Case Study

Home Office
Live Services Transformation

Home Office

methods

Challenge

The challenge for HO DDaT Live Services is to transform the existing organisation by putting in place the right shape and structure, building on existing, and delivering new capabilities to support and manage the mix of legacy and new IT services in ways that are sustainable and cost-effective.

The programme had to effect this change without disruption to Home Office provided national critical infrastructure, ranging from passport creation to border control

Methods Engagement

Methods engaged from programme initiation providing a fully managed team, structure, governance and control to deliver the programme and support business outcomes. The team was augmented by HO DDaT BAU resource, HO DDaT Testing Design Services and individual consultants where niche skills were required. Methods managed and governed all aspects of the programme, split into several streams:

| Service Model Design | Support Model & Tooling | Organisational transformation | Service Migration | Business change |

Background

The way the Home Office delivers technology services is changing. The aim is to:

- Improve the quality and cost effectiveness of IT services,

- Take direct control of the design, delivery and operation of its systems and platforms,

- Build and retain the right skills and knowledge about the technology and how it works.

Central to this is for the Home Office to take over as Service and System Integrator, which means there is a need to broaden existing accountabilities and build new capabilities. To do this, the Home Office is carefully managing the exit from long-term outsourced arrangements, and incrementally delivering new and transformed capabilities across Home Office Digital, Data and Technology (HO DDaT).

The first phase of the programme delivered:

A new service integration operating model and service hierarchy, service portfolio and service catalogue.

Procurement and initial configuration of ServiceNow to support foundation capability for a successful ServiceNow pilot based on 25 new services and a small number of new suppliers who were 'on-boarded' to the tool and processes.

Detailed process designs covering core ITIL processes: Incident, Major Incident, Problem, Change, Release, Knowledge, Request Fulfilment, Availability and Event.

Phase 1 of a restructured organisation designed to support the new service model.

Development of the case for Security Accreditation (ATO2 and ATO3) for the operation of the ServiceNow ITSM platform to enable continued operation of Live Services in the cloud.

Completed business change activities including user training needs analysis and communications.

Development and testing of a transition strategy and plan for migration of services from legacy supplier toolsets to the new way operating model and toolsets.

Procurement of a Strategic Service Desk (SSD) partner to operate the processes using the ServiceNow subscription tooling.

Delivery of training to HO DDaT SIAM function and supplier (legacy and new). The second phase focuses on Transition Exit, TUPE activities and further development of the tools and process capability such as Enterprise self-service, management of sensitive services and specific requirements to meet obligations contracted with Strategic Service Desk Partner Transition

Transition

The Home Office Live Service Transformation (LST) Programme was established to support the incremental delivery of a Transformed Live Service Organisation, building on current strengths and capabilities whilst shaping the new organisation structure, developing additional essential competencies and tools in preparation for transition into new ways of working.

One aspect of LST was the transfer of all existing IT Services from the legacy toolset Triole for Service (TfS) onto the cloud-based ServiceNow platform ensuring minimal impact on the daily operational functions of both third-party suppliers and Home Office management teams. The Solution TfS had been in use for around 15 years, and had been given flat hierarchical service lines, and a heavy reliance on the knowledge of individuals. The Home Office had selected ServiceNow as its ITSM tool of choice, but it was not being utilised effectively.
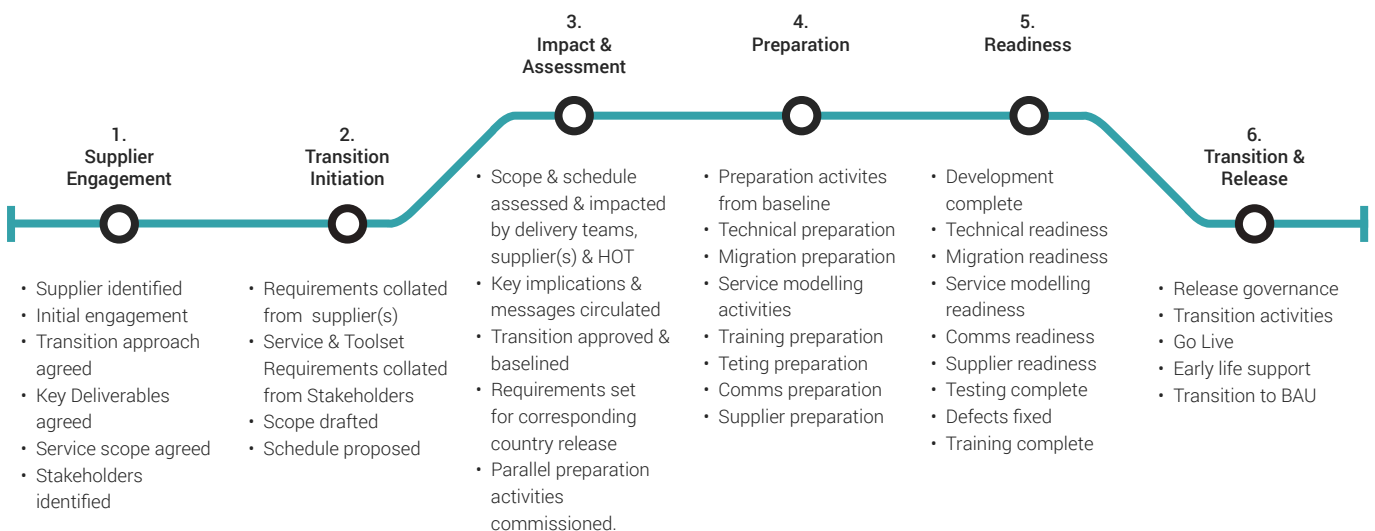
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As well as transitioning to a new toolset, a further challenge was to ensure the adoption of the new Home Office Operating Models for each of the functional areas as the Services were transitioned to ServiceNow.
To ensure smooth transition, the project was carried out in stages, referred to as waves. The Home Office had already delivered Wave 1, consisting of on-boarding a small number of services supported by internal Home Office teams. Subsequent waves involved the largest on-tool supplier Fujitsu in Wave 2, other large third party suppliers such as Atos in Wave 3 and finally other, smaller on-tool suppliers, and offtool suppliers in Wave 4.

Methods Added Value
Methods successfully carried out a repeatable six-stage transition process outlined below

1. Supplier Engagement
- Supplier identified
- Initial engagement
- Transition approach agreed
- Key Deliverables agreed
- Service scope agreed
- Stakeholders identified

2. Transition Initiation
- Requirements collated from supplier(s)
- Service & Toolset Requirements collated from Stakeholders
- Scope drafted
- Schedule proposed

3. Impact & Assessment
- Scope & schedule assessed & impacted by delivery teams, supplier(s) & HOT
- Key implications & messages circulated
- Transition approved & baselined
- Requirements set for corresponding country release
- Parallel preparation activities commissioned.

4. Preparation
- Preparation activites from baseline
- Technical preparation
- Migration preparation
- Service modelling activities
- Training preparation
- Teting preparation
- Comms preparation
- Supplier preparation

5. Readiness
- Development complete
- Technical readiness
- Migration readiness
- Service modelling readiness
- Comms readiness
- Supplier readiness
- Testing complete
- Defects fixed
- Training complete

6. Transition & Release
- Release governance
- Transition activities
- Go Live
- Early life support
- Transition to BAU

The process incorporated all of the required governance, management and documentation to ensure that the transition was conducted in a controlled manner, thereby ensuring a smooth transition was delivered with minimal impact to operations.