Home Office,

Discovery as a Service (DaaS) operating model – Lunch & Learn

Home Office

PPPT Insight Centre

DaaS purpose
‘Who are we?’

DaaS was created to deliver discoveries at scale and enable effective delivery

DaaS is a new service, which was launched in August 2021. Originally sitting under Innovation – Law Enforcement (I-LE), it is now sitting under the Consultancy & Demand Portfolio

What is DaaS?

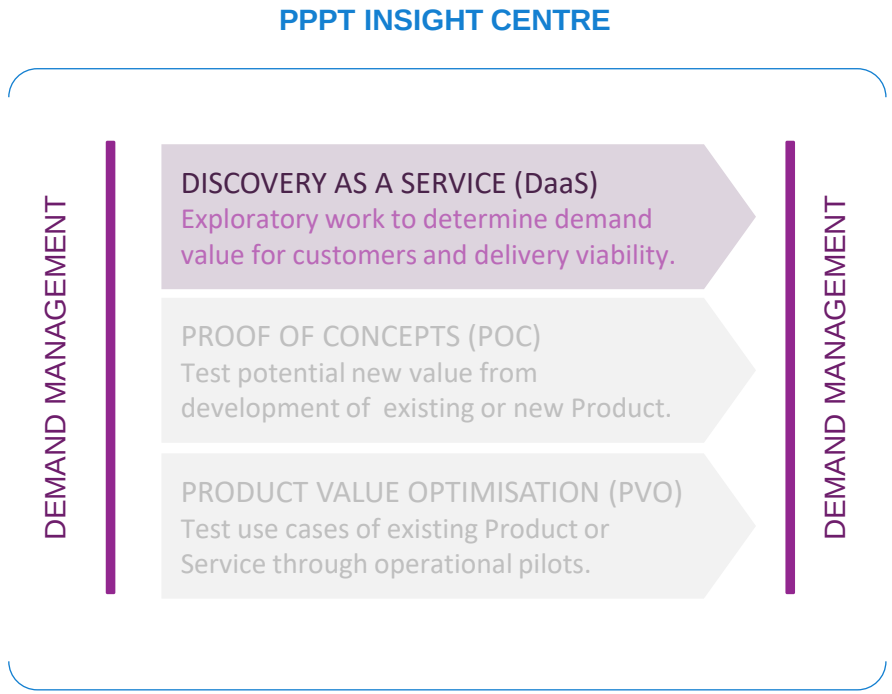
DaaS ('Discovery as a Service') is a centralised service that defines, designs and delivers pre-discoveries and discoveries through a standardised approach and product-centric ways of working with the aim to determine customer value and delivery viability of new demands.

How does DaaS work?

Throughout pre-discovery and discovery, DaaS engages with customers to understand their needs, define/refine the problem statement and identify potential 'solutions' to the problem whilst considering the existing landscape to deliver maximum value to both policy and operational users using a consistent delivery approach.

What are DaaS differentiators?

At all stages, DaaS employs customer centric thinking and agile ways of working. Our multi disciplinary team brings business, technology, design and delivery expertise, and incorporate industry best practices to support evidence-based decision making.



OFFICIAL: Not for onward distribution

DaaS vision

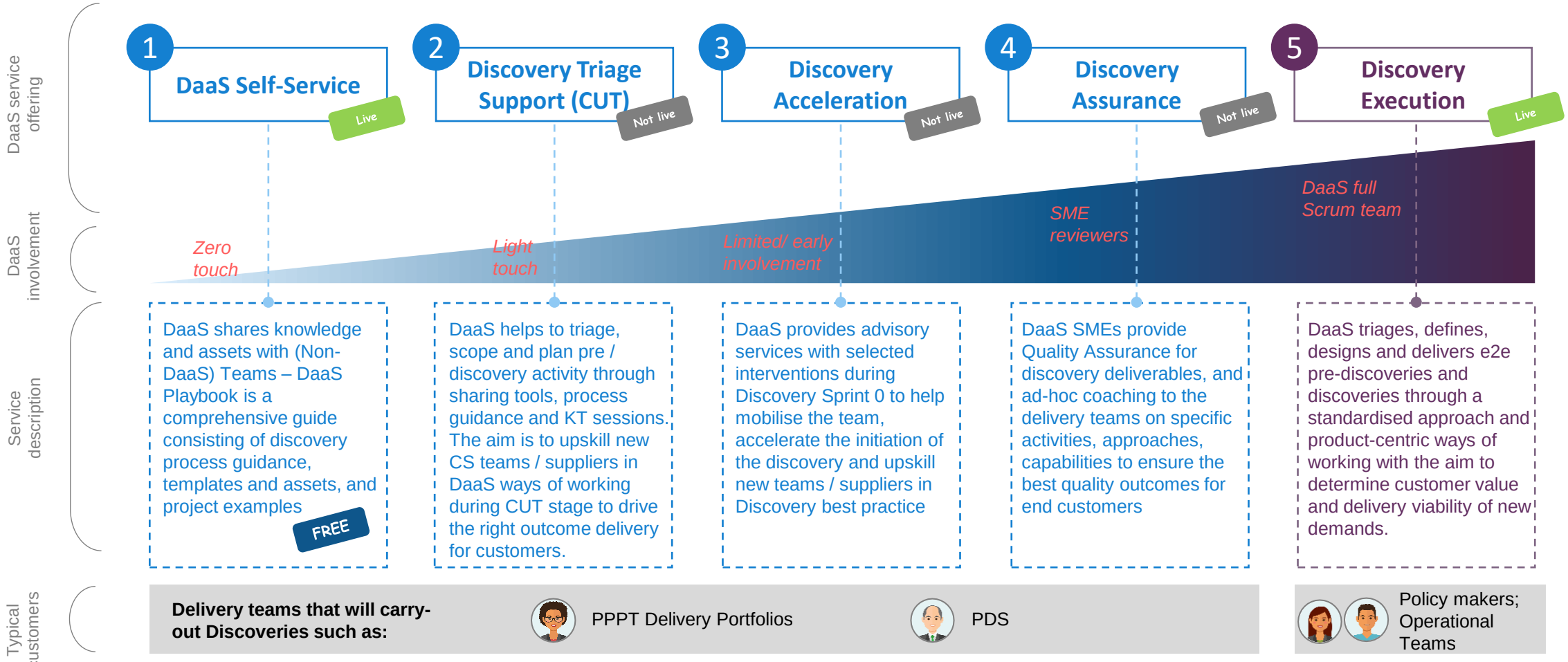
“To enable the delivery of sustainable, innovative, and high value PPPT products and services to end users through a user centric, evidence based discovery approach.”

DaaS mission

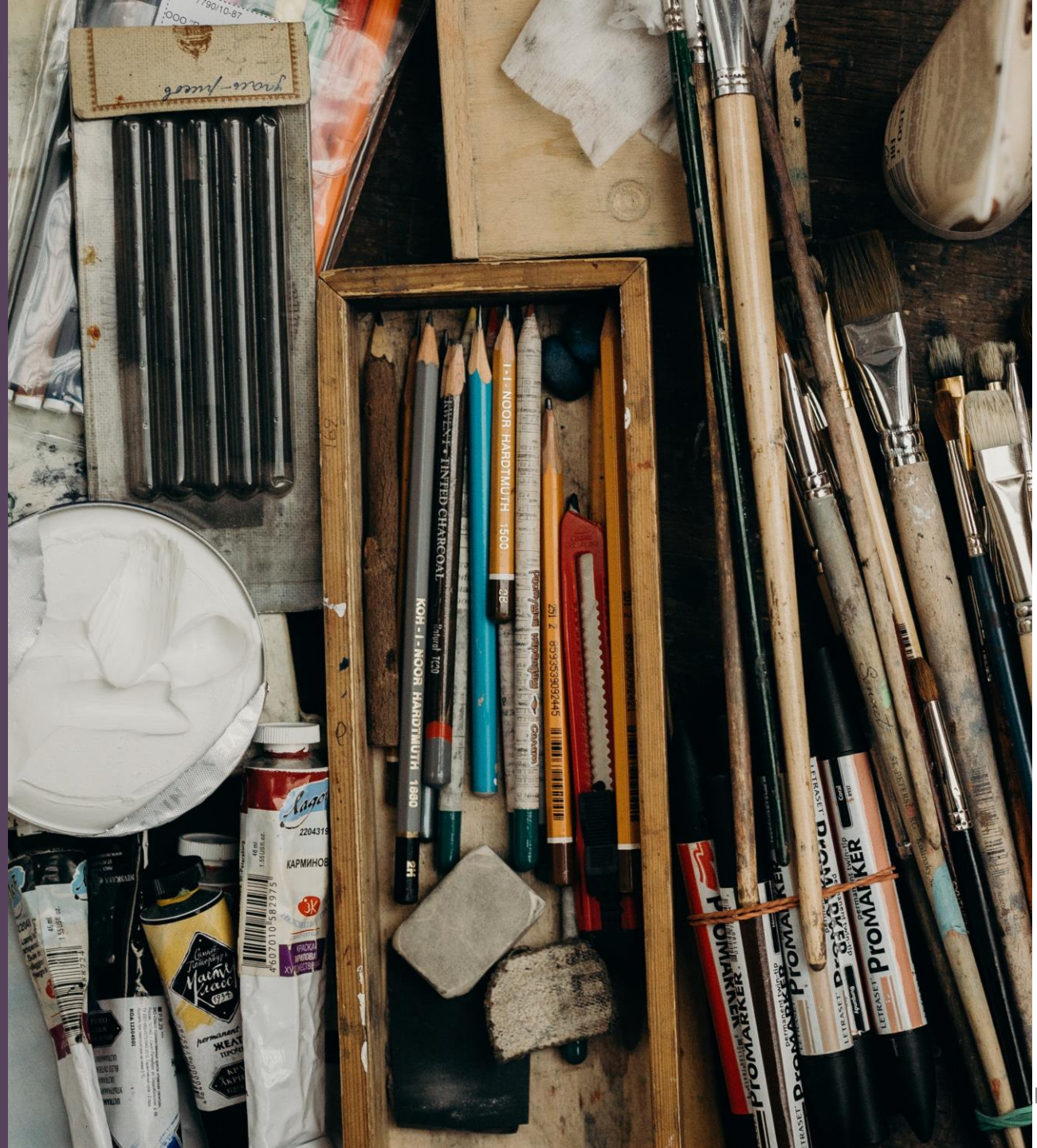
“To support evidence-based decision making in investment of technologies that are sustainable, deliverable, user focussed, re-useable, and support our partners in protecting and safeguarding the public.”

DaaS' ambition is to offer a range of services from fully centralised to fully de-centralised discoveries, full DaaS execution to light touch support

DaaS currently offers services 1 and 5. The other three services (2, 3 and 4) are live, and are the mechanism to centralise the service at this stage.



PPPT Insight Centre



Role of design/guiding principles

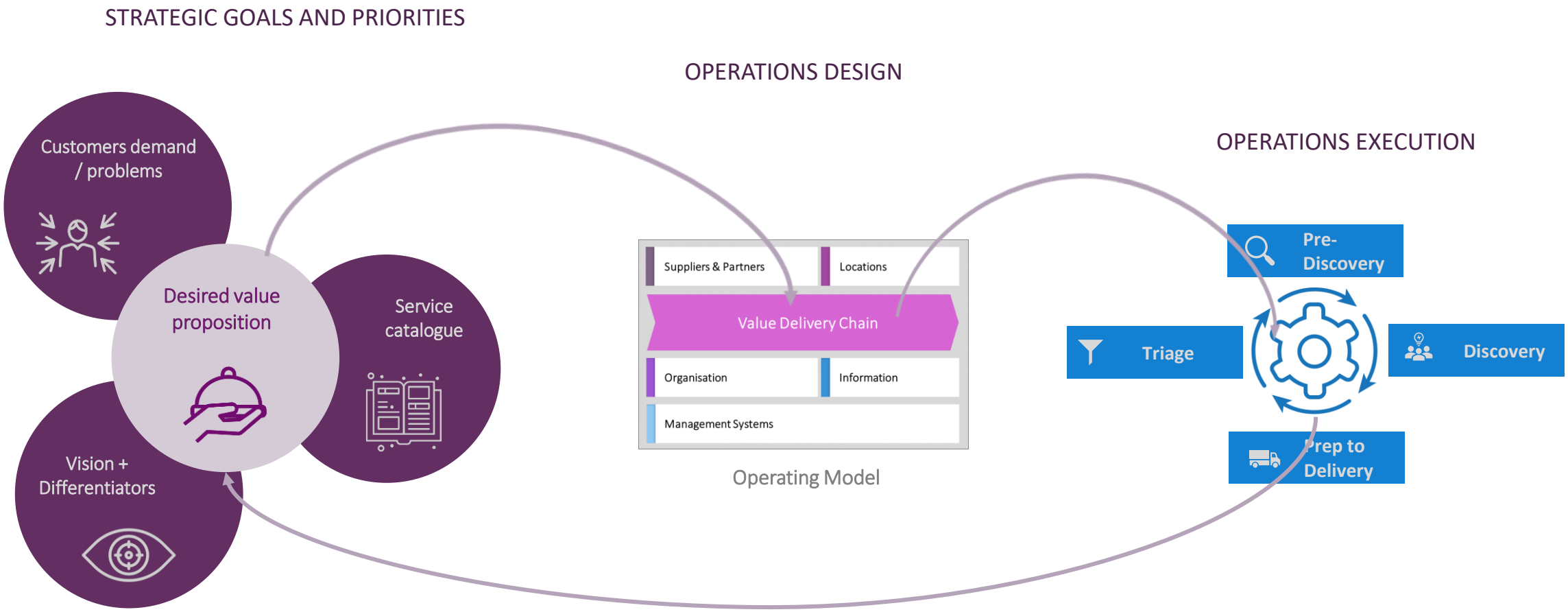
- The DaaS guiding principles are our **USP**, our differentiators vs. other *competing* discovery services.
- They aren't just for communication and branding.
- Their purpose is to **guide our decision making** and **ways of working**. When in doubt on 'how' we should go about doing something, these principles will help decide between options and prioritise.
    - They inform the **design of DaaS** service i.e. which capability to develop and adopt (e.g. tools, processes, governance),
    - how we **operate today and in the future** e.g. how we perform triage, pre-discovery, discovery, and prep to delivery, whether to accept new demands, etc

	DaaS guiding principles		Rationale for the principles
1	We drive evidence-based recommendations, whilst avoiding analysis paralysis	⇨	To make the decision-process logical, and increase buy-in and adoption
2	We work differently and challenge the traditional perspectives	⇨	To deliver the best possible outcome for the end users and our partners
3	We ensure that our effort is effective to deliver outcomes iteratively	⇨	To deliver value such as effective ROI, end user satisfaction, identification of early opportunities
4	We are realistic about the scope we commit to deliver	⇨	To manage expectations transparently, and set ourselves and our stakeholders up for success
5	We provide strategically aligned recommendations	⇨	To solve a whole problem and provide long lasting value
6	We continuously build corporate knowledge and make it easily accessible	⇨	To accelerate the delivery and improve the quality of pre-discovery and discovery work in the future
7	We engage and collaborate proactively with the right key stakeholders from the outset	⇨	To ensure smooth and effective knowledge transition to the relevant teams, especially the Delivery Team, as well as to ease dependencies and remove duplications
8	We apply continuous feedback loop, reflect on and learn from past 'lessons' quickly	⇨	To improve and mature DaaS

Operating model
‘Where are we now?’

An operating model is the link between strategy and execution

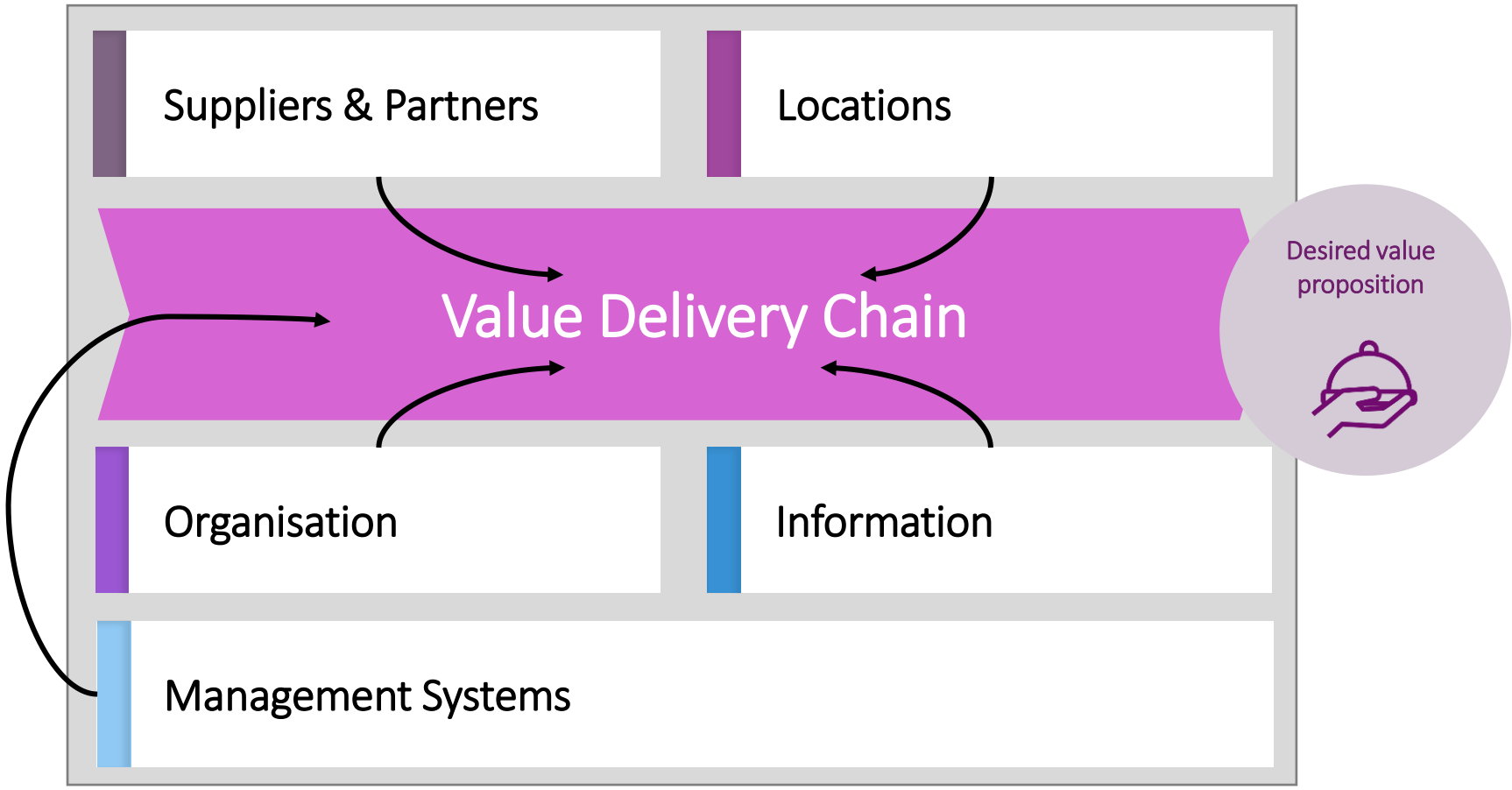
Strategies inform the operating model, which translate ambitions into practical elements of the organisation, such as roles & responsibilities, processes, information systems. These elements are adopted and applied by the DaaS Delivery teams to deliver the value propositions



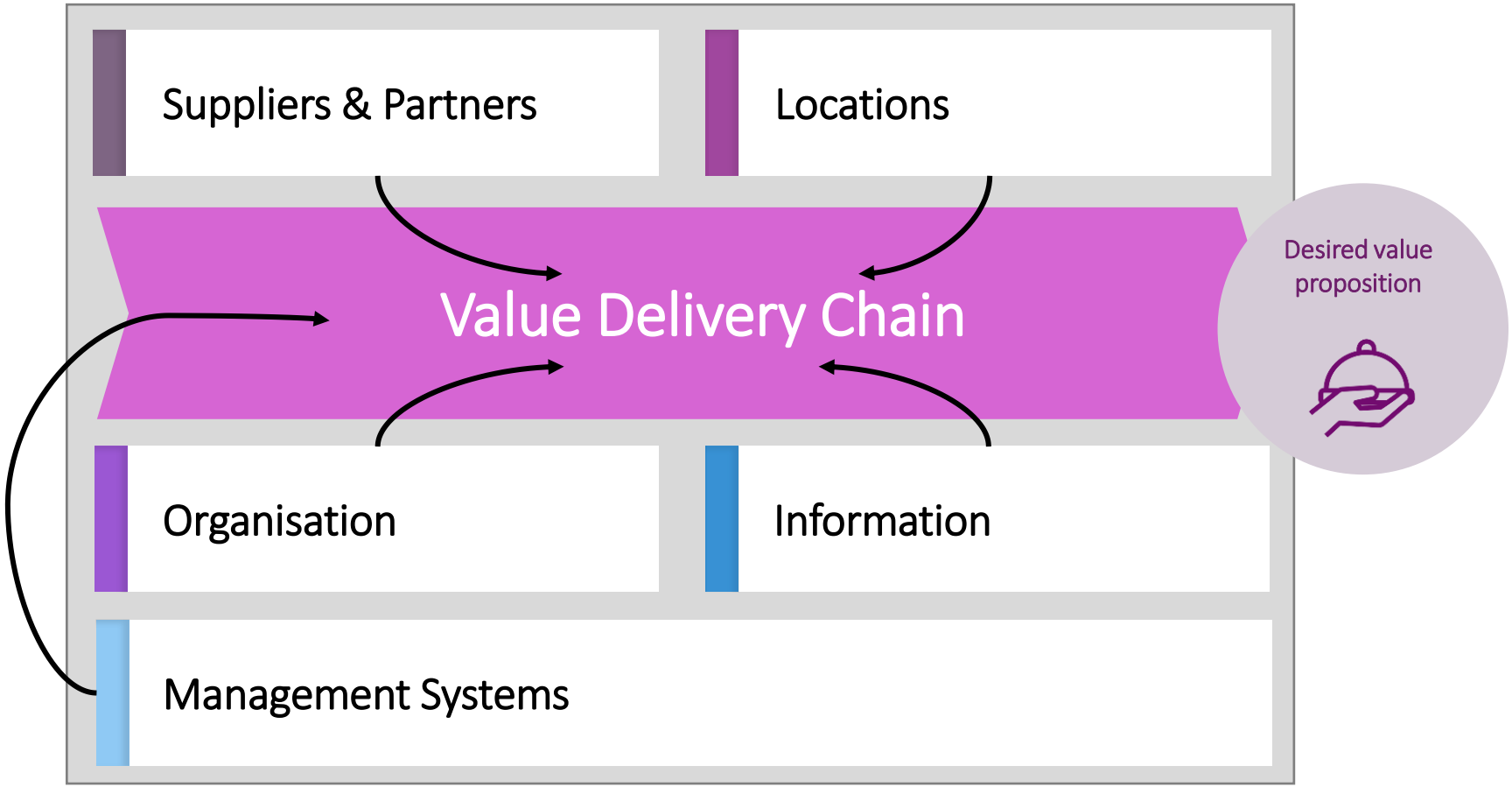
OFFICIAL: Not for onward distribution

The ops model is articulated around the value delivery chain, which corresponds to the work to be done to deliver the value proposition

We used an operating model canvas, widely used across industries to provide a visual representation of the elements of the organisation that are important to deliver the value proposition(s)



OFFICIAL: Not for onward distribution



- The value delivery chain corresponds to the work that needs to be done to deliver the value proposition.
- It includes maps of processes and capabilities, as well as the explanation of the delivery practices adopted by DaaS

PPPT Demand Management is the single front door for all demands coming into the Insight Centre

The selection of the most appropriate service is handled by the central Demand Management team who work with stakeholders to stream incoming demands and the outgoing insights from the available services

REQUEST
(problem)

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT
(PPPT Insight Centre scope)

DEMAND MANAGEMENT

THOUGHT LEADERSHIP NETWORK
Diverse thought leaders to tackle difficult Operational and Policy challenges.

DISCOVERY AS A SERVICE (DaaS)
Exploratory work to determine demand value for customers and delivery viability.

PROOF OF CONCEPTS (POC)
Test potential new value from development of existing or new Product.

PRODUCT VALUE OPTIMISATION (PVO)
Test use cases of existing Product or Service through operational pilots.

DEMAND MANAGEMENT

OTHER DELIVERY MECHANISMS
e.g. PDS

DELIVERY
(solution)

(PPPT) DELIVERY ORGANISATION

PPPT Insight Centre

DaaS only accept brand new demands or significant changes to existing PPPT programmes

Brand new demand

New product, project, programme with no existing delivery vehicle e.g.

- Domestic Homicide Review
- National Drugs Service project
- **Common Audit**

Significant change to existing programme

Change in strategic direction or opportunities for continuous improvement (outside current scope of programme) e.g.

- ANPR Analytics (extension of NAS)
- AF Sender software replacement
- Including Borders in full scope of I-LEAP
- NLEDP reset – descoped items
- **SCA**
- **UKCA**

Out of scope

(managed through existing programme governance)

- Routine change requests
- Business-as-usual changes
- Live services maintenance
- Operational IT demands
- Resource requirements

Request examples:

- PNC application change request
- Re-prioritisation of programme backlog

OFFICIAL: Not for onward distribution

In addition to scope, other criteria are used to qualify demand for DaaS

Demand management uses a checklist to qualify the demand and decide to involve PMT for further triage activities

REQUEST
(problem)

COMMISSIONING BUSINESS AREA STAKEHOLDERS

Strategy, Policy and Legislation	Public Safety Group	Homeland Security Group
	Home Office Policy	NPCC Leads
Operational Policing/LEAs	Police Forces	Front Line Teams
	ROCUS	NCA
Existing Product Owners		
Other		

INSIGHT
(PPPT Insight Centre scope)

DEMAND MANAGEMENT

THOUGHT LEADERSHIP NETWORK
Diverse thought leaders to tackle difficult Operational and Policy challenges.

DISCOVERY AS A SERVICE (DaaS)
Exploratory work to determine demand value for customers and delivery viability.

PROOF OF CONCEPTS (POC)
Test potential new value from development of existing or new Product.

PRODUCT VALUE OPTIMISATION (PVO)
Test use cases of existing Product or Service through operational pilots.

DEMAND MANAGEMENT

DELIVERY
(solution)

(PPPT) DELIVERY ORGANISATION

In triage, Demand Management works with DaaS team to choose the most cost effective and appropriate discovery service

Pre-Discovery and Discovery are mutually exclusive.

REQUEST *(problem)*

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

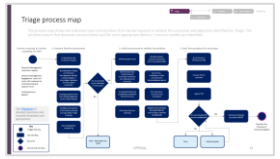
DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage

Prioritise demands, understand and validate the challenge upfront, and choose the most cost effective and appropriate discovery path



1

Pre-Discovery

The demand is not well defined and needs elaboration.

Discovery

The demand is well defined and we can go straight to exploring the art of the possible (i.e. provide insight from our research work)

Prep to Delivery

DEMAND MANAGEMENT

DELIVERY *(solution)*

(PPPT) DELIVERY ORGANISATION

PPPT Insight Centre

Decision point 1

* Business sponsor and Product Owner invited to demand governance forums to support prioritisation and decision making

REQUEST *(problem)*

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage → Pre-Discovery → Discovery → Prep to Delivery

DEMAND MANAGEMENT

Decision Point 1 *

Is the commission appropriate and viable for PPPT to scope further?

Sanity check to confirm the correct level of information has been captured, the request is in scope of PPPT and an appropriate plan for the next phase has been developed

DELIVERY *(solution)*

(PPPT) DELIVERY ORGANISATION

PPPT Insight Centre

Pre-discover: The demand is not well defined and needs elaboration.

REQUEST *(problem)*

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage → 1 → 2 → Discovery → 3

Pre-Discovery

Prep to Delivery

Elaborate problem statement, assess opportunities and feasibility to add value to customers, and make recommendations about next steps

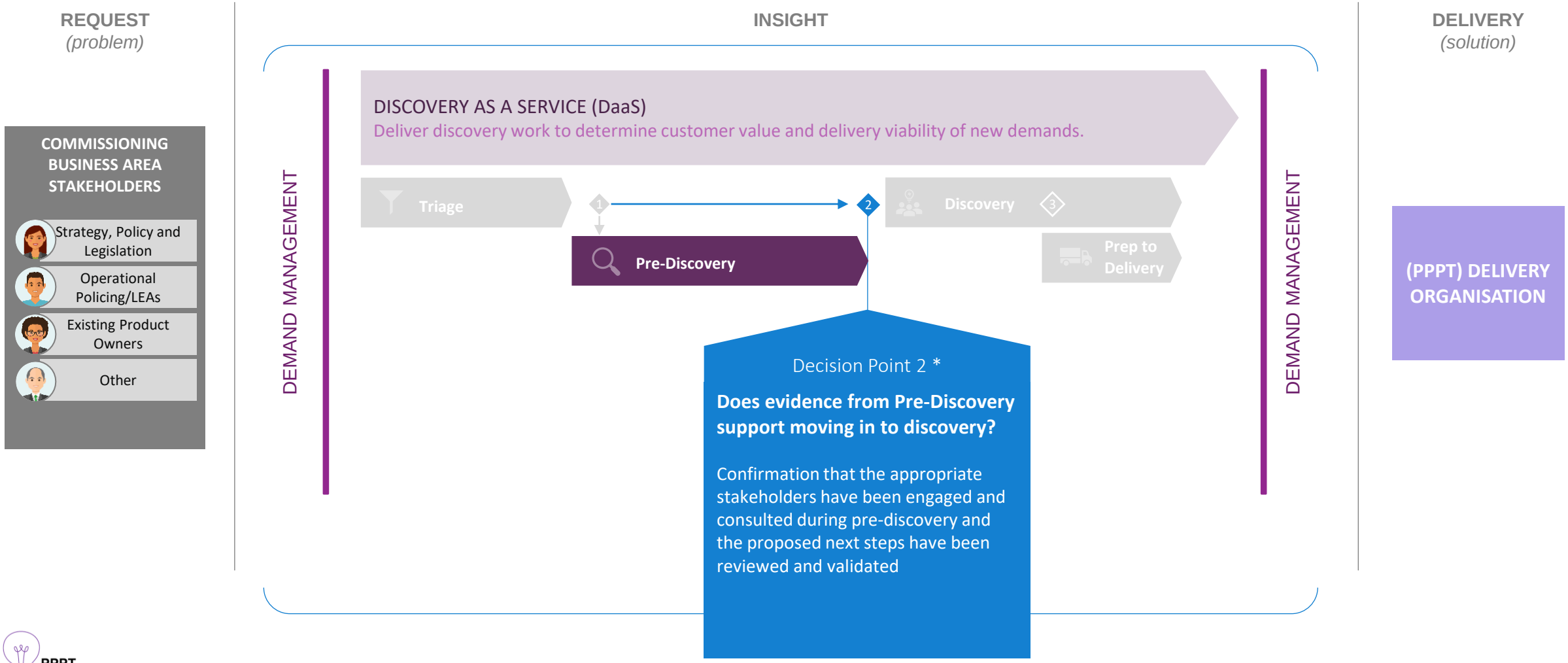
DEMAND MANAGEMENT

DELIVERY *(solution)*

(PPPT) DELIVERY ORGANISATION

Decision point 2

* Business sponsor and Product Owner invited to demand governance forums to support prioritisation and decision making



Discovery: The demand is well defined and we can go straight to exploring the art of the possible.

REQUEST
(problem)

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage

1

Pre-Discovery

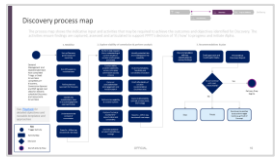
2

Discovery

3

Prep to Delivery

Understand the problem and inform a decision about if, what and how to progress before building any potential solution.



DEMAND MANAGEMENT

DELIVERY
(solution)

(PPPT) DELIVERY ORGANISATION

Decision point 3

* Business sponsor and Product Owner invited to demand governance forums to support prioritisation and decision making

REQUEST *(problem)*

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage → 1 → 2 → Discovery 3

Pre-Discovery

Prep to Delivery

DEMAND MANAGEMENT

Decision Point 3 *

Is demand still appropriate and viable for PPPT and Customers?

Confirmation that the appropriate stakeholders have been engaged and consulted during discovery, an appropriate, deliverable and commercially viable delivery roadmap has been developed and confirmation that the delivery sub-portfolio is ready to receive and deliver

DELIVERY *(solution)*

(PPPT) DELIVERY ORGANISATION

Prep to delivery is mostly about knowledge transfer

REQUEST
(problem)

COMMISSIONING BUSINESS AREA STAKEHOLDERS

- Strategy, Policy and Legislation
- Operational Policing/LEAs
- Existing Product Owners
- Other

INSIGHT

DEMAND MANAGEMENT

DISCOVERY AS A SERVICE (DaaS)

Deliver discovery work to determine customer value and delivery viability of new demands.

Triage → 1 → 2 → Discovery → 3

Pre-Discovery

Prep to Delivery

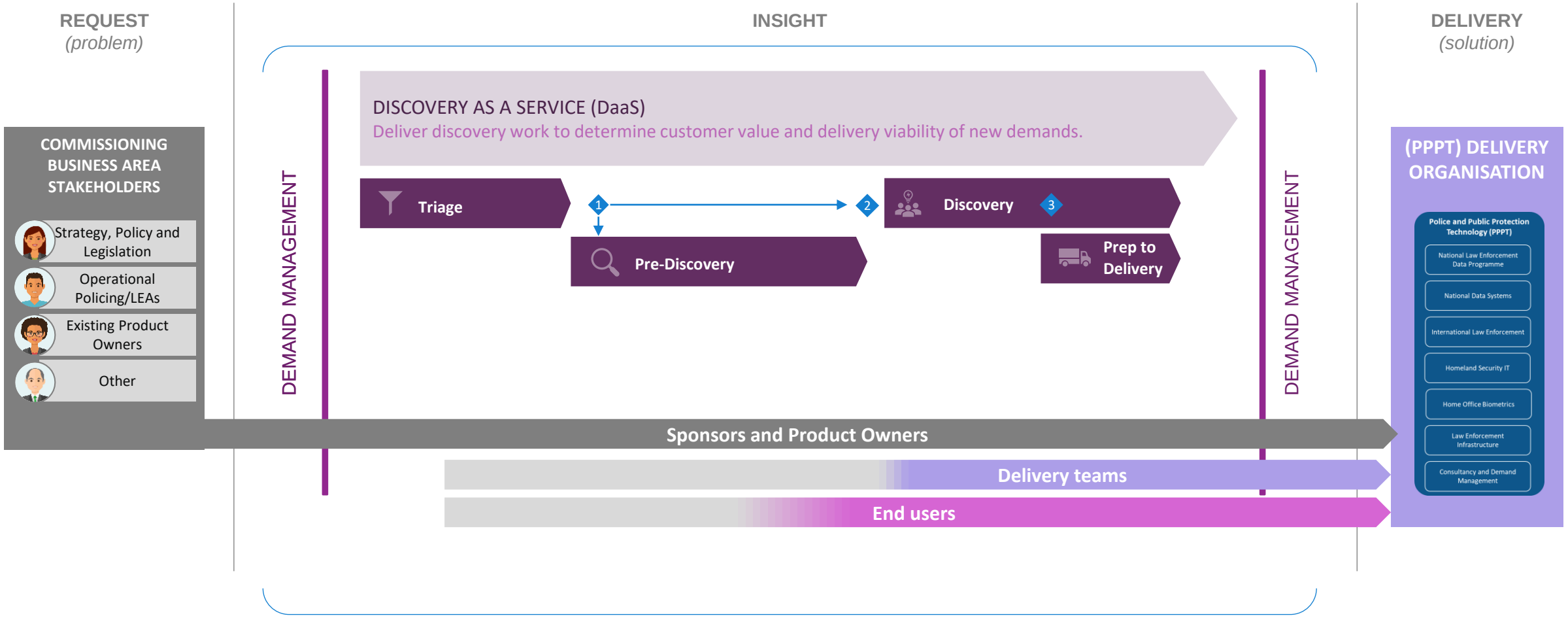
Discovery stakeholders, knowledge and engagement handover to delivery team/s whilst Discovery proposition is formally endorsed, and practical proposal is constructed ready for delivery

DEMAND MANAGEMENT

DELIVERY
(solution)

(PPPT) DELIVERY ORGANISATION

We engage and collaborate proactively with the right key stakeholders from the outset



How we work is informed by our 8 guiding principles

We apply delivery practices that are core to becoming product centric, which is the direction taken by DDaT, and one of the six principles of the DDaT Strategy 2024

User Centricity

We perform stakeholder and user **research** to ensure that decisions on investment in technology development and sustainment are **evidenced based** and **user needs driven**.

Agile Ways of Working

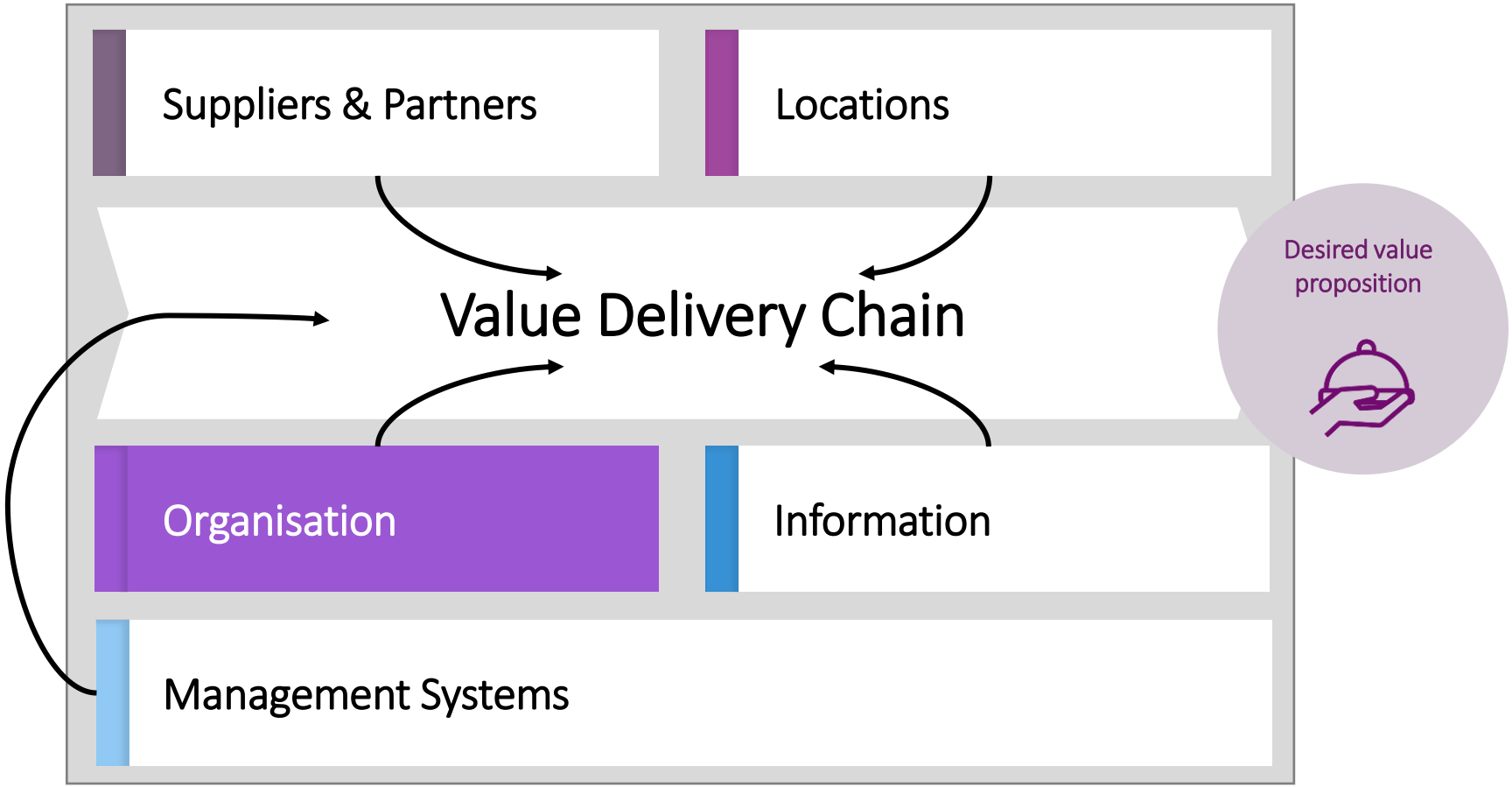
We deliver time-boxed pre-discoveries and discoveries applying agile principles, which enables the Scrum teams to **pivot quickly, build value incrementally** and **provide 'enough' insight** to make go/no-go decisions

Collaboration

We involve key PPPT and business stakeholders early on to **define problems** and identify the **path to the best solution** for end users (i.e. focusing on solving challenges once)

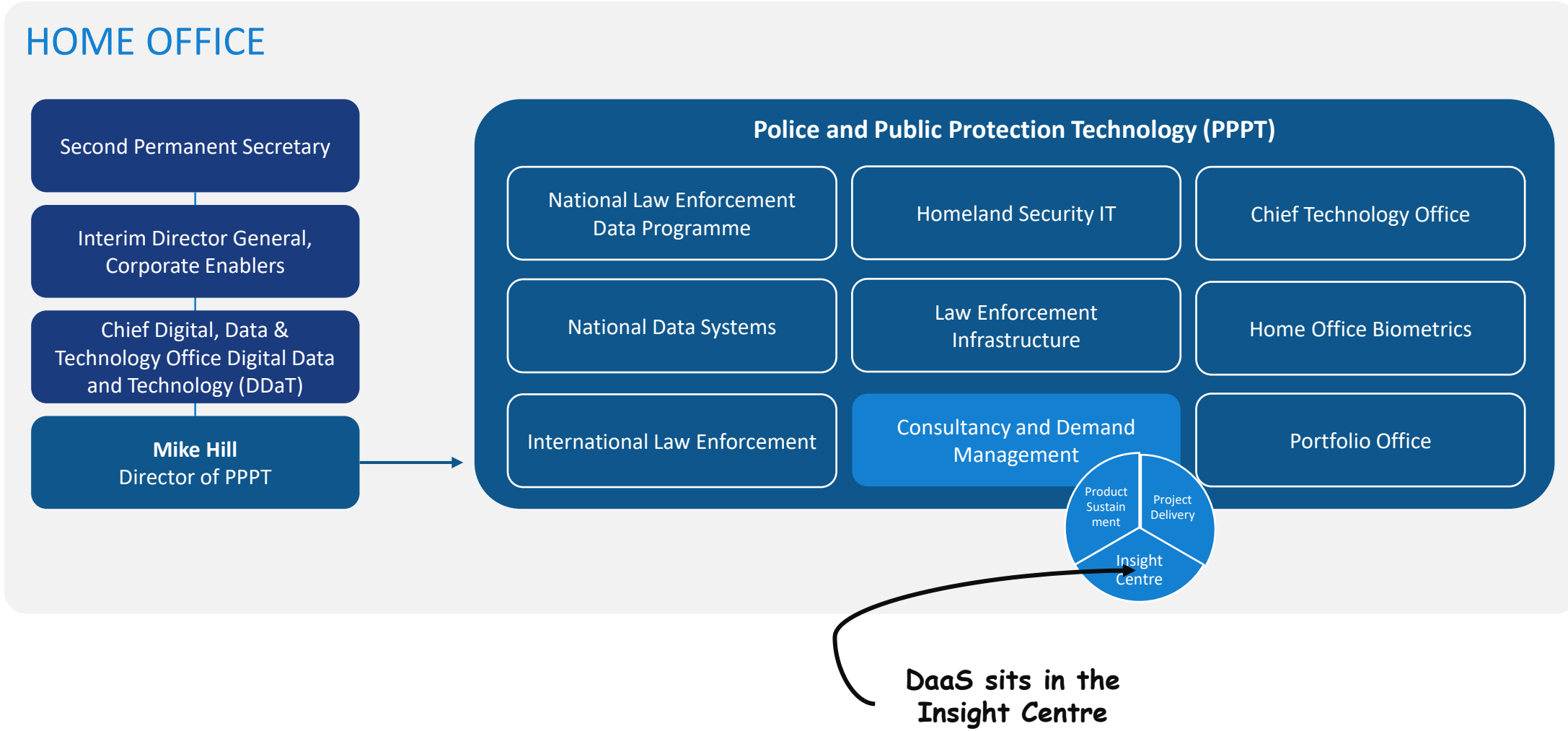
Multi-Disciplinary team

Our multi disciplinary team brings **business, technology and design** expertise and best practice to each commission to ensure all decision factors and delivery impacts are considered.



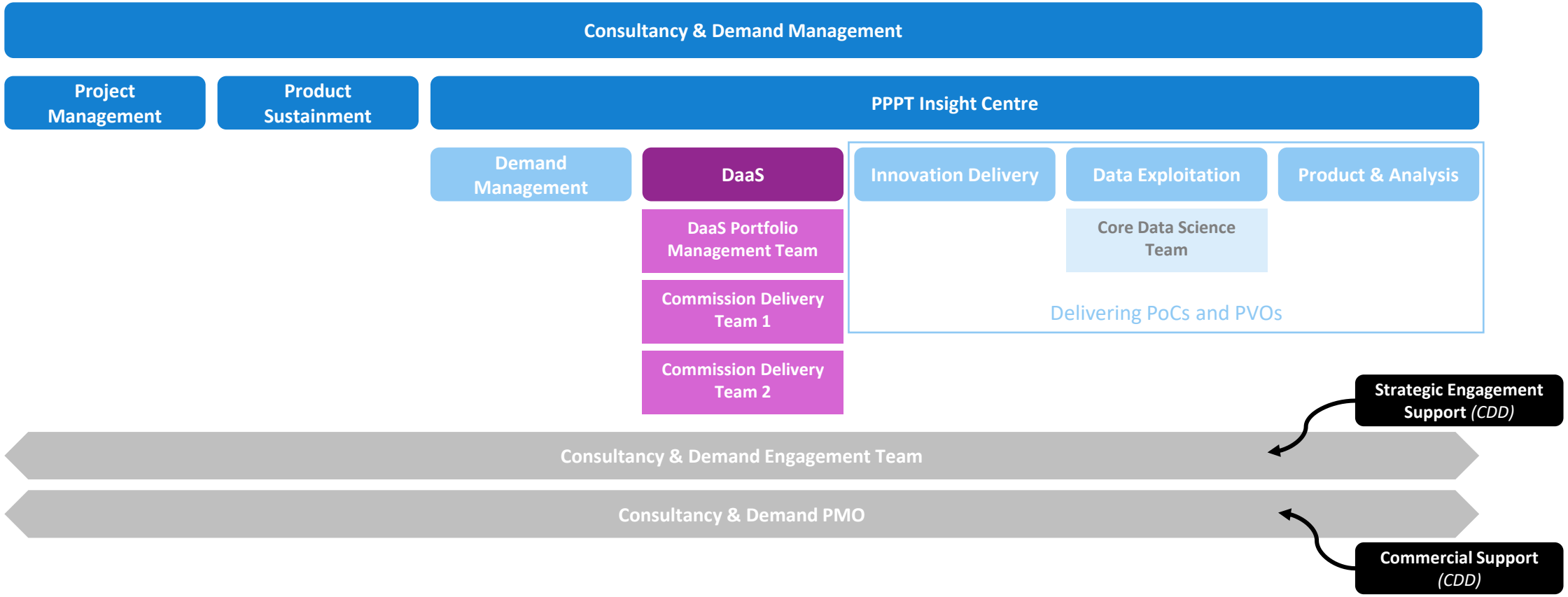
- This section provides an overview of the teams who do the work, their roles and responsibilities, how they are organised and work together.

To maximise delivery effectiveness, PPPT set-up 8 delivery portfolios, including a centralised Insight Centre function

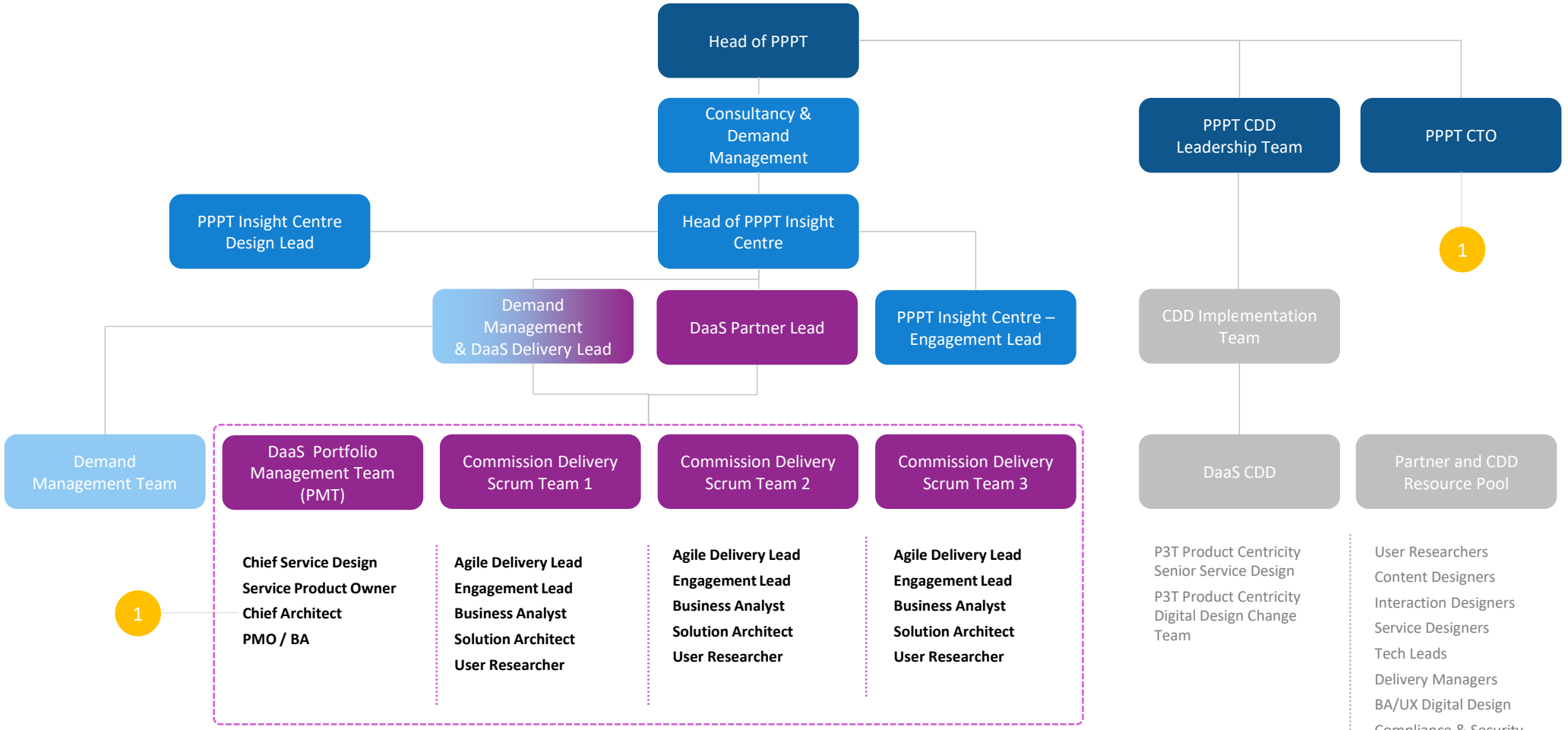


Daas sits within the Insight Centre, which is part of the Consultancy and Demand Portfolio

Below is the PPPT Consultancy & Demand Portfolio structure as of January ‘22

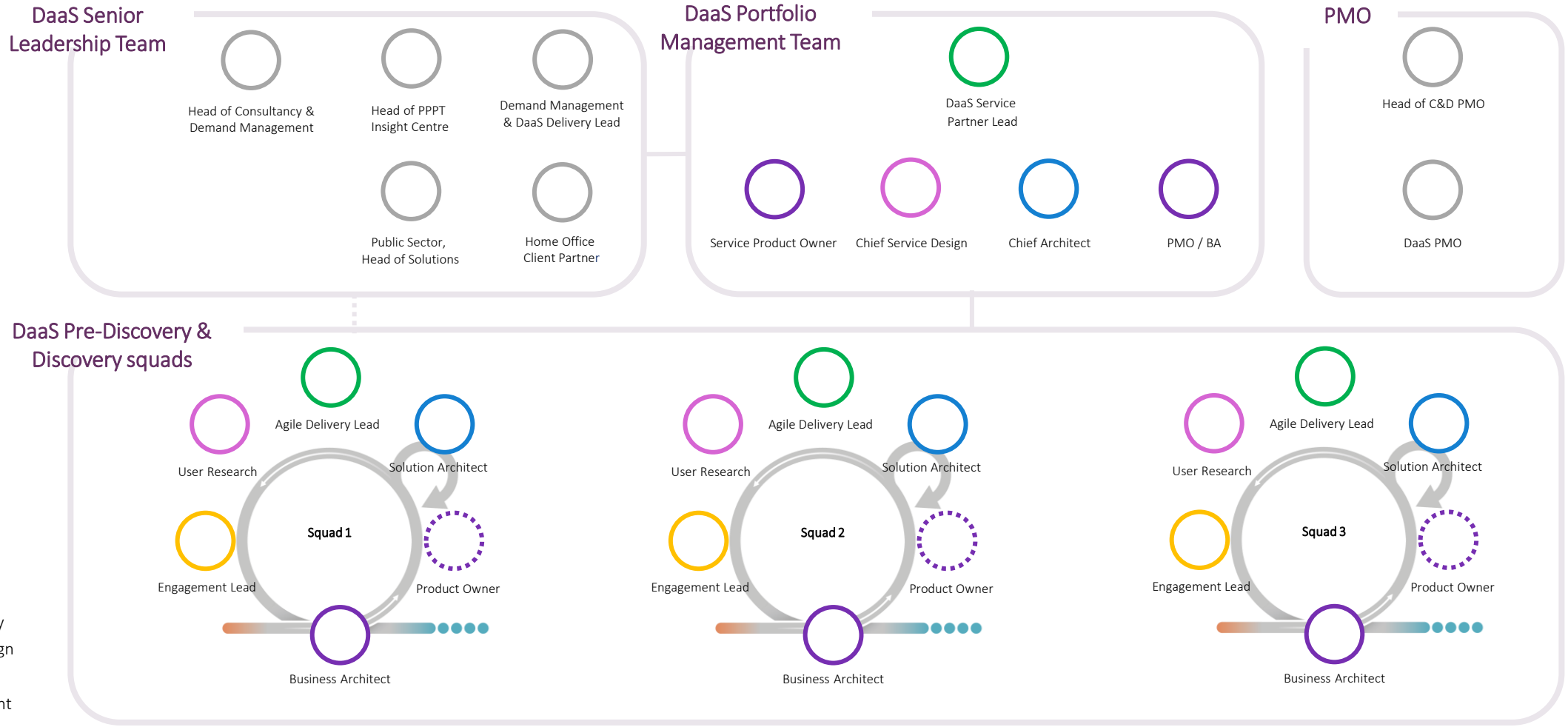


DaaS organisation structure as of 14/09/2022



DaaS is a multi-disciplinary blended team

Distinct community of practices exist between Scrum teams and PMT to ensure sharing of knowledge and expertise in between teams, and built best practice over time



KEY

- Business
- Technology
- User /Design
- Delivery
- Engagement
- Other

PPPT Insight Centre

DaaS Senior Leadership team – key responsibilities

KEY

- Business
- Technology
- Design
- Delivery
- Other - out of DaaS scope

KEY ROLES & RESPONSIBILITIES

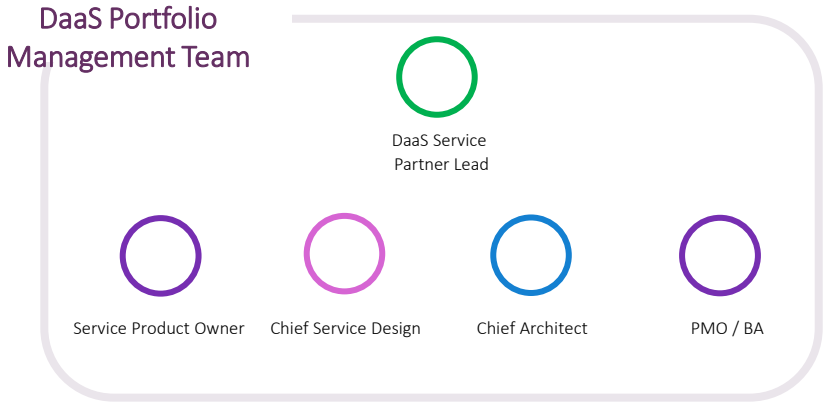
- Define DaaS **strategic ambition** and long-term delivery milestones
- Provide **guidance on setting-up the service** incl. ops model
- Lead **engagement and comms** with strategic stakeholders

Related to set-up of the service

- Identify **potential DaaS Commissions**
- **Approve** new DaaS Commissions
- Pre-Discovery & Discovery oversight incl. **sign-off deliverables (final QA)**
- Track and ensure DaaS **performance and quality of service**
- **Report performance** and RAID to PPPT Leadership
- Track and ensure **DaaS Financial health**
- Lead **commercial management** with NTT DATA (incl. SoW)

Related to running and delivery of the core services

DaaS Portfolio Management team – key responsibilities



KEY ROLES & RESPONSIBILITIES

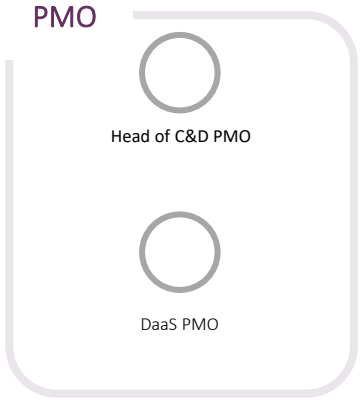
- **Set-up and embed DaaS service** incl. vision, guiding principles, current and target Operating Model, evolution roadmap)
- **Define and teach DaaS best practice** incl. repeatable templates and approaches, capabilities
- **Drive DaaS Service improvement**

Related to set-up of the service

- **Demand triage** (incl. initial assessment of demand, build ToR, resourcing)
- **Pre-Discovery & Discovery oversight** (incl. quality assurance for Technical, business, design, and overall best practice implementation)

Related to running and delivery of the core services

DaaS PMO – key responsibilities



KEY

- Business
- Technology
- Design
- Delivery
- Other - out of DaaS scope

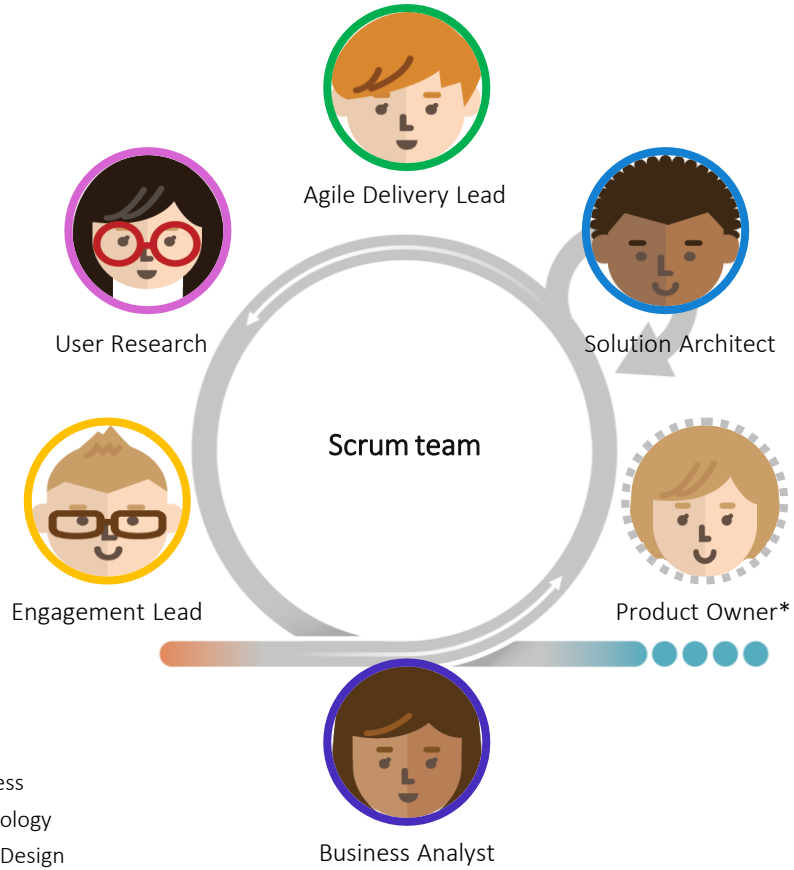
KEY ROLES & RESPONSIBILITIES

- Manage team **on-boarding** (incl. clearance, laptops, POISE access)
- Support DaaS **Financial and commercial management**
- Ensure **compliance with governance and reporting needs**
- Coordinate **portfolio management activities** (e.g. resourcing, collecting metrics, logistics)

Related to running and delivery of the core services

OFFICIAL: Not for onward distribution

DaaS Scrum teams – key responsibilities



PPPT Insight Centre

KEY ROLES & RESPONSIBILITIES

- **Build corporate knowledge** incl. business knowledge, discovery best practice

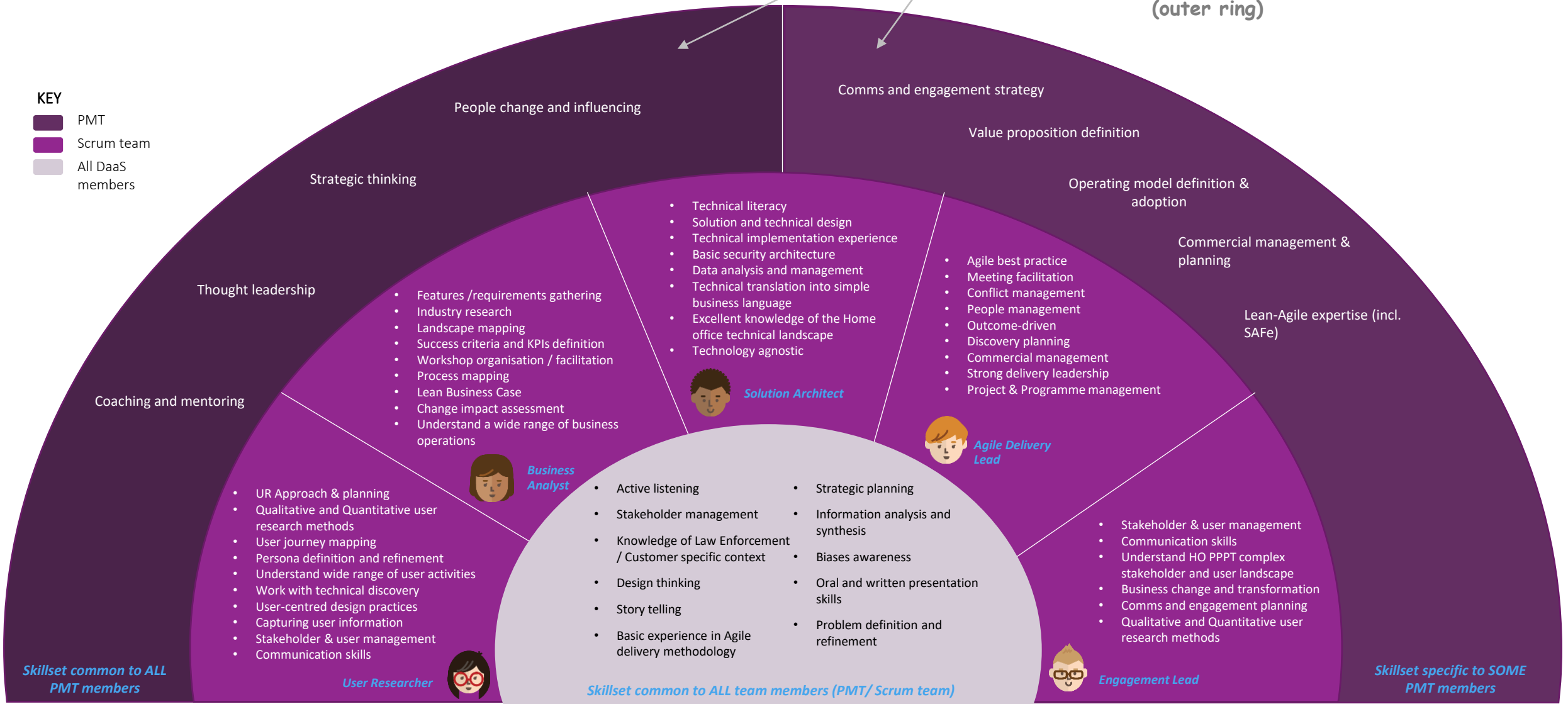
Related to set-up of the service

- Set-up **commission governance & reporting**
- Manage and report **commission RAID**
- **Facilitate Scrum processes** and pro-actively managing impediments
- Lead **commission stakeholder engagement plan** and management
- Conduct commission **pre-discovery and discovery activities**
- Produce pre-discovery/discovery **artefacts and deliverables**
- Ensure smooth **transition to delivery teams**

Related to running and delivery of the core services

Set of skills required within DaaS

PMT members need to have the skills that are common to all members (centre of the diagram), the skills specific to their domain of expertise as represented within the Scrum team (middle ring), and specific skills (outer ring)



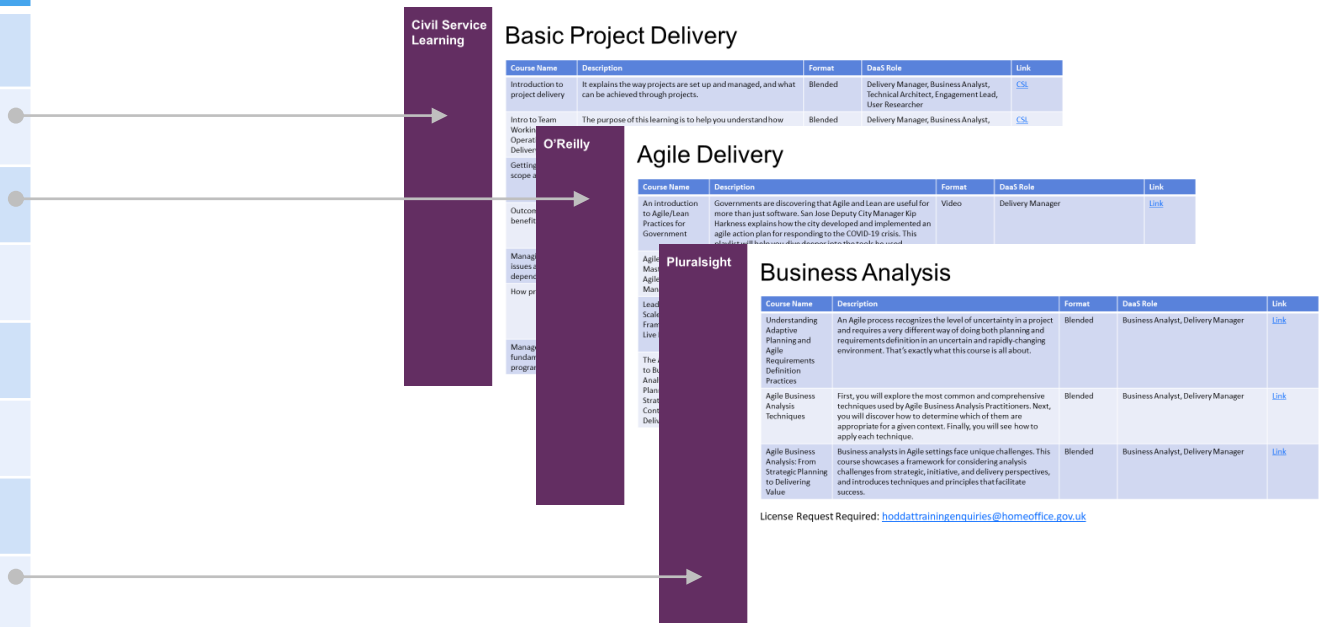
Mindset required for the DaaS entire team (from Scrum team to SLT)

1. **Self-starter** – sufficiently motivated to work on their own initiative, and defining course of action by themselves without needing direction
2. **Be comfortable with uncertainty** – comfortable with ambiguity and confident in team's ability to reveal and investigate connections between different technical landscapes, contexts and users.
3. **Curious exploring mindset** – careful listening to the problem, willingness to "get out of the office and see for my self", identifying new ideas, ways of working, adapting approaches used elsewhere, reframing problems and perspectives
4. **Growth mindset** – believe in continuous learning, that one's abilities can be developed through learning and persistence
5. **Continuous process improvement** – opened to constructive feedback to give back to the organisation
6. **Resilient** – we learn from 'productive' failure, bounce back rapidly and take corrective measures
7. **Data driven** – democratise access to data, empower people to make decision, accept what the data says, base decisions on data and evidence
8. **Outcome oriented** – focus on the desired results and value, rather that the process (e.g. discovery activities, deliverables)
9. **Low ego –** we're a self-organising team, we're all experts in our respective domains and no one succeeds unless we all succeed
10. **User / customer centric** – demonstrate connectedness, product/service orientation, outward looking and people-focused, consider users at every stage, and ensure users say "I would do that again"
11. **Empathy** (specific to User Researchers) – set aside your own view point and put yourself in the shoes of the users, customers
12. **Appreciation / passion for public services**, and especially working toward improving public safety
13. **Insurgency** – Challenging the usual way of doing things, working with unusual / different partners, building alliances for change
14. **Servant Leader** (specific to Agile Delivery Lead) – focused on serving the employee to ensure they're happy and achieve their goals by providing intent, understanding team's needs, removing impediments when needed and providing coaching
15. **Hands-on Leader** (specific to Agile Delivery Lead) – roll-up your sleeves and get involved in the day-to-day discovery activities

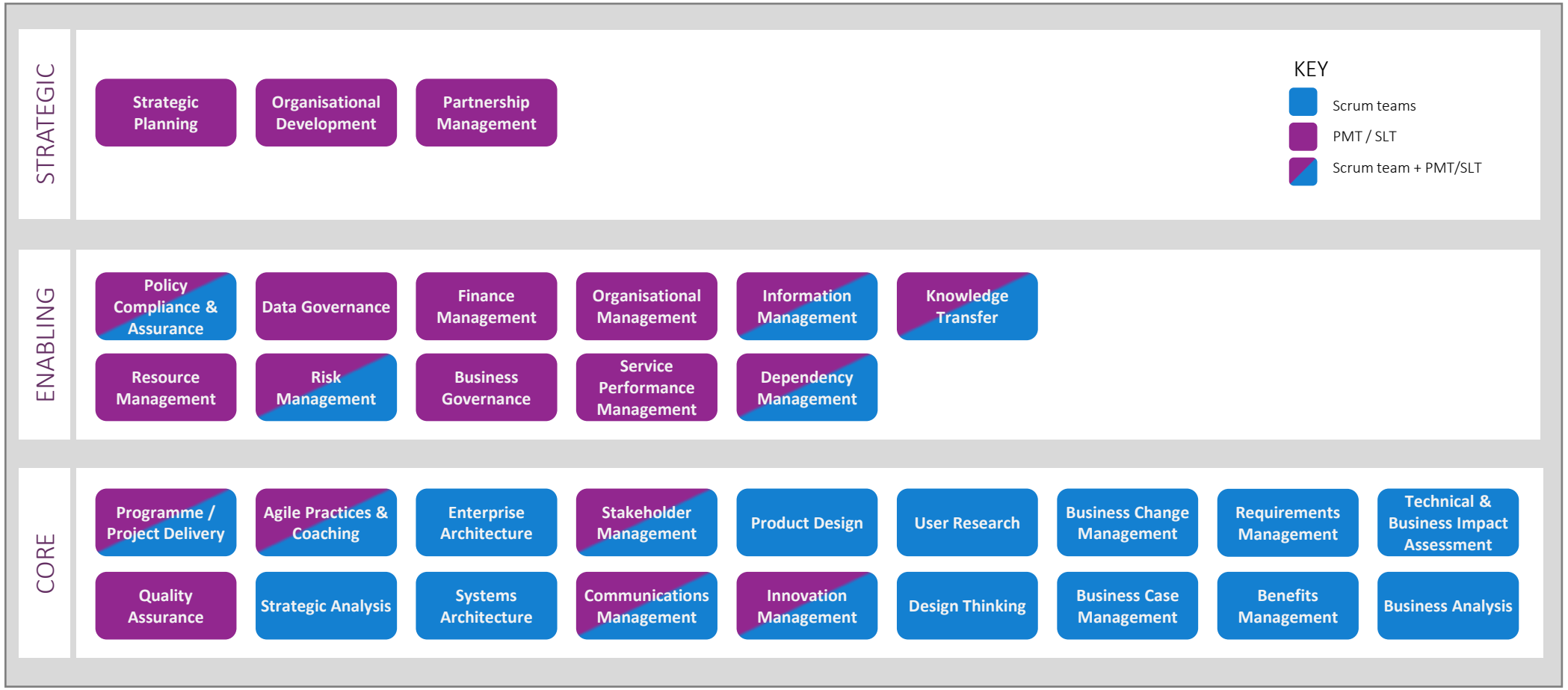
Learning & development areas – first view of training courses

We listed training courses available within the Home Office, which are relevant to the set of skills (hard and soft) identified in this section, including agile delivery, Project Delivery, Business Analysis. These courses will help Civil Servants strengthen their existing skills or develop new skills for DaaS services

Topics
Compulsory Training
Basic Project Delivery
Agile Delivery
Wider Skills e.g. commercial awareness
Stakeholder Management
Technical Delivery
GDS Guidance
Business Analysis



First view of the sum of our capabilities to deliver, run and manage DaaS

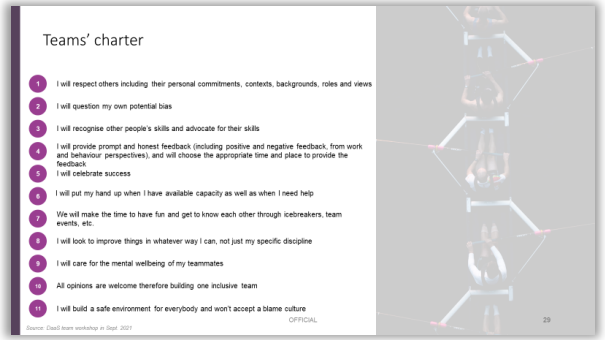


OFFICIAL: Not for onward distribution

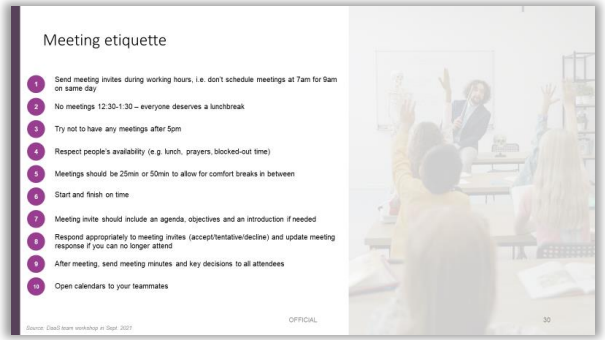
A set of principles that define best practice for the DaaS team and guide how we operate

In October 2021, we've defined these principles as a group, ensuring buy-in from all team members, with the intention to build a strong and respectful effective team.

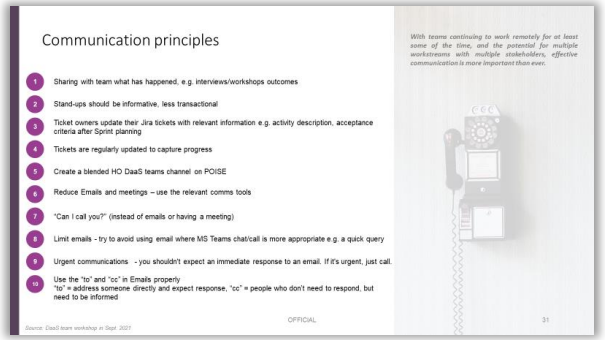
Team's charter



Meeting etiquette

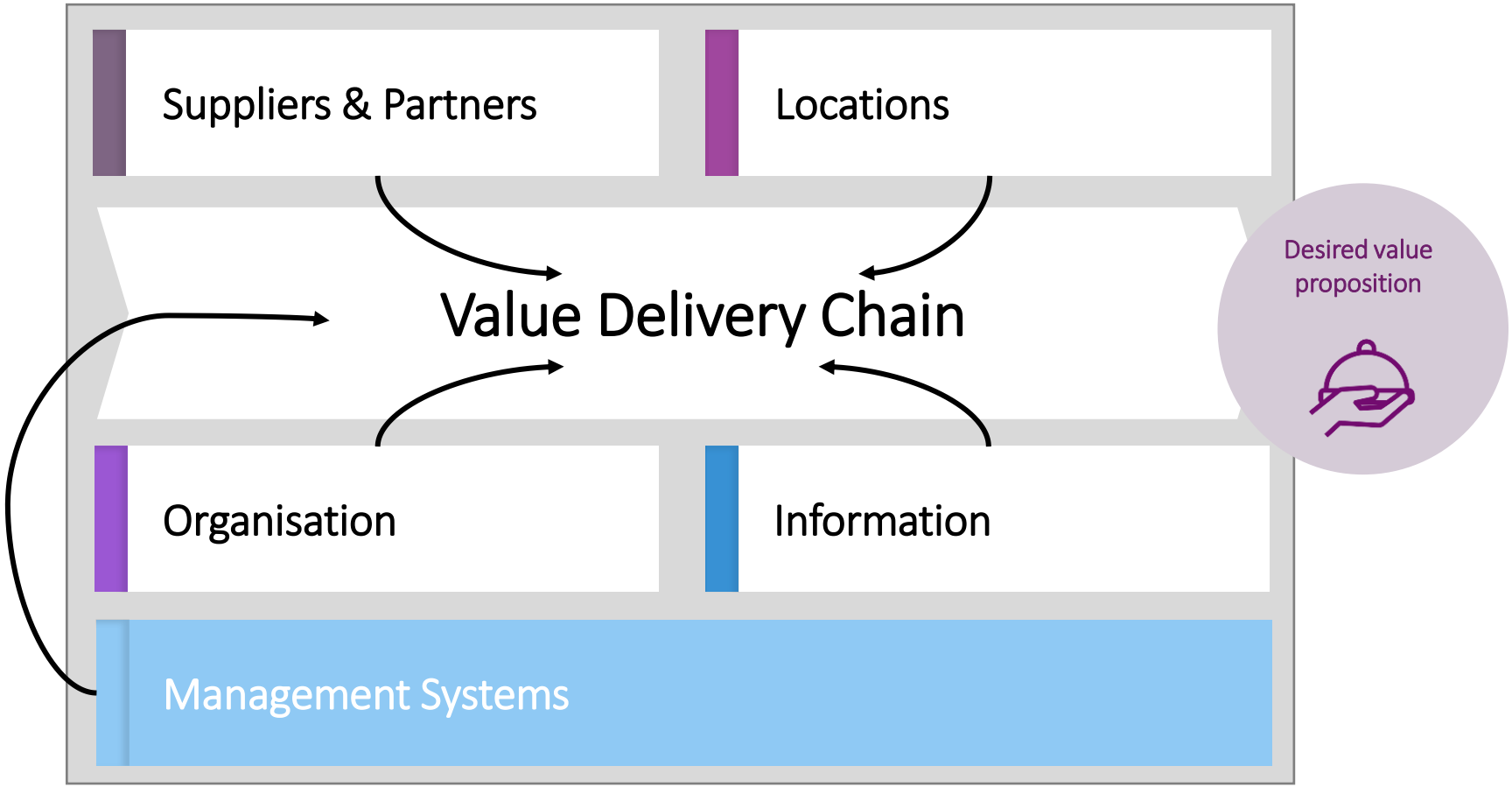


Comms principles



We understand that more is needed e.g. need to agree which meetings PMT attends, timeline for deliverable submission, folder structure, etc

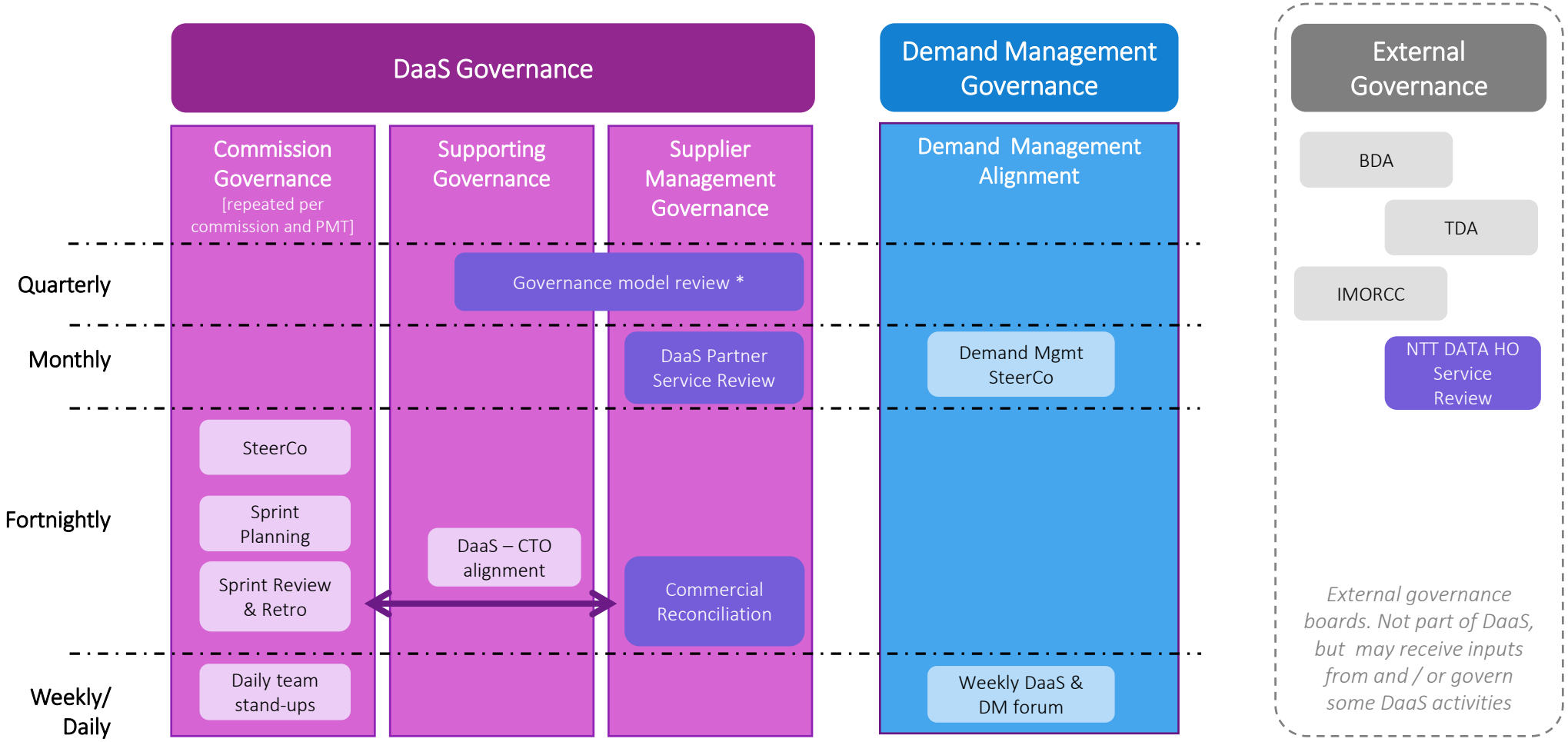
We will have a working session altogether next week



- The management systems used to run the service (e.g. make decisions, drive improvement and management performance)
- This includes governance mechanisms (internal to DaaS and PPPT, as well as external with vendors) and the performance management framework used to monitor

Overview of Daas Governance, which will evolve as the service matures

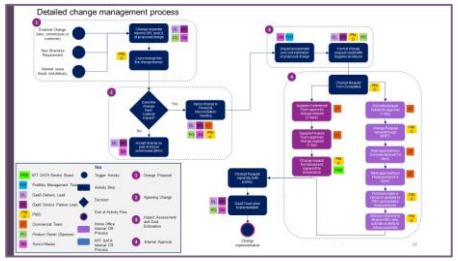
The governance ensures effective management of stakeholders' expectations, quality assurance for our work and output, early visibility of risks and issues, and prioritisation of DaaS work in line with the wider PPPT context.



OFFICIAL: Not for onward distribution

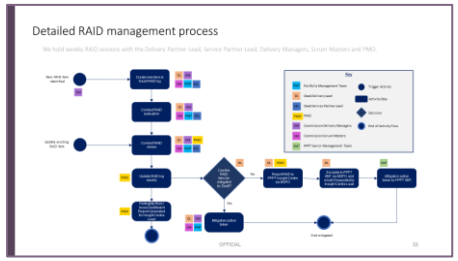
Key governance mechanisms to identify impediments early, manage the effectiveness of our service and keep us all accountable

Change management



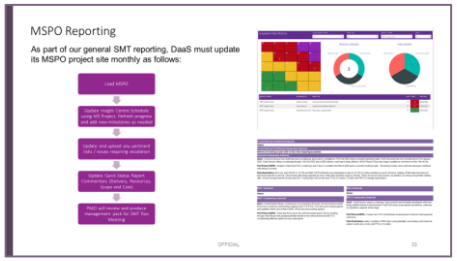
- Assess any incomplete deliverables as per Statement of Work and commercial impact
- Manage a change of scope (or new business requirement) requested by the Home Office.

RAID process



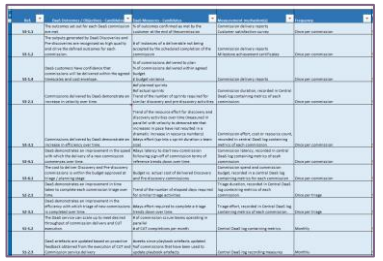
- Keep track of the likelihood and impact of risks / issues
- Allocate mitigation actions
- Identify risks/ issues that need escalating to PPPT SLT

MSPO reporting



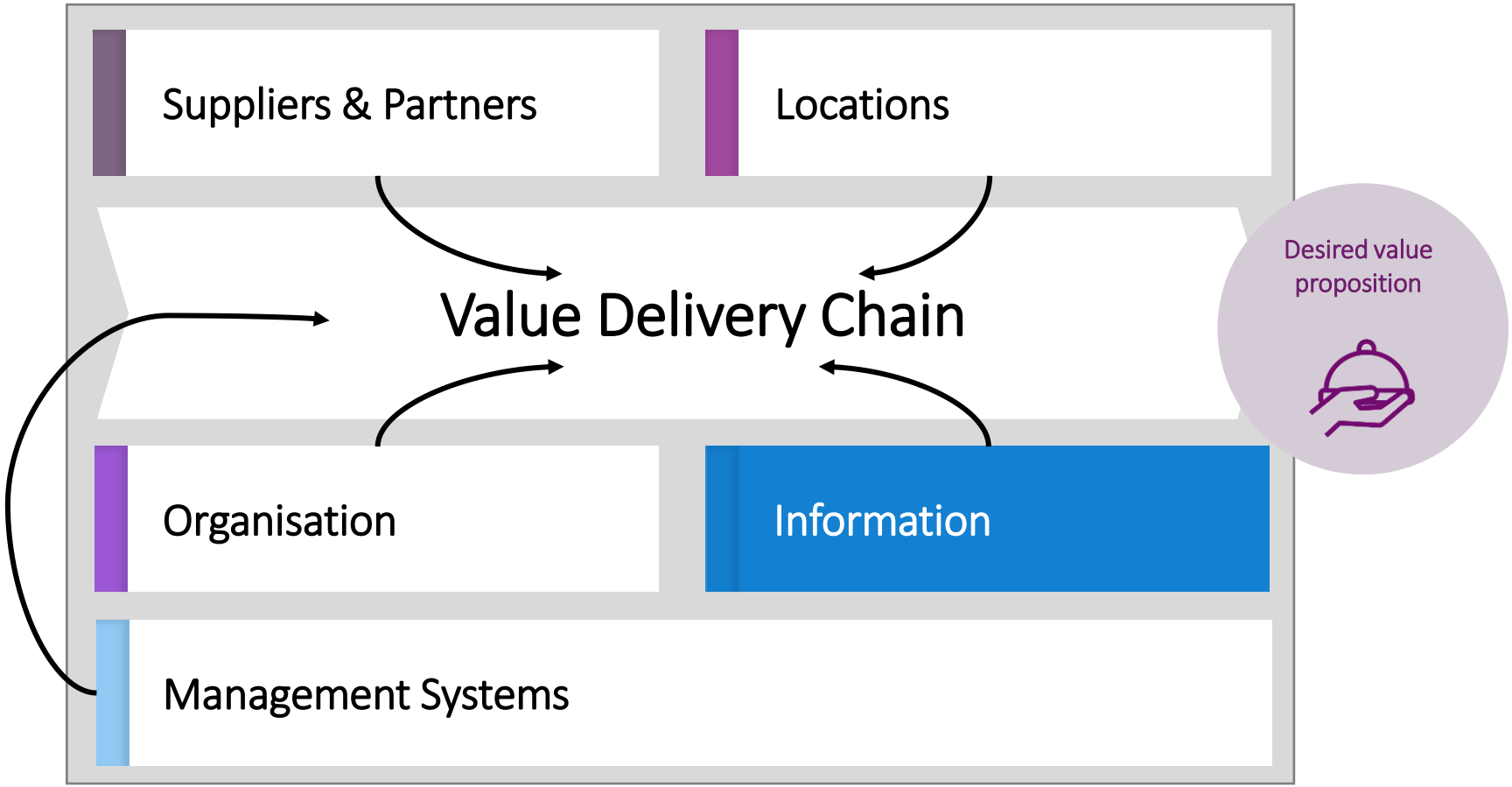
- Microsoft Project Online (MSPO) Reporting done for PPPT SMT monthly to provide a view of the key risks, issues and milestones related to the DaaS projects

Performance mgt. framework



- Set of measures collected, collated and tracked regularly to assess how DaaS performs.
- This will enable DaaS to demonstrate the value it delivers to PPPT and customers; and address any issue and gaps in a timely manner.

2. Information management



- This section provides a view of the IT applications and capabilities used to manage information, support each process and the delivery of the service.

OFFICIAL: Not for onward distribution

We use various applications for collaboration and knowledge management

The applications we use are all HO authorized, and most of them are widely used within the Home Office

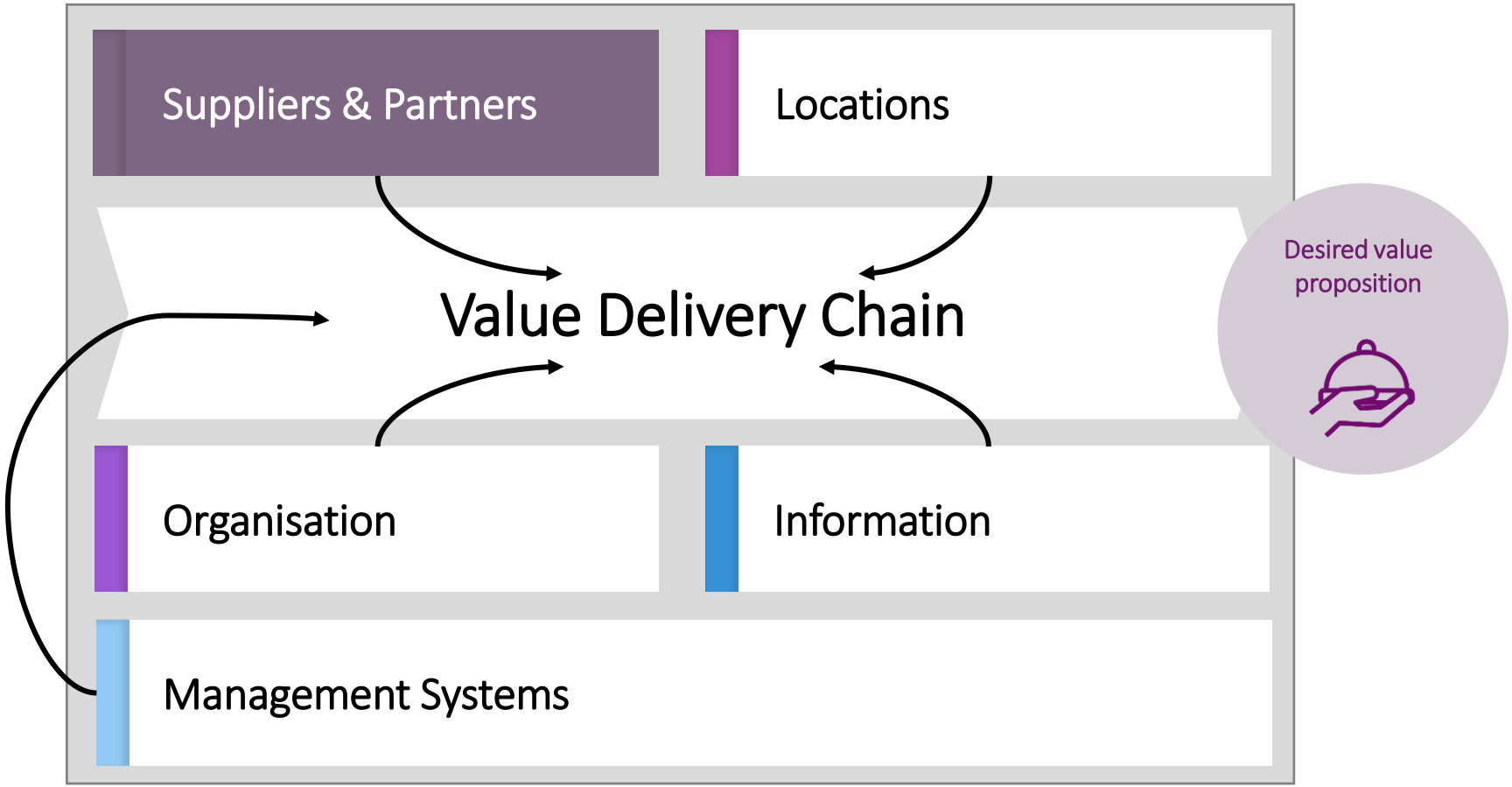
Applications host content that is for internal consumption

Applications host content that is accessible externally (outside of DaaS) if access rights granted

Application	Sharepoint	MS Teams	Jira	Mural	Confluence
Use in HO	Widely used across HO	Increasing use across HO	Widely used across HO	Increasing use across HO	Widely used across HO
How to use in DaaS	• Team collaboration on working documents • Repository for final version documents	• Communicate and share information • Ask quick / urgent query	• Management of Sprint stories for PMT and Scrum teams • Used to review Sprint progress in daily stand-up • Used to track commission progress through life cycle	• Interactive and visual tool used for live collaboration in virtual working sessions	• Final versions of externally-facing documents for knowledge sharing with PPPT and the wider HO
Links	DaaS SharePoint	Subject to the Teams project	Scrum team sprint boards: Scrum 1 Scrum 2 PMT DaaS commissions Kanban	PPPT (DdaT) Mural space	Discovery as a Service (DaaS) Confluence Home Page
	Linked via a Teams Site				

PPPT Insight Centre

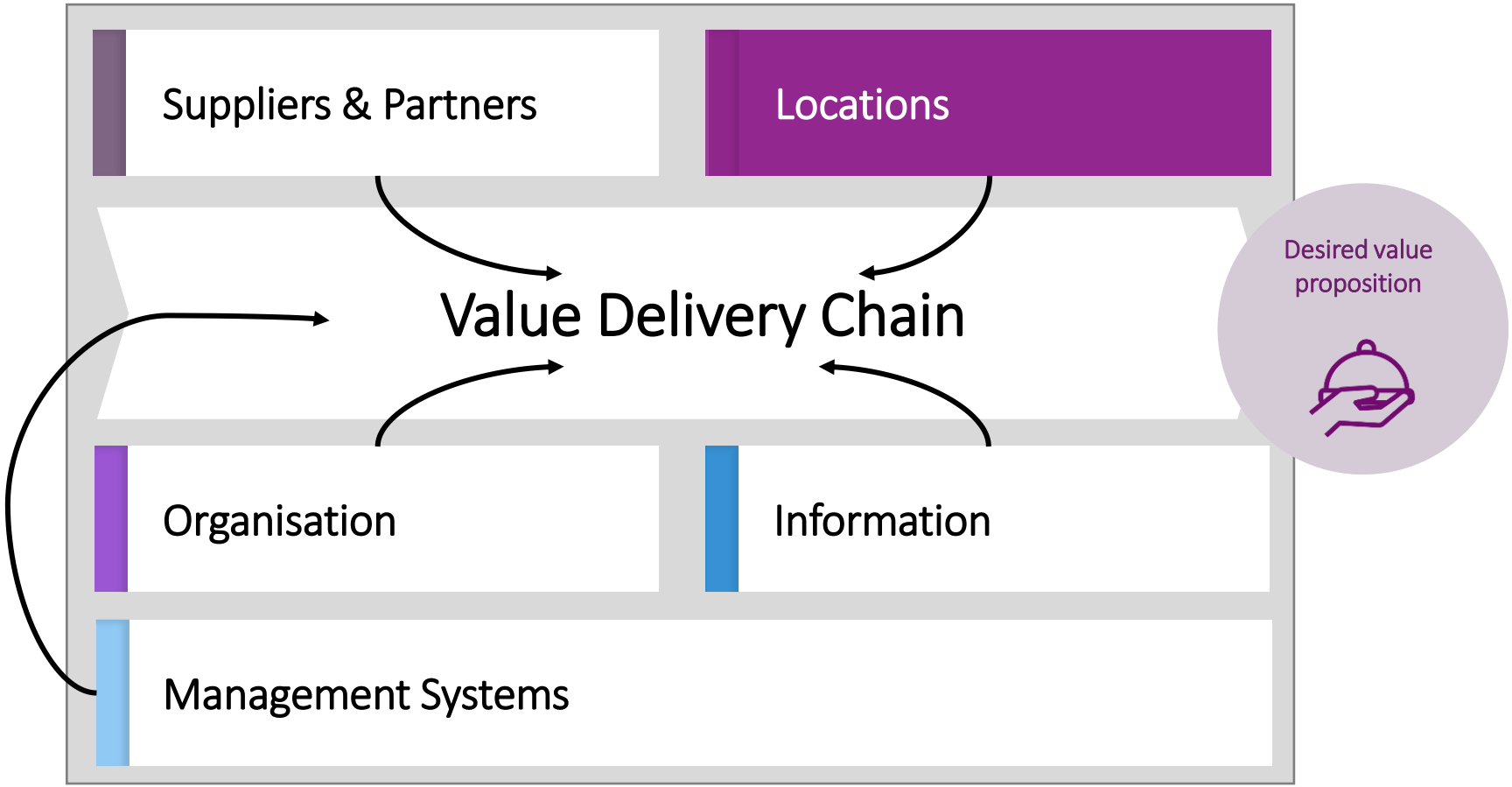
2. Suppliers & partners



- The external and/or internal suppliers and partners who support the delivery of the DaaS work
- It provides a view of the interfaces with other teams and organisations, and especially the organisations that provide ‘value’ to DaaS (i.e. this view doesn’t cover our customers in detail)

OFFICIAL: Not for onward distribution

2. Locations



- Offices where the people are located to deliver the DaaS service and working policy they need to follow

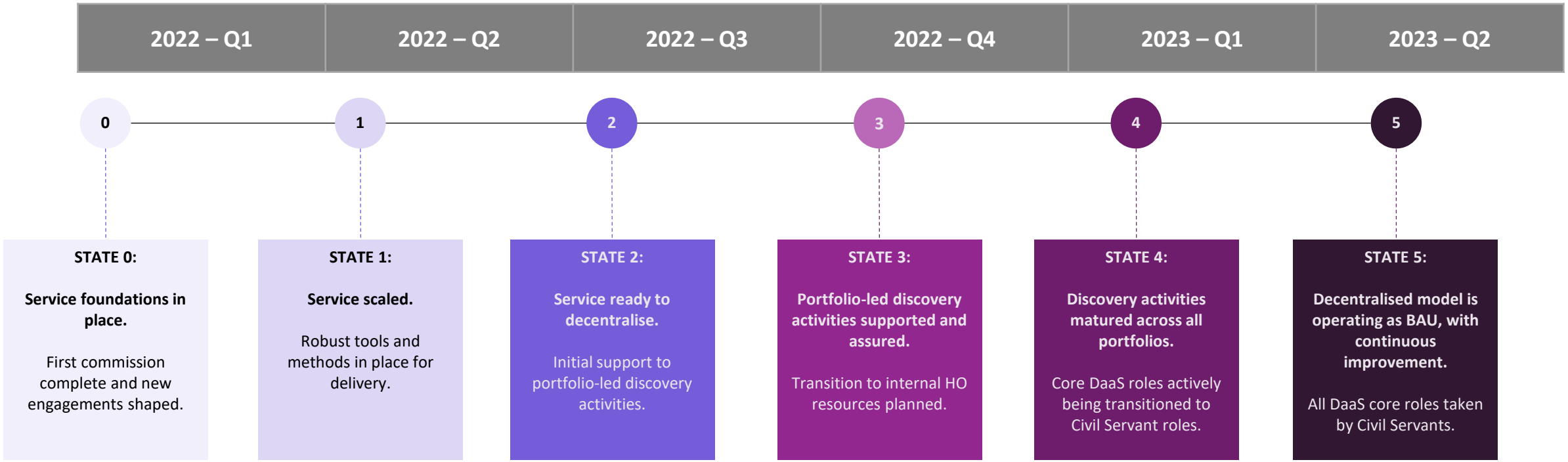
OFFICIAL: Not for onward distribution

DaaS evolution roadmap
‘Where are we going to?’

DaaS evolution roadmap – from centralised to a decentralised service

In the next 18 months, DaaS wants to evolve from a fully centralised model delivered by a mix of delivery partner and civil servants, to a BAU decentralised model where key roles are undertaken by Civil Servants

DaaS transition states in next 18 months

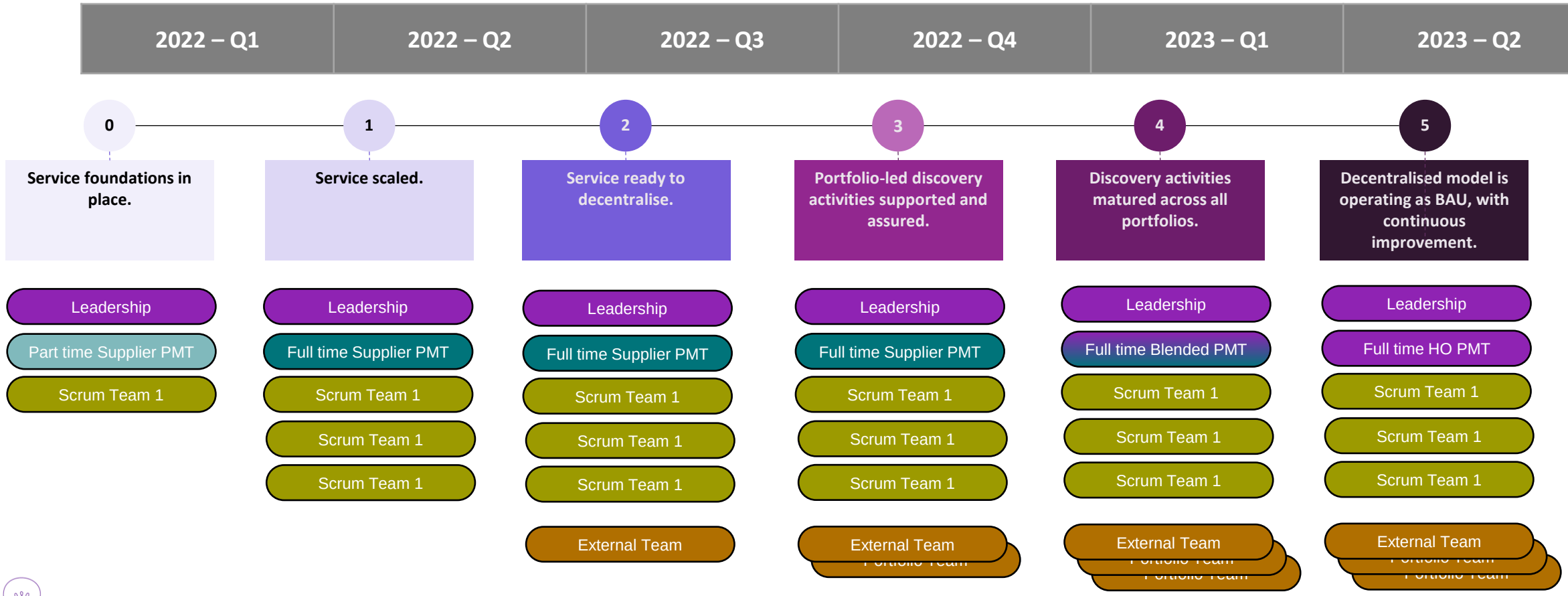


Refer to the full evolution roadmap document for more information

DaaS evolution roadmap – from centralised to a decentralised service

In the next 18 months, DaaS wants to evolve from a fully centralised model delivered by a mix of delivery partner and civil servants, to a BAU decentralised model where key roles are undertaken by Civil Servants

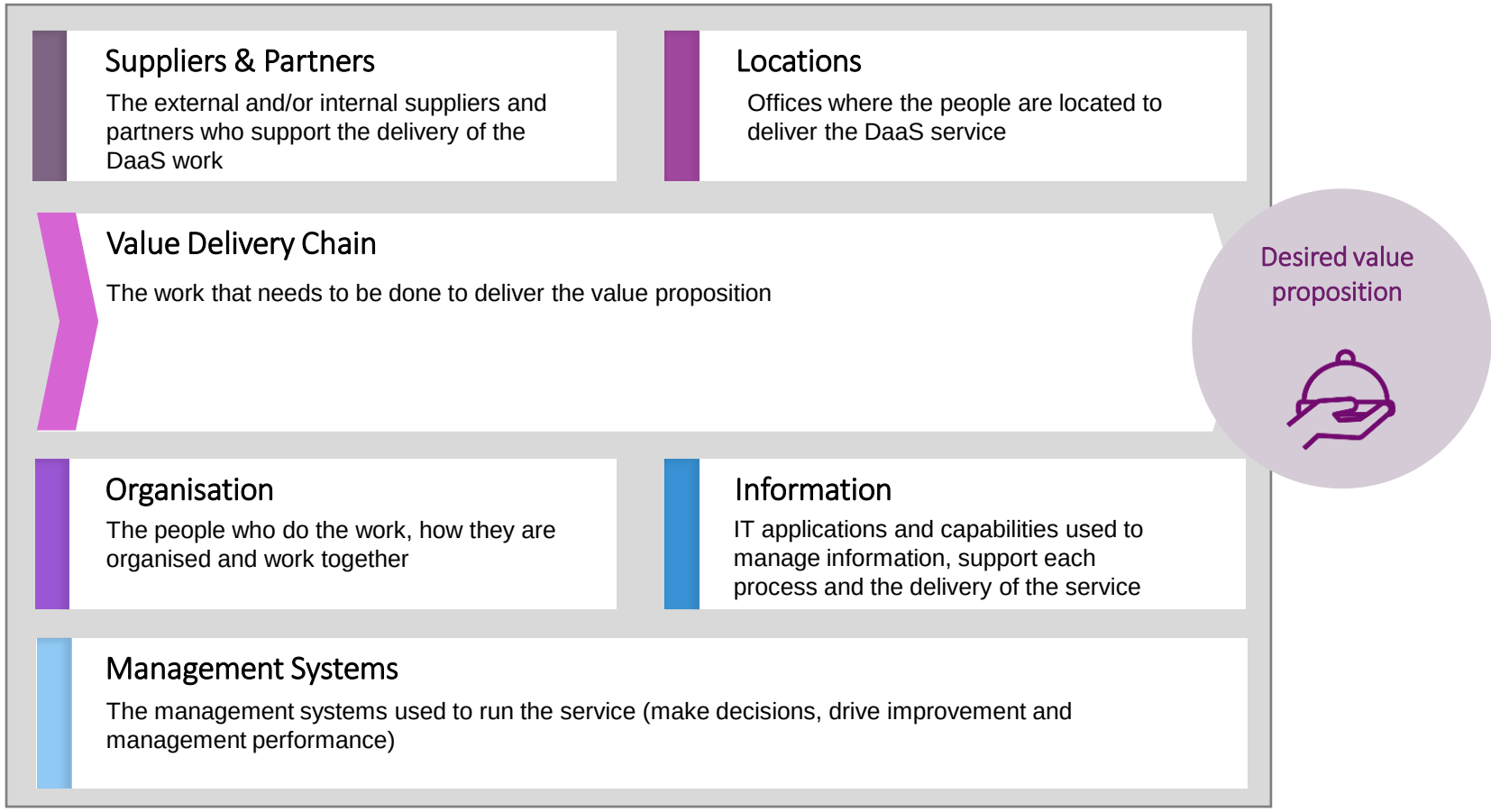
DaaS transition states in next 18 months



PPPT Insight Centre

Appendix

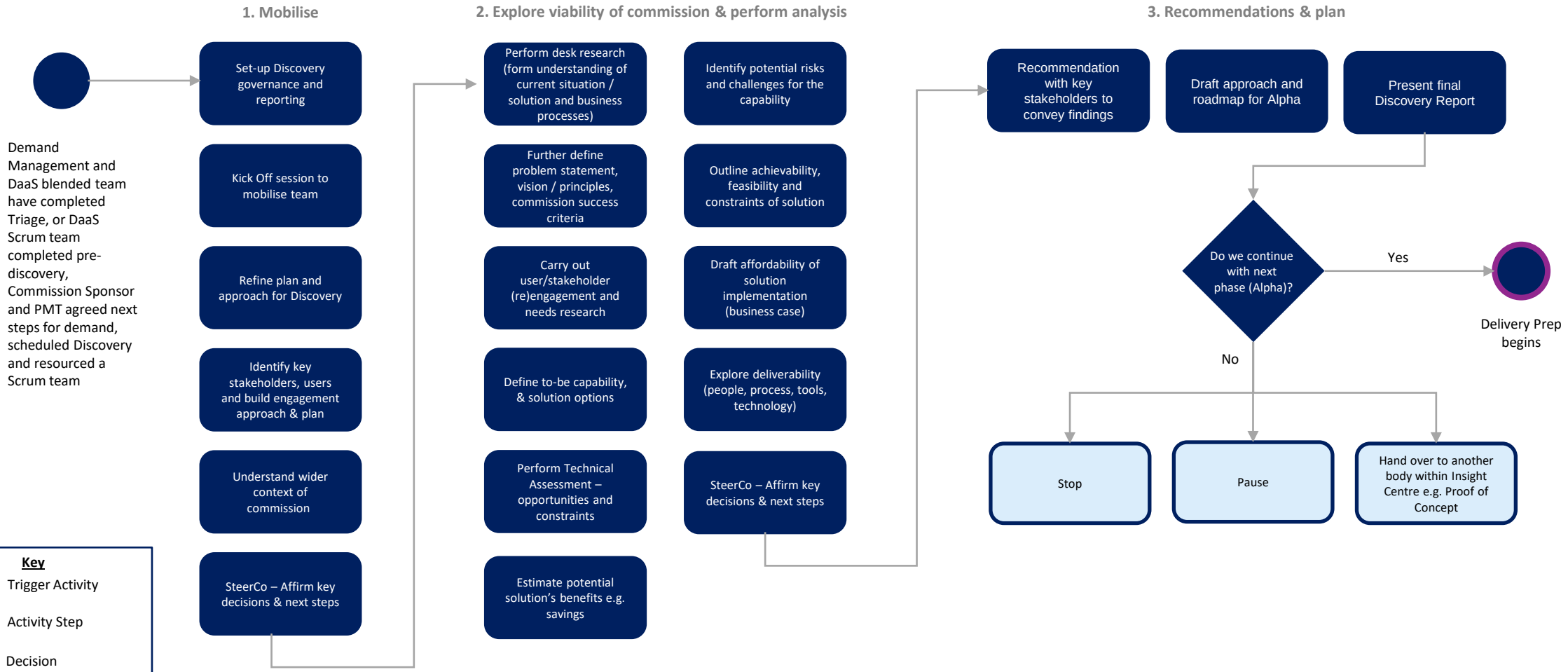
Description of ops model components



OFFICIAL: Not for onward distribution

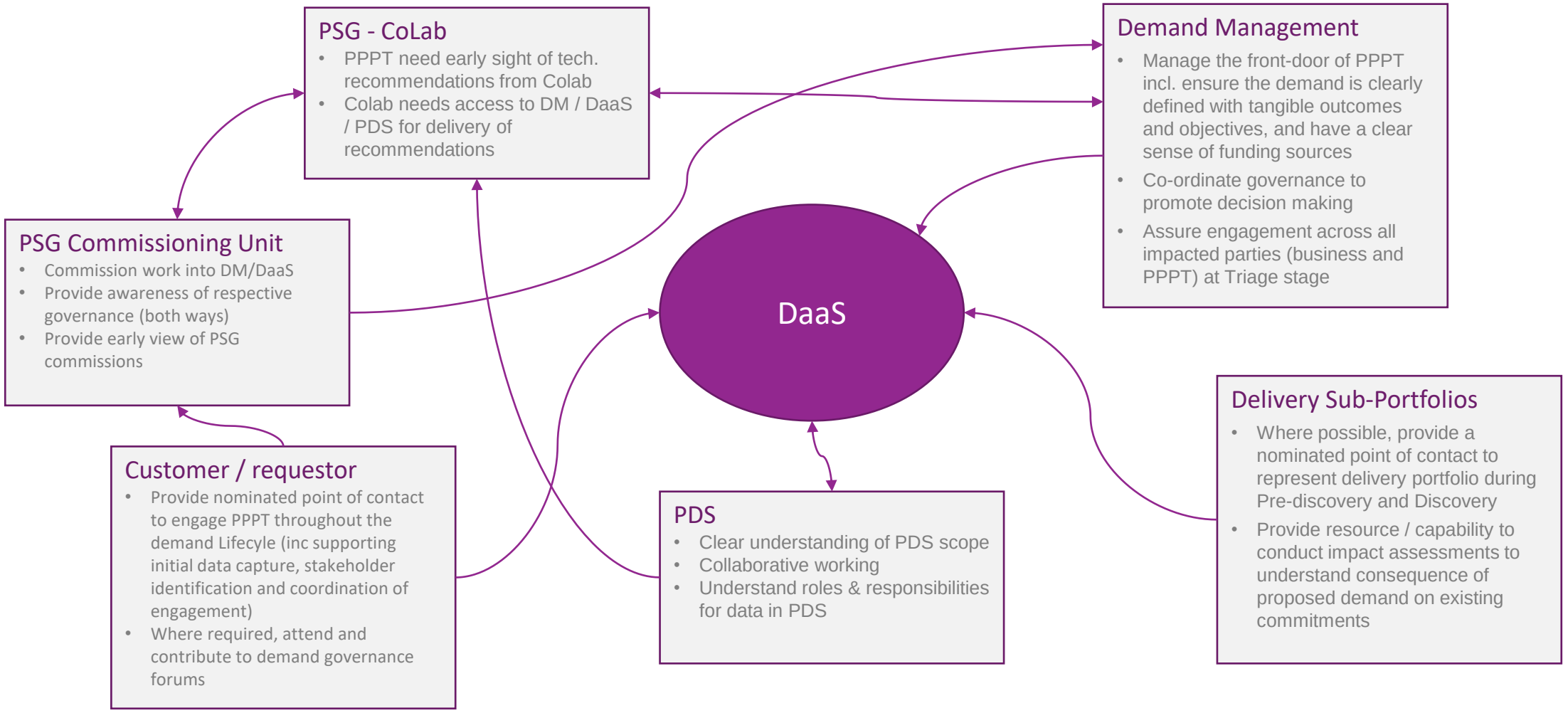
Discovery process map

The process map shows the indicative input and activities that may be required to achieve the outcomes and objectives identified for Discovery. The activities ensure findings are captured, assessed and articulated to support PPPT's decision of 'if / how' to progress and initiate Alpha.



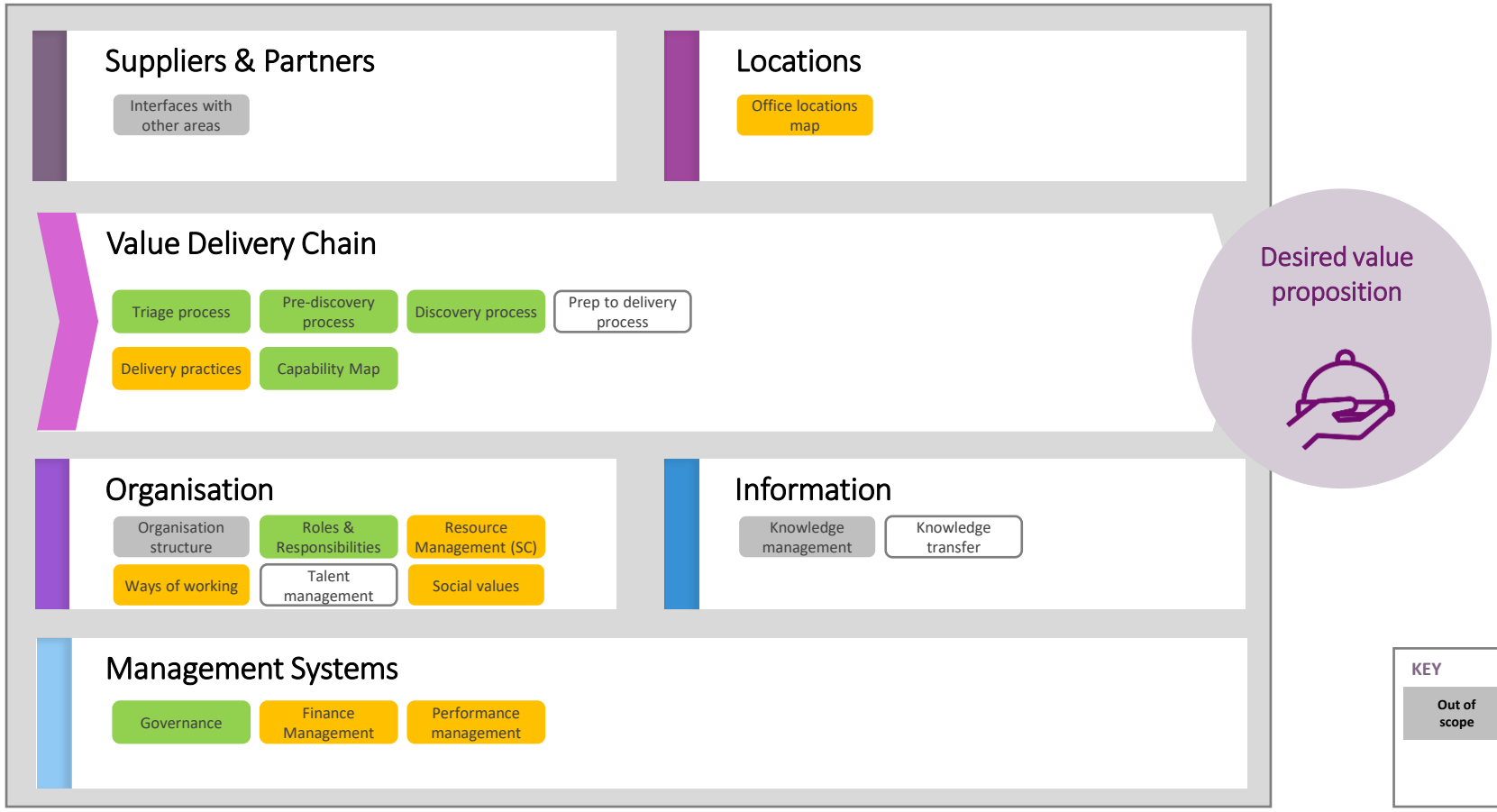
The success of the DaaS model is dependant on input and value from a variety of key stakeholder groups

This is a high level value network map, which doesn't intend to capture the full DaaS value ecosystem. The Insight Centre team will build a more comprehensive value network map.



Progress made in the development of the DaaS operating model

The Insight Centre will develop centrally the components greyed out in this matrix, and the Service Lines will adopt them and embed them.



PPPT Insight Centre