

Appian case management implementation

G-Cloud 15

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Case management cloud solutions

CDS provides consultancy, design, implementation, delivery and support for a wide range of case management and business process management challenges. We enable clients to visualise and move safely and securely to a future 'to be' state in pursuit of digital transformation and associated benefits across cost efficiency and improvement in user experience for both customers and employees.

By automating workflows and removing manual processes, we support our clients to realise operational efficiencies, increase assurance and auditability and create 'digital-first' services for users that can scale in line with organisational growth.

Meshing seamlessly into our wider digital proposition, business process management transformation consultancy leverages the expertise and experience of the agency to deliver improved outcomes for clients by building tangible roadmaps based on pragmatic, achievable and composable thinking.

Our services include, but are not limited to:

- Appian complex case cloud solutions
- Business process management and transformation consultancy and implementation
- Case management cloud solutions
- Hyperautomation
- Low-code cloud solutions
- Low-code solution implementation and support
- Process automation cloud solutions
- Property asset management consultancy, design, implementation and support.

CDS has designed and developed multiple applications combining cloud technologies, Robotic Process Automation (RPA) and case management components, incorporating data capture, processing, workflow, multi-user views and reporting to support both operational activity and policy. Examples include:

- Mental Welfare Commission for Scotland: cloud-based case management solution
- Social Work England: cloud-based case management solution that supports key processes and integrates with government-as-a-platform services.
- Independent Office for Police Conduct (IOPC) Investigative Case Management system.
- West Mercia Police, digital forensics case management system.

Service overview

Commercial off-the-shelf (COTS) case management solutions often suffer from interoperability, compatibility and connectivity issues. Instead, CDS advocates a low code, cloud approach to case management solutions with users at the heart of the

design. We enable rapid, flexible development – ensuring maximum interoperability, future-proofed and aligned to your priorities and challenges.

According to Gartner, by 2024, government organisations with a composable case management application approach will implement new features at least 80% faster than those without.

Low-code development is increasingly becoming the more attractive route for case management. Off-the-shelf products often make sense in the short term as they offer a quick solution to a problem and can be up and running relatively quickly.

However, there will always be compromises to be made when buying a piece of software. The rigidity of off-the-shelf software means you will struggle to find a tool that meets more than 60-70% of your needs. Major compatibility and connectivity issues can occur. Often these are unknown or unexplored until the implementation begins.

The key benefit of developing a cloud case management system with low code is that the product roadmap can be intrinsically linked to your organisation's needs. The custom software can be quickly modified and adapted to solve internal problems and priorities.

Typical buyer challenges

- You have multiple systems that do not talk to each other or facilitate solving the problem, and you need to pull on multiple data sets from a variety of systems to solve the whole problem.
- You have a case management solution, but it is not future proof or flexible and has not evolved in the way or at the speed required. This has resulted in patchwork 'fixes' which cause unintended consequences and problems.
- You need to free up staff to focus on analysis, decision-making and driving value from insights as opposed to spending most of their time completing manual admin tasks prone to the risk of errors.

Key considerations when implementing a solution

Human/user-centred design: it is important to put users at the heart of design/development when creating user interfaces with different roles and levels of access. Users will buy into and evolve with a system built for their needs.

End-to-end design: processes, priorities and workflows are unique to every organisation – even those operating in the same industry. A low code approach enables you to meet the organisation's specific tactical and overarching strategic needs.

Technology selection: government priorities around data sharing capabilities and interoperability/open-source should be considered, as well as futureproofing to meet new regulatory and compliance requirements. The adoption of low-code application platforms enables composable and modular interoperable applications to meet the above challenges. Low code also supports speed to deployment, continuous

improvement and buyer ownership (in time), removing dependence on delivery partners.

Security/compliance: audit trails and access management are critical components of any case management system as are integration, compatibility and compliance with government systems. CDS are ISO 27001 accredited and have delivered enhanced security models for additional business logic security, configured single sign-on (e.g., Social Work England's website) and integrated with APIs for GOV.UK Verify, Pay and Notify.

Change management: it is important to consider the broader implications change management has on BAU operations and upskilling staff. Good case management requires close collaboration. When you have multiple caseworkers to consider, you stand a much better chance of achieving high productivity and communication when collaboration is easy and intuitive. Low-code platforms provide organisations with the flexibility to quickly implement new procedures and change workflows. A good case management system needs to respond to changes in business processes quickly. Low-code offers agility in integrating and responding whenever an update is made.

A low-code platform provides users with a development environment where application software can be created. By using a visual approach and drag-and-drop functionality, the low-code platform solutions built by CDS encourage rapid development, without the need for traditional computer programming.

Features and benefits

Features

- Cloud-based – secure access everywhere on any device
- User-led interfaces enabling personalisation
- Task management and allocation
- Search capabilities
- Single sign-on
- Low-code development
- Security, auditing, and access controls
- Real-time dashboards, reporting and analytics (MI)
- Ease of integration with legacy systems and APIs
- Scalable.

Benefits

- Drives cost and time efficiencies
- Ability to streamline processes and workflows (business process automation)
- Search enables access across legacy systems records and datasets
- Allows legacy IT to be exploited instead of removed
- Buyer ownership over time with training and upskilling of staff
- Enables continuous improvement and maximum flexibility.

Case study - Independent Office for Police Conduct

The requirement / Challenge

Independent Office for Police Conduct (IOPC) engaged CDS to develop a new case management system (CMS) to replace an existing Commercial Off-The-Shelf (COTS) system used for coordinating investigative, casework and other operational activities.

Over the years, the COTS system became increasingly rigid, unable to adapt to evolving process requirements and related legislation. Its inflexible architecture prevented necessary customisations, forcing some teams to resort to Excel spreadsheets for case management. The COTS system was not only too costly to maintain but fundamentally incapable of evolving to meet future organisational needs.

Key business objectives:

- Introduce more efficient working
- Automate manual tasks to provide more capacity for back-end staff
- Unlock future efficiencies and make quality improvements
- Support continuous and iterative improvements
- Flexibility in configuration to meet complex processes and ongoing regulatory changes
- Compliance with GDPR, accessibility, and related regulations
- Empowering IOPC staff to maintain and develop the system in response to an ever-changing criminal justice landscape.

CDS was selected for its strong technical capabilities (using onshore and vetted staff), proven experience with similar regulatory bodies, and a demonstrated commitment to working collaboratively with the IOPC to deliver the new solution.

The solution

The new solution built using Appian, the most mature, and fastest-to-develop, low code platform and Gartner's Magic Quadrant number-one-rated dynamic case management capability.

CDS selected Appian as the most suitable software for the IOPC's CMS due to its excellent speed to value, ease of ongoing development and integration and the ability to deliver to WCAG AA 2.2 compliance.

Reasons for choosing Appian:

Case management and process automation excellence

- At its heart Appian is designed to deliver complex case management where digital process automation scenarios are high.
- Excels in complex, long-running, mission-focused digital transformation initiatives that require rapid delivery and comprehensive automation orchestration throughout the program lifecycle.

Operational visibility and control

- Provides robust task allocation and tracking capabilities ensuring real-time visibility of work status.
- Implements role-based access control and customised user experiences, presenting contextually relevant information based on user role and investigation stage.
- Enables executive-level aggregate dashboards.
- Provides granular field-level reporting and comprehensive audit trails.

Data management and integration

- Offers flexible data handling—data migration is optional as information doesn't have to reside within Appian, providing flexibility during implementation and throughout the product lifecycle.
- Features 'records' capability that creates an interpretive layer, organising data into meaningful information for informed decision-making while tracking actions taken.
- Includes pre-built integrations with SharePoint and Outlook "out of the box".

Collaboration and efficiency

- Delivers strong cross-team collaboration capabilities for various aspects of case management, reducing duplication of effort and ensuring awareness of ongoing work (subject to security permissions).
- Automates low-value tasks and simple decisions, allowing staff to focus on high-complexity adjudications through integrated robotics, AI, rules, and decision logic automation.

Compliance and reporting

- Provides automated KPIs and SLAs within the CMS, enabling automatic escalations and notifications to ensure and track compliance and performance criteria.
- Facilitates automated regulatory compliance and reporting capabilities.

Technical advantages

- Offers flexibility to address custom requirements without accumulating technical debt, increasing speed to value and adaptability to change.
- Provides integration with various back-office applications that complement COTS solutions or involve enterprise resource planning (ERP) extensions.
- Delivers cross-platform access automatically, eliminating overhead for creating separate mobile and tablet solutions.

The CDS Appian solution delivers comprehensive benefits beyond just meeting IOPC's immediate requirements. It creates a foundation for digital transformation by enabling new ways of working and incorporating innovative technologies like robotic process automation for repetitive tasks and AI capabilities.

The system provides end-to-end case management functionality, handling everything from preliminary stages through allocation to Investigation Managers and all subsequent investigation activities. Access is carefully controlled through role-based permissions, with line managers receiving enhanced visibility to monitor their teams' work and case statuses through dedicated dashboards.

Given the critical nature of IOPC's work and intense public scrutiny, the solution prioritises complete transparency and auditability. Every system edit is meticulously logged, with users able to review a case's full audit trail directly within the interface when needed.

The system offers powerful filtering capabilities, allowing users to organise cases by multiple parameters including investigation type, originating organisation, assigned Investigation Managers, and more.

The front-end interface was designed with user experience as a priority. It presents an intuitive, user-friendly interface that has been completely tailored to match IOPC's specific requirements.

The outcomes

The delivered case management solution now plays a pivotal role in managing the lifecycle of investigations. It has enabled the IOPC to realise significant benefits including:

- Operational efficiency
 - System and procedural changes previously unachievable under the legacy system have resulted in a reduction of administrative resources required across investigations.
- Data consolidation and integration
 - Creation of a single unified data source accessible through one application.
 - Consolidation of information previously fragmented across:
 - The core CMS
 - Three separate SharePoint sites
 - Multiple unofficial or local spreadsheets.
 - Integration of new processes not previously supported by the CMS.
- Organisational transformation
 - The new CMS serves as a key driver of change across the organisation
 - Unlocking capabilities that were previously constrained by the legacy system.
- Agility and continuous improvement
 - Enhanced ability to implement changes rapidly
 - Capacity to deliver additional use cases that drive ongoing transformation and continuous improvement.
- Data quality
 - Significant increase in both data collection and quality.
- User experience
 - Improved usability demonstrated by overwhelmingly positive feedback from an internal staff survey.

- Compliance and risk management
 - Significantly reduced risks associated with statutory compliance requirements:
 - GDPR
 - Accessibility standards
 - Related regulations.

Business continuity and disaster recovery plans

CDS is committed to minimising and managing its exposure to disruption to the business and the services provided to our customers. This encompasses robust systems and processes necessary to maintain continuity of service and operations.

CDS maintains a comprehensive Business Continuity and Disaster Recovery (BCDR) plan, certified to **ISO 23001**, that defines clear roles, responsibilities, processes, and procedures for assessing and responding to disruptions to ensure continuity during disruptions. **Our plan is tested annually with lessons learned incorporated into plan improvements.**

Our Business Continuity Management System (BCMS) is underpinned by regular business impact assessments and threat and risk analyses, and annual tests to ensure all contingencies remain effective, current, and fit for purpose.

Onboarding and offboarding

Onboarding

CDS provides a tailored onboarding pathway, based on clients' individual requirements.

Onboarding is a collaborative process, through which we fully understand our clients' short-, medium- and long-term goals, and plan our service accordingly, to deliver best value and appropriate resourcing, governance, communication and planning.

Our multi-disciplinary agile teams will work with project stakeholders to understand the client and project needs and requirements.

We will define and capture ways of working, including definitions of 'ready' and 'done', and identify acceptance criteria for each sprint, underpinned by modern test practices and OKRs.

Offboarding

Upon starting the engagement, CDS will provide an exit plan for client approval. This will cover matters such as knowledge transfer and documentation, roll-off schedules, data and asset transfer, intellectual property and removal of access / permissions and return of devices / equipment.

Ownership of data contained in any solution belongs to and rests with the client; as the service is decommissioned, raw data will be transferred to the client. CDS is certified to ISO 27001 for data security and will always adhere to these standards – including data removal and destruction.

Ways of working

At CDS we apply agile principles across our projects, primarily using the SCRUM Agile methodology. We operate multi-disciplinary squads that combine domain expertise with technical excellence, delivering value early and iteratively through two-week sprints. Our approach is underpinned by the following core practices:

- **Daily standups:** A team call for 15 minutes each morning to track progress, surface blockers and ensure sprint goals are achieved.
- **Sprint planning:** Held at the start of each sprint to prioritise the work, align on objectives and ensure the team is fully prepared.
- **Sprint review:** At the end of the sprint, the team demonstrate to all stakeholders the deliverables achieved and present the sprint goal for the next sprint.
- **Sprint retrospective:** For each sprint the team will review what went well, identify areas of improvement and embed lessons learned to drive continuous improvement.

Additionally, we have an Agile mindset and culture at CDS, in which we apply:

- **User-centred design and customer-focus:** Through collaboration and partnership working we deliver outcomes that meet user needs.
- **Adaptability and flexibility:** Short feedback loops enable us to respond quickly to change, with teams empowered to pivot as required.
- **Continuous learning:** Retrospectives encourage open, honest feedback to continually improve ways of working and delivery effectiveness.
- **Partnership and teamwork:** We create a one-team culture with our clients and their supplier partners, working collectively towards shared project goals.

Training

As well as continual 'on the job' knowledge transfer to upskill client teams, CDS can provide formal, comprehensive training for administrators and users prior to handover and go live designed to support successful change management, ensure smooth implementation and embed solutions that are integral to business operations. Our training also builds internal technical capability, empowering teams to become self-sufficient and reduce the long-term cost of change.

In most cases, we adopt a 'train-the-trainer' model, delivered through a blend of on-site and remote sessions. This is supported by comprehensive training materials and easy-to-follow digital end-user guides, written for non-technical audiences and compliant with WCAG 2.2 accessibility guidelines.

Quality assurance and performance testing

CDS applies rigorous testing as part of our Quality Assurance process (ISO9001) to ensure we maintain quality across our deliverables and that outcomes are fit for purpose and fulfil functional and performance requirements.

Our testing capability is led by ISTQB (International Software Testing Qualifications Board) qualified testing experts with all the skills and expertise to quality assure AI, technology & cloud services.

We use a flexible, agile testing approach utilising tools and techniques tailored to each client's context to ensure solutions meet business objectives and success criteria.

We adopt an automation-first approach, embedding high-quality automated checks into robust CI/CD pipelines to ensure quality is treated as a first-class citizen throughout the deployment process.

Our testing services include:

- Test strategy
- Test planning
- Automated test frameworks
- Testing, defect management and reporting
- Support of customer UAT
- Security (perimeter/application) testing / DevSecOps
- Performance and stress testing.

Security services

CDS holds certifications to international standards - Cyber Essentials Plus and ISO27001 Information Security, encompassing physical security, personnel security, storage, electronic data handling and secure destruction.

We embed 'secure-by-design' principles in our standard service design approach, aligned with security best practises and in addition we provide expert security consultancy.

CDS works closely with National Cyber Security Centre CHECK-accredited providers to conduct IT Health Checks (ITHC)/penetration testing in line with best practice.

CDS staff are BPSS cleared as a minimum. We can deploy SC, NPPV cleared teams and staff with DV clearance, if required.

Ongoing support

Our service model is designed to provide comprehensive, proactive support that operates to

ISO20000:2018 Service Management and ITIL best practices, covering the full-service management lifecycle.

We deliver a fully managed service that encompasses application support, platform maintenance, incident management, problem management, change management,

supplier management, and out-of-hours support for major incidents. This approach ensures that business-critical systems remain operational and performant whilst maximising customer value through continuous service improvement.

All CDS Service Delivery team are ITIL-certified.

We offer three service levels (Bronze, Silver and Gold) each providing:

- Online Service Desk Portal available 24x7 for logging and tracking incidents and requests.
- Telephone support via a dedicated helpline available from 9am to 5pm Monday – Friday (excluding English Bank Holidays).
- Highly skilled service desk team who manage and resolve incidents and requests in accordance with the agreed SLA.
- Ongoing maintenance including application of security patches.
- Structured change management to ensure updates are properly assessed, approved and implemented.
- Monthly performance report to provide visibility of service levels and operational metrics.

Support and maintenance contracts stipulate a minimum level of support provision per month, appropriate to the size and complexity of the service, aligned to the preferred service support tier. Additional time is chargeable at the day rates listed on the rate card.

SLA Incident response

Service	Bronze	Silver	Gold
Incident response			
P1 - To be called in	15 minutes	15 minutes	15 minutes
P2	1 hour	1 hour	1 hour
P3	1 hour	1 hour	1 hour
P4	4 hours	4 hours	1 hour
P5	1 working day	1 working day	1 hour
P6	1 working day	1 working day	1 hour
Target incident resolution - core hours			
P1	8 hours	6 hours	4 hours
P2	15 hours	11 hours	8 hours
P3	5 working days	3 working days	1 working day
P4	7 working days	5 working days	3 working days
P5	N/A	14 working days	10 working days
P6	N/A	N/A	N/A
Major Incident Report	N/A	10 working days	5 working days

Hosting managed services

CDS provides a range of consultancy and management services for design, implementation and management of application infrastructure, including:

- Technical architecture and implementation
- Infrastructure management and maintenance including:
- Critical security patches
- OS (operating system) patches: testing and deployment

- Application and platform availability
- Anti-virus & Malware updates
- Obsolescence management
- Proactive monitoring and alerting of Infrastructure & solution performance and function.

Service constraints

Attainable service levels will be dependent upon the service performance of cloud suppliers within the service chain. Maintenance windows may apply, and clients should refer to the SLA for the specific service in use.

Ordering and invoicing

We recommend contacting CDS before placing an order via G Cloud 15, to confirm and agree scope, scale, SLAs, KPIs, outcomes, etc. We will be pleased to support clients to define statements of work that reflect their requirements.

Invoices are issued monthly in arrears, with payment terms of 30 days.

Pricing

Timescales and costs vary, depending on several factors; we recommend a preliminary review to provide a firm cost.

Please refer to our pricing document and rate card.

Industry standards

CDS delivers all its services to internationally recognised standards. CDS is accredited to the following standards:

- ISO 9001 Quality Management System.
- ISO 27001 Information Security Management.
- ISO 20000 IT Service Management and IASME certified.
- ISO 14001 Environmental Management.
- BSI 1008 Electronic Information.
- ISO 22301 Security and Resilience (Business Continuity).
- ISO 45001 Health and Safety Management.
- ISO 10008 Evidential Weight and Legal Admissibility of Electronic Information.
- ISO 50001 Energy Management Standard.
- Cyber Essentials Plus.
- IASME certified.
- ITIL compliant service desk.
- PlanetMark Sustainability.

We comply with the Data Protection Act 2018 and UK GDPR regulations.

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