

Building Shared Services Around Infrastructure including Data Centres

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Government CIO
November 2017

This morning's presentation:

- What's our problem?
- Why Shared Services?
- Why are there so many Shared Services failures?
- Proof that it can be done!
- Learning from the past to shape the future.

Quote of the Month?



“We cannot continue to be a Blockbuster Government serving a Netflix citizenry.”

Scott Brison (Secretary of the Treasury Board of Canada) – FWD50 Conference November 2017

News Room

News

Speeches

Releases

Government Press
Releases

You are here: Home » News Room » Releases

Releases

Published on Thursday 27th July 2017

Minister of State O'Donovan announces eGovernment Strategy 2017-2020

Patrick O'Donovan T.D., Minister of State for Public Procurement, Open Government and eGovernment, today (Thursday 27th July) announced the publication of the [eGovernment Strategy 2017-2020](#).

The new strategy has been developed to build upon the first eGovernment Strategy (eGovernment 2012-2015) with the aim of succinctly setting out the next phase for eGovernment in Ireland. The Strategy focuses on 10 key actions which cover a range of themes, including presentation of services, secure online identification, underlying infrastructure and appropriate skilling.

The new strategy also takes note of the contextual changes that have taken place in Ireland over the last number of years, such as technology innovation, a more 'joined-up' Civil Service, and developments across the EU, particularly in the areas of data protection, the eGovernment Action Plan and the Digital Single Market. It also recognises the progress that has continued to be made and the momentum that has been created by the Public Service ICT Strategy, and its 18-step delivery plan.

News Category Finder

Pol, Sport & Culture

GO

Latest News

August 1st, 2017

Government funds 5,000 extra childcare spaces

July 31st, 2017

125 new jobs for Waterford

July 26th, 2017

Appointment of Chief Justice

July 26th, 2017

Taoiseach convenes first meeting of Government Security Committee

July 19th, 2017

Special Government Meeting

July 19th, 2017

Publication of Ireland's first statutory National Mitigation Plan



eGovernment Strategy 2017 – 2020: Key Actions

We will...

... develop a Digital Service Gateway

... maintain an overall Digital Programme plan overseen by our eGovernment Minister

... develop our existing e-ID capability

... develop similar plans to facilitate business and location identification

... enhance our data-sharing capability

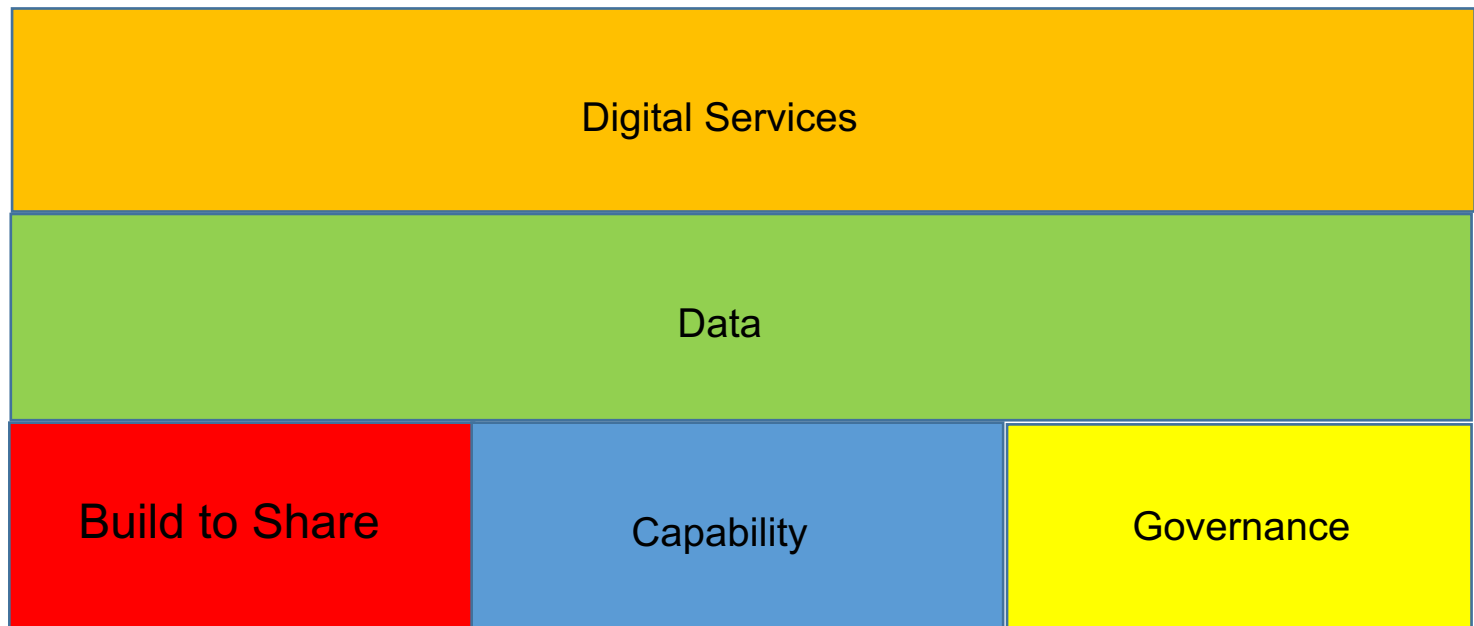
... introduce legislation to support our data-sharing ambitions

... continue to develop our Open Data portal

... transform our “back office”

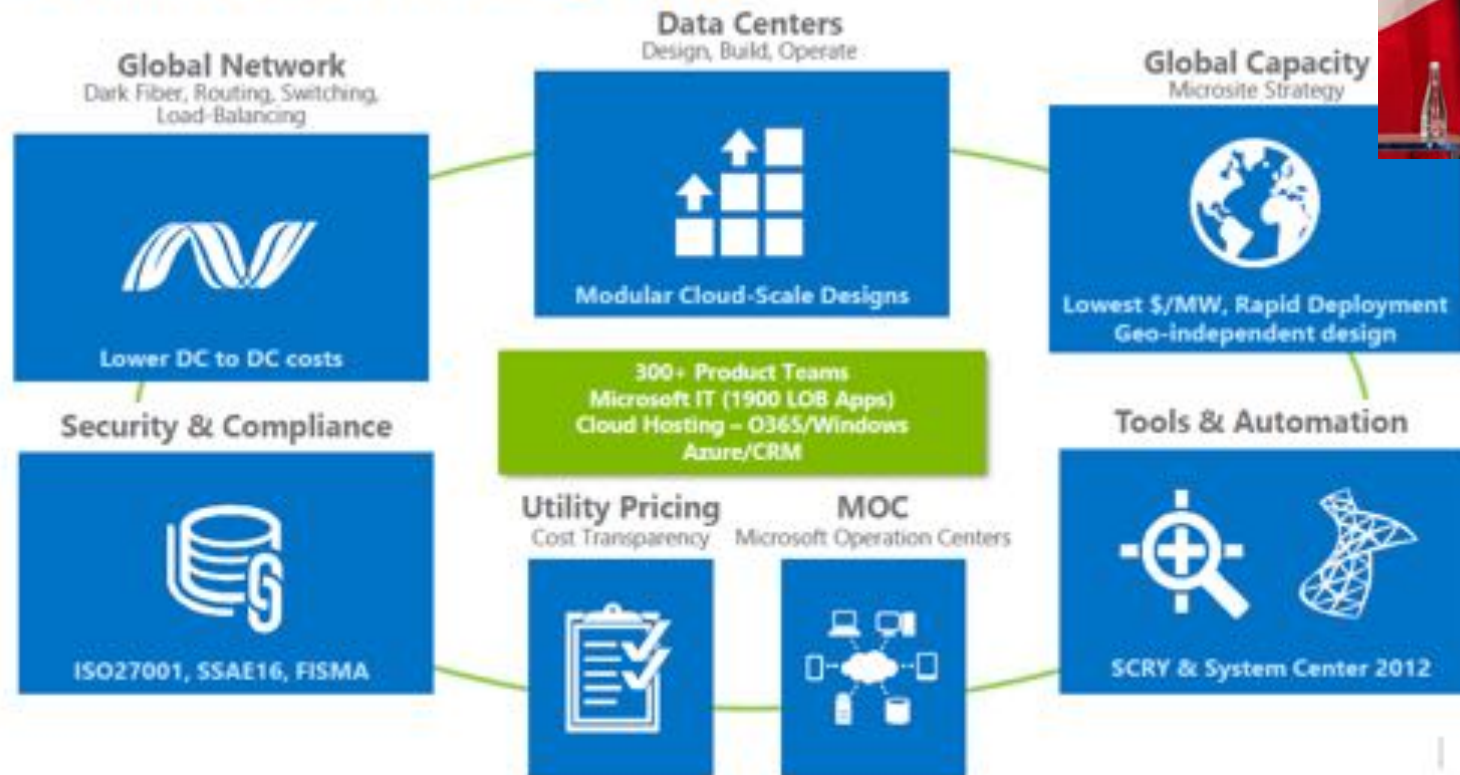
... ensure appropriate governance is in place

... ensure our people have the skills and capabilities to help us move forward



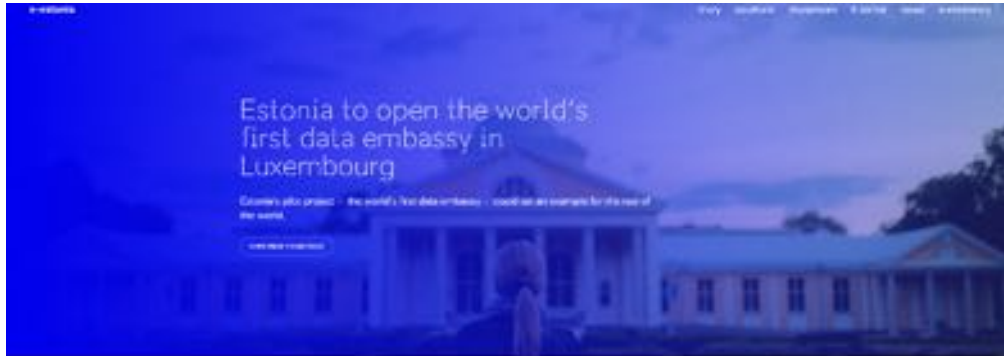
A simplified way of looking at our Strategic pillars

Global Foundation Services



What's the problem?

“The cloud technology provides a good opportunity, but the state also wants to maintain the full control and jurisdiction of their data and systems. For this reason the private cloud services are not exactly suitable for us”



Siim Sikut – Estonian CIO



So it's about control, scale and people



What are Shared Services?

“Traditionally, this has meant transferring back office activities to a **professional** Shared Service Centre (SSC) that undertakes these activities on behalf of **many organisations.**”

Cabinet Office 2012

What are Shared Services?

Shared Services is a business model with the following characteristics:

- An internal organization becomes an internal service provider and manages a non-core, but essential functional area
- Business organizations request products and services from the shared service provider
- The shared service organization provides products or services to multiple business organizations in the company
- The users of products and services are charged by the provider for the things they use
- The shared service organization is run rather like an independent business, covering their costs through revenue
- Measurements including external and internal benchmarking assure that the shared services organization is efficient and always improving
- **It's not outsourcing or consolidation!**

Holland & Davis

Why Shared Services?

(Holland & Davis)

The objective of the shared services model is to improve the financial performance of the corporation. This objective is accomplished by:

- Shared services allows internal providers to be more efficient through common processes, economies of scale, standardization
- Shared services provides an internal function with enough size to provide a community of expertise, attractive for hiring, training, retaining
- A shared service business model allows the business units to discontinue their fragmented focus on non-core support areas, because the shared service group accepts responsibility and accountability for those areas

But Shared Service Projects seem to be very difficult!

“Civil service pensions: What's going on at MyCSP?

Civil Service World June 2015

Service Levels of the "already over-stretched" Shared Services Centre for the UK research councils remain "significantly below expected standards" and may suffer further when new bodies begin to use the centre in the coming months

John Womersley, chief executive of the Science and Technology Facilities Council (STFC 2011/12 annual report

Parliament's Public Accounts Committee has described the 'stupendous incompetence' of the Department for Transport's shared-services project.

ZDNET Dec 2008

“Five centres examined by the NAO were expected to cost £0.9 billion to build and operate but, to date, they have cost £1.4 billion. They were also expected to have saved £159 million by the end of 2010-11. While, in one instance Government has achieved break-even in a time consistent with the private sector, its overall performance has been varied and the two centres that are still tracking benefits report a measured net cost of £255 million”.

NAO March 2012



“Steria, the MoJ and a £56 MILLION Shared Services write-off”
Paul Kunert , The Register, (June 2014)

“Shared Services Canada struggles to win friends” Ottawa Citizen, December 2015

Learning from the private sector: avoiding mistakes in shared services

(The Guardian, October 2011)

- PEOPLE – Poor engagement, communications and training
- POWER – Absent, intransigent or poor leadership
- POLITICS - "People do shared services with people they like".

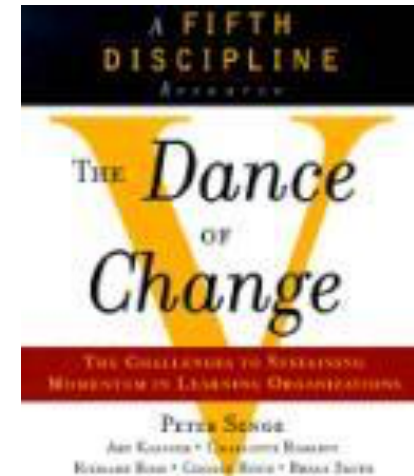
"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up."

(James Belasco and Ralph Stayer, *Flight of the Buffalo* (1994))



"People don't resist change. They resist being changed!"

(Peter Senge)



IT Assist, the NICS ICT Shared Service Centre



with

- *Over £40M Saved*
- *> 90% Stakeholder Satisfaction*
- *c90% Customer Satisfaction*
- *> 90% calls taken, incidents managed & service requests met within SLA targets*
- *Brought key PPP contracts in-house*
- *Carried out reverse TUPEs!*

The ICT SSC Vision:

*“The SSC provides a **cost effective** means of delivering ICT infrastructure and common services to all Departments within NICS, operating to **industry best practices** and providing improved levels of **service availability and resilience** to meet the needs of **all stakeholders**”.*



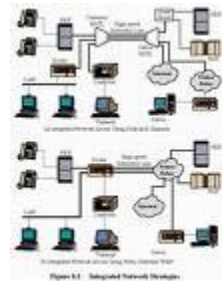
Accommodation



People



Processes



Technology

- Over 25,000 customers
- All NI Departments & their Agencies
- Over 45NDPBs
- Departments very much part of governance



Back Office

Front Office

Customers

IT Assist

Landesk Trends

Reports

Monthly Service
Management

Site Contents

Incidents, Changes and Problem

Incidents

October 2015	September 2015	MOM	October 2014	YOY	Open	Self Service	Major Inc.
93.05%	92.10%	↑	93.33%	↓	622	61	0



Last Upd

22 October 2015 07:30

Changes

Closed		Rejected	
October 2015	September 2015	October 2015	September 2015
147	229	3	12

Problems Created

October 2015	September 2015	October 2014
5	3	9

Calls & Service Requests

Call Handling

September 2015	August 2015	MOM	Year To Date Avg
88%	96%	↓	89%

Service Requests

October 2015	September 2015	MOM	October 2014	YOY
92.08%	89.27%	↑	92.23%	↓

- Technicians role created and staff recruited
- Dealing directly with 30%+ of calls
- Excellent customer feedback
- Single ITIL compliant Service Desk



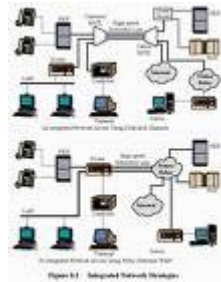
Accommodation



People



Processes



Technology



Front Office



Customers

Back Office

Frontline Support



Accommodation

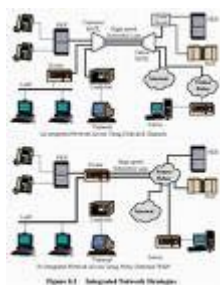


People

- c300 staff
- 1st, 2nd & 3rd Line Support (24/7)
- Principle of Professionalisation



Processes



Technology



Back Office

Front Office

Customers

People

Transforming Staff Capability, Confidence & Morale

- Culture of empowerment, dynamism and “can do”
- Move to specialisms
- Highly skilled with a culture of continuous development and accreditation
- Emphasis on business and “soft” skills
- Improved communications including listening
- Improvement in relations with TUS

- Refurbishment of Craigantlet Buildings to build a call centre environment
- Procurement of Tier 3 Data Centres



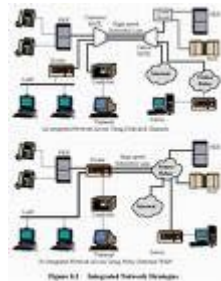
Accommodation



People



Processes



Technology



Back Office

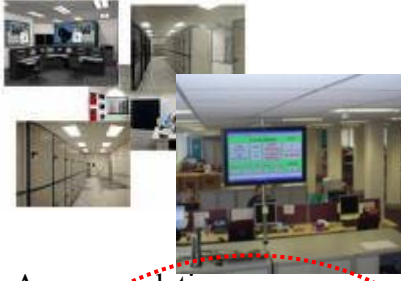
Front Office

Customers

Accommodation

Processes

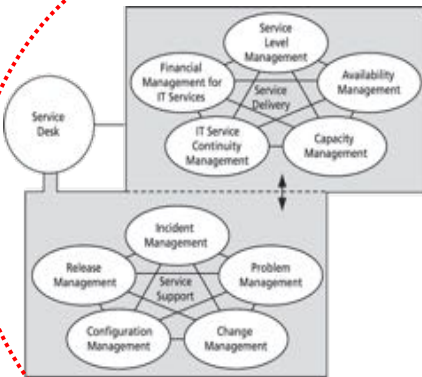
- Strong ITIL/ITSM Culture
- Several ITIL® Managing Across the Lifecycle (MALC) accredited staff
- ISO20000
- LANDesk Service Desk supporting all activity



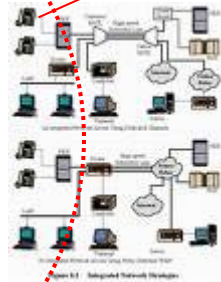
Accommodation



People



Processes



Technology



Front Office



Customers

Back Office

- Single Network, Single AD
- Rationalisation and virtualisation
- IPT huge success
- Unified Communications



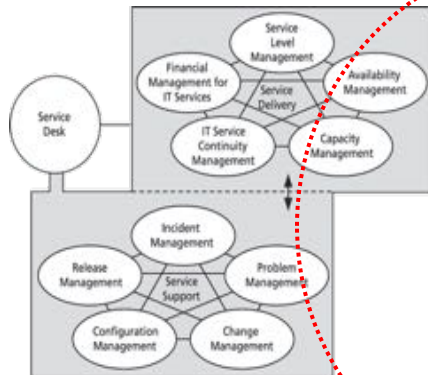
Accommodation



People



Technology



Processes



Back Office

Front Office

Customers



Multiple
Devices
Supported



Best of Breed
Software



Secure Private
Cloud



“Private”
Network



2 Tier 3 Data
Centres

NICS Technical Architecture

Same again?



Public Service ICT Strategy (2015)

1. Build to Share



Creating ICT shared services to support integration across the wider Public Service to drive efficiency, standardisation, consolidation, reduction in duplication and control cost.

2. Digital First



Digitisation of key transactional services and the increased use of ICT to deliver improved efficiency within Public Bodies and provide new digital services to citizens, businesses and public servants.

3. Data as an Enabler



In line with statutory obligations and Data Protection guidelines, facilitate increased data sharing and innovative use of data across all Public Bodies to enable the delivery of integrated services, improve decision making and improve openness and transparency between Government and the public.

4. Improve Governance



Ensure that the ICT strategy is aligned, directed and monitored across Public Bodies to support the specific goals and objectives at a whole-of-government level and with an emphasis on shared commitment.

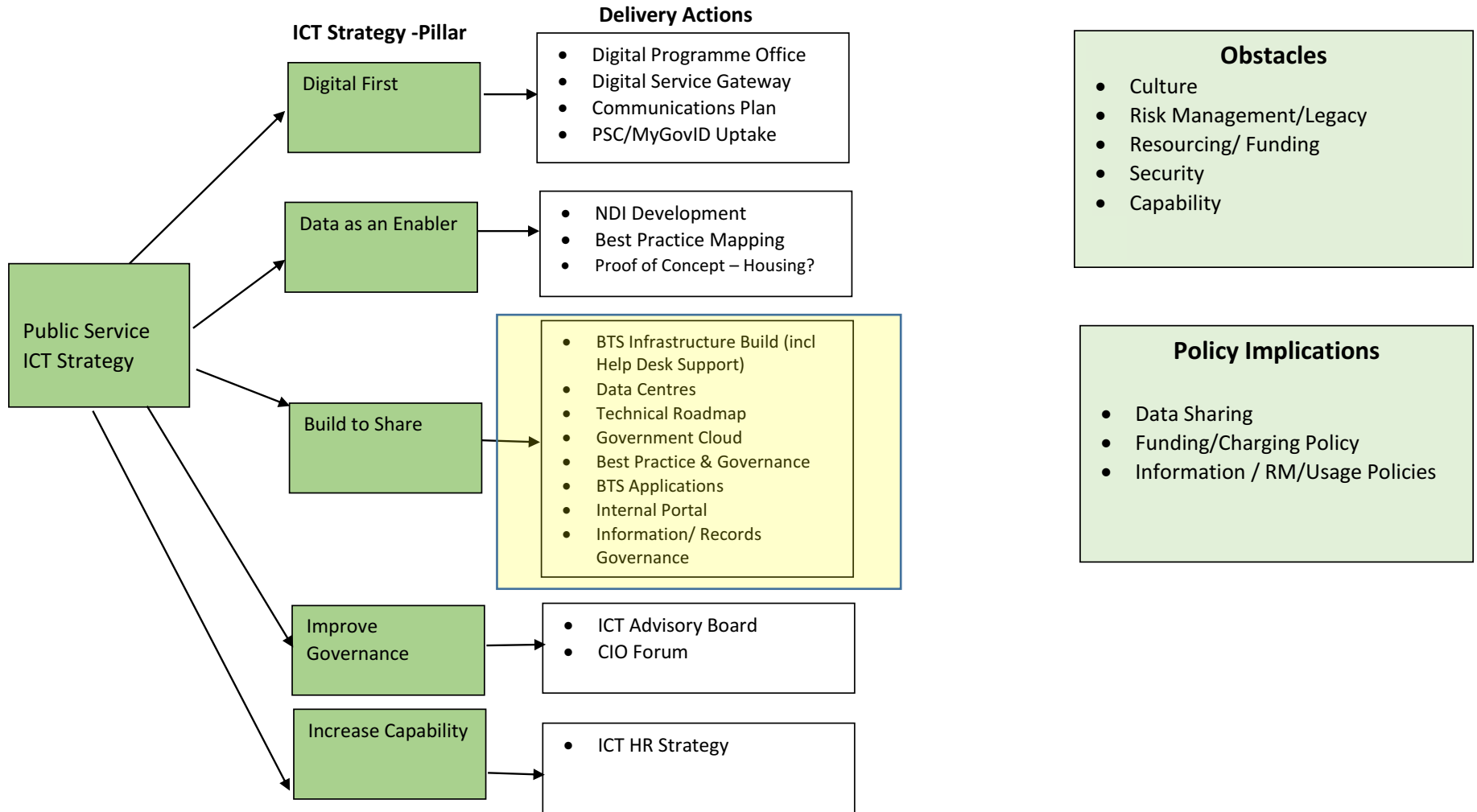
5. Increase Capability

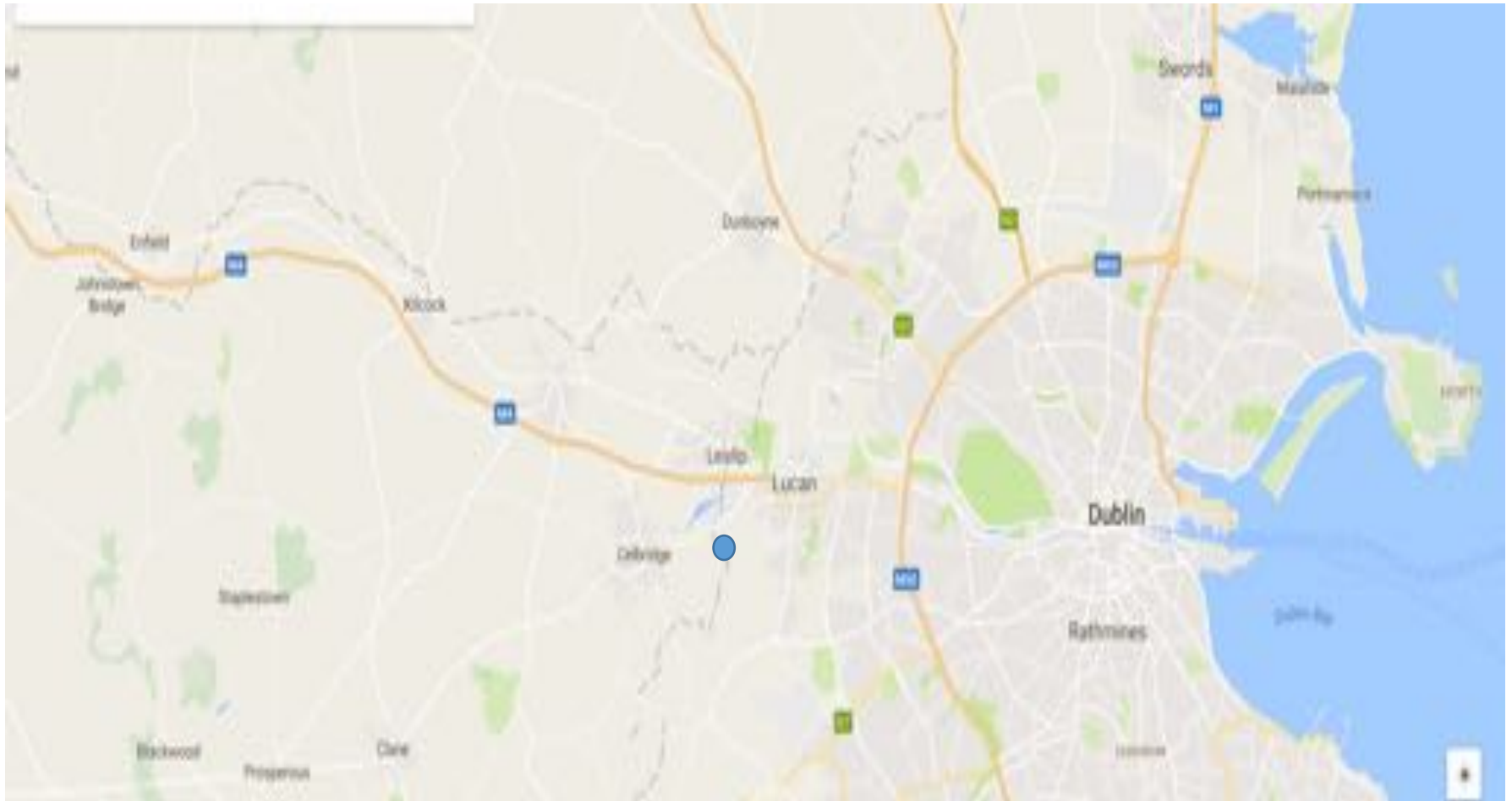


Ensure the necessary ICT skills and resources are available to meet the current and future ICT needs of the Public Service.

Graphical Representation of the ICT Strategy

Challenges: Greater Ministerial and EU Expectation (eGovernment Action Plan 2016 – 2020 and Digital Single Market); sustainability of current model







Datacenter evolution



Cue



Thanks!