

Digital Consulting

Review explores readiness of government body tasked with supporting the UK Government Transformation Strategy

Challenge

Evolving strategy and landscape triggers independent review of organisation's progress and way forward

In 2016 the UK Government released its new transformation strategy for the next four years.

The body historically tasked with driving digital transformation across government wanted an independent view on the implications of the strategy, asking: how best can we support the strategy, and are we set up for success?

NTT DATA Digital was engaged by the body's advisory board to facilitate a review.

The review's terms of reference were to assess past successes, challenges and opportunities; and consider the organisation's ability to support, enable and assure initiatives outlined in the new Government Transformation Strategy.

The review aimed to benchmark progress to date, identify strategic questions to answer, and make recommendations for how to do so.

About the client

Part of central government, the unit supports digital transformation of government using its technology expertise to build platforms, standards and digital services. The unit collaborates with departments to help them transform.

About NTT DATA

NTT DATA (Tokyo: 9613) is your Innovation Partner anywhere around the world. Headquartered in Tokyo, with business operations in 42 countries, we put emphasis on long-term commitment and combine global reach and local intimacy to provide premier professional services from consulting and system development to business IT outsourcing.

Solution

Research identifies a maturing view of digital transformation and suggests steps to adapt to the landscape

NTT DATA's research involved a review of annual reports, interviews with the unit's leadership team and advisory board members, as well as an examination of external perceptions of its work.

NTT DATA brought its global foresight to bear to contextualise the digital change that society, government and the body were experiencing, as well as the organisational and operational issues related to evolving digital maturity.

Our deep experience of directing transformation initiatives and delivering robust technology solutions at scale contributed practical insight into the questions that evaluated the organisation's readiness to deliver.

A maturing view of digital transformation

Through our research, NTT DATA mapped out the evolution of the organisation and brought context to its historic successes and challenges. This established a benchmark from which to track future progress, while acknowledging the ever-increasing expectations of stakeholders in a fast-moving technology landscape.

It identified a lack of clarity around mandates and the need for more cross-functional working at a strategic change level to incorporate other government functions and collectively drive change.

The review mapped out possible strategic directions for the organisation to develop to best deliver to its core strengths within a complex stakeholder ecosystem.

The review also highlighted the need for greater levels of standardisation, professionalism and governance as its responsibilities for key national technology infrastructure increased.

Results

Independent review provides insight into current state of organisation and acts as catalyst for internal change discussions

The review delivered a 25-page executive summary of key findings with a supporting slide presentation pack for internal comms purposes. These documents were supported by a full report with extended commentary and analysis. This document included detailed feedback and suggestions in the areas of 'support', 'enable' and 'assure'.

The work validated some of the unit's in-flight changes and contributed to ongoing discussions about the organisation's mandate, structure, governance, capabilities and future direction.

Following the review, NTT DATA made seven key recommendations for consideration. These were prioritised in line with the strategic objectives of the Government Transformation Strategy.

