



Digital Platforms Capability Centre (DPCC)

Challenge

As part of a wider portfolio of work to digitally transform the three agencies within Secure Government. Digital Platforms Capability Centre (DPCC), provides a suite of services to support applications, databases and software hosting and development for a wide array of consumers across multiple clients and locations.

DPCC housed all their network servers and data centres 'on premises' but wanted to migrate to the cloud and a new on premises site forming the future hybrid cloud. They needed to do this while still being accessible from multiple locations. As a relatively new capability centre and one of ten in OneIT, DPCC needed a new Target Operating Model and new service lines to deliver the platforms for hosting.

DPCC required strategic solutions and associated delivery across the following areas:

1. DPCC Strategic Support and Target Operating Model (TOM)
2. Service Design and Service Support
3. Discovery on Platform Utilisation & Future Hosting 'Footprint'
4. Migrating customers from legacy platforms

Solution

Using a POTI framework (Process, Organisation, Technology and Information) AE completed Business Analysis and Target Operating Model Analysis on the existing business structure and identified that the new hybrid cloud-based services (Cloud and On-Prem) could not be successfully implemented without significant redesign of core business functions. These functions included key roles, organisational structure, business governance, service roadmaps, and working culture.

Utilising a series of workshops ensured that key stakeholders were empowered and became the architects of their own change journey. These stakeholders were carefully selected from the identified heat map and included a blend of people across the estate at all operational levels (senior/middle management and operational), both from within DPCC and their core customers.

Service roadmaps, built by AE, drove business change initiatives from a business outcome perspective and not just a 'technical enabler' perspective. This allowed benefits to be defined, tracked and realised, noting benefits accrual and supporting the business case through clear return on investment.

Solution

The road maps moved the organisations from a single team covering all aspects of DPCC to a clearly defined 'as a service' operating model with accountable service owners.

The strategic plan utilised different engagement methodology to market, support and prevent resistance across the business. It identified tactical and strategic requirements to support and inform the technical roadmaps and ensured DPCC matured into a single solution for the business and its customers.

As part of the transition to a service-based model, AE supported DPCC in defining and delivering the DPCC Hosting Strategy. The strategy was intended to support a technical roadmap to demonstrate options and services within their IT department, to include:

- ✓ Migrate all 'on prem' data centre facilities in-house along with all the operations and management capabilities.
- ✓ Infrastructure as a Service (IaaS) – such as Managed Guest Operating Systems, Firewalls, IDS, Security Monitoring etc.
- ✓ Platform as a Service (PaaS) – Delivering a computing platform typically including programming language execution environment, database, and web server.
- ✓ Software as a Service (SaaS) – To install and operate commonly used applications in the cloud.
- ✓ Database Management as a Service (DbMaaS) – assisting the development of a strategic intent for an enterprise service and subsequent service designs.

Digital Transformational Change

Results

The Hosting Strategy required its own bespoke Business Change Strategy to improve take-up and draw-down of target services.

A full communications and engagement strategy was devised to enable a smooth transition to a service-based operating model, which divided the organisation into 3 core Tiers:

- Tier 1 was aimed at the DPCC Senior Leadership Team (SLT), whereby seniors owned benefits or services roadmaps. They were coached and had unique engagement plans designed to support the change and resistance across the Capability Centre.
- Tier 2 made use of a "change network", which supported the seniors with delivering key messages, successes, challenges.
- Tier 3 used corporate messaging.

The organisation has begun to think 'digitally' rather than 'technically'. They are being driven by the requirements of their customers rather than the capability of their products. This has resulted in improved customer alignment of service products (through the consumer lead role) resulted in improved product 'take-up' of new services and a reduced reliance on end-of-life services (allowing these service lines to be discontinued).

In old methodology, moving to a more cloud-based service, the ways of working could have had serious financial dis-benefit, but the new way of working provides the organisation and consumer with much more visible real time data on how they use the services; whether this is capacity, processing, etc. The client and the provider now have a more synergy and can communicate based on what they are actually doing rather than what they believe they need.

