



Forrow.

Forrow Agile Security Transformation

How Agile delivery reshaped
cybersecurity operations at
a large London Financial
Services Institution

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Overview

Our client, with £10b under management, had a well-established internal IT function, but its Security team faced mounting delivery challenges. Despite using frameworks such as NIST, outcomes remained unclear and difficult to act on. Security initiatives were slow, communication lacked clarity, and delivery processes weren't driving meaningful change.

Forrow was engaged to assess the situation and what began as a technical audit became a catalyst for lasting organisational transformation. By introducing a practical Agile approach tailored to Security, Forrow helped build delivery rhythm, improve stakeholder relationships, and embed an open culture based on measurable progress.



“Before Forrow, it felt like pushing a boulder uphill. We needed to make security feel real and visibly valuable, not just a checklist.”

Chief Information Officer

The Challenge

1

Security function overwhelmed by service tickets and project support requests

2

Delivery was slow and reactive, with limited stakeholder visibility

3

Team used NIST for maturity assessments, but results lacked actionable outputs

4

Quantitative evidence for security improvements was difficult to demonstrate

5

Security team had little time for planning and strategic activities

The Engagement

Forrow's initial scope was an in-depth technical audit against the organisation's critical controls. The results of this audit lead to identifying consistency gaps in how the Security team communicated, prioritised, and delivered work. Rather than layering on more process and governance to give fake certainty, Forrow proposed a shift in how the team operated: moving from a Waterfall approach to Agile delivery.

Forrow focused on enabling the agile transformation through design, coaching, support, and understanding large initiatives as small, value adding deliverable components.

Key Activities

- Delivered a tailored CIS Critical Controls audit across IT, Infrastructure, Security, Risk, and Development teams
- Delivered the audit report with strategic priorities to improve organisation resilience
- Advised leadership during the transition of Security to Agile delivery
- Facilitated a full-team offsite to align new ways of working, and prepare for future projects
- Rebuilt the Security delivery model:
 - Reworked the backlog with actionable user stories
 - Designed and implemented sprint structures and Agile ceremonies
 - Improved work visibility and structure to stakeholder, via Jira
- Trained the PMO (who became the team's Scrum Master)
- Coached the Head of Cyber and Scrum Master through early sprints
- Created a contextual "Agile Lego Kit" for sustainable adoption across other teams

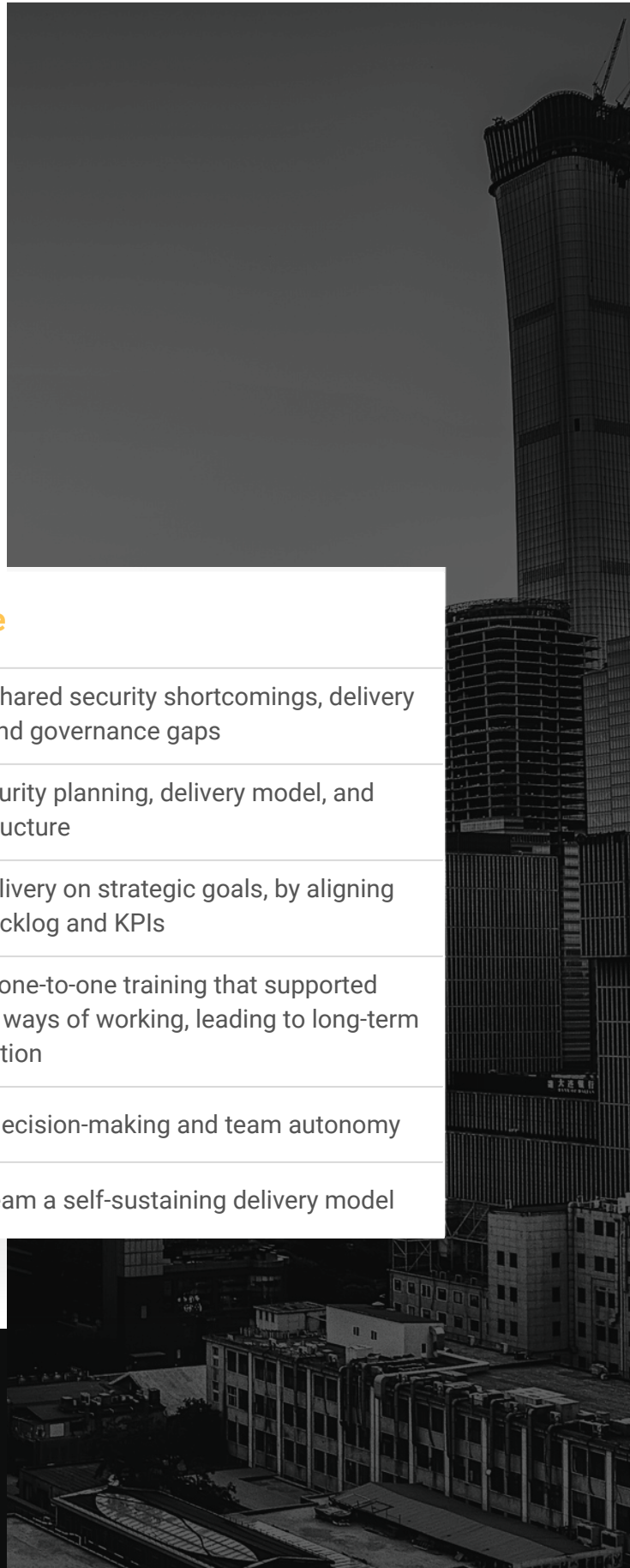
The Impact

- Improved leadership's trust in delivery, velocity, and planning through sprint metrics, backlog refinement, retrospectives, and greater cross-functional communication
- Security delivery became transparent, measurable and predictable
- New KPIs directly aligned to the Head of Cyber's remit, enabled them to link delivery to business risk
- Team culture shifted: morale improved, and the team became more self-organising
- Leadership involvement decreased as visibility improved, allowing execs to focus on strategic outcomes over managing fires
- Agile ways of working embedded for the long-term: still in use over a year later, without ongoing external support

Delivery in Security only works when agile planning, metrics, and leadership move together towards clear goals.



What Forrow Delivered



Initiative	Outcome
Tailored critical controls audit	Identified shared security shortcomings, delivery blockers, and governance gaps
Delivery redesign and implementation	Rebuilt security planning, delivery model, and backlog structure
Strategy back in focus	Enabled delivery on strategic goals, by aligning Security backlog and KPIs
Agile coaching	Group and one-to-one training that supported changes in ways of working, leading to long-term transformation
Leadership support	Improved decision-making and team autonomy
Agile Lego Kit	Gave the team a self-sustaining delivery model

“Forrow didn’t just bring Agile to security, they made it stick.”
Head of Cyber Security

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**Worried your
Security teams
aren't delivering
as much as they
could be?**

Get in touch, let's talk
transformation.



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