**Opportunity**

The department in focus was responsible for receiving, reviewing and processing applications, alongside providing guidance documentation, managing external relationships and regulating the industry.

Their existing processes were outdated and made limited use of modern tools / automation. Extensive manual effort was required in creating, responding to and maintaining data records, few of which were digitised effectively. This resulted in duplication of data entry, non-real time status tracking and output data which was not integrated with downstream operations.

**Approach**

The initial step was to collect all existing process collateral to prepare draft frameworks. Key stakeholders were brought together in a workshop to be briefed on the project, trained in the basics of process management and used to define a high-level end-to-end view of the process.

Interviews were then held with the Process Owners and Subject Matter Experts (SMEs) to fully define the in-scope, As-Is landscape through detailed BPMN 2.0 models. In parallel, an issue register was maintained, documenting current problems and improvement / innovation opportunities.

**Once this had been signed-off by senior leadership, three analysis approaches were deployed:**

- **Value-add** - maximising value from critical activities, streamlining non-critical activates;
- **Problem-based** – addressing stakeholder concerns and improvement suggestions; and
- **Automation redesign** – where can the business be restructured to maximise automation opportunities.

Based on this analysis, To-Be process models were drafted describing the system user profiles and the associated responsibilities. The models were reviewed with both SMEs and IT to ensure alignment. Prioritised system requirements / user stories were prepared to support the post-transformation process, with the Minimum Viable Product (MVP) clearly defined.

**Summary**

In just 10-weeks, a clear picture of the business was created and used as a platform for designing a custom system. To-Be models, requirements/user stories and RFQ packs were built, enabling Vendors to be evaluated and selected. The design shaped development, ensuring an efficient, effective and compliant process, whilst engaging the broader business to increase engagement, visibility and control.
To generate a view of the data recorded throughout the in-scope processes, an As-Is Bus Matrix (Data Dictionary) was created. This described all data fields currently captured, the format of the data and who was responsible for entering it. With this as the baseline, a To-Be Bus Matrix (Data Dictionary) was defined. This was streamlined and the timelines/responsibilities for entering the data aligned with the To-Be processes.

All the collateral was extracted into a System Design Report and reviewed with a preferred software vendor to ensure coherence, completeness and feasibility. Updates were made after this session and, with this done, it was ready for submission to vendors through an RFQ.

**Benefits**

- The business owns the processes (not the IT department/vendor) because of their continuous involvement, increasing their engagement throughout the project.
- Requirements/user stories defined around To-Be processes, bridging the communication gap between the business and the IT experts.
- Process models add context to the user stories, preventing developer misinterpretation and conflicts.
- Vendor quotes were provided faster and with improved accuracy, enabling more effective bid evaluation.
- Project plans were more accurate and the time required by the developers for technical designs greatly reduced.
- Minimised risk of project slippage, budget overrun or late-notice customisations.
- The detailed analysis prior to development improves the efficiency, effectiveness and compliance of the new system.

“It was great to see such high levels of engagement from process owners and SMEs from an early stage. Capturing existing processes enabled the business to quickly establish “To-Be” models with confidence, reducing the time from idea to development significantly.”

John Seabourn | Head of Digital Services at the UK Oil & Gas Authority

**Outputs**

- **32 Process Models**
  - 19 As-Is and 13 To-Be at Level-3 detail
  - RACI, system and data flow attributes

- **169 System Requirements / User Stories List**
  - Prioritised, with the MVP clearly defined

- **Bus Matrices (Data Dictionary)**
  - 93 As-Is data fields and 204 To-Be data fields

- **System Design Report**
  - Includes processes, associated requirements and bus matrices
  - Key component of RFQ pack