HELASS
Does it matter where I live?

PLYMOUTH
CITY COUNCIL

JISC

**WITH
PLYMOUTH
UNIVERSITY**

serco

21st November 2011

YOU HAVE A CHOICE…

Take the red pill and you have the official line.

Take the blue pill and you get a different take route…

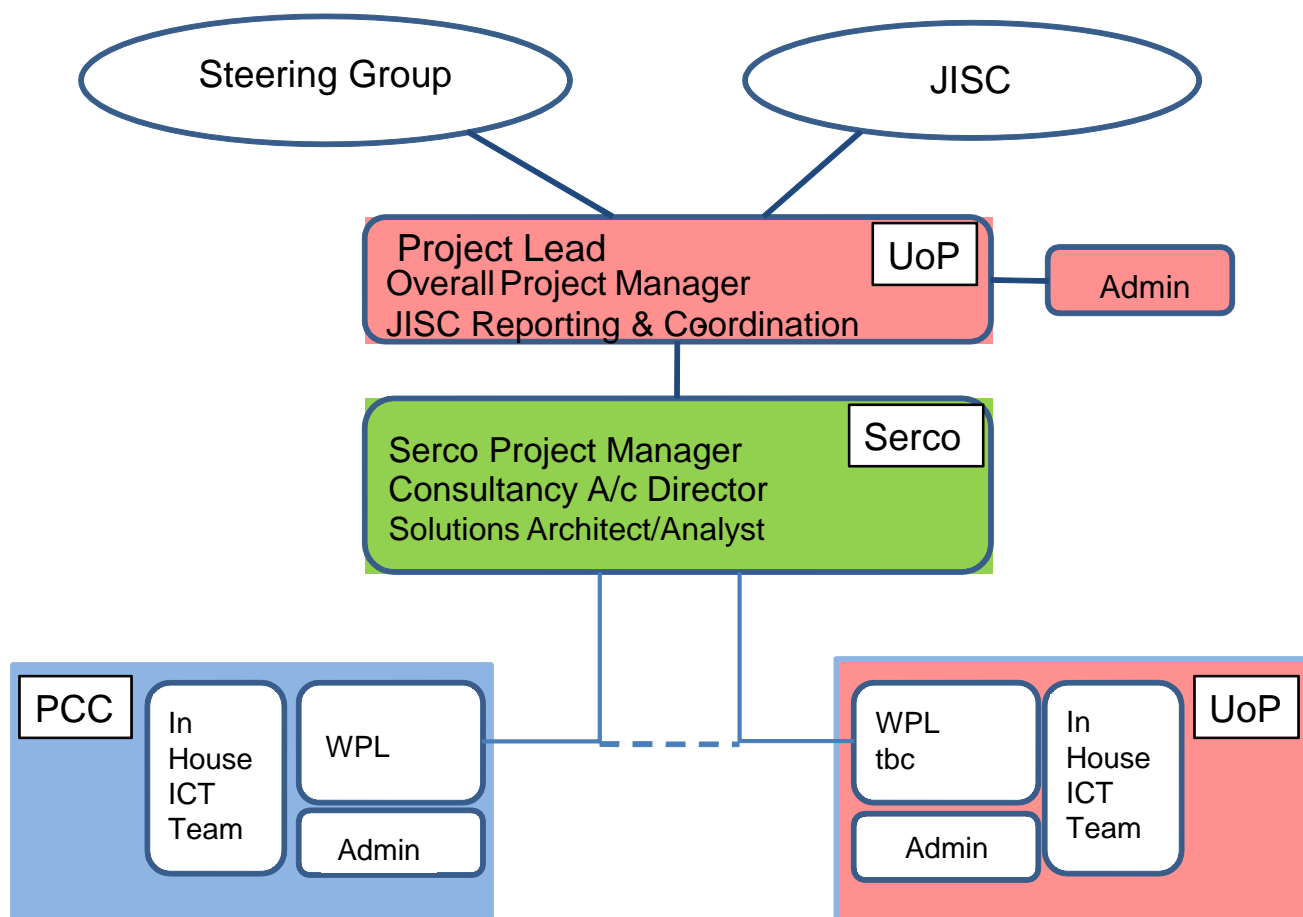Source: Groucho II Film Partnership 1999

AGENDA

- Project team structure

- Project aims

- Key objectives

- What was possible

- Risks & constraints

- Real benefits

- Lessons learned

- Summary and close

PROJECT TEAM STRUCTURE

HELASS PROJECT STRUCTURE   JISC Flexible Service Delivery
ERH July 2010 V3.0

Steering Group

JISC

UoP

Project Lead
Overall Project Manager
JISC Reporting & Coordination

Admin

Serco

Serco Project Manager
Consultancy A/c Director
Solutions Architect/Analyst

PCC

In House ICT Team

WPL

Admin

WPL tbc

Admin

In House ICT Team

UoP

THE OVERALL AIMS

- To explore the possibilities of developing a shared services framework for ICT infrastructure and support services across a HE institution and a large local authority.

KEY OBJECTIVES

1. Identify ICT based Shared Service opportunities that will deliver cost reduction and/or service improvement

2. Identify standalone ICT based opportunities within PU and PCC

3. Identify suitable candidates for Shared Service pilots

THE ART OF THE POSSIBLE

- 45 opportunities to potentially collaborate
  - Infrastructure
  - Business processes
  - Staffing
  - Support arrangements
  - Applications
  - Information
  - Procurement

Scoring Matrix

The identified potential Shared Service options were jointly assessed with the UoP and PCC project representatives and allocated a maximum score of 10 against 4 criteria:

- **Impact**. The potential positive impact across the University of Plymouth and Plymouth City Council enterprises. Primary considerations taken into account were projected impact on both the cost and quality of service delivery. Other parameters considered were the strategic or tactical nature of the option and its ability to enable further downstream Shared Services

- **Cost**. Primarily assessed in two dimensions, the first being the absolute cost of implementing the Shared Service and the second being the cost in relation to the potential impact assessed in (a) above

- **Time**. An assessment of the elapsed time to fully implement the potential Shared Service, where 10 represents an immediately available option and 1 represents longer than 3 years.

- **Risk**. An overall assessment of the risk associated with implementing the potential Shared Service, where 10 equates to no associated risk and 1 equates to an unacceptable level of business risk.

HOW DOES THIS LOOK?

PLYMOUTH CITY COUNCIL

EA

Enterprise Architecture
- Architecture Vision
- Business Architecture
- Information Systems Architecture
- Technology Architecture
- Opportunities and Solutions (roadmap)
- Migration Plans
- Implementation Governance
- Architecture Change Management

Security
- Standards & Policies

SI

Systems Integrator (Project)
- Proposals
- Programme Management
- Solution Transition
- Partner Management
- Architecture and Security
- Services
- Designs
- Commercial

Minimum Set of Retained Controls
- Procurement
- Contract Management
- Services Design Authority
- Finance Management
- Business Relationship Management
- Work and project prioritisation

SIAM

Service Integrator (Service Delivery and Service Support)
- Service Desk
- User Administration
- Incident Management
- Problem Management
- Change Management
- Release Management
- Configuration Management
- Service Level Management
- Availability Management
- Capacity Management
- Service Delivery Management
- Systems Management Architecture

Service Integrator (New Service)
- Solution Transition and Testing

Service Integrator (Security)
- Initial Accreditations
- Compliance & Testing

Service Integrator (Continuity)
- IT Service Continuity
- Exit Management

Service Integrator (Request to Pay)
- Finance Management
- Service Request Mgmt

STPs

Desktop
All common services used by a user: PC, file & print, email. Messaging services

Network
All data and voice services

Hosting
Application Operate

Output & Sorting

AMS
Applications Maintenance & Support

Fix on Fail & Preventative

Applications Development
The delivery of new business and application functionality

RISKS AND CONSTRAINTS

1. Speed of thought & action?

2. Resource availability?

3. How far to go – tactical versus strategic?

4. Other Shared Service partners?

5. Cultural fit?

6. Resource & Cost Allocation?

7. Other individual PU & PCC agendas?

8. Exit plans?

9. PU & PCC commitment to the shared service agenda?

TANGIBLE BENEFITS

WITH
PLYMOUTH
UNIVERSITY

£6.2m p/a

PLYMOUTH
CITY COUNCIL

£7.5m p/a

Total current joint annual ICT in scope spend = £13.7m
Theoretical annual fully Shared Service cost saving* = £1.671m

But……has multiple complex interlinked obstacles, with significant risk, cost and elapsed time to achieve
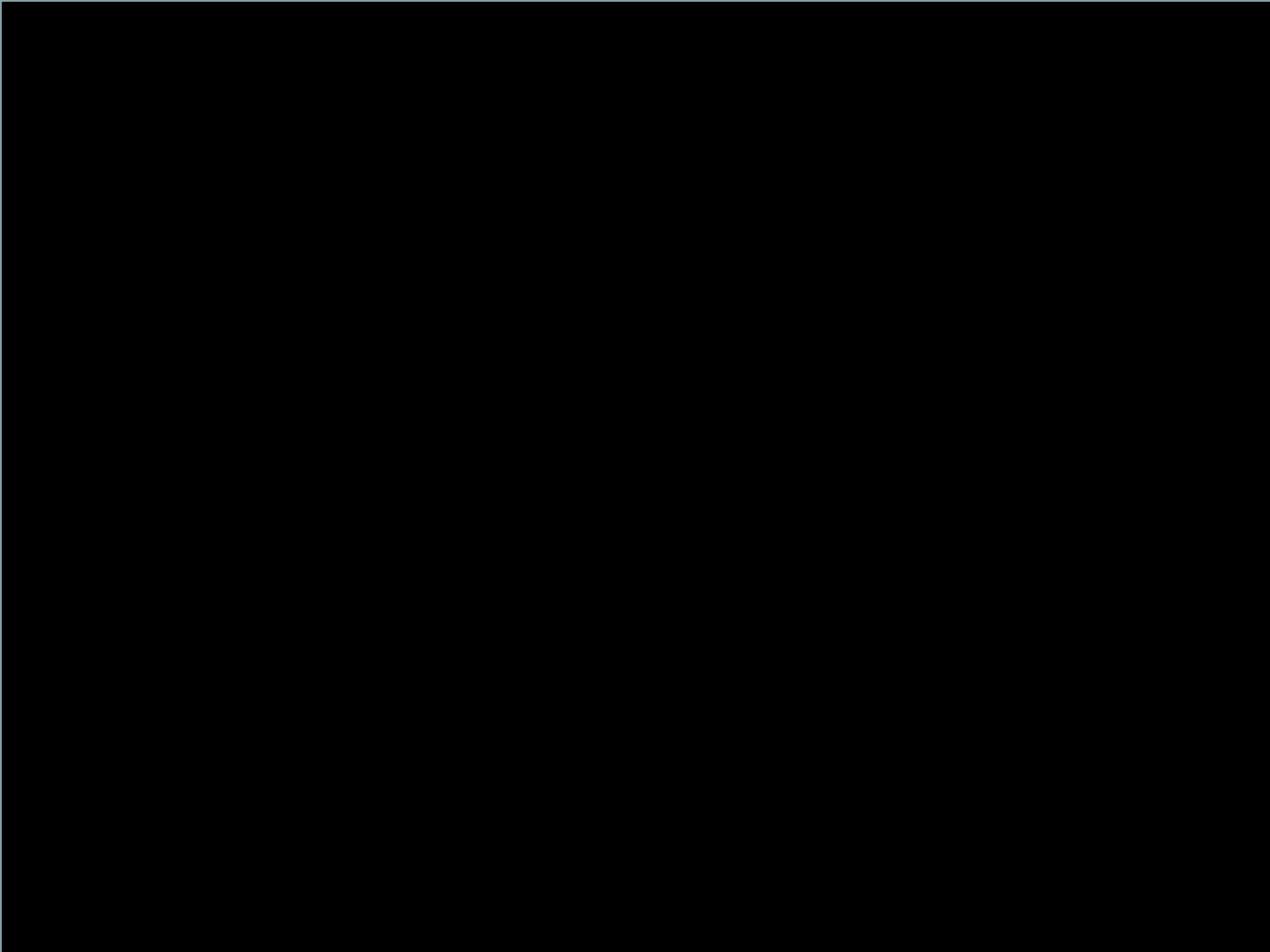
But……the sum of the parts MAY be greater than £1.671m?

$SS_1 + SS_2 ………... + SS_n > £1.671m$ p/a ?

LESSONS LEARNED

- It can be done!

- There are tangible benefits

- There are consequential benefits

- It is helpful to have external stimulus

- You need to commit time and resource

- Those senior ICT managers need to belie

- There has to be senior political buy-in, without this all is lost…

- The geographical and sectoral balance can be made

- But consider your exit plan – Have a pre-nuptial agreement

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Thank you!

BUT FIRST A QUESTION
Who knows their films?

"Are we shooting people or what?...

…I don't know the answer! That's what I'm trying to find out!"

Source: Warner Bros 1999

BACK TO THE FUTURE

"Don't worry. As long as you hit that wire with the connecting hook at precisely 88mph the instant the lightning strikes the tower... everything will be fine!"

SHARED SERVICES – WHY?

- 1970's - Bureau services and time sharing e.g. payroll

- 1990's - Outsourced services and FM e.g. data centres

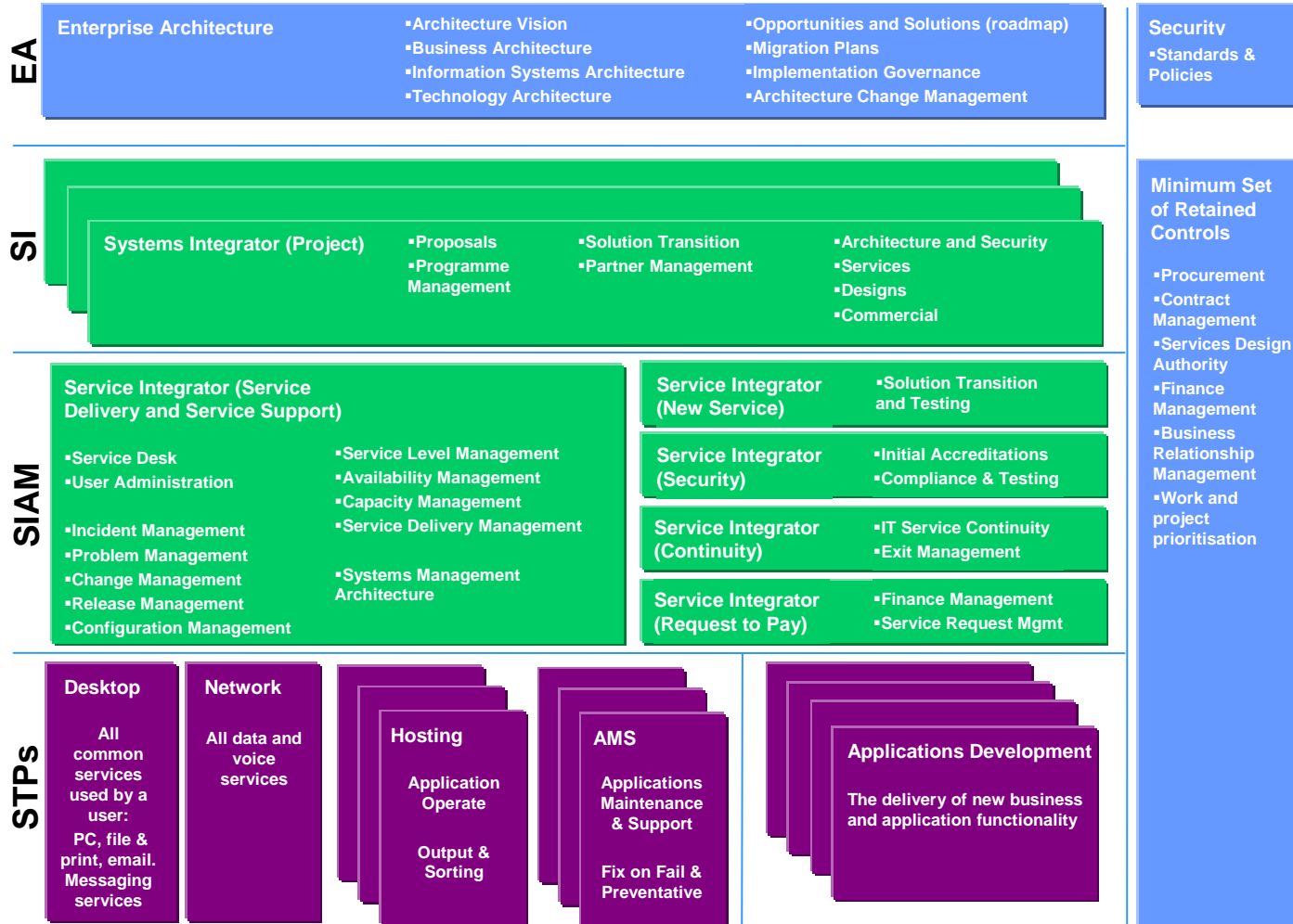- 2010 – Economic driver for significant cost savings and new model – Cloud?

Share skills, maximise investment, reduce cost

MINIMISE THE "DIFFERENT"

- Unique
- Bespoke
- Situation specific components

- Common components
- Commodity components
- Complementary components
- Disposable components
- Reuseable & repeatable
- Industry standard
- Generic
- Sector independent
- COTS OTB
- Economies of scale

THE ART OF THE POSSIBLE

EA

| Enterprise Architecture | ▪Architecture Vision
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▪Implementation Governance
▪Architecture Change Management |

Security
▪Standards & Policies

SI

| Systems Integrator (Project) | ▪Proposals
▪Programme Management | ▪Solution Transition
▪Partner Management | ▪Architecture and Security
▪Services
▪Designs
▪Commercial |

Minimum Set of Retained Controls

▪Procurement
▪Contract Management
▪Services Design Authority
▪Finance Management
▪Business Relationship Management
▪Work and project prioritisation

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SO WHAT COULD WE DO?

- **Impact**

- **Cost**

- **Time**

- **Risk**

HURDLES

- Cultural differences
  - Network openness
  - Security
- Alliances
  - Geographic
  - Sectoral
- Timing
  - Investment cycle
  - Organisational change

GEOGRAPHIC Vs SECTOR

Local Authority

- Other LA's
- NHS
- Public Sector
- Economic development
- Cost savings

University

- Other universities
- Academia
- Public Sector
- Jobs for students
- Cost savings

OPERATIONAL ALIGNMENT

- ICT maturity
  - Both upper quartile
- Operationally/tactically well aligned – similar platforms and strategies
- Discussions well facilitated ensuring momentum and progress made
- Energy and enthusiasm built up as project progressed
- Early route to savings identified

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STRATEGIC BUY-IN

- A variety of routes forward complicated the strategic decision making
    - Potential partners everywhere…

- Competing and shifting national agendas
    - Decline of PCTs, LA's to absorb public health
    - University funding

- Too many options all needing analysis urgently

IT'S EASY TO BE KNOCKED OFF COURSE

The partnership viewed the concept as "feeling right" early on, but it required an act of faith
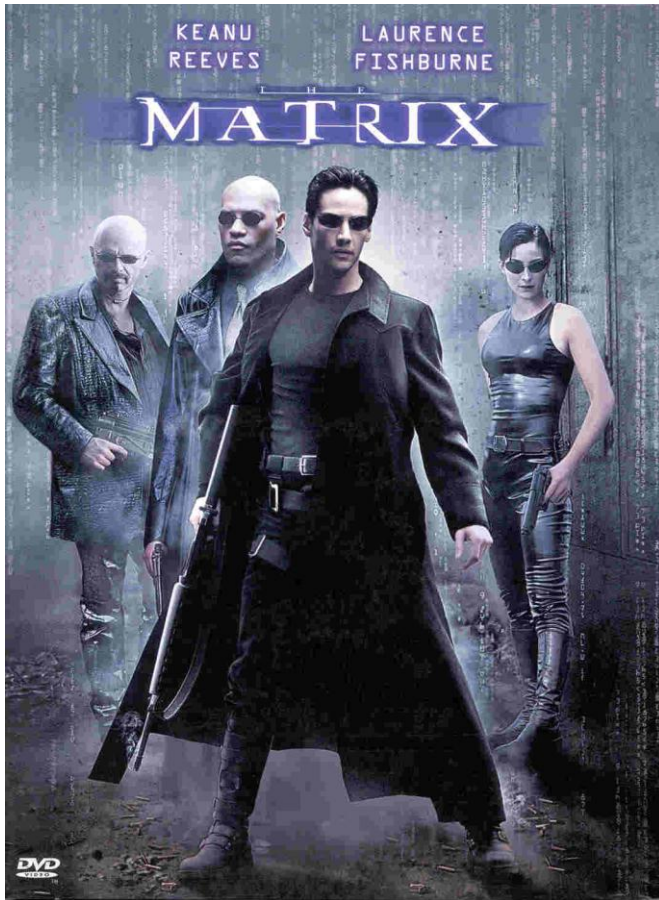
SUMMARY & CLOSE

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- You need to commit time and resource
- Those senior ICT managers need to belie
- There has to be senior political buy-in, without this all is lost…
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Thank you!

A FILM QUOTE TO END…

"You hear that Mr Anderson?.. That is the sound of inevitability…

It is the sound of your death…

Goodbye Mr Anderson…"

Source: Groucho II Film Partnership 1999