

Going Digital at HM Passport Office

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50 Million
Valid British
Passports

7m
Applications
Per Year

6 Types of
Citizenship

7 Regional
Offices

3000+
Caseworkers

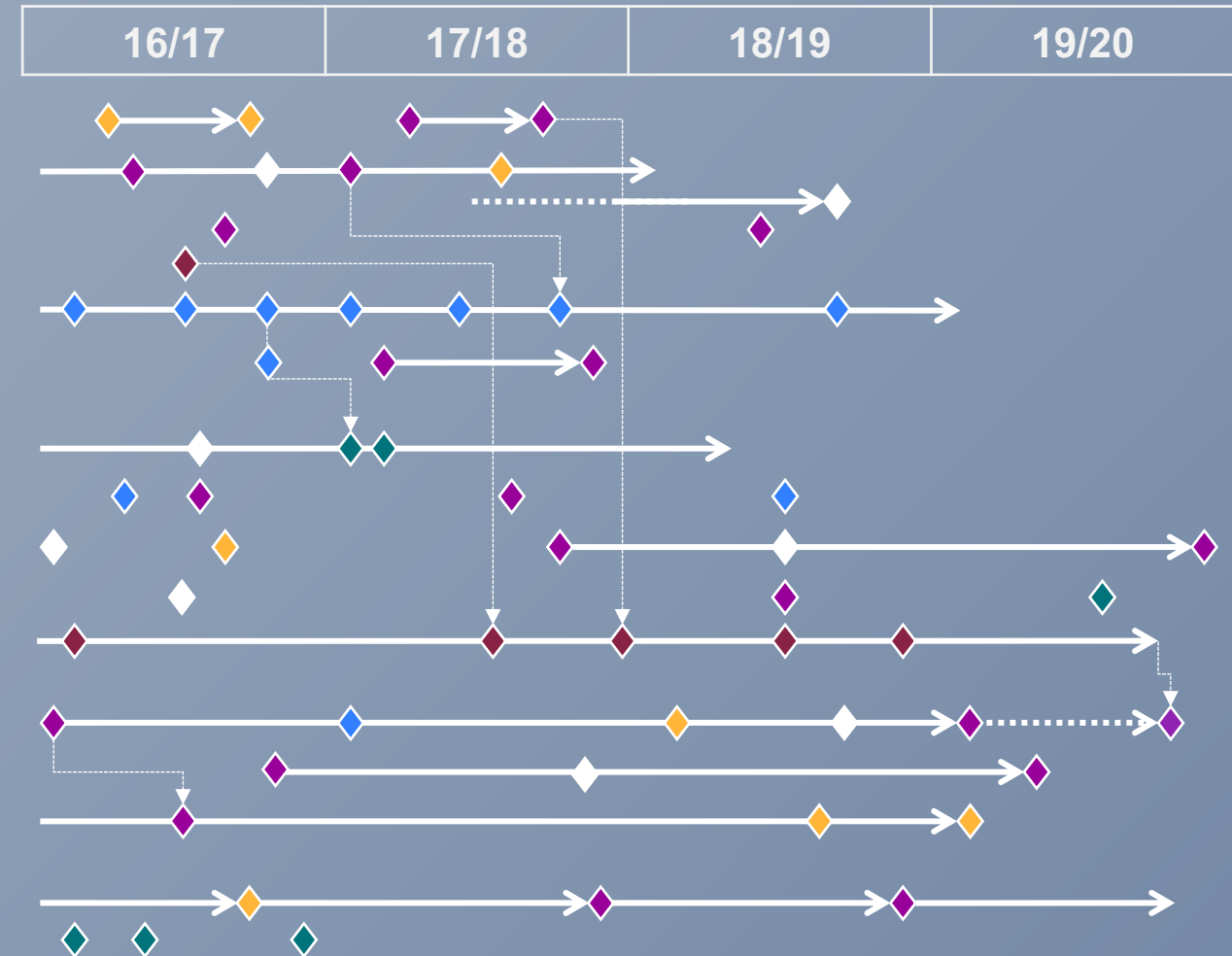
~100 Digital
Service Staff



Our organisation is running a giant Passport Transformation Programme, comprised of **over 100 projects**

This moves us away from a single **legacy IT** supply contract

It also **transforms our business** structures and processes



Our Four Phase Journey

Or how we delivered transformation in a complex, regulated environment

Steel Thread

2016 - 2018

**1 Passport
Printed**

Foundation Building

2018 - 2020

**2 Million Passports
Printed**

Scaling

2020 - 2022

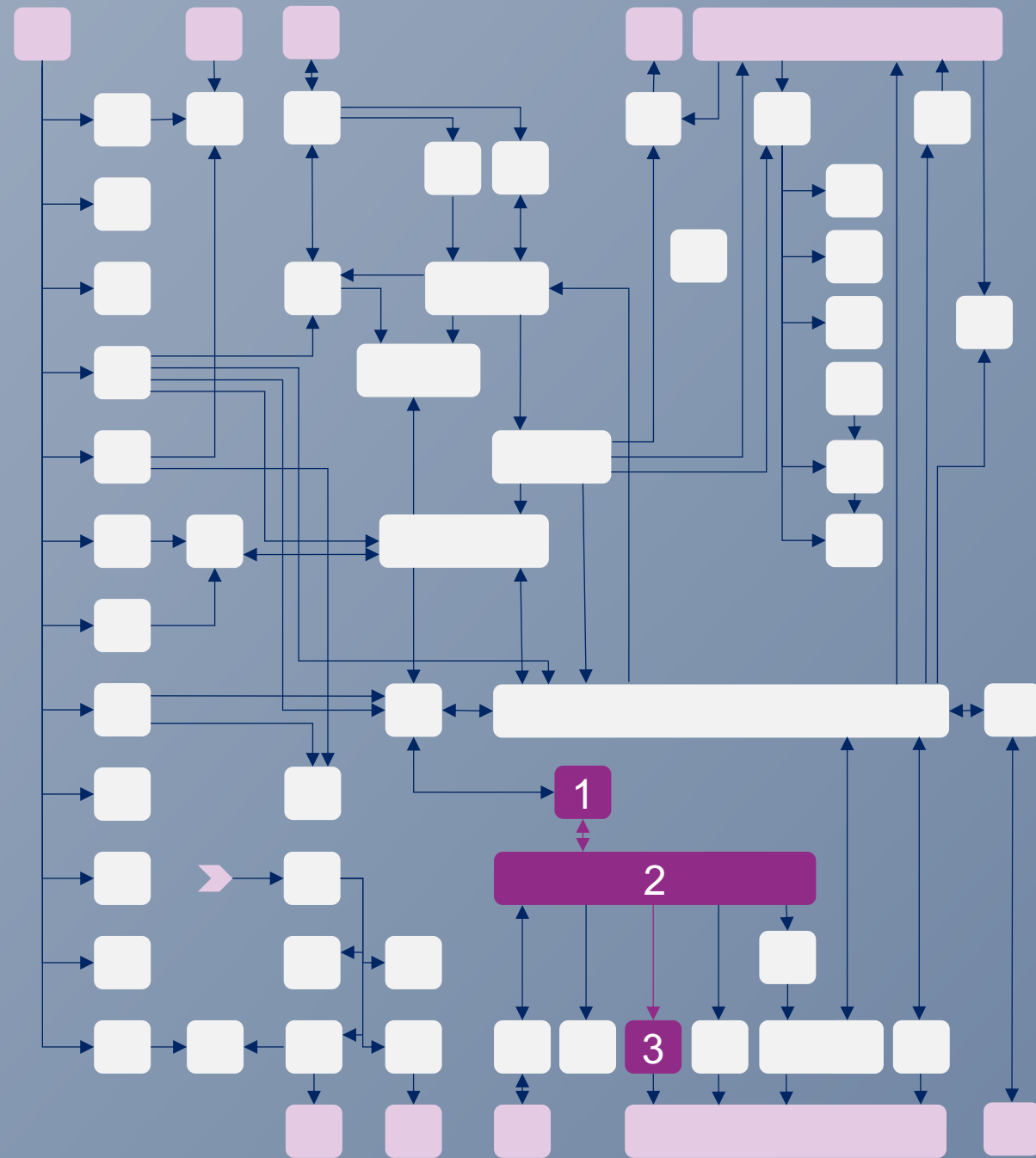
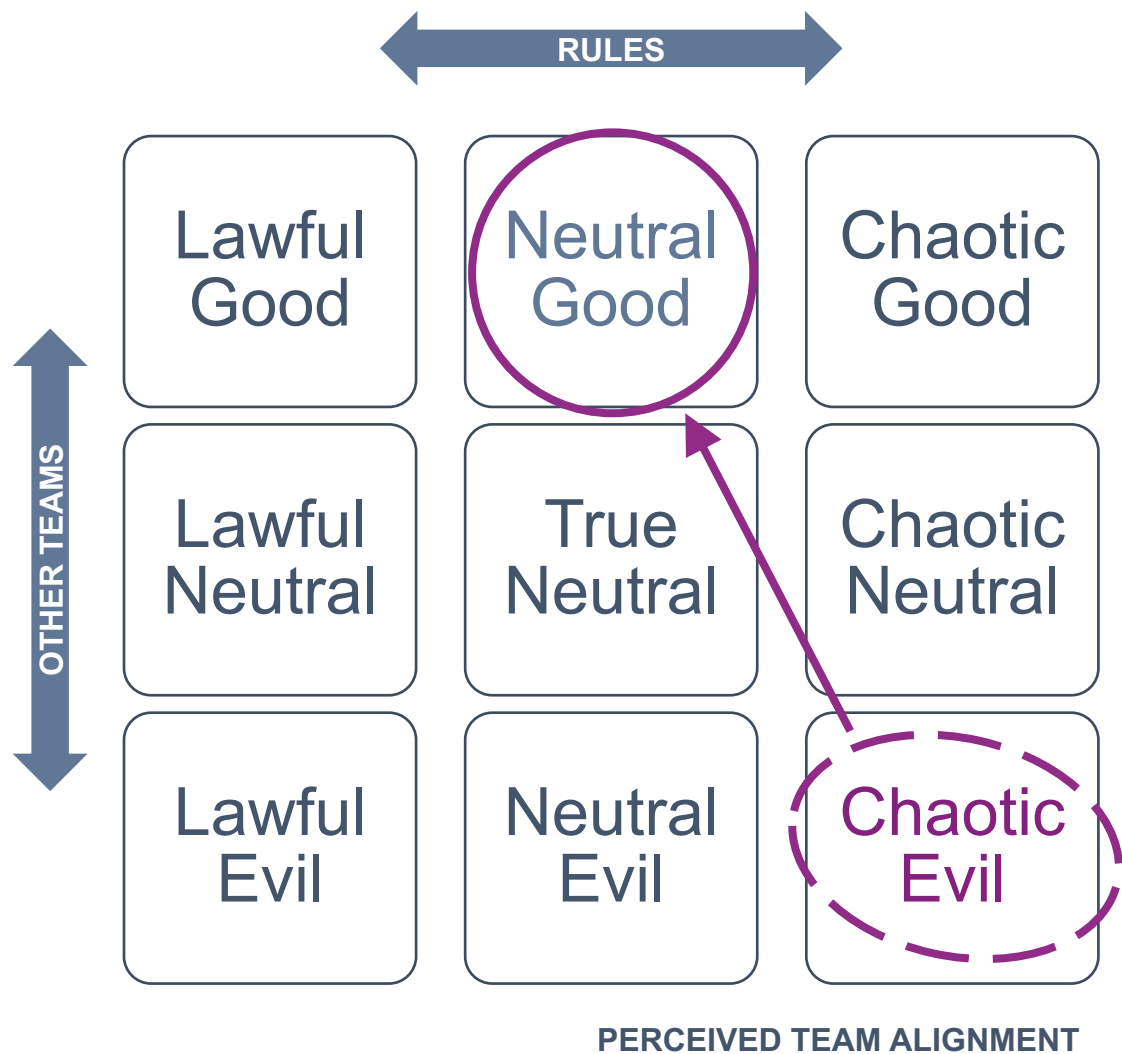
**7 Million Passports
Printed**

Long Tail

2022 - 2024

**17 Million Passports
Printed**





Where We Started

Our caseworking system was outsourced, unreliable, **inflexible**, and **expensive** to change

Workflow was controlled by **movement of paper** around office buildings

Caseworking followed a **heavily prescribed**, repetitive and **unengaging** linear process



Application forms on route
to desks (2016)



Phase 1 – Steel Thread



**Tech Stack
Proof of
Concept**



**A Safe
Pair of
Hands**



**Looking for
the Steel
Thread**



**Dual Running
to Iterate**



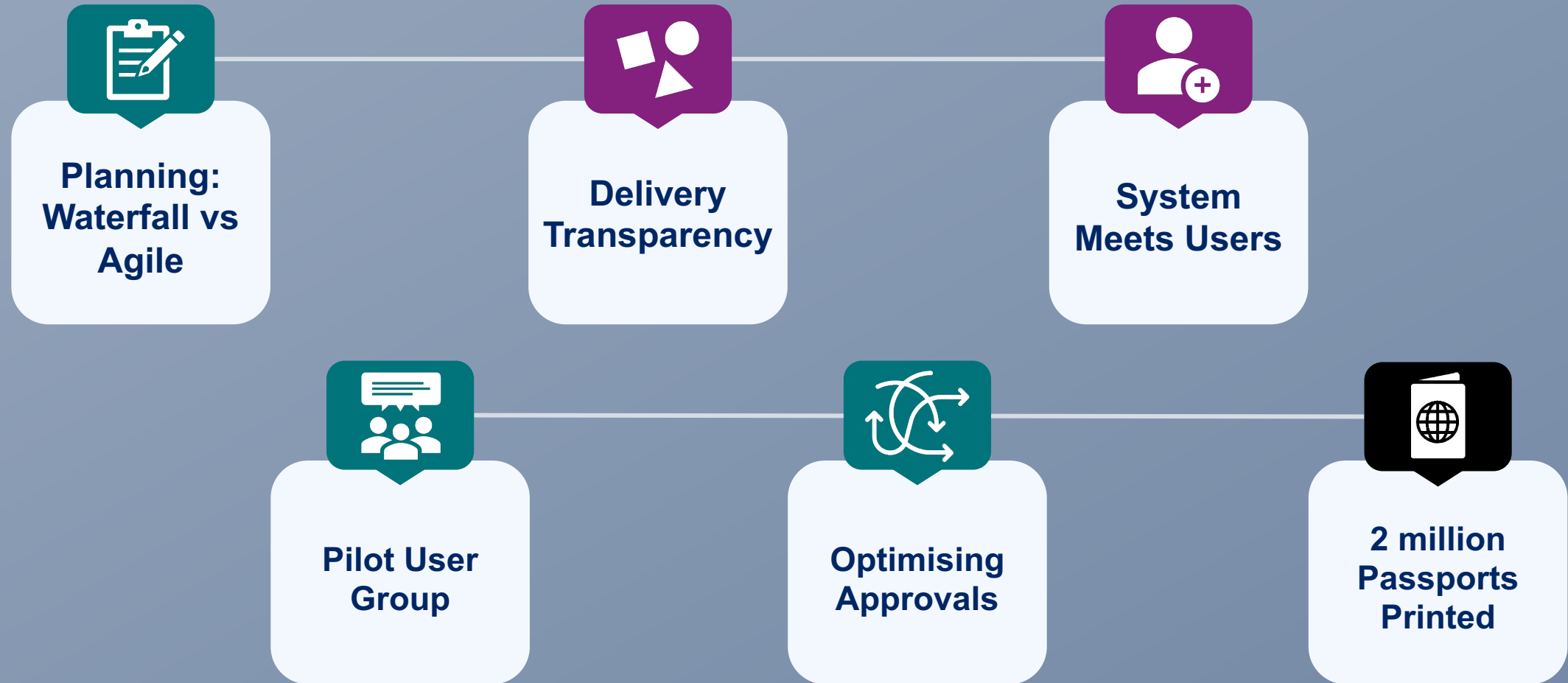
**45k Tests:
Shadow
Running**



**1
Passport
Printed**



Phase 2 – Building Foundations



Phase 3 – Scaling



**Prove that it
scales**



**Rapid
Release
Confidence**



**Grow Your
Own Change
Specialists**



**Unforeseen
Acceleration**



**Data Informed
Priorities**



**7 million
Passports
Printed**



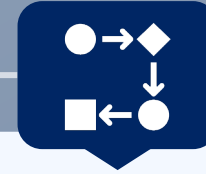
Phase 4 – Long Tail



**That's Not
Your Job
Anymore**



**Use of Data
Analytics**



**Robust
Change
Control**



**Edge and
Corner Cases**



**Return of the
Pilot User
Group**



**17 million
Passports
Printed**



What We Have Now

An award winning service which enables decisions to be made about passport applications, running automated checks, providing a complete caseworker toolset and keeping very thorough records

- Completely digital
- Automated and streamlined
- Policy compliant, tailored checks
- Consistent, repeatable, reliable outcomes
- User focused service

HM Passport Office **DAP** Ellie examiner [Sign out](#)

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Fast Track

First time child

Olivia Roisin **Robinson**


Date of birth
Place of birth
Country of birth

6 May 2019
Cheltenham
United Kingdom

Address

39 Rolands Road
Cheltenham, GL50 1DF
United Kingdom

PEX 202 413 9547



Tasks

Timeline

Application details

Documents

Send an email

[Digital reference – accept or reject](#) to do

[Documents received](#) to do

[British nationality](#) to do

[Parental responsibility](#) to do

[I cannot do this application](#)

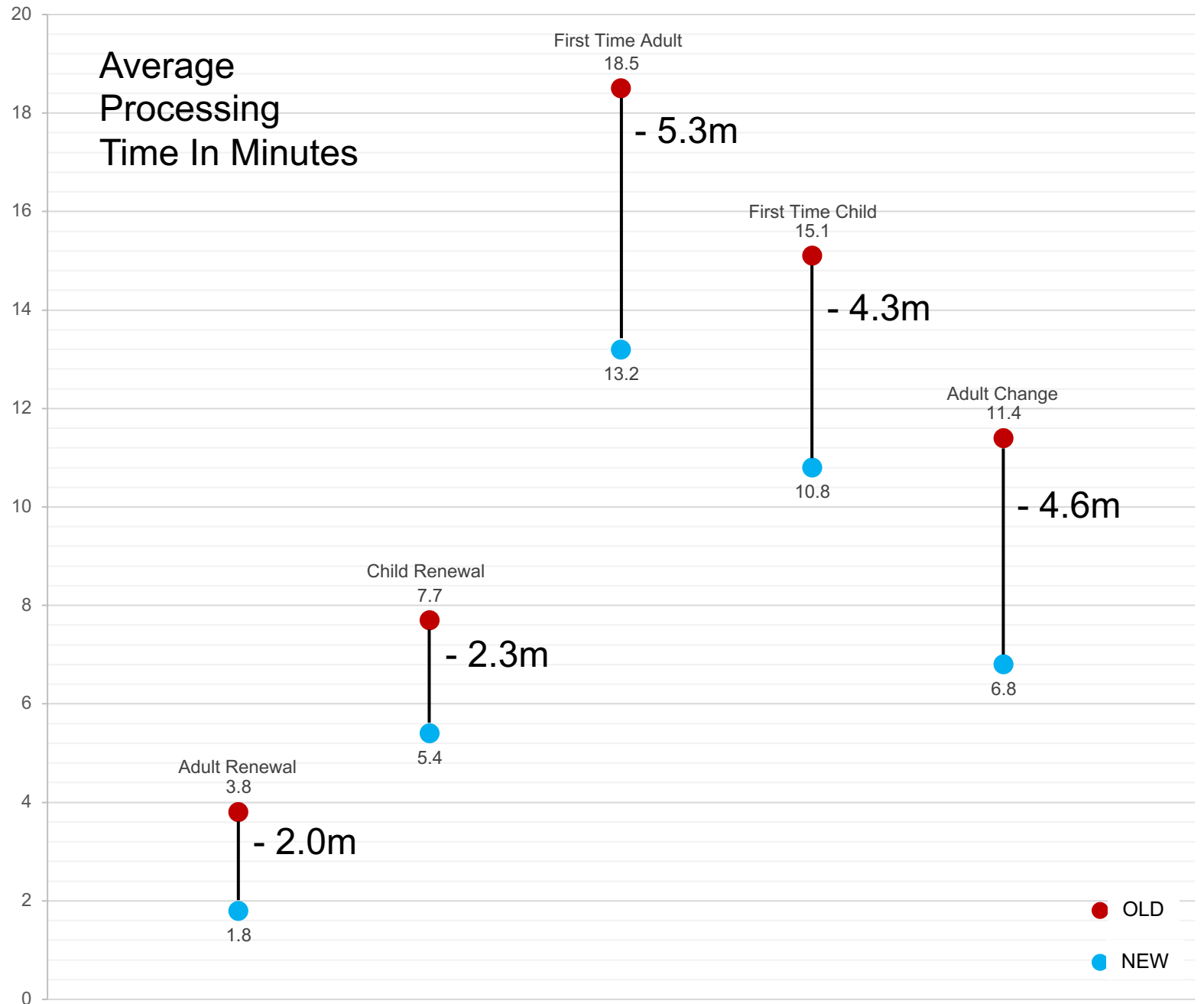
System Comparison: Time Per Application

Domestic Passport Applications

Benefits achieved by:

- Automation of routine casework activities
- Well designed interfaces for the most common tasks

66.4% of UK Adult Renewals need just one manual task, a photo quality check. This can take as little as 4 seconds to complete



HM Passport Office

Passports in just five days — how a broken system was fixed

We're all going on a summer holiday, because — to everyone's surprise — our passport office has become a model of efficiency. So how did they do it?



96%
Intake

60%
Casework
Automated

17m
Passports
Printed

2500
Deployments
per Year

"My wife and I have had passports for nearly 70 years and can comment on the new system with a wealth of experience behind us. I have NEVER, repeat NEVER had such swift and efficient service with a passport ever and the system is virtually idiot proof. If an 86 year old can cope, that says a lot."

"My favourite thing about DAP is there is no cherry picking and you have no idea from one application to the next what sort of application you'll get"



HM Passport Office

Outcome

Digital Transformation *is* possible in complex, regulated environments.

Main Lessons

Phase 1	Agile, cloud platforms and CI/CD are crucial foundations
Phase 2	Evolve working practices alongside technical pipelines
Phase 3	Get your data into the hands of your stakeholders
Phase 4	You can't change user behaviour with training alone

