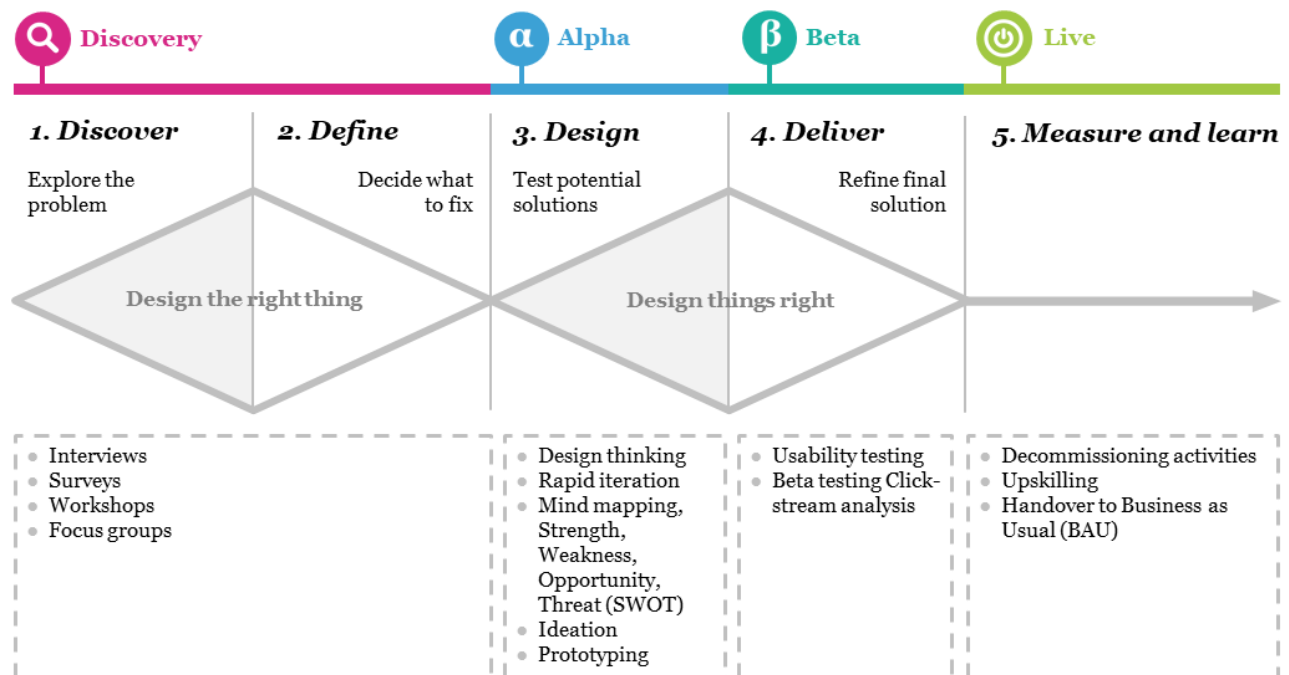
Our user research approach embeds a user-centred approach from day one, improving citizen-facing services, building better internal products and ensuring Home Affairs and Justice projects and programmes meet their users' needs more effectively.

User research (UR) at Clarasys forms a fundamental part of how we build products and services as well as how we deliver projects and programmes. We have 60+ consultants trained in UR techniques and 10+ years of experience conducting UR across government, including at His Majesty's Prison & Probation Service (HMPPS), Department for Business & Trade and the National Health Service (NHS).

We tailor our UR approach based on your needs. We work with senior leaders to embed user-centricity within their organisations to support the development of cloud-based citizen-facing service. We can also provide user researchers within multi-disciplinary teams as part of a flexible resourcing model which can scale up and down given your demands. We take a pragmatic approach (outlined below - see Figure 4) from our years of UR experience that covers usability, functionality, sentiment and competitive analysis, underpinned by our core principles of collaboration and co-creation with users. This provides a comprehensive understanding of users' needs, behaviours, and preferences. Additionally, it fosters a culture of continuous engagement, using feedback to drive action and iterative improvements to the service, programme or internal initiative itself.

We understand the importance of research ethics and government guidelines (such as Government Digital Service (GDS) best practice and Central Digital and Data Office (CDDO) standards, and have deep expertise in conducting research and delivering actionable user insights for complex policy areas and critical national infrastructure services.

Figure 4: Our approach to User Research



Our approach

We apply techniques such as the double diamond approach (discover, define, design and deliver), agile methodology, and a blend of qualitative and quantitative research methods to ensure a holistic understanding of user needs, identification of crucial insights, trends and patterns. The result is actionable research insights that will inform slices of value throughout.

NB: A 'slice' could be horizontal relating to one element of the user journey, or horizontal relating to a specific end-to-end scenario which is then run through the double diamond.

1. Discover

A key challenge in discovery is knowing when the user research is complete in order to progress to the next stage. To do this, during discovery we gather user insights, pain points and behaviours to gain a clear understanding of the problem. We create a tailored research plan that balances breadth and depth to cover the key user groups (vulnerable populations, hard to reach groups) and accessibility which enables us to inform early designs earlier on in the process. When selecting participants to speak to, we carefully consider the right balance (i.e. primary research versus secondary research) in context of the overall product or service objectives. Our approach has research ethics embedded throughout and combines a range of interviews, surveys,

focus groups, research analytics, user journey mapping, ethnographic and technographic research.

The HMPPS Electronic Monitoring programme needed to understand user needs across a high-volume of users to update their products, system, services and technology. User personas and interviews enable us to capture all key needs across the breadth of stakeholders whilst capturing in-depth business and technical requirements from all groups to inform our final recommendations.

2. Define

In this phase, we use insights from discovery to define a clear problem or opportunity statement (or multiple statements) to ensure we are solving the right problem for the right users.

At Crimestoppers (an independent crime fighting charity that runs campaigns to capture data useful for the Police), their contact centre received large quantities of crime reports, however a significant proportion of these were spam, and therefore unactionable. We conducted user research and mapped the customer journey to identify pain points in the information giving process, resulting in recommendations to improve the front end and quality of incoming information. We used qualitative and quantitative methods to map out processes and decision points, to fully understand the reasoning in how reports were triaged. We provided technological and process based recommendations to improve the efficiency of the process.

3. Design

We generate potential solutions to the problem or opportunity via innovative ideas generation techniques such as Design Thinking, rapid iteration, mind mapping, interactive ideation sessions and prototyping. Using agile principles, we iteratively test these ideas with users through techniques such as user forums, work shadowing, A/B testing and workshops where we walk through proposed changes to the customer journeys considering impacts to different stakeholders. We are forward thinking in our design approach, always looking to incorporate future trends affecting the user research discipline such as applying artificial intelligence tools to accelerate data gathering, exploring how Digital Twin and simulations can test designs more efficiently and considering the impact that immersive experiences are having on citizen expectations of government services.

Clarasys were asked to conduct user research for The Probation Service to re-design and reposition Pre-Sentence Reports (PSR) to increase their impact. Using design sprints, we re-designed, prototyped and tested two new PSRs with Judiciary and Probation Services stakeholders to be more professional, succinct, and impactful so that they see the value and importance they bring.

4. Deliver

During delivery, we continue to refine, test and scale the solution to ensure it meets user needs by gathering feedback continuously throughout. We use methods such as usability testing, beta testing and click-stream analysis to validate the effectiveness of the product or service before it is fully released to all users. This is especially important when delivering complex services with multiple customer journeys and large transaction volumes.

HMPPS were looking to onboard Alcohol monitoring to its suite of Electronic Monitoring capabilities. HMPPS needed to procure and test the equipment, pilot the service, and roll it out across England and Wales. Clarasys supported HMPPS in developing their change management capacity. We worked closely with the technology provider to ensure the design of the service met stakeholder needs and to ensure the service seamlessly embedded into existing processes and systems. We created and deployed a tailored communications and engagement strategy and created training resources such as desktop guides and videos. Once live, we monitored uptake and designed initiatives to address lower uptake areas.

5. Measure and learn

We will continue to foster a user-centred approach to the product or service post-launch by listening to users on an ongoing basis.

We will set up and embed listening strategies that gather user feedback, capturing their overall experience of interacting with the product or service. We will also utilise performance data from the launched product to drive continuous improvement. For example, we use pain points and service desk tickets to constantly look at how the product can better meet evolving user needs. Our approach aims to enable the continuous improvement of the service over time, even after the handover of the product and service to business as usual (if it is not maintained by the product team who initiated the discovery work).

The Home Office asked us to help them use their diverse customer experience (CX) data more effectively. We embedded performance frameworks through sprint planning & roadmapping that ensured CX data was a consistent input into prioritisation, and evolved the product team by recruiting performance analysts and organising around tactical & strategic feature fixes. We measured performance KPIs to improve our CX understanding and used playbacks & dashboards to understand the performance data & utilised it to drive improvements in CX (reducing failure demand). As a result, we increased the

number of weekly improvements by 150% across 125+ visa application routes for 850K users.

Case Study

Commissioned Rehabilitative Services (CRS) provide activities to help people address their reoffending rehabilitation needs. In 2023-24 HMPPS undertook a recommissioning exercise to commission and implement new services. This exercise needed to determine the future design, targeting and remodelling of services to meet the priority outcomes for probation, prisons, and those who use the services in the most effective, flexible and cost-effective way possible.

As part of this re-commissioning of contracts HMPPS aimed to create a future service that was more user-centred. Whilst there were multiple assumptions and hypotheses about what pain-points and improvement areas occurred during the service user's (i.e., person either in or post prison) journey, they had not conducted any research to validate these. To inform appropriate service design decisions they needed to conduct extensive User Research across 15 different regions in tight timescales.

We helped set up and lead the User Research workstream to ensure best practice principles were being used despite tight timelines. This involved managing a team of four civil servants, identifying key users and persons on the journey, developing a user research plan, creating focus group scripts, conducting interviews and focus groups, analysing and synthesising user research outputs and producing two final reports which were then sent out to 15 regions across the UK. These reports were then used to inform both national and regional Service Design decisions.

Digital Transformation

Our user-centred digital transformation approach enables citizen and operational benefits to be delivered efficiently and sustainably. Our experts help you drive organisational alignment around the why behind change (vision and strategy), the tools required (capabilities, structures and processes) and embed continuous measurement throughout (outcomes and metrics) to achieve the right outcome

In delivering 80+ digital transformation projects across the last 14 years, we have perfected how to take your vision of an improved digital journey and cloud environment from discovery through to delivery and adoption. We have the full set of capabilities to enable us to deliver your transformation end to end with expertise in User Research, Service Design, delivery management, government procurement, and change management. This is all underpinned by our deep knowledge of relevant technology platforms to explore and how to best implement them.

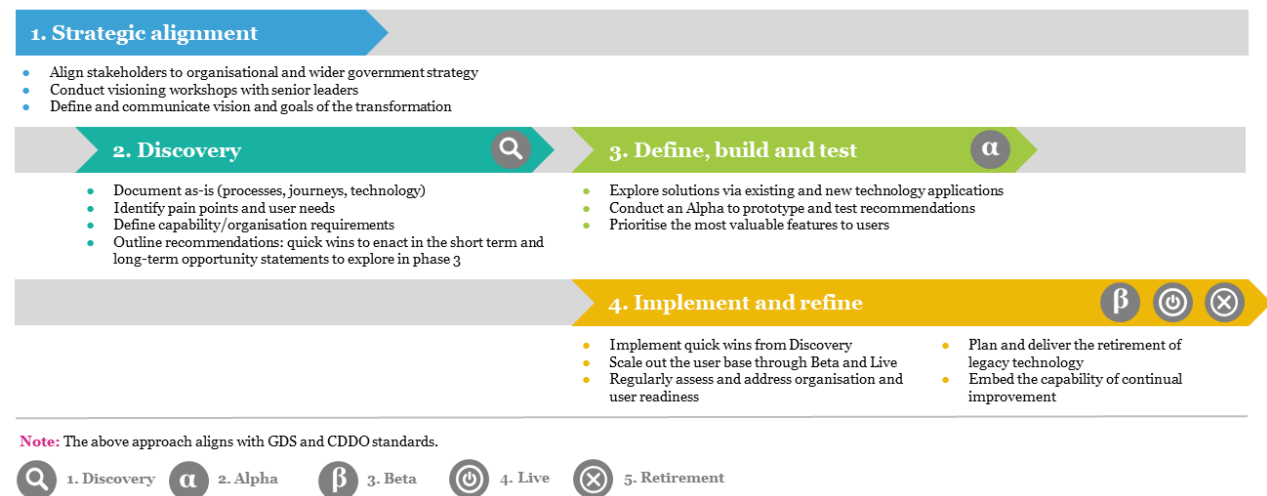
We manage government transformations adhering to Government Digital Services (GDS) best practice and the standards of the Central Digital and Data Office (CDDO). We run our transformations through Agile methods and integrate government best practice Discovery, Alpha, Beta and Live phasing into our approach for digital delivery. We partner with our clients and CDDO assessors to collaboratively realise the best outcomes for citizens, evidenced in passing 11 service assessments.

Our approach

We believe that the most effective transformations are not a one-off exercise. The capability for continuous, sustainable improvement should be embedded to allow organisations to adapt their digital offerings to changing policy pressures and market demands. To realise this our digital transformation approach leverages our user-centred design, Agile, and change methodologies. They enable us to solve the right problem for the right users in a way they are ready for, while establishing how to continuously improve and deliver value to the organisation. We partner with your end-users to develop, prototype, and test creative solutions early on, balancing user's digital and human interactions to align with their preferences, behaviours, and accessibility needs, ensuring the digital transformation delivers meaningful outcomes.

Our four-phase approach delivers your digital transformation end to end. As the digital solution that best aligns to your strategy matures we adopt the Agile delivery phases (see our Product Management offering - page 14 for further information) to ensure the transformation is user-centred, iterative, and scales effectively.

Figure 5: Our approach to Digital Transformation



1. Strategic Alignment

From day 1, we will align to your organisational strategy. We will take into account departmental priorities and wider government ambitions, understanding the interdependencies between your organisation, the services you deliver and who you interact with. We will hold visioning workshops with your senior leaders to understand where you are trying to get to and what good looks like for you (i.e. an agreed view of what exceptional citizen experience looks like). We drive towards the key outcome of being able to clearly define and communicate the overarching vision and goals of the programme. We will work with you to identify key decisions and measures required early on, with the aim to get these agreed and documented with the right stakeholders in the most efficient way. Building consensus and driving alignment across impacted stakeholder groups on what direction we are heading and how we will track progress along the way to know if we have been successful is critical.

We will centre our vision and goal setting around the components of our ‘Digital Dimensions Wheel’ as shown in Figure 6. These dimensions look at your Structure, Process, People, Technology, and Information to help holistically assess the opportunities for transformation with your senior leaders. It enables us to assess the maturity of your organisation to begin a transformation and acts as a design tool to determine what needs to change in each dimension to realise the transformation.

At Commissioned Rehabilitative Services (CRS) we ensured we were aligned with the departmental strategy by extensively researching departmental strategies, as well as engaging policy strategy early in the programme, ensuring that as we defined the aims and objectives for the programme, they supported the aims of the both specific directorate strategies like the Rehabilitation

Strategy but also supported more organisation wide aims in the HMPPS business strategy. When showing our programme aims and objectives, we ensured that there was traceability between each objective and a relevant strategy.

Figure 6: Digital Dimensions Wheel



2. Discovery

Running in parallel with our Strategic Alignment phase we conduct a Discovery phase to comprehensively assess the current landscape of the organisation and outline challenges, pain points and user needs in line with the wheel's five digital dimensions. We will feed initial findings into Phase 1 visioning workshops to bring to life the latest user journey experiences to senior leaders.

On forming a cross-functional team we will initially meet with lead stakeholders and end-users to comprehensively understand the problems in each dimension that we are trying to solve. For example, whether we have the digital skills needed to successfully deliver the transformation, if there is the appetite amongst users and the organisation to accept the change, or relevant data is available at a key stage in the journey.

We will document your as-is processes, end-user journeys and supporting technology via techniques such as process mapping workshops, shadowing, and IT capability mapping. We will also rapidly review current technology and third party spend to ensure you are getting value for money on the existing IT estate. Understanding the current state enables us to run requirements workshops with stakeholders to define clear capability requirements and business needs that tie to improving and enabling the desired user journeys and vision outlined in Phase 1. Strategic Alignment.

This culminates with identification and detailed documentation of the gaps between the current state and future ambition. We will provide a set of recommendations to address the gaps that are broken down in a transformation roadmap by quick wins to enact in the short term and long term opportunity statements to be tested and validated in subsequent phases.

Clarasys previously followed this approach in His Majesty's Prison and Probation Service's Electronic Monitoring Service, including documenting HMPPS's current state processes and pain points, translating their transformation ambitions into business requirements, and building a backlog of prioritised service improvements.

3. Define, Build, and Test

For the long-term recommendations we will work with your digital and procurement teams in defining how user needs can be addressed through developing capability in your organisation. Utilising our expertise in technology platforms we will explore rationalising and renegotiating existing applications to augment your current architecture as well as identifying new technology to bring into your organisation. Where new technology is a feasible option we favour applying technology best practice (i.e. scalable off-the-shelf solutions, utilising low code no code, microservices architecture) and prioritise technology decisions aligned to your transformation goals and end-user needs. We will work with your procurement team to plan and support any market engagement required including drafting Request for Information (RFIs) and Request For Proposals (RFPs) documents.

Through our Agile delivery methodology and in line with conducting a GDS Alpha phase, we will prototype and test our recommendations. We will explore the different solutions that can meet our user needs, gathering feedback on the features that matter most and iterating prototypes as we go.

At the Home Office, we worked closely with Asylum decision makers to design a replacement for a digital interviewing product. Utilising our user-centred design (UCD) function, we conducted extensive research to understand user pain points with the current system to design a prototype which was more aligned with their needs. Subsequently, through rounds of usability testing, we iterated the designs based on feedback that led to building a product which received a

system usability score (SUS) of over 80 indicating users liked the product, it met their needs and their willingness to recommend it to others.

4. Implement and Refine

Our next phase covers implementing quick wins after Phase 2. Discovery and scaling out the prioritised solution features identified from Phase 3. Define, Build and Test. These activities align closely with the outcomes from a GDS Beta, Live and Retirement. We will also plan for and deliver the decommissioning of any elements of the product or service that the transformation replaces.

We utilise our user-centred design, delivery and change management skill sets within the cross functional team to build and iterate the high priority features identified. We will scale these from a Minimum Viable Product (MVP) for a smaller, controlled group of live users (GDS Private Beta) to a service catering for more complex user journeys and higher transaction volumes (GDS Public Beta), eliciting feedback throughout in an agile approach, making enhancements in the run up to Live. We will provide ongoing support and continuous improvement through the go-live preparation and full-scale launch (GDS Live).

Across all phases we will regularly assess organisation and user readiness for each phase. We will build, improve and scale change capability (training, comms, networks) through each phase to ensure users adopt the transformation.

We will embed the capability of continual improvement and iteration in your organisation through establishing recurring feedback loops, governance and ensuring appropriate upskilling and handover to Business as Usual (BAU), for you to successfully continue on the journey

At His Majesty's Courts & Tribunals Service (HMCTS) we built regular feedback loops and retrospective exercises into the Private Beta, ensuring the build was done iteratively with user needs at its core.

Case Study

We rolled out alcohol monitoring tags and the associated monitoring service as an alternative to custody and on licence (upon release from custody) in England and Wales. Alcohol monitoring is a new tool that monitors alcohol consumption through a tag worn on the ankle, taking readings 24 hours a day, and enables Probation to provide hands on offender management.

HMPPS were looking to onboard alcohol monitoring to its suite of Electronic Monitoring capabilities. HMPPS needed to procure and test the equipment, pilot the service, and roll it out across England and Wales. This effort required coordination and collaboration across multiple agencies including courts, Probation, Prisons, the Parole Board, and the tag providers and monitoring services. This was a particularly sensitive change initiative given that those who would drive uptake in the service, the judiciary and Parole Board must not be influenced to act in a certain way.

Clarasys supported HMPPS in both a business analysis and change management capacity. We worked closely with the technology provider to ensure the design of the service met stakeholder needs and to ensure the service seamlessly embedded into existing processes and systems. We created and deployed a tailored comms and engagement strategy and created training resources such as desktop guides and videos. Once live, we monitored uptake and designed initiatives to address lower uptake areas.

Business Case Development

We help government departments build compelling, clear and compliant business cases that receive the required funding. Our approach reduces time taken to follow Five Case Model structure and increases the benefits delivered to end users by embedding value for money and wider stakeholder engagement and collaboration throughout.

Clarasys provide structured support in business case development in partnership with government departments, agencies and public bodies. Our tried and tested approach has supported multiple clients through the Five Case Model of the Government Green Book, by providing templates, actionable guidance and additional capacity to Senior Responsible Owners and civil service teams to accelerate the creation of all types of business case including: Strategic Outline Business Case (SOBC), Outline Business Case (OBC), Full Business Case (FBC) and Programme Business Case (PBC).

We support business cases across all phases of the Green Book process and have experience bringing a business case from PBC, SOBC to FBC, or supporting an existing business case in starting at OBC. Our structured and systematic approach to developing business cases helps government departments and agencies assess the value-added benefits of different options, prioritise investments, and allocate resources effectively to achieve desired outcomes for citizens and society as a whole. As part of the approach we support alignment and agreement for the aims and objectives for your initiative to help your team to agree on where you are going and how to get there.

Our approach

For our three step approach to business case development, we follow the Five Case Model structure whilst being flexible and iterative to the specific needs of the project or programme. We will work with you and your teams to build this over time, co-creating it with the relevant user and stakeholder input. We will always leverage existing information to assess whether the work undertaken at the earlier stages can be brought forward.

1. Strategic case definition

The first phase of building a business case is to create alignment on the strategic case for the initiative in line with government and departmental priorities.

This starts with the programme aims and objectives. In workshops with key stakeholders, we use tools such as the MOST (Mission, Objectives, Strategies, Tactics) framework to work through the case for change and define the core strategic

drivers, benefits, and risks associated with the initiative and how it aligns with broader government strategies and policies.

We also use other information to shape ideas that directly address the case for change such as existing research, feedback on the current challenges, outputs from pilots or proof of concepts and pre-defined business requirements.

In this phase we work to define the inputs that will support the economic and financial cases, such as critical success factors, a long list and shortlist of options, including a preferred way forward. It is critical that the creation of the business case, occurs in tandem with the definition and design of the investment end state (e.g. service design, commercial definition).

We will also understand any initial economic and financial assumptions or constraints that will impact the strategic case and ensure that they are covered in the strategic assessment. The outcome of this is the definition of a Strategic Outline Business Case (SOBC), which we will then take through initial governance forums for feedback and input for the next phase.

Clarasys used this approach when working in the Commissioned Rehabilitative Services programme in HMPPS. We followed the Five Case Model and created the strategic case for the Programme Business Case (PBC) and Outline Business Case (OBC). We worked with programme leadership to create aims and objectives for the programme, defined the high level business needs and critical success factors for the £300m programme. We also created the benefits strategy and defined an initial set of benefits. This was then handed over to government economists to support the creation of the economic case for the service.

2. Outline Business Case definition

Using the feedback from the SOBC, we start to build out the details of the business case, expanding on the Strategic Case section as well as defining the content for the economic, financial, commercial and management cases. We carry out group and one-to-one interviews with stakeholders early on to understand the current state, which is used to define business needs and benefits.

With the inputs of the strategic case and existing landscape, including critical success factors, preferred way forward and benefits, the following analysis is conducted:

- **Economic case:** We will work with economists to assess the costs and benefits using techniques such as cost-benefit analysis (CBA) or cost-effectiveness analysis (CEA), in order to support the articulation of a preferred way forward.

- Financial case: We partner with government data and analysis teams and finance SMEs to understand the financial implications of the preferred way forward, including funding cycles, return on investment (ROI) and financial viability.
- Commercial case: We will work with commercial teams within the organisation to ensure that there is alignment across the programme and that the commercial case supports the objectives and business needs defined in the strategic case, including alignment with a procurement strategy if required.
- Management / achievability case including:
 - Project plan: showing the plan for delivery of the initiative
 - Governance: structure that supports the delivery of the initiative
 - Risk assessment: Identify and assess potential risks and uncertainties that may impact the success of the initiative.
 - Implementation and deliverability considerations: Our expertise in change management means that we can not only define the business case, but also supply key insights into effective governance and change strategies to help actualise the business case in alignment with your strategic goals.
 - Contingency arrangements: understanding means of contingency if delivery of the initiative is unsuccessful

Following completion of the OBC, we work with programme leadership to take the completed case through relevant governance forums (e.g. Gateway, Keyholder, Finance and Investment Committee). This will often include significant engagement with stakeholders both internal and external to the project or programme to ensure that they are aligned on the content of the case, that the case reflects the current status of the delivery and that any required changes are made following governance sessions.

Clarasys supported the development of a shortened Full Business Case for a National Government Department which was aimed at providing targeted programmes to reduce recidivism. We wrote a business case that articulated the main sections of the OBC and then updated the case based on feedback from the main governance forums and information relating to the preferred way forward. The business case was agreed with the appropriate boards and allowed for the service to be delivered.

3. Full business case definition

Following agreement of the OBC, we then work with the project or programme to procure the preferred technical solution, service or relevant skilled resources, including going to the external market for a procurement where required. We can

support the procurement through our other capabilities such as service design, and project and programme management, or we can work with these teams to ensure that the business case is updated with the user needs, operational and technical requirements setting out what the required solution will need to deliver.

We then update the business case with the details of the solution including any commercial or contractual arrangements, as well as documenting the detailed management arrangements required to implement the agreed preferred solution. At this stage, we will also identify if any benefits identified in OBC have been realised in the current process, and ensure that ongoing and future benefits have owners and are clearly tracked. We will continue to review and refine the business case as we take it through the final round of approvals and governance.

Clarasys supported the development of His Majesty's Prison and Probation Service's (HMPPS) Electronic Monitoring (EM) Service Expansion and Future Service Programme Business Case (PBC). The business case was for £1.5b+ funding over 10 years. We led on the creation of the Strategic Case, and supported inputs in the economic, financial and management cases. During business case creation, we worked closely with in-house economists and HMPPS Finance to ensure the Economic and Financial cases were aligned to the changing service requirements, drawing on insights from policy, service design and live service data, ensuring that the business case reflected the service that we wanted to buy. The business case was accepted and agreed and was able to facilitate the successful procurement of the new EM service, allowing new suppliers to be selected and implementation of the new service to start.

Case Study

A National Government Department provided rehabilitative interventions to those in custody and community. Evidence shows that, when properly targeted and implemented, offending behaviour programmes can be effective at reducing recidivism and prison violence. With the accreditation of these programmes coming to an end, the National Government Department sought to re-design and deliver the programme and apply emerging evidence.

Accredited programmes have attracted high levels of political and public scrutiny following a review. The report done by Lord Agnew in 2017 provided recommendations around: improvements of design and delivery of the programmes, need for focus on measuring outcomes, completion of the programme by participants being a crucial part of their rehabilitation, and the importance of the programmes being delivered to the right people. The business case therefore sought to capture how the Next Generation of Accredited would address these challenges.

The business case team enabled the programme team to be aligned on the critical success factors of the programme, ensuring work streams across the programme were aware and engaging with the objectives.

Change Management, Training, Communications & Engagement

Large changes require large buy-in from organisations. We are change management experts with over 600 completed change projects to date, which have enabled broad government changes using our collaborative and engagement-focused approach.

In the last 14 years, Clarasys has delivered 600+ business change projects across Government, not-for-profit organisations and private industries. All our Consultants receive in-depth change management training and we have over 20 subject matter experts accredited in advanced methods such as the Prosci ADKAR® Model and Change Management Institution. Our change consultants are highly experienced in building and delivering end-to-end digital and cloud programmes, embedding behavioural change and designing tailored communication and engagement strategies that ensure change sticks, whilst minimising the disruption to stakeholders' day to day role.

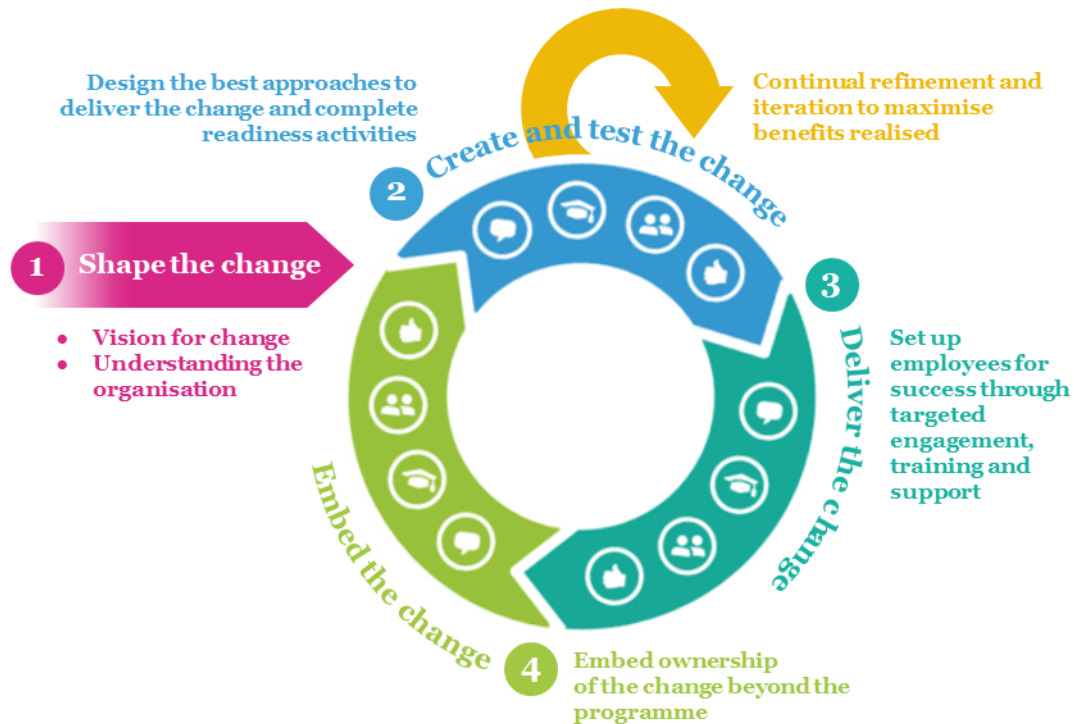
For any important change to be successfully adopted and embedded, we understand the need to ensure stakeholders feel understood, supported and prepared throughout the journey. As a result, we create and implement agile change strategies that enable us to deliver outcomes quickly and be adaptable and responsive to feedback. This also helps promote collaboration and engagement among stakeholders early which can increase buy-in and reduce resistance to change. We work closely with teams to understand and manage the impact of change upon everyone affected - from front line staff, operational teams, policy makers, senior leaders, justice partners and suppliers. We also have the ability to pull on innovative tools which gather sentiment and data-led insights into the impact of change interventions.

We also make sure we embed change knowledge and skills within your teams to set them up for future success. Our change strategies always include a handover period to account for any training, upskilling and creation of reusable materials to enhance your internal change capabilities.

Our approach

Our change approach and experience is grounded in industry-leading research and has helped implement lasting change at the Home Office, Ministry of Justice, Department for Environment, Food & Rural Affairs (DEFRA), His Majesty's Prison and Probation Service (HMPPS) and Public Health England.

Figure 7: Our approach to Change Management, Training and Communication & Engagement



1. Shape

The first phase of any change project is determining the overall vision and case for change (the ‘why’). This helps form a shared understanding of where the organisation currently is and what success would look like. We also establish a clear understanding of the stakeholder landscape by conducting stakeholder analysis and a change impact assessment. This evaluates the effect of the intended change across people, process and technology and helps identify priority areas of intervention to help mitigate risks and maximise the benefits. .

As part of the Ministry of Justice (MoJ) Digital Prison Service (DPS) Programme, we facilitated the design of a change strategy to transition off the legacy National Offender Management Information System onto a new platform. We conducted focus groups with senior leadership to understand their vision and target dates, followed by workshops with operational staff to determine the impact on their roles. This collaborative approach enabled the MoJ to align leadership vision with operational realities, minimising disruption and ensuring stakeholder buy-in from the outset.

2. Create & Test

Using the above analysis, our change managers then design how best to deliver the change - including a roll out, training and engagement approach. To ensure interventions are tailored and prioritised correctly, we conduct a training needs analysis that involves understanding stakeholders current skills, knowledge and abilities, and identifying the gaps that may prevent them being able to effectively adopt the change.

We will also work with you to establish a change network who will help mobilise support, facilitate training and sustain the change in the long term by reinforcing new behaviours, monitoring progress, and addressing any ongoing challenges or resistance.

As we develop a more detailed plan, we will work with your teams to understand;

- a. What are the preferred channels of communication, training and engagement
- b. What has worked well in the past
- c. What hasn't worked well in the past
- d. Working patterns or challenges that need to be considered as part of our approach and plan
- e. What other changes are going on in the organisation which could impact this

As part of the HMPPS Pathfinder to Improved Pre-Sentence Advice (PIPA) Programme, the team used their understanding of the stakeholder landscape to engage and prepare over fifty stakeholder groups for changes to the probation in court delivery model. Alongside this, they set up change networks of court leaders and team champions to create and test an appropriate change and training approach. The team then piloted changes to pre-court preparation, a new verification report and the introduction of the Digital tool Prepare a Case for Sentence (PACFS) in South Central courts. They used feedback from this such as appropriate times for training, requests for shadowing sessions and preferences around material accessibility to inform the change approach for the wider delivery model rollout in South Central.

3. Deliver

Based on the roll out plan and our change approach, we will kickstart targeted engagement, training and communication to set teams up for success and directly answer the question "What does this change mean for me?". Examples of how we have done this from previous projects include face-to-face training sessions, roadshows, leaflets, day-in-the-life animation videos and app-based FAQs available on the go. We believe in continual refinement and iteration based on feedback and

the changing needs of different products, programmes and the wider political environment (e.g. Ministerial changes). Throughout delivery, we will regularly review uptake, satisfaction and operational performance and adapt our change activities to maximise their impact and effectiveness. Methods such as surveys, click-through rates and gamification have proved successful in the past.

When rolling out HMPPS' Alcohol Monitoring as a new judicial sentencing option, we used KPI and analytics dashboards to track uptake across courts in the UK and rapidly adjusted our interventions to increase understanding & adoption.

4. Embed

We will put processes in place that not only sustain the change beyond a programme or project but also ensure ownership and continuous improvement. Through coaching and the handover of frameworks and example materials, your teams will have the confidence to deliver change with lasting and sustainable benefits in the future.

As part of completing our contract at the Ministry of Justice Digital Prison Service (DPS) Programme, we created extensive change management handover materials with mapped processes, defined governance structures and video recordings to upskill a new civil servant to deliver effectively.

Case Study

Clarasys partnered with HMPPS as part of their Electronic Monitoring Programme where we supported over 10 separate change programmes, delivering a mixture of new technology and policy. The stakeholder scale and landscape was complex with over 20,000 impacted users across the Police, Prisons, His Majesty's Courts and Tribunal Services, National Probation Services and Community Rehabilitation Companies.

This highlighted the importance of creating persona based change strategies to tailor what engagement is appropriate for certain groups and when. A key example of this is the differing access to technology that our stakeholders had, for example Probation staff had limited access to WIFI in probation offices and Prison staff had limited access to the intranet in prisons. For all 10 change programmes, we ran a series of pilot programmes where we used our agile principles to test our change approach, engagement strategy and training materials early on and adapt before scaling at pace. We also created a network of change champions who were not only influential in their respective teams but also had an interest in increasing their change management knowledge.

As part of our change delivery strategy, we adopted a train-the-trainer model where our change network shadowed us initially before gradually taking over the change activities and running them independently by the time the Clarasys team rolled off. By the time we left the programme, 100% of the 40+ people in the change network said they “had the confidence to deliver a change project in the future”.

Business Process Improvement

We will help you to improve time to serve citizens and operational efficiency for civil servants by rapidly reviewing your processes, and policies and redesigning your internal organisation using our proven approach and leading industry practices, enabling you to meet your goals.

Business process improvement is a foundational capability for Clarasys. We have successfully fulfilled 1000+ business process improvement roles, including working with government organisations such as His Majesty's Prison and Probation Services (HMPPS), the Department for Transport, Public Health England and the Private sector. All of our consultants receive in-house process improvement training and we have a team of experts trained in methodologies such as Lean Six Sigma, Agile, Business Process Optimisation (BPO) and Total Quality Management (TQM).

Our success in supporting organisations to effectively improve their business process are grounded in four main principles:

1. Starting with a clear understanding of the needs of its users
2. Gaining a deep understanding of the organisation's unique needs, challenges and goals via its people (civil servants, courthouse staff, probation officers) and other relevant documentation
3. Taking a clear data-driven approach that focuses on tangible results and using insights to drive informed decision-making
4. Embrace a culture of continuous improvement where incremental changes are made systematically to enhance processes over time and employees at all levels are encouraged to contribute ideas for improvement and engage in problem-solving

Our approach

Business process improvement involves building a deep understanding of existing processes, analysing their effectiveness to deliver desired business outcomes and testing opportunities for improvement. To do this, Clarasys applies a four-step approach to all projects:

1. Prioritisation

Identify the processes within your organisation that need improvement. We can either use any existing data and insights you have gathered or run our own tried and tested

rapid discovery to help identify high-priority processes based on their impact on your operational efficiency, organisational goals and citizen experience.

For example, as part of our work with the UK Visa Sponsorship Programme, we ran a rapid discovery of the existing immigration system. This was to understand the priority process improvements required to manage the increased demand for visas following the launch of the UK post-EU exit points-based immigration system.

It is also at this stage that we define measurements of success to effectively monitor the effectiveness of any potential process changes. Example metrics include service delivery time (e.g. average time taken for citizens to complete the online transaction), cost reduction (e.g. average cost to resolve complex cases), operational efficiency, (cost to run the service) time and resource allocation (e.g. occupancy rate for shared services call centres) and citizen experience.

2. As-is discovery and pain point analysis

Our consultants will utilise existing documentation, performance data and hold a series of discovery workshops to map out the current processes, and identify the priority pain points, and what is working well today. Utilising techniques such as user journey mapping, AI tools (e.g. Discy) for rapid pain point analysis and data mining techniques, we will perform root cause analysis to uncover what is causing these pain points, which need to be solved in our future designs and process changes. We will also review the technology landscape and architecture, organisational culture, and user experience to help us with the root cause analysis.

At Switchback (a charity supporting young men to find a way out of the justice system and build stable, rewarding lives) they were targeting increased growth of the charity in the near future, and wanted help on how to ensure their processes maintained compliance as they scaled, whilst crucially not impeding their ability to help mentor trainees. We conducted thorough document reviews and stakeholder interviews to build a picture of what Switchback understood about its use of data. Gathering requirements from their data-sharing agreement helped us to prioritise areas of focus with Switchback and illuminate potential problems. This informed our recommendations on bridging gaps between the as-is and the agreement, and laid out how changes will enable continued compliance as they grow.

3. To-be design and gap analysis

To design future process improvements, our consultants adopt a forward-thinking approach that leverages emerging technologies and prioritises user experience. Tools

such as digital twin from Business Optix (BOx) allow us to create ‘mock’ environments where we can test the impact of certain decisions on your processes. We will also incorporate our in-house knowledge of emerging technologies relevant to Home Affairs and Justice and assess their potential benefits, risks, and suitability for your business processes. These include the introduction of Generative AI tools, chatbots and predictive analytics. We will host workshops with your teams to draft a future state process that is simplified, efficient, and tailored to the requirements identified in the discovery phase. We also focus on designing processes with sustainability and scalability in mind, ensuring that improvements are not only effective in the short term but also adaptable to future needs and growth.

For example, as part of our work with The Nehemiah Project (a charity providing residential support for men with a history of addiction to transform their lives and reintegrate into society), we were tasked with analysing and improving internal challenges causing decreased efficiency. We conducted analysis to explore the current challenges, ultimately resulting in a customer relationship management (CRM) and systems analysis with the to-be design incorporating a CRM implementation with updated processes.

After drafting the future state processes, we will conduct a gap analysis to identify the discrepancies between current processes and desired outcomes. This analysis helps prioritise improvement initiatives by highlighting effort versus impact. This will inform the implementation plan, including scope, timelines and required resources to ensure success.

4. Implementation

Having prioritised areas of improvement, the next step is to test the proposed solutions on a small scale e.g. a pilot group. This enables us to gather feedback from users and stakeholders, and the data from our agreed key performance indicators (KPIs) to iterate on the solutions.

As part of the HMPPS Pathfinder to Improved Pre-Sentence Advice (PIPA) Programme, the team ran a proof of concept to test changes to the working process that aimed to increase court staff’s capacity and speed up access to the justice system. Being able to test these changes was crucial as once these changes had been rolled out fully, all 150+ Magistrates courts in England and Wales would be impacted as well as up to 90,000 trials annually. User feedback requested new templates for report creation be added to an existing probation system rather than on a standalone hosting page as this was more familiar to users and would reduce unexpected re-keying identified in the proof of concept.

As we scale, we maintain a mindset of continuous improvement to ensure all process changes are delivering the intended value effectively. Communication is key at this stage and we ensure stakeholders are engaged throughout, receive training and

support as needed, and understand their roles and responsibilities in the new processes.

Case Study

His Majesty's Courts & Tribunal Service (HMCTS) services underwent limited transformation for over half a century. The processes surrounding these services were highly manual and were adding unnecessary resistance to the already complex duty of protecting stakeholders across the country. We helped HMCTS to understand the nuances of how their services operated and worked with them to prioritise and deliver the highest value improvements.

We completed user research and process mapping throughout discovery, supported the creation of a to-be service blueprint, roadmap of proposed changes and steered a team of designers and developers to iteratively build the service improvements through to Private Beta.

Our support meant the creation of a digital application form, making it easier for applicants to complete it correctly on the first attempt. We provided greater transparency on whether an order has been completed before the process takes place thereby reducing the number of process cycles which need to be stopped due to a lack of compliance. We digitised confidential document sharing, reducing time wasted in hearings by ensuring all parties were working with the same information.

Delivery Management

We instil the collaborative culture, leadership and overall control your digital products, services and cloud programmes/projects require through effectively sizing, shaping, and managing delivery. Our delivery management experts maintain high levels of team cohesion and a constant focus on realising benefits and intended outcomes whilst delivering at pace.

In the last 14 years, Clarasys has delivered 100+ delivery management projects across Government, not-for-profit organisations and private industries. Our experience in government spans multiple departments such as His Majesty's Prison and Probation Services (HMPPS), Home Office, His Majesty's Court and Tribunal Services (HMCTS), Department for Environment, Food & Rural Affairs (DEFRA) and Department for Business, Energy and Industrial Strategy (BEIS).

Our delivery management consultants take accountability for the successful delivery of your digital products, cloud-based services, projects and programmes. Our consultants bring a range of traditional and agile certifications to drive successful delivery including Scaled Agile Framework (SAFe), Certified Scrum Master (CSM), Large Scale Scrum (LeSS) to meet your organisation's needs. We select the most appropriate delivery methods and create an environment that drives results whilst promoting continual learning processes across your project.

We form close relationships with key stakeholders, ensuring they are engaged in the delivery and governance processes of the product, service, project and programme. We always strive to establish a culture of transparency and openness and our delivery managers will achieve this by agreeing communication ways of working to ensure this is at the right level for you.

We understand that delivery success is only partly dependent on developing and executing on a clear plan. Our consultants will therefore flex and adapt their styles to your needs along the way, to respond to what we learn and to ensure the highest-value items are being worked on. This supports effective collaboration, decision-making and risk management through timely surfacing of the right information, at the right time.

Our approach

1. Define

When we start, we work with project/programme sponsors (e.g. Senior Responsible Officers), key stakeholders, and the existing project team to first define what success looks like (i.e. the vision) and project outcomes. We will define suitable timelines,

milestones, reporting, dependencies, assumptions, governance, and day-to-day working patterns to enable effective delivery.

We are adept in Waterfall and hybrid agile delivery environments and flex our delivery management approach to the needs of your organisation and your delivery teams. We will work with senior leaders to embed effective delivery best practice within your organisations through coaching and upskilling. We can also provide delivery managers to your multidisciplinary teams as part of a flexible resourcing model which we can scale up and down given your demands

In the Define phase, we lead collaborative planning processes with your teams ensuring that work is prioritised with consideration of perspectives from product management, user-centred design and architecture. This creates product roadmaps and delivery plans that provide direction and clarity on how the team will deliver on a strategy. From this we set out the Agile ceremonies that will get us to each critical point within the roadmap (sprint planning, backlog grooming, sprint demos, retrospectives). We will outline the roles, responsibilities, inputs and outputs of each session to ensure accountability and greater transparency within the project team during the delivery of the project.

Our delivery managers take responsibility for the quality of the products their teams create, ensuring that they are built to the appropriate quality for each stage of delivery (e.g. alpha, beta, live, retirement) and the team can progress smoothly through assurance processes. We will define and design how the delivery team will feed into your wider governance (project management office, product portfolio), department reporting (e.g. technical design authority, finance committees) as well as being prepared for any oversight by assurance bodies like the Central Digital and Data Office (CDDO) or Infrastructure and Projects Authority (IPA).

A National Government Health service saw an opportunity to better address an emerging public health crisis of people engaging with their own health and wellbeing too late to prevent long-term illnesses. Clarasys provided delivery management capability to create collaboration between multiple stakeholders across Healthcare to explore the issue. Through our agile delivery practices we managed the development of ideation and prototyping solutions to the challenge. We iterated on how web and app based tools in one place could encourage innovation, support consumer choice, and reduce future health service costs. We derived roadmaps to take this concept into alpha and beta phases, which set out the long-term vision for wellness & prevention for the National Government Health service.

2. Enable

Once the delivery team and project structure has been set up, our delivery management consultants will monitor and balance resources, budgets, competing and incoming priorities alongside key timelines. This will be done through key ceremonies linked to road mapping and sprint planning as well as regular reporting and status updates. Our delivery managers will estimate demand and ensure the right skills and capabilities are available to deliver the work. This includes managing third parties to ensure that there are good working relationships and that all team members have a 'one-team' mindset through regular alignment and collaboration sessions.

To enable successful teams our delivery managers set outcome-based goals for each sprint to empower the delivery team to be autonomous and have a clear vision of what we are trying to achieve. They will size the effort required to reach the goals and track the velocity in which outcomes are achieved through reporting, like burndown charts.

Through open and honest retrospectives every sprint, we will create a psychologically safe environment where team members have more influence over decision-making and responsibility for their work. The goal is to get the best out of people by building an engaging and energetic atmosphere that is focussed, encouraging, and makes space for innovation.

Amongst the delivery team, we ensure motivation and momentum is maintained throughout the project to hit its outcomes. We realise this by creating feedback loops (e.g. sprint demos) for the team to demonstrate and get feedback on their work from those it will impact. Positive and constructive feedback is requested to enable an appetite for continuous improvement. To maintain momentum delivery managers will take ownership to proactively unblock delivery issues and raise and manage risks and issues on behalf of the team, allowing them to have greater focus on delivery and doing what they do well. They will also create Scrum of Scrum meetings amongst other closely related delivery teams to discuss blockers, interactions with common platforms for testing and support release management.

At HMPPS in the Recommissioned Rehabilitative Services programme given our programme management responsibilities we used an agile approach for delivery to maintain momentum in the programme against numerous resources challenges. Through setting out the outcomes the project's cross functionally team were looking to achieve each sprint it was evident that the project management team were too stretched to achieve everything they wanted. Through honest retrospectives, we supported them by agreeing and fulfilling only critical project management activities so more projects could remain in-flight, generating value, until resourcing was rectified.

3. Embed

Throughout our delivery management, from day 1, our approach will introduce collaborative, transparent, iterative, and Minimum Viable Product driven ways of working to those that interact with it. Our consultants listen, coach and support stakeholders across all levels as a critical part of managing the project. We will create a blueprint for how to deliver in this way; sharing our knowledge and working practices within your government department, building up reusable templates so your civil servants can collaborate and deploy the practices themselves long after we have left your organisation

At HMPPS, we worked to onboard alcohol monitoring to its suite of Electronic Monitoring capabilities. This effort required coordination and collaboration across multiple agencies including courts, Probation, Prisons, the Parole Board, and the tag providers and monitoring services. We worked closely with the technology provider to ensure the design of the service met stakeholder needs and to ensure the service seamlessly embedded into existing processes and systems. We created and deployed a tailored comms and engagement strategy and created training resources such as desktop guides and videos. Once live, we monitored uptake and designed initiatives to address lower uptake areas. Our work was recognised by the Civil Service, with a Certificate of Excellence awarded for “exceptional contribution to the Operational Delivery Profession”.

Case study

MOJ's Digital Prisons Services required a team of consultants to establish and embed a new portfolio delivery operations function. This included providing day to day delivery management of the DPS portfolio governance, delivery reporting and portfolio metrics. Once embedded, the team trained new civil servants to take over the delivery options function.

The department had scaled rapidly, with a growing set of products to support and legacy systems to maintain and replace. There was a growing need to establish stable and predictable governance structures and increase coordination and collaboration across teams.

Working with the delivery teams and the senior management team we established foundational processes and governance in the central Delivery Operations function. These delivered portfolio roadmap and planning, prioritisation framework, risks, issues and dependencies management, governance ceremonies and gates, KPIs, metrics, and change management coordination. The team took an agile, collaborative, and cooperative approach to build up the processes over time, building buy-in by demonstrating the value of each element and iterating with regular feedback.

Data Governance

We live in an increasingly data-driven world where effective, proactive management and governance of data is key to organisational success. We have the experience to analyse, measure, and improve your organisational data maturity, governance and ability to turn this into actionable insights to meet business outcomes.

We have 14+ years experience delivering 130+ complex data and analytics projects across Government, not-for-profit and private sectors applying data governance principles to improve the way in which organisations gain value from their data. Our consultants undergo comprehensive training in data governance and management so that they are equipped with the tools to implement and instil data governance. Moreover, we have over 15+ data governance experts, skilled in advanced data analytics, data visualisation and business intelligence (BI) for cloud-based applications. Together, with a comprehensive understanding of the latest in AI innovations, we help to ensure proactive data governance that flexes to the evolving needs of citizens.

Our team applies best practices established by the Data Governance Professionals Organisation (DGPO) and considers the National Data Strategy outlined by the Central Digital and Data Office (CDDO) when designing our data governance framework. This dual approach ensures our data governance strategies comply with industry standards and are customised to meet government departments and agencies needs, promoting evidence-based policy making and enhancing public service delivery.

Our approach

Our tried and tested 3 phase data governance approach uniquely looks at how and where data assets are used, governed and managed, not only within teams but within and across government organisations.

We understand the complexity of operating across organisational boundaries and delivering successfully within existing governance and therefore build, test and embed data governance principles incrementally (targeting specific teams or stakeholders that work together to deliver a single customer journey or slice of functionality). This agile approach enables the organic growth and spread of data governance capabilities and adoption amongst civil servants.

We assess data needs against intended organisational goals and using a data governance maturity assessment, create a clear roadmap with recommendations to improve data maturity.

Throughout the data governance maturity journey, we ensure that stakeholders understand the benefits that more effective data management can drive. Using change management techniques, we aim to foster a data-driven culture among civil servants, where they understand the importance of data in decision-making and actively participate in its management.

1. Analysing your current data landscape

The first phase involves running discovery workshops with stakeholders to understand the current architecture, as-is data processes, your data ambitions and guiding principles, aligned to the National Data Strategy. This assessment, conducted by our team of skilled business and data analysts will help us understand:

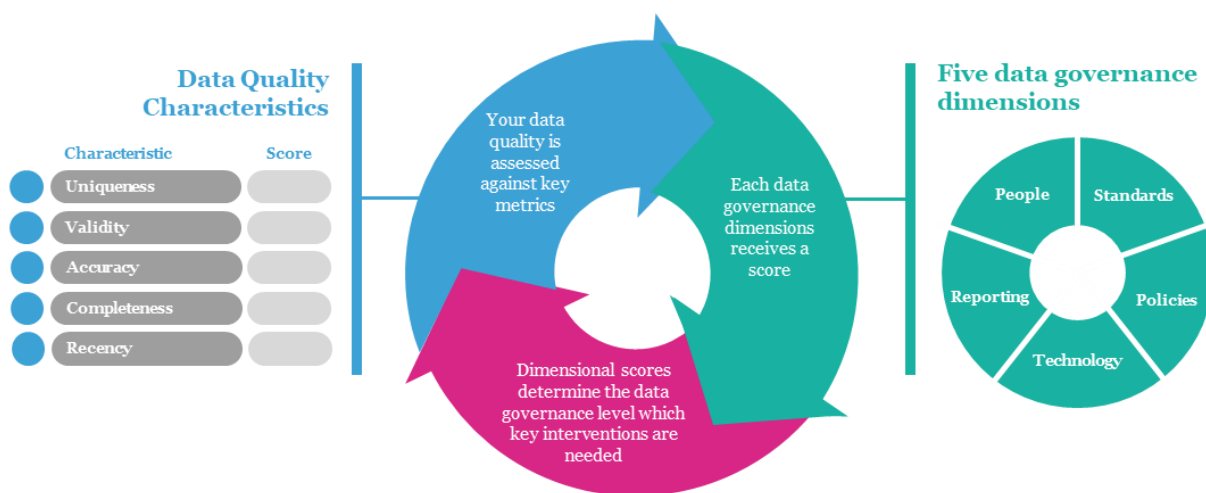
- How data is gathered, stored and shared across government organisations
- Who the data is owned by
- Where common data sets are shared across government organisations
- What, if any governance principles are in place to safeguard data management such as data access and sharing controls, data privacy rules, GDPR and NCSC regulatory and compliance standards
- Existing data-related pain points
- Adherence to ethical data principles

This input is used to map out as-is processes using process mapping tools such as BusinessOptix and Visio and create a logical data model. We utilise techniques including interviews and surveys to not only understand civil servants' sentiment towards data management but to gauge the level of data literacy.

We took this comprehensive approach to data analysis at His Majesty's Prison and Probation Services (HMPPS) where we spearheaded the data collection and analysis for the HMPPS Reduce Reoffending Programme. Using data collection techniques such as workshops, job shadowing and interviews, we examined over 21 data points for 1600+ prisoners, providing HMPPS with insight of HMP Wandsworth's remand population.

2. Understand your data quality, measure your current data governance maturity and define your data maturity roadmap

Figure 8: Data governance approach



Data governance roadmap

Level 0: None	Level 1: Initial	Level 2: Managed	Level 3: Defined	Level 4: Service	Level 5: Optimized
No processes or dedicated data team	Manual processes, ad-hoc improvements	Some automation and scheduled processes	Standardised process to improve data	Strategic business goals	Governance and data driven processes
Ad hoc support to	Data support:	Data development:	Data stewardship:	Data integration:	Enterprise data mgmt
- Prioritise needs - Identify appetite for data governance - Establish high level vision	- Define vision and KPIs - Implementation plan - Define entity scope - Data standards - Create comms plan	- Create roadmap - Establish comms channel - Train on data standards - Identify tools to support quality	- Cross Department roadmap - Prioritise entities - Ongoing quality improvement - Enforce data standards	- Identify need for a new enterprise wide governance - Expand entity scope - Automated dashboard to monitor KPIs	Establish enterprise wide management

The next phase is understanding your existing data quality. To do this, we use a data quality scorecard and apply these metrics to a sample dataset to determine its quality and understand the data cleansing efforts required. The metrics include accuracy, recency, completeness, conformity and duplication.

At Crimestoppers (an independent crime fighting charity that runs campaigns to capture data useful for the Police), we worked with the leadership team to understand how to put the right data in front of the right people at the right time. A proof of concept self serve dashboard was created off the back of a series of initiatives including data landscape mapping, pain point analysis, and from talking to end users to understand their needs, creating the foundations for effective self serve data reporting and insights.

We then conduct a rigorous data governance maturity assessment against five dimensions - people, standards, policies, technology and reporting. Within each dimension, there are 6 levels of maturity. Using our understanding of the as-is landscape and further interviews, each dimension is measured and mapped to the

relevant maturity level. Our assessment's detailed insights highlight key maturity gaps tied to strategic risks, direct attention to areas needing targeted action and investment, and identify necessary data foundations for launching new services and initiatives. An overall maturity score is provided across all the dimensions which informs our roadmap and recommendations.

We produce a strategic roadmap that sets out the path for government organisations to raise its maturity. It includes high-level recommendations on how areas of improvement can be addressed to ensure effective, safe and secure data management.

3. Implement and monitor data governance

Using the data governance maturity assessment output, we will build a tailored governance toolkit to ensure teams are equipped with the appropriate templates needed to enforce sustainable data management.

For this toolkit, we have a set of tried and tested data governance interventions that can be applied based on the findings of our assessment. The toolkit offers governance monitoring tools like data quality dashboards, scorecards, user guides, data attribute definitions, rules and privacy policies. It aids continuous improvement with high-level KPIs to track data governance performance.

We will partner with you to design a bespoke data governance model including data ownership definition for core data roles that will drive overall data management and a data stewardship model to champion and role model data-driven mindsets. As part of our commitment to knowledge sharing and upskilling, we provide comprehensive training on data governance best practices for civil servants to improve data literacy and embed a data-driven culture.

This proved successful when we implemented data governance at HMPPS for their new Electronic Monitoring service, introducing GPS tags that gather sensitive offender data. We established principles through system controls, defining requirements, and operational processes, creating guidance and training material for stakeholders. This provided clarity across stakeholders and ensured data security for HMPPS. The operational monitoring service, developed in 6 months, securely and compliantly monitored about 2,500 individuals within the first 18 months of going live.

Case Study

Clarasys led the data collection and analysis needed to provide the HMPPS Reduce Reoffending department (within Commissioned Rehabilitative Services programme) with insights on the remand population in HMP Wandsworth, so they were able to gain a better understanding of their needs. The reduce reoffending programme needed support to uncover how remand prisoners' access to services while in prison compared to the sentenced population, and whether their needs were being met.

We defined an approach to answer the research question and led data collection efforts, liaising with over 10 teams across the prison system. We then cleansed and analysed the data, and presented the findings to key stakeholders. This allowed us to provide a data-driven answer to provide the programme with a data-driven understanding of the remand population. We also established a data governance log, assessing data quality and limitations, and formulating recommendations to improve it.

This work resulted in a replicable data collection & analysis strategy, a coherent data-driven answer to the research question and a backlog of data quality improvement recommendations to implement in the future.

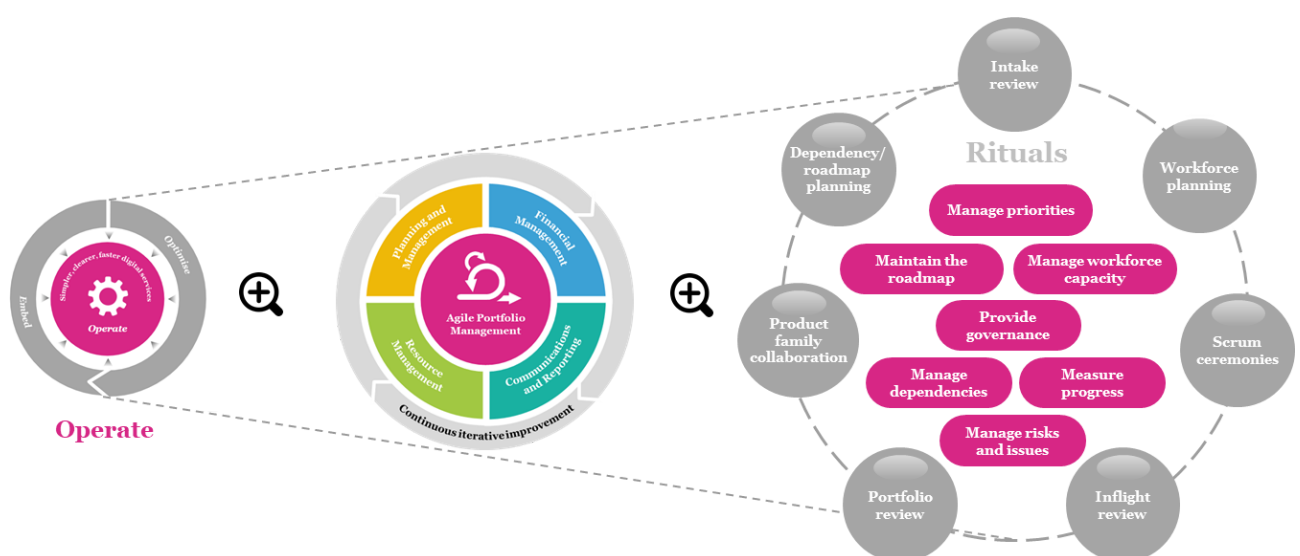
Portfolio Management

Our flexible portfolio management approach enables departments to rapidly align projects, programmes and programmes to strategic objectives and unlock value from delivery earlier.

We tailor our portfolio management approach based on your needs. We work with senior leaders to embed portfolio thinking within your organisation to ensure your organisation's resources for key programmes and products are consistently aligned to your overarching strategy and deliver the most value. We can also provide portfolio experts ranging from portfolio directors, portfolio managers, portfolio analysts and other portfolio roles to supplement your internal teams as part of a flexible resourcing model which can scale up and down given your evolving demands.

We take a pragmatic approach (outlined below - Figure 9) drawn from 10+ years of portfolio management experience across a range of public and private sector clients including Ministry of Justice (MoJ), Informa and St John's Ambulance. This includes standing up new portfolio functions, establishing new demand management processes, building consensus amongst leaders in the value of portfolios and driving greater data-led decision-making as part of prioritisation and sequencing discussions to transform delivery.

Figure 9: Our portfolio management approach



Our approach

Our portfolio management approach provides a comprehensive, organisation-wide understanding of where you are focusing your efforts, what outcomes are being delivered and when, alongside a clear view of how this will impact your stakeholders. Additionally, our approach fosters a culture of continuous engagement, using feedback from stakeholders throughout to drive action and iterative improvements to the portfolio itself.

1. Understand the challenge

Many government departments and agencies have a substantial number of policy areas to deliver on and with that, comes a series of portfolio challenges of aligning their limited resources (budgets, civil servant resource capacity and organisational focus) on achieving these. To help address this, we start by understanding the overarching vision for the organisation and the unique challenges you are facing in realising your goals. For example, some common themes include prioritising resources, and driving alignment across key tranches of delivery (major projects, critical national infrastructure, citizen-facing services, digital products).

We will carry out a rapid discovery across a series of levers (including processes, people, projects, policies, and information alongside leadership and culture) and work with you to agree on what kind of portfolio organisation you require based on what you are aiming to achieve. For example, this could take the form of a more directive portfolio which is more hands-on with the delivery of projects (supplementing delivery team capacity) versus a more enabling portfolio function which uses key performance indicators (KPIs) and coaching to upskill sponsors and delivery teams.

As part of this rapid discovery, we will undertake a capability assessment that will look at the current state of your portfolio management function and understand the main gaps and requirements required to support your goals. If you do not have a portfolio function currently we will look at your current programme delivery set up and map against our portfolio management capability model, ensuring that we have a clear view of what you currently do. We then look to understand how this interacts with the rest of the delivery organisation, ensuring that the portfolio model we implement will support the goals of your organisation.

At the Ministry of Justice's Digital Prisons Service, they needed to establish and embed a new portfolio delivery operations function for the first time. Clarasys brought in our expertise to show the art of the possible for effective portfolio management. We then worked with senior management and delivery teams through a set of visioning workshops to outline what outcomes were wanted from an effective portfolio structure and through this we collaboratively defined the foundational processes and governance to put in place to deliver on the vision and assessed the current capabilities to fulfil the portfolio structure giving MoJ an understanding of the resourcing required to move forward.

2. Design and establish effective portfolio structures

We employ an iterative approach, rapidly designing and building effective portfolio structures and processes over time to secure stakeholder buy-in by demonstrating the value of each element (i.e. demand management, portfolio operations) and iterating based on continuous stakeholder feedback. Based on the outcome of the portfolio capability assessment, we design a target portfolio management structure, including aspects like; demand management approach, prioritisation approach, robust reporting structures, and portfolio roadmap and planning approaches. We will also define an implementation plan for the target state, recognising that all changes cannot be implemented all at once. The method of delivery (agile, waterfall etc.) should be a consideration when looking at delivering a target structure. We will support you to design terms of reference and agree portfolio principles (e.g. procuring off-the-shelf technology, and ensuring all products are user-centred). A key decision required will be if the portfolio will have budgetary and investment funding control, which will impact how the portfolio will interact with the rest of the organisation. Before implementing any changes, we will test these within your organisation with a representative group (i.e. user forum, service owners, and senior responsible officers). This helps to gain buy-in and identify where changes need to be tweaked ahead of being scaled.

A leading business intelligence provider was struggling to manage the demand for internal change projects and programmes. There was no clear, single pipeline of demand to allow for clear planning, resourcing and prioritisation. Clarasys helped to establish a new Demand Management process and Portfolio Management team. Working with IT, business services and commercial teams we gathered pain points of existing ways of working and collaboratively designed a new demand management process to address these pain points and gaps. This created clear visibility and enabled prioritisation of £10 million plus pipeline of strategic initiatives and through regular feedback and process iteration, reduced time for teams to ideate, design and assess the impacts of projects.

3. Implement, embed and iterate

We will work with you to implement the roadmap to move towards the defined portfolio structure. This follows the roadmap defined in phase 2 and is specific to your organisation's readiness to adopt the new structure. When implementing, we will trial changes within a team without the portfolio in a test-and-learn phase to ensure that the change works for the organisation. We will start with the highest priority changes and then implement the rest of the target structure based on feedback from the team on how the implementation is going.

As the structure is being implemented, we will provide portfolio managers (if required) to model the way of the change. This includes driving new processes, ensuring that

the right data is being collected, and running the governance sessions in accordance with the new terms of reference (e.g. ensuring all information required for demand management is provided correctly and that the demand management session runs smoothly taking the correct approach for each item).

We will upskill your team members on the new ways of working, ensuring that the appropriate documentation is in place. We also run drop-in sessions and collect extensive feedback from affected stakeholders to ensure that the implemented ways of working and governance are effective in the environment and we continue to make incremental improvements based on feedback. To embed the new portfolio structures, we can provide portfolio managers to augment your team as part of a flexible resourcing model that can be scaled up or down given your demands, ensuring you have the right support.

Following a divestiture from Thomson Reuters, Refinitiv had a maximum period of 24 months to deploy an independent organisation. The Data, Analytics and AI group was a newly formed team within Refinitiv with the challenge to understand the existing data landscape, agree a separation strategy for each element, and deliver the changes. Through upskilling staff and providing our own portfolio management experts, we supported and managed a \$40 million portfolio of digital business change projects for Refinitiv, within this newly established Data, Analytics and AI department. We applied lean portfolio management practices and established standard approaches to business case creation, prioritisation, demand management and procurement. The team mobilised projects, managed interdependencies and tracked benefits. We helped form a responsive and agile organisation to deliver a large portfolio quickly and on time, mitigating risks and issues to project delivery.

Case study

MoJ's Digital Prisons Services required a team to establish and embed a new portfolio delivery operations function. This included providing day to day management of the DPS portfolio governance, delivery reporting and portfolio metrics.

Working with the product teams and the senior management team, we established foundational processes and governance in the central Delivery Operations function. These delivered portfolio roadmap and planning, prioritisation framework, risks, issues and dependencies management, governance ceremonies and gates, KPIs, metrics, and change management coordination. The team took an agile and collaborative approach to build up the processes over time, building buy-in by demonstrating the value of each element and iterating with regular feedback.

The strategic approach taken has effectively reduced and managed risk across the entire portfolio. This also led to improved engagement with both internal and external stakeholders, fostering better relationships and promoting open communication. The approach also enabled a deeper insight into the key performance measures and helped transparency on delivery plans and progress, ensuring everyone is on the same page. Greater automation of data flows and metrics reporting also reduced manual work and increased data accuracy. The services have been successfully rolled out nationally and following a successful recruitment drive, the team trained new civil servants to take over their roles.

Citizen Experience

We design and lead citizen-facing services that are accessible, usable, compliant and efficient. Our user-centred design experts use innovative tools (AI) to streamline and automate operational processes and improve how citizens can contact and engage with government services.

As a consulting firm with public sector expertise, we recognise the importance of catering to diverse citizen populations with varying needs and preferences. This is particularly key when assessing the range of engagement channels used by citizens to interact with the criminal justice system services and request support. We have deep experience helping organisations define customer engagement channel strategies that meet users' needs and leverage the latest artificial intelligence (AI) technologies - including Natural Language Processing (NLP) and Generative AI.

Given budgetary pressures within the public sector, our solutions help organisations do more with less, improving service quality and the experience of users despite limited resources. Solutions that we facilitate the delivery of, allow for an exceptional quality of experience for the user, without the need to invest heavily to recruit additional permanent staff members.

Understanding evolving user behaviours, preferences and expectations is paramount, such as the need for self-service and smooth engagement across different and emerging channels. We ensure integrated contact channels to be delivered seamlessly - allowing effortless handovers between virtual assistant, phone, email and various other channels.

We recognise the need for scalability and agility in response to national events - meaning that new service types need to be quickly stood-up or existing services need to be changed quickly. We utilise tools and solutions which are more scalable and adaptable than most other AI support options on the market - making it fast, cheap and effective to evolve the service as needed.

We acknowledge the importance of regulation and compliance in the public sector, offering solutions that provide enhanced control over the interactions with users while meeting heightened service expectations.

Finally, we understand that the data security requirements when delivering citizen services are fundamental to enabling trust and ensuring that critical data is protected. Our solutions consider ISO standards and allow organisations to have full confidence that the user data has been secured.

Our approach

Our tried and tested 4 phase approach covering the lifecycle of citizen experience, including initial discovery, definition and build of potential solutions with user testing and validation, followed by launch and ongoing iteration of citizen-facing services.

1. Discover

Assess the current situation and customer strategy to identify the best channel interventions and tools. We will segment and prioritise customers and use-cases, and evaluate service quality. Drawing from our experience with our private sector clients, we aim to improve the customer experience by understanding unique customer needs, optimising business scenarios, and enhancing service quality.

Existing customer interaction data will be examined, including quantitative volumetrics data detailing the volume of interactions across channels such as calls, emails, chats, and social media. Unstructured text and voice data from past interactions will also be analysed to identify customer behaviour patterns. This information can guide channel strategies, streamline processes and enhance the customer experience.

2. Define & Build

By prioritising specific channels like chatbots, social media, and email, and focusing on key interaction drivers such as frequently asked questions (FAQs), personalised recommendations, and user support, we can identify user segments that will benefit most. Pilot models combining Natural Language Processing and Generative AI will be created for live implementation, allowing for testing, iteration, and user feedback to ensure an effective, personalised user experience.

3. Launch

A launch plan for priority use cases will be established, including a timeline, final tests, and validation, in addition to incorporating user research and design. Both internal and external users will be effectively prepared through briefings, training, and communication channels. Success will be determined through set goals derived from customer and prospect experiences, considering both internal and external viewpoints. Key performance indicators will be monitored during the launch to evaluate effectiveness and make necessary adjustments. This plan is crucial for validating the use cases' impact, ensuring a successful rollout.

The launch of the new product requires diligent management and thorough preparation. This includes coordinating a large team, conducting comprehensive

research, and designing user-centric workflows. External users will gain access to new content, while internal users' feedback will improve the system. The launch necessitates effective leadership, strategic planning, and adaptable design thinking. Existing colleagues will be trained to manage the service, with their needs identified through a business readiness assessment. They will also contribute to the development process. The project team will work closely with internal teams to equip them with the necessary skills for lasting change.

Post-launch, we plan to explore new uses for the product. We will conduct market research to identify new target demographics and adjust our marketing accordingly. By understanding diverse industry needs and gathering ongoing customer feedback, we will continuously improve our product. Our goal is a versatile product that benefits a wide range of customers, driving sustainable growth.

4. Iterate

The team will gather data from various sources like websites, chat/phone talks, and surveys to understand their target audience and market trends. This information will inform client strategies, decisions on product development, marketing, customer service initiatives, and more.

We will identify and prioritise future use cases crucial for product expansion, based on current implementation and projected usage. This involves business readiness assessments, iterative reviews with stakeholders, and market engagement for cost estimates. We will create an implementation plan detailing timelines, priorities, and resources. Tailored communication and training programs will ensure smooth integration of new features. We will also work with your internal teams, creating champions for the transition.

The next phase in the service's development involves identifying and prioritising new use cases through market research and customer feedback. These will be evaluated based on customer satisfaction, revenue potential, and competitive advantage. The most promising will be implemented, with a clear development roadmap. This collaborative process across teams will focus on delivering solutions that meet customer needs and drive service growth.

Case Study

iOtua, an innovative healthtech start-up, was looking to provide an AI tool that could automate the heavily manual NHS telephony appointment booking system using outbound calling and booking cloud software. Building on our specialism in customer and citizen experience, we worked with Otua to design and pilot an AI outbound call assistant that supports appointment booking and management for NHS Trusts.

Through running stakeholder workshops and process-mapping sessions, we gained an understanding of the as-is booking journey, data quality issues and the real-world pain points for patients and booking staff. This informed the design of citizen-facing conversations: clear, accessible call flows that gave patients a genuine choice of appointment slots, and built in safe routes to human support for more complex needs. The pilot was structured around citizen-experience principles such as patient-centric innovation, measurable impact, continuous learning from data and feedback, and automation with appropriate human oversight.

We shaped and supported a three-phase pilot in Glenfield Cardiology, gradually expanding booking types and volumes while protecting staff capacity, and then prepared the pathway for business-as-usual use by the bookings team.

We ensured that robust governance and deployment structures were put in place, including a repeatable six-week per-department model (Discover, Design, Deploy, Embed) and a stage-gate framework with clear exit criteria, enabling citizen-facing automation to scale safely across the Trust while staying aligned to the wider patient access and digital strategy.

Through this work, Clarasys demonstrated how experience-led service design can turn a point AI solution into a scalable citizen-facing service. By grounding design in patient needs, co-creating new ways of working with booking staff, and putting robust governance and deployment patterns around the technology, we helped Otua and the Trust deliver a more reliable, choice-led booking experience, while freeing up clinical and administrative capacity.

Capabilities

Figure 10: Our Capabilities



Experience Design

At Clarasys, we are the 'Experience Consultancy', and everything we do focuses on building end-to-end experiences that can delight users whether they are citizens or civil servants. Our knowledge of user research practices and service design principles, helps us to understand the end-user for a given process and assess the organisational structures that work to deliver the end-to-end experiences that will delight the user. We are experts in experience visioning and mapping exercises, and in analysing operational impacts which can all come together to maximise the value to users and create unforgettable experiences. We are trialling innovative tools in the AI research and visualisation space which will continue to enhance our experience design expertise.

Business Analysis

We are business analysis experts, who specialise in bridging the gap between business functions and technology to drive towards more effective decision-making. We are experienced across multiple methodologies and techniques including Lean Six Sigma, Agile, and Total Quality Management (TQM). We work with government organisations to map out processes, identify areas for improvements, to ensure that your organisation is operating at its optimal capacity, and civil servants have the supporting infrastructure they

need. We utilise leading data visualisation and process modelling tools like BusinessOptix in order to bring our business analysis to life.

Agile Delivery

Our Agile expertise underpins everything that we do. We are experts in a wide array of techniques, including Scaled Agile Framework (SAFe), Certified Scrum Master (CSM), Large Scale Scrum (LeSS)), as well as in applying our own bespoke agile methodology to a variety of policy, operational and digital challenges faced by government organisations. We offer an iterative approach which centres on the end-user in order to produce the most impactful result for the organisation at large.

Business Architecture and Strategy

We help government agencies conquer their aspirations and navigate critical strategic, operational, and governance decisions. We are experienced in crafting the change needed to address the relationships between your business architecture, technology, and people through a multi-faceted approach including research and industry analysis, strategy development, business case definition, and architectural analysis and design.

Data Analytics and AI

We leverage cutting-edge technologies such as PowerBI, DOMO, Google Analytics and approved AI tools to generate data-driven, actionable insights that drive tangible business outcomes. Whether through governance and management or analysis and modelling, we are equipped to help your organisation make the most of the data it has so you can function optimally. Our use of AI is governed by a clear policy that ensures any data is protected by robust contractual and organisational controls, including agreements that prevent data from being used to train AI models and policies for zero-day data retention. While our teams may use other AI tools for general productivity, we strictly prohibit their use with any of your data.

We take an “AI First, Human-Led” approach to accelerate delivery, allowing our teams to focus on high-value activities while ensuring that human expertise remains central to quality and decision-making. We will begin by understanding individual and organisational needs, then integrating core tools and gradually introducing role-specific and complementary solutions as appropriate. We are experienced in coaching and upskilling government employees on leading technology solutions, including training civil servants to apply AI tools safely and effectively to enhance government services.

Consulting Excellence

As consultants, we are always looking for ways to improve and to elevate the outcomes that we can provide. As an organisation, we engage in continual training and learnings to cultivate the problem solving, communication, leadership, and stylistic skills that underpin all of our work. This continual learning process helps us to ensure we are continually

providing value to our clients, and that our consultant skill sets do not remain stagnant over the course of an engagement. As an organisation, our priorities are delivering excellence and continually innovating. We prioritise transparent communications, iterative methods, and clearly defined ways of working to ensure that we are generating the best results we can.

Sustainability

Sustainability is more than just one of our capabilities, it underpins all of our projects. Whether it is building carbon efficiency analysis into our digital product development or incorporating sustainability concepts into end-to-end supply chains, we deliver projects that focus on transforming organisations, products, and services to meet planetary and societal needs. We are experienced in defining and measuring purpose and impact, calculating and cutting carbon emissions, and building circular business models.

Clarasys also operates a certified Environmental Management System (EMS) in accordance with ISO 14001, covering the environmental aspects and impacts of our consulting activities and operations. This certification demonstrates our ongoing commitment to environmental protection, compliance with relevant obligations, and continual improvement in sustainability performance.

Domain Knowledge

Our business acumen and experience of working across government departments, agencies and public bodies enables us to deftly navigate complex governmental structures, policies, and processes. We excel in navigating intricate regulatory frameworks, implementing effective strategies and policy decisions, and delivering innovative solutions tailored to the unique needs of public institutions. Our previous engagements have sharpened both our knowledge of government operating practices and our ability to provide targeted strategies, design innovative approaches, and implement compliant frameworks to enhance core operational products and citizen-centric services.

Technology

We employ a technology-agnostic approach to assessing, designing, and evaluating services for government organisations. We are experts in solution architecture design, enterprise technology architecture design, implementing digital-first strategies and cultures, and in assessing vendors to ensure you have the right technology supporting your organisation. We are able to support civil servants across a wide array of platforms and products in alignment with the Tech Code of Practice and are experienced in managing technology in alignment with Government Digital Service (GDS) best practice and Central Digital and Data Office (CDDO) standards. We are passionate about building sustainable products and services, and our practitioners are eager to learn and apply innovative approaches such as Low Code or No Code which can transform the processes used by civil servants and improve outcomes for citizens.

Employee Engagement

Since 2011, we have helped our clients become people-experience-led organisations to improve their employee experience, reduce churn and increase productivity, through our employee engagement approach. One of the biggest barriers to successfully doing this is understanding the root causes of employee friction, and getting the business buy-in to make real change. We help organisations overcome this through establishing a continuous loop of identifying the friction within the organisation, understanding the practices or behaviours that are causing it, designing and implementing the actions to improve this for employees, and measuring if this has been successful. This includes implementing employee engagement platforms to improve transparency and monitor employee sentiment (including partnerships with organisations such as Workvivo), and helping organisations adopt more progressive ways of working to increase autonomy and trust. We are involved with several inspiring communities that are collectively pushing employee experience thinking forward including a partnership with Corporate Rebels and chair their UK community of progressive organisations. In this, leading organisations from High Street banks to disruptive start-ups, come together to share their successes and challenges by adopting more progressive ways of working, and act as a peer group to help other organisations design experiments to address employee friction within their own organisations.

Working with Clarasys

Clarasys prioritises a collaborative, transparent, and continuous approach toward our resourcing process which aims to ensure the government departments we work with get the right person to address the right challenge. We aim to bring consultants onboard to projects as quickly as possible, with our people typically ready to start within five days of a candidate being agreed and a contract (statement of work) being. as shown in Figure 11. For Clarasys, resourcing is not a one-off mechanism but rather works best as a continuous process that ensures value is being provided throughout the project.

Figure 11: Our sourcing approach



In the event that we are selected to work with you under G-Cloud 15 (following the standstill period and contract award), we will work directly with the relevant contract owner, commercial team representative and other key senior stakeholders (senior responsible officer, statement of work lead) to discuss your resource needs. We do this in conjunction with our internal scheduling process to understand any role-specific requirements including in-person working requirements, location, future demand, and specialist capabilities required and adjust resourcing accordingly. To further this goal, we will host a “best-fit” meeting to identify and resource the candidate with the most appropriate profile.

Our scheduling process prioritises our commitment to deliver by maintaining continuity of consultants and ensuring that key staff are retained on this contract where possible. We have adopted internal resourcing strategies to expedite our process such as capability and certification tagging, which enable us to quickly identify which consultants fit the core needs of our clients. We also understand that team sizes and the need for specific skills and capabilities can change rapidly. We will proactively review the demand for resourcing throughout the duration of the contract to anticipate and identify the evolving needs of the programme and effectively respond when changes are required.

Ahead of the project start date, our tried and tested onboarding process will ensure our consultants have the appropriate clearance in place so they are ready to start on day one. Additionally, upon candidate confirmation, our resourcing lead will ensure the consultant completes a bespoke booster course relevant to the work required including best practices for delivering within a probation setting, research ethics standards, meeting the Service Standard, and relevant ways of working specific to the particular organisation. During delivery we will proactively monitor quality at regular intervals using a variety of data points including and not limited to, net promoter score (NPS), customer satisfaction scores (CSAT) and statement of work (SOW) owner client feedback.

Clearance

We pre-clear all our consultants going onto public sector and healthcare work to a minimum of BPSS clearance. Those identified as requiring higher clearance (SC, NPPV3, DV clearance etc) are able to apply for this via the client's organisation or through our external vetting procedure. Currently, we have more than 60 consultants with SC clearance across all SFIA levels. This tried and tested process enables us to accelerate the onboarding process to all our clients.

Internal Security policy

Beyond the scope of our clearances, Clarasys maintains a stringent, comprehensive, company-wide approach to our internal data security. We maintain CyberEssentials and CyberEssentials Plus compliance. Additionally, all members of our team are required to go through annual upskilling on maintaining GDPR and data protections courses.

Clarasys operates certified management systems for ISO 9001 (quality), ISO 14001 (environmental) and ISO 27001 (information security), providing a structured, independently audited framework for how we deliver work, manage our impacts and will protect your data. These certifications give assurance that we consistently meet defined requirements, manage risk and continually improve the way we run and govern projects, which in turn supports reliable, high-quality outcomes. We are also implementing an ISO 20000-1 service management system and are aiming to achieve certification by March 2026, further strengthening the reliability and consistency of our client-facing services.