

Development of the Technology Transformation & Operating Model for The Big Life Group

Over an intensive period as Interim CTO / CIO, Kuldip worked closely with the leadership team and staff across The Big Life Group (BLG) to deliver a stabilisation and transformation programme for IT. The engagement was initiated in response to a cybersecurity incident in 2023 and the need to establish a forward-looking IT strategy and operating model to support BLG's mission as one of the largest social enterprises in the UK.

The transformation covered all lifecycle phases covering plan, analyse, select, design, develop, implement, support, maintain, evolve and retire, and delivered a cohesive set of improvements across cybersecurity, IT services, governance, and strategy.

Specific activities and outputs included:

1. Cybersecurity and Compliance

- Developed a Cybersecurity Strategy, Incident Detection & Response Plans, and IT Disaster Recovery roadmap.
- Established a virtual SOC and remediated ISO 27001 audit non-compliance to achieve stage 1 certification by August 2024.
- Implemented Microsoft Sentinel, patch management solutions, cybersecurity controls, and SoPs.

2. Vendor and Cloud Transformation

- Managed procurement and RFP tender for a new MSP provider for public cloud (MS Azure).
- Appointed Sharp IT as the preferred partner.
- Centralised and insourced a new Service Desk Solution (ManageEngine).

3. IT Team Leadership and Stabilisation

- Developed an IT leadership and stabilisation plan.
- Delivered a Service Desk Improvement Plan aligned to ITSM best practices (Change, Incident, and Service Request Management).
- Supported integration across applications, infrastructure, and data teams.

Strategy and Engagement

- Conducted IT and "Voice of the User" surveys to capture user experience and expectations.
- Defined a 2–3 year Technology Transformation Strategy and IT Target Operating Model (TOM).

Project phasing and deliverables:

Period	Outcomes	Measure
Phase 1	Stabilisation of IT operations post-cyber incident. Delivery of cybersecurity strategy and DR plans. Initial risk remediation.	ISO 27001 compliance gap analysis remediated, Sentinel implemented.
Phase 2	Procurement and transition to new MSP. Centralised Service Desk solution implemented.	RFP concluded, Sharp IT appointed, ManageEngine operational.
Phase 3	ITSM best practice embedded in Service Desk. Leadership and stabilisation plan for IT team.	Incident, Change, and Service Request processes standardised.
Phase 4	Technology Transformation Strategy and TOM defined. Staff and stakeholder engagement completed.	Strategy and TOM endorsed by BLG leadership.

Key Project Outcomes

1. Development and delivery of a comprehensive Cybersecurity Strategy with certification targeted for August 2024.
2. Stabilisation of IT operations following a 2023 cybersecurity incident.
3. Appointment of Sharp IT as MSP and implementation of ManageEngine Service Desk solution.
4. Strengthened IT leadership and adoption of ITSM best practices across the function.
5. Development of a 2–3 year Technology Transformation Strategy and Target Operating Model (TOM) aligned with BLG's strategic objectives.

Benefits

- Significantly reduced cyber risk and strengthened resilience.
- Improved IT service performance and user satisfaction.
- Stronger alignment of IT services with BLG's organisational mission.
- Foundation set for a sustained digital transformation journey.