ENTERPRISE STRATEGY

Capability-to-roadmap diagram

Investment brief / Helping staff find reliable service information

DECISION IN THIS EXAMPLE

Fund the first six weeks to establish a baseline and fix knowledge ownership. Release pilot funding after the service owner demonstrates that information is current and accessible.

Service outcome

Help frontline staff find the current, authorised answer to common enquiries. In this scenario, duplicate articles and unclear publishing ownership are the working explanation for search delays. Validate that assumption in the first phase.

1. How capability gaps translate into investment

Set the outcome
Find reliable information during a live enquiry.

→

Assess capabilities
Map enquiry handling, publishing and frontline support.

→

Set prerequisites
Assign content owners, review dates and access.

→

Plan funding
Fix knowledge first, test guided search, then consider scale.

The service owner uses observed enquiry tasks and search failures to determine which content sets to fix first.

Capability priorities

CAPABILITY	WHAT CHANGES	ACCOUNTABLE ROLE
Knowledge governance	Assign an owner and review date to each priority article. Retire duplicates and publish one approved version.	Knowledge lead
Search and access	Set access by role, use frontline language in search and test assistive-technology workflows.	Platform owner
Enquiry handling	Define common enquiry types, the expected source of truth and the escalation path for exceptions.	Service owner
Frontline support	Coach one team in the pilot and capture unresolved searches and recurring questions.	Frontline operations lead

Illustrative scenario. Roles, evidence and thresholds are fictional.

ENTERPRISE STRATEGY

Investment sequence and reviews

Investment brief / Funding gates, benefits and ownership

2. What unlocks each roadmap phase

Weeks 1–6
Baseline enquiry tasks and fix the priority content set.

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Weeks 7–12
Pilot guided search with one frontline team.

→

Week 13 onwards
Extend to more teams if benefit and support capacity are demonstrated.

Weeks are illustrative and measured from mobilisation. The portfolio sponsor releases funding for the next phase after reviewing the evidence.

What the sponsor should see

FUNDING GATE	EVIDENCE AND THRESHOLD	ACCOUNTABLE ROLE
Approve pilot	All pilot articles have an owner and review date. Staff can access the approved source, and baseline task results are recorded.	Knowledge lead
Approve expansion	At least 90% of attempts find the correct approved answer unaided. Median time to find it falls at least 25% from baseline. Support capacity is confirmed.	Service owner
Review after scale	Check the same metrics across new teams at 30 and 90 days. Assign corrective actions for ageing content, access issues or falling performance.	Service owner

How benefits are measured

Use a fixed task set covering the ten most common enquiry types. Record success and elapsed time for each attempt in baseline and pilot rounds with comparable staff groups. Apply the same time cap to both rounds and report failures separately.

Where to change course

If the baseline shows that permissions or unclear policy are the main source of delay, redirect first-phase work to that cause. If the pilot misses its targets, hold expansion and use failed tasks to decide what to fix or whether to stop.

Investment accountability

The portfolio sponsor owns the funding decision. The service owner tracks benefits and reports results, unresolved risks and support costs at each review.

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