SMITH-VAUGHAN LTD

TARGET OPERATING MODEL IMPLEMENTATION

Rebuilding an aircraft *in flight* to fly better, faster and further

THE CHALLENGE

One of the largest blue-light organisations in the UK was moving from internal ICT service provision to a SIAM model, based on an organisation chart provided by a Big 4 consultancy. The SIAM model was unfunded and likely to take years to implement, but the 50% staff reduction was immediate.

How do you maintain existing service levels with half the staff, at the same time as implementing a completely new org chart designed for a model that is yet to be implemented?

SOLUTION

The key to delivering this change was to understand the services to be delivered, and then design and implement a new set of processes to deliver those services, minimising staff effort with tooling, automation, process optimisation and self-service, in a way that fitted the new org chart.

Analysis showed that service desk calls were the most resource-intensive activities in ICT, and further analysis supported a range of actions including client software upgrades, improved device management and self-service/automation.

The legacy service desk system was replaced with a modern, highly functional product and this provided a platform to develop the service catalogue.

Once approved, the service catalogue provided the basis for a staged implementation of the new processes, with feedback and tuning to follow.

Key Message: A service-based model is crucial to understanding and managing the ICT function's role in the business.

OUTCOMES

1. New operating model in and working

Staff understood their role completely and the part it played in service delivery,

2. Service levels improved

The improvements in tooling and process, coupled with a clear understanding of roles and responsibilities, enabled service levels to be at least maintained, and often improved..

3. Better engagement with the business

The structured service delivery model enabled ICT to engage more effectively with the business as a partner.

AT A GLANCE

CHALLENGES

- Implement the new model
- **Maintain service levels**

OUTCOMES

- **Service levels improved**
- **£2m+ annual cost saving**
- A modernised, service-focused ICT function

"A new operating model is a huge opportunity to revitalise a function and empower staff ."

Bob Smith-Vaughan, Director