

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

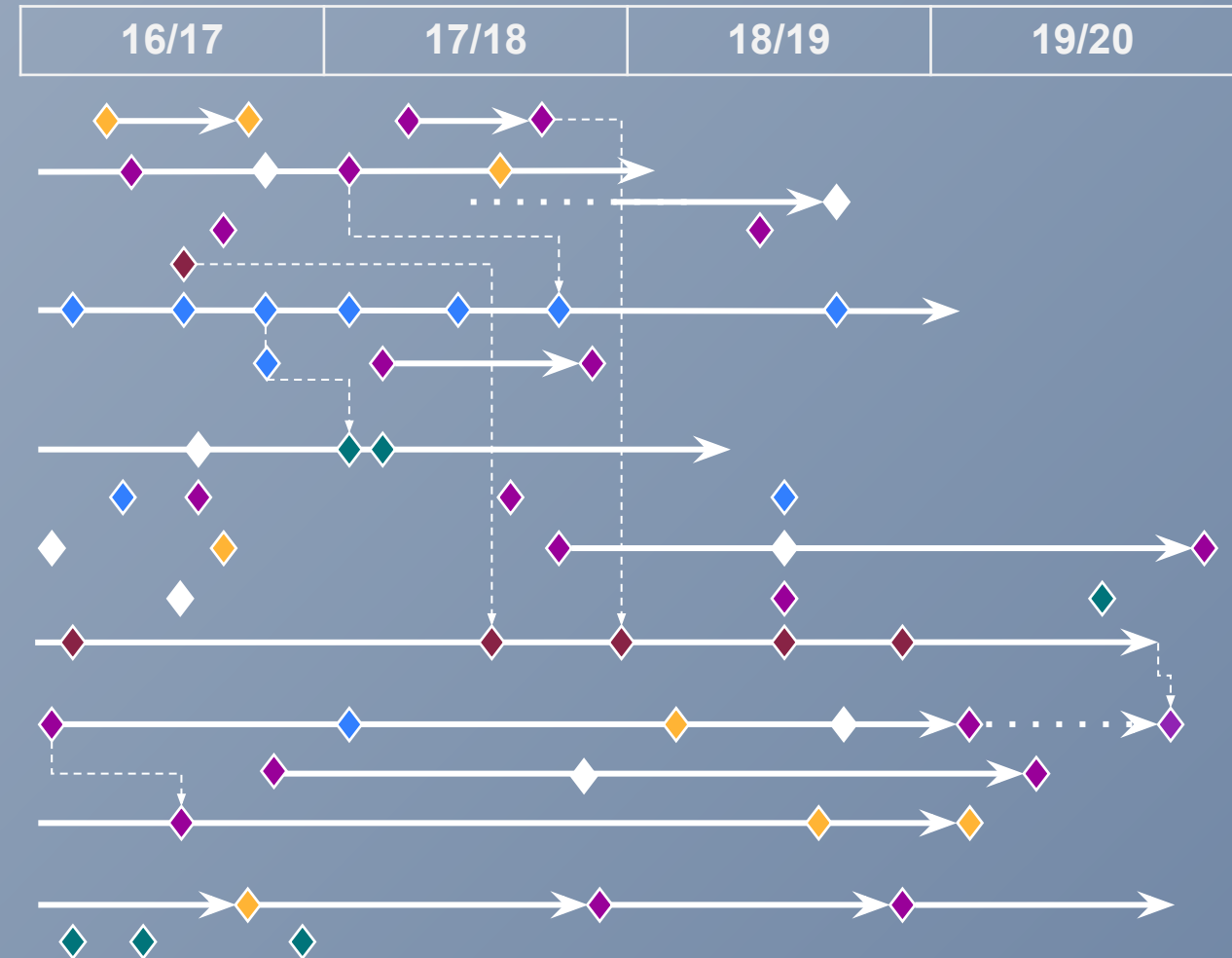
~100 Digital
Service Staff



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



Transformation Programme Plan v1

Our Four Phase Journey

(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

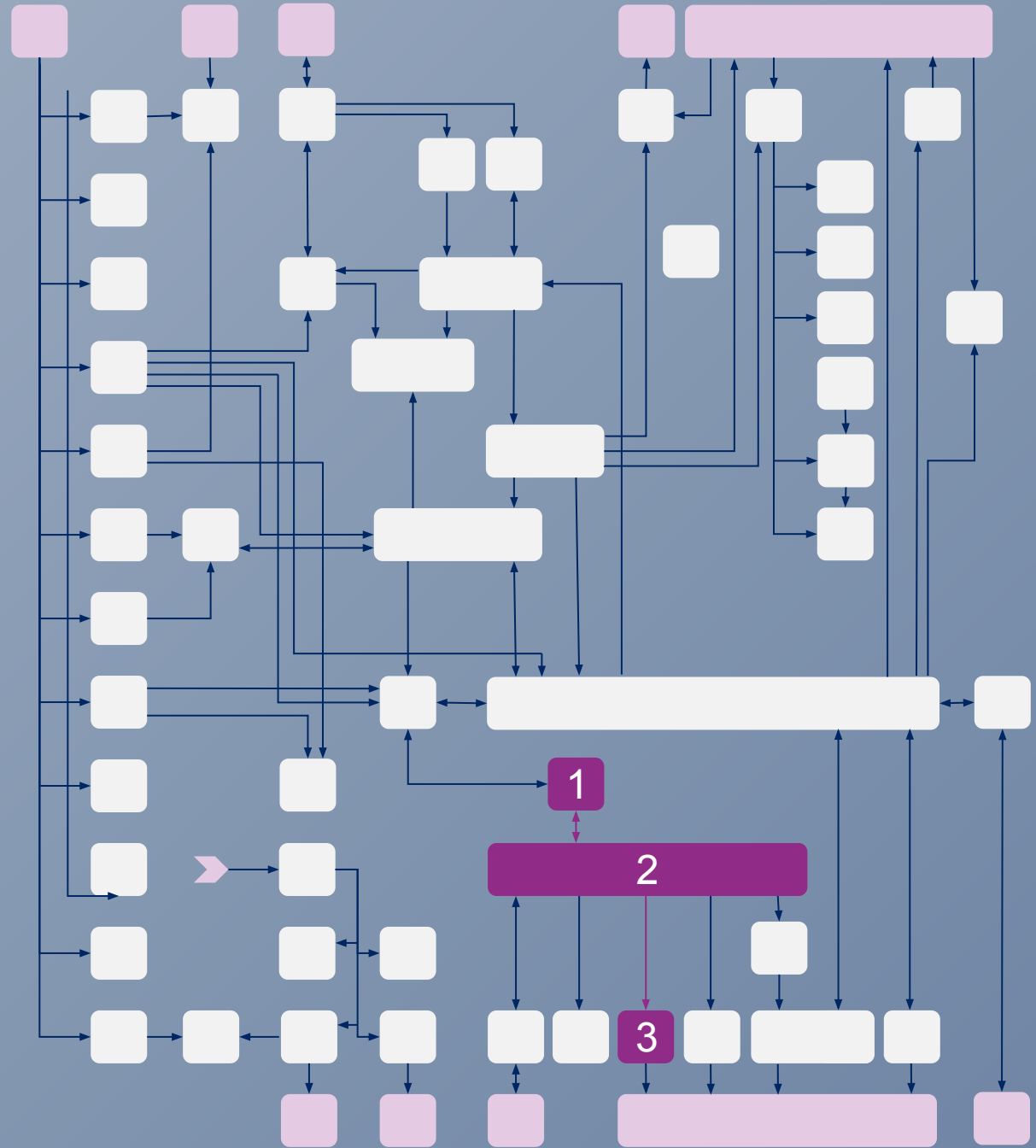
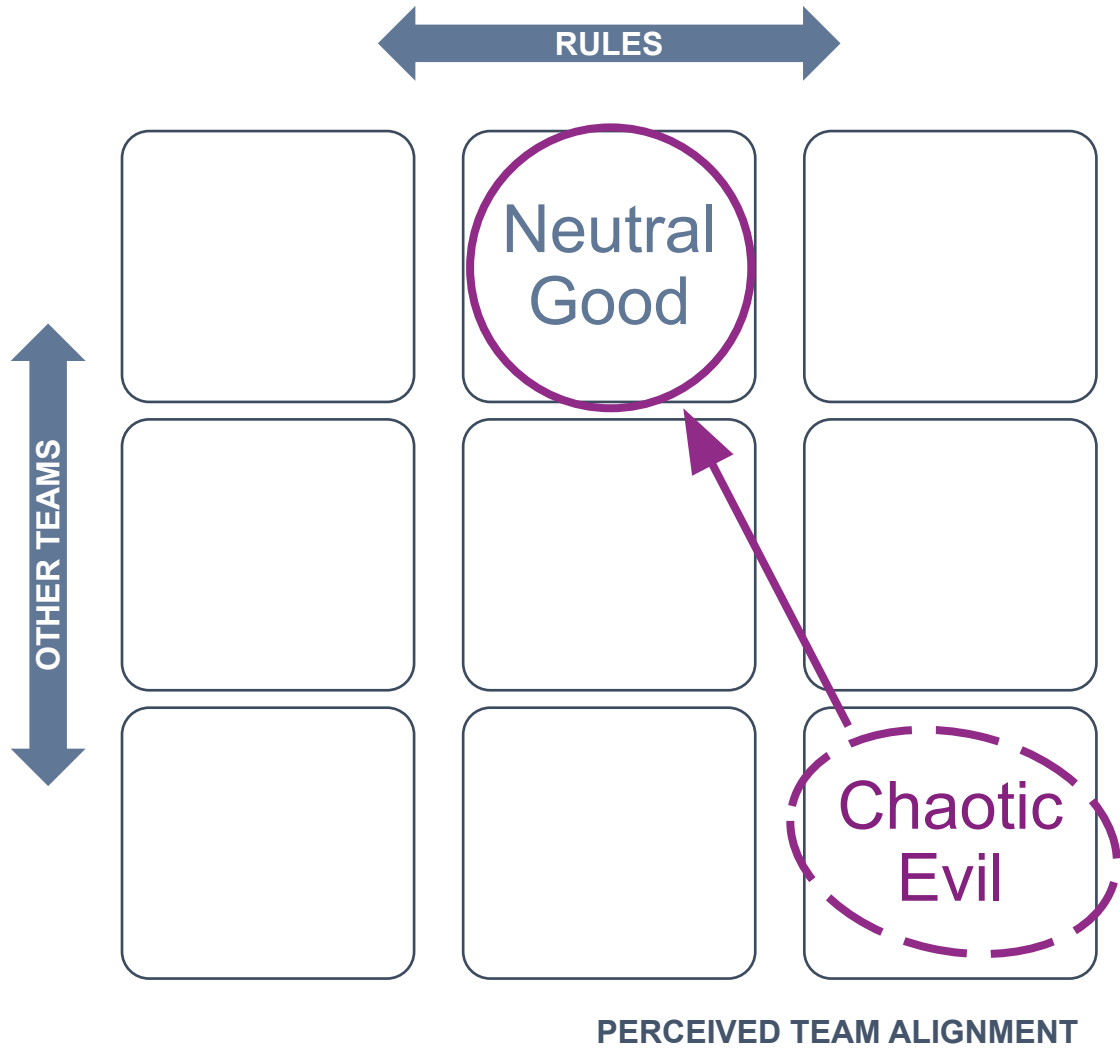
**7 Million Passports
Printed**

Long Tail

2022 - 2024

**23 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



**Planning:
Waterfall vs
Agile**



**Delivery
Transparency**



**System
Meets Users**



**Pilot User
Group**



**Optimising
Approvals**



**2 million
Passports
Printed**

Phase 3 – Scaling



**Prove that it
scales**



**Rapid
Release
Confidence**



**Grow Your
Own Change
Specialists**



**Unforeseen
Acceleration**



**Data Informed
Priorities**



**7 million
Passports
Printed**

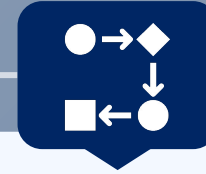
Phase 4 – Long Tail



**That's Not
Your Job
Anymore**



**Use of Data
Analytics**



**Robust
Change
Control**



**Edge and
Corner Cases**



**Return of the
Pilot User
Group**



**23 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 PEX 202 413 9547

Olivia Roisin Robinson

Date of birth	6 May 2019	Address	39 Rolands Road
Place of birth	Cheltenham		Cheltenham, GL50 1DF
Country of birth	United Kingdom		United Kingdom



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](#)

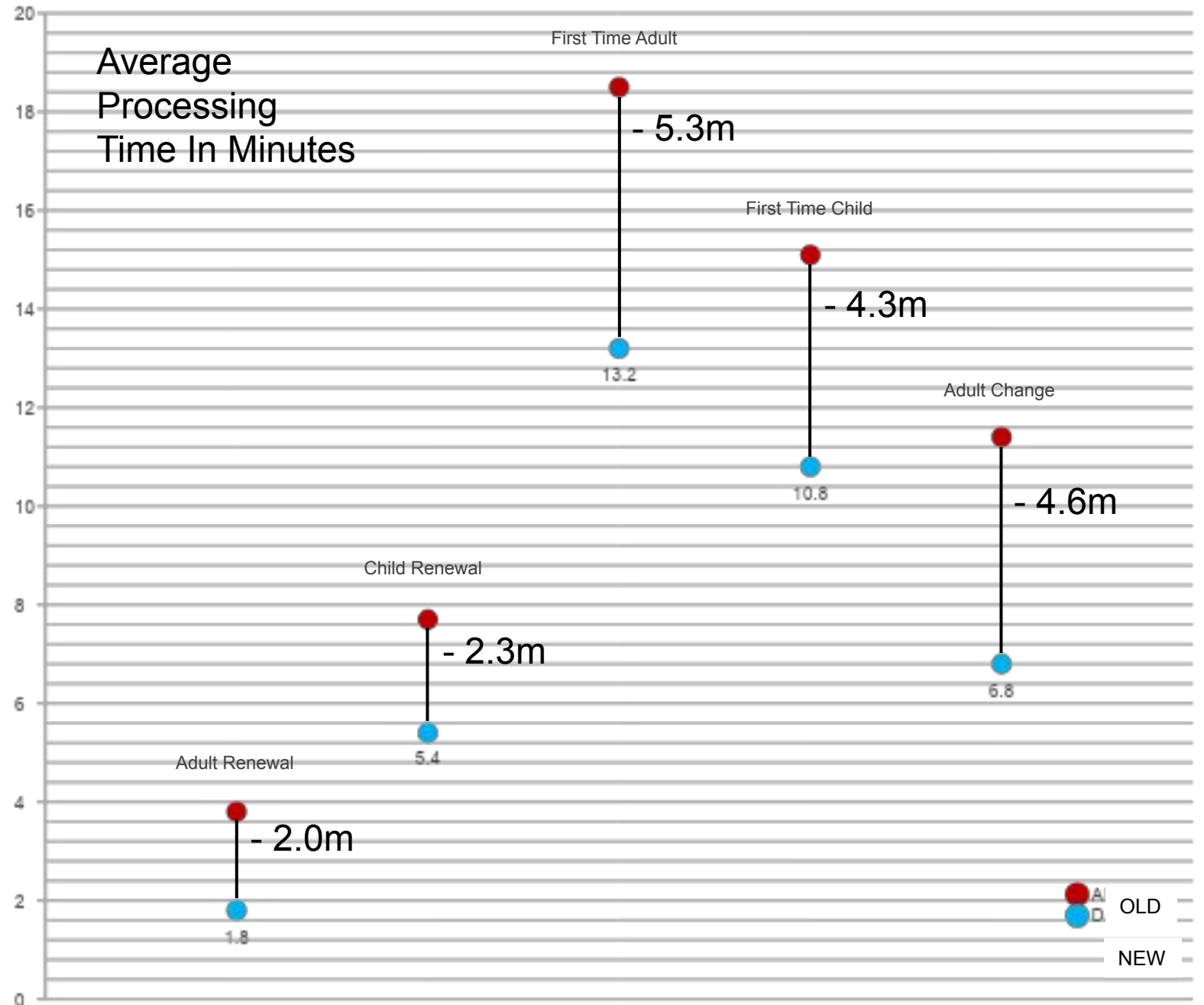
System Comparison: Time Per Application

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



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?



Daniel Robinson • 3rd+
Press Officer at UK Home Office
2mo • Edited • 🌐 [+ Follow](#) ...

"The system is flying. Between January and May HMPO processed 4.5 million passports — more than in the same period last year. Almost all were completed on time."

A national success story. Go behind the scenes at HM Passport Office in today's [The Times](#) to see how it happened 📌



"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"

98%
Intake

60%
Casework
Automated

23m
Passports
Printed

2500
Deployments
per Year

Conclusion

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 deliveries
Phase 3	Get your data into the hands of your stakeholders
Phase 4	You can't change user behaviour with training alone

