

## Our Client

Her Majesty's Courts and Tribunals Service (HMCTS) was established in 2011 and is responsible for the administration of all criminal, civil and family courts and tribunals across England and Wales. With approx. 17,000 staff operating from over 500 locations, they work with an independent judiciary to provide a fair, efficient and effective justice system. This includes the flagship, citizen-facing Courts & Tribunals Service Centres (CTSCs), National Business Centres (NBC), National Compliance and Enforcement Service and the Royal Courts of Justice (RCJ). The HMCTS Digital & Technology Services (DTS) acts as a key enabler of HMCTS' future as a digital organisation, supporting multiple transformation programmes to improve our court and tribunal services by adopting new technology and modern ways of working.

## Methods is a leading provider of Service Integration and Management services across the UK Public Sector

The Digital Operations function within DTS (who support a diverse set of users including citizens, court and tribunal staff, the Judiciary and legal professionals), sought a partner who could bring thought leadership alongside service delivery. They required operational improvements and changes to keep pace with this rapid digital transformation programme, not least of which was the implementation and maturity of a robust service desk solution, all whilst continuing to run a secure, high performing business as usual (BAU) service.

Following the official award of an initial two-year contract in January 2018, a renewal was agreed in late 2019 to continue the contract into 2021.

## What did 'Service Desk' look like when Methods came onto the scene?

In December 2017, Methods began a period of handover, inheriting 8 service desk analysts and a hunt group capability, supporting 18 services within a single portfolio. At the time, various escalations in place from senior judges, exacerbated by a requirement to reduce the incident backlog by ~90%, threatened the continued use of the DTS IT Service Desk within the Judiciary. Alongside this, there were various challenges that Methods were required to address as part of the takeover :



Discovery activities took place alongside a <1 week handover period



Transitioning service capability between suppliers whilst maintaining service continuity



The requirement to implement significant change to support scalability, as well as launching several improvement initiatives in parallel, with no interruption to service delivery



Lack of Service Desk cross-training meant single points of dependencies existed across multiple support capabilities, which increased risks against service delivery



The scope of what constituted service support was not documented



Fundamental information within the ITSM tool ServiceNow, such as the service and category structure, required reconfiguration



The existing DTS IT Service Desk faced challenges of productivity due to a lack of competency in approaching support



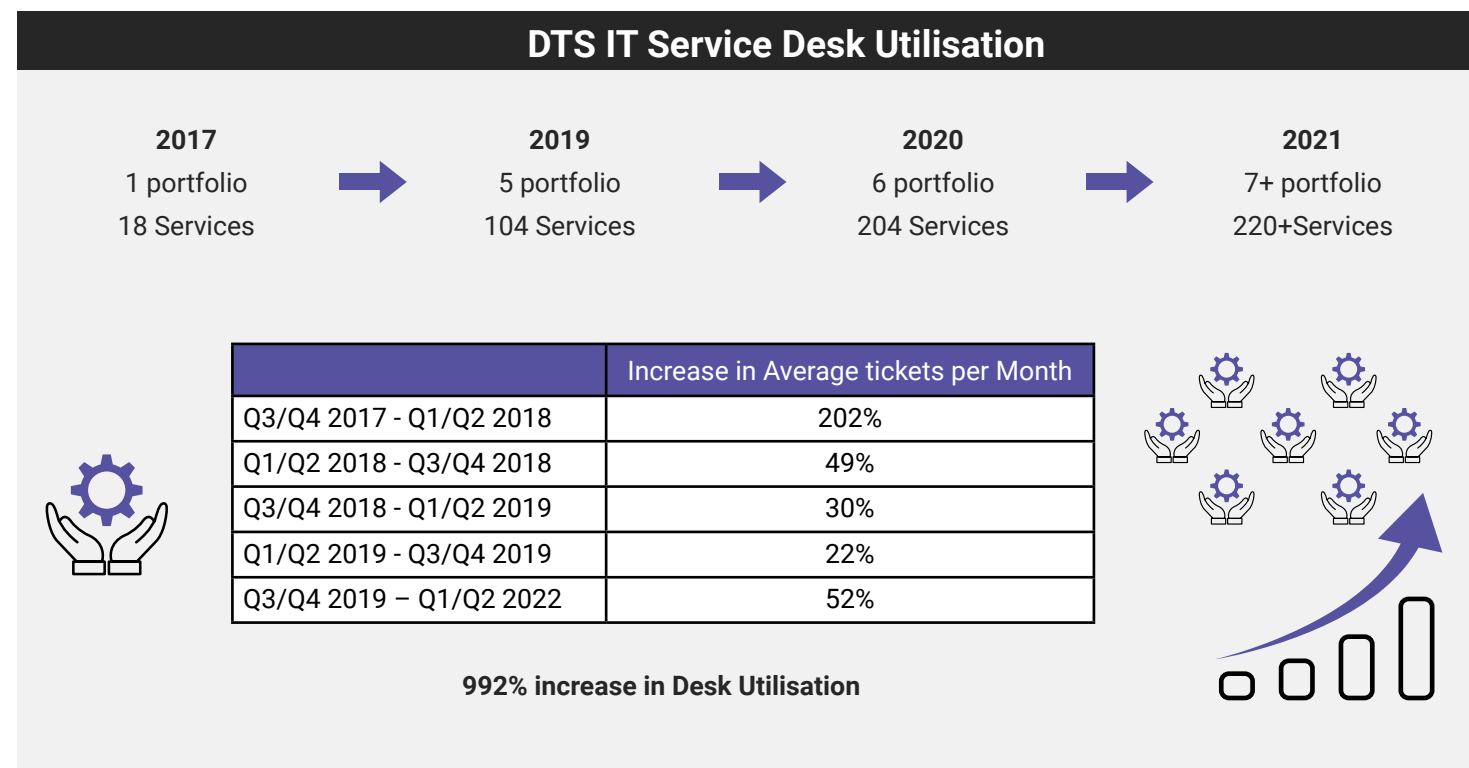
The existing telephony solution consisted of a hunt group with no queuing, visibility, or reporting capabilities, which was not fit for purpose

# DTS IT Service Desk – Transformation & Timelines

## Evolution in numbers

The DTS IT Service Desk provides a joint role of call handling, and critically is the main team to provide incident resolution across the DTS portfolios. Improvements to BAU performance have remained steady since 2019:

1. Service Level Targets have consistently been met
2. Call answering times – above 98% of DTS’s target
3. Abandoned calls – Less than 0.35%
4. Average call wait time – 10 to 15 seconds



DTS IT Service Desk – Transformation & Timelines

## 2018

- Development and execution of a plan to reduce and remove the **incident backlog**
- Introduction of a **skills matrix**, to improve and grow the talent pool
- Definition of an **overarching demand management process** to provide an end-to-end view of the demand landscape, implementing gateways and processes to drive tracking, prioritisation and measurement, and to align resource capability, to deliver required outputs
- Development of a **Joiner, Mover and Leaver process** for tracking support users’ access
- Creation of a knowledgebase, with associated knowledge processes, including reviews and updates to content
- Increased efficiencies and performance across the DTS IT Service Desk improved the productivity of Service Desk agents, who were **resolving 75% more incidents each month**
- **Stabilisation of support** for the high-volume eJudiciary service by reducing incident backlog, and promoting engagement to improve end-to-end support and working relationships
- **Doubled number of support contacts** taken as services on-boarded, with minimal agent uplift
- Introduction of a **Support Business Analyst** to provide oversight, coordination, and analysis of live support activities, facilitate timely resolution of service incidents, and provide management information on the performance of the Support Model within HMCTS’s transformation programmes. The phased movement of high-volume critical service support from the specialist teams within Crown IT & Crime IT 2nd Line to the DTS IT Service Desk, enabling the conversion of relevant members to Product Managers, thus supporting DTS’s digital strategy
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- A **Service Hierarchy update** took place to correct the service offerings on ServiceNow
- Initial phase of delivery for a scalable **DTS IT Service Desk telephony solution**, providing recording and reporting capabilities
- Introduction and refinement of **Service Level Targets and Service Level Governance** for the DTS IT Service Desk function to measure performance for incidents response and resolution times, and telephony. The introduction of Service Level Targets meant the ability to identify and effectively address potential service challenges proactively

## 2019

- Completion of final stages of a scalable service desk telephony solution and **roll-out to all other DTS supported services**
  - ▶ Replacing a hunt group solution and leveraging several new functions to allow call routing for end users
  - ▶ Providing qualitative and quantitative management information
  - ▶ Enabling performance measurement of call answering and voicemails
  - ▶ Removed dependencies on other supplies and brought skillsets and development “in house”
- Introduction of **Auto Logging** of the Crime IT and Crown IT mailboxes within ServiceNow. Crime and Crown typically provided 40% of volumes to the DTS IT Service Desk and required manual logging
- Key support for **critical infrastructure migrations** by DTS IT Service Desk team members, led by the DTS Incident Manager. These migrations were required to ensure stability of core services following a significant extended outage earlier in the year. The DTS IT Service Desk team performed critical tasks to **arrange testers, testing, and provide feedback** into the technical teams (both internal and supplier based), which mitigated a significant risk to the whole Ministry of Justice (MoJ) estate, including HMCTS.
- Strong input and increased first line support to ensure **successful eJudiciary.net Multifactor Authentication (MFA)** rollout for 16,000 Magistrates
- Introduction of an Enhanced Knowledgebase, with improvement to over 200 new and existing Knowledgebase articles
- Implementation of Business Continuity Plan preparation, increasing the footprint for the desk over multiple sites to avoid point of failure for a single location; the introduction of a Virtual Office solution provided a soft phone client and removed dependency on physical handsets for the call handling solution
- Development of the Major Incident Management plug-in within ServiceNow to assist the DTS IT Service Desk in their support of the DTS Incident Managers around communication to the business during influxes of major incidents

## 2020

- Deployment of a full-scale proactive Business Continuity Test as preparation for remote working, including coordination of workstream activities via a Support Squad, enabling uninterrupted delivery
- Coordination for critical distribution of over 9k laptops to court staff to support remote working in response to the COVID pandemic
- Expansion of the DTS IT Service Desk to 18 analysts, allowing effective scaling to deliver service continuity in line with increased services and volumes
- Rapid onboarding of support for a remote hearing solution that maintained HMCTS’s new ways of working as a response to the COVID Pandemic. This remote hearing solution is now a critical application for delivering justice across England and Wales. The DTS IT Service Desk are key in its support, and process significant volumes of access and administration requests to ensure the business needs are fulfilled
- Transformational delivery of redefined Categories and Sub-Categories within ServiceNow to support more effective incident categorisation and handling, supporting trending, and enabling proactive activities
- Supporting the continued roll out of services through Reform Civil, Family & Tribunals, and Reform Crime
- Introduction of the CTSC Working Group, a collaboration of DTS Operations process leads with key stakeholders within the (CTSCs) to build stronger working relationships
- The introduction of the Apprenticeship Programme, supporting the client with their business aim of community support/ improvements and social conscience

A critical success factor of the partnership between HMCTS and Methods has been the way in which the partnership has supported DTS’ strategic objectives. To support cost efficiency and talent development within the organisation, it has been vital to establish central capability teams. This has been highly successful for the DTS IT Service Desk, which has moved towards this model and is nearing the completion of this handover.



HM Courts &  
Tribunals Service

# methods III



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of