

SHARED SERVICES

Neville Cannon

Programme Director for ICT Shared Services

SO WHAT ARE WE TALKING ABOUT?



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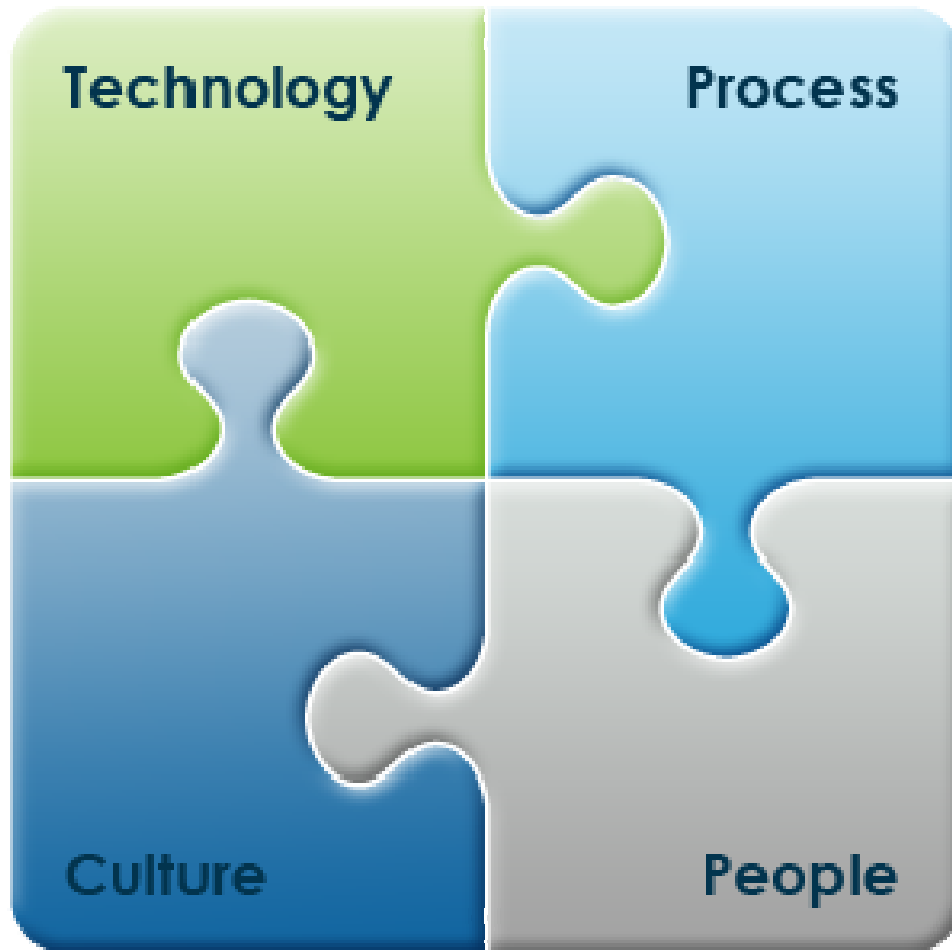
Innovation

From Wikipedia, the free encyclopedia

For other uses, see [Innovation \(disambiguation\)](#).

Innovation is the creation of better or more effective [products](#), [processes](#), [services](#), [technologies](#), or [ideas](#) that are accepted by [markets](#), [governments](#), and [society](#). Innovation differs from [invention](#) in that innovation refers to the use of a new idea or method, whereas invention refers more directly to the creation of the idea or method itself.

IT'S NOT ROCKET SCIENCE



We know what needs to be done, but often are unable to bring all the pieces together

$$\begin{aligned} \ddot{x} &= \frac{1}{M-mt} \{mc_x + F_n(\rho - \rho_{atm}) e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \alpha(t) - g_0 R^2 \frac{x}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \dot{x} \sqrt{(x^2+y^2+z^2)} + \\ & + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \times \\ & \times \frac{\dot{x} \{ \dot{x} \cos \alpha(t) - \dot{x} \cos \gamma(t) \} - \dot{y} \{ \dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t) \} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} + 2\dot{y}\omega + \omega^2 x \\ \ddot{y} &= \frac{1}{M-mt} \{mc_y + F_n(\rho - \rho_{atm}) e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \beta(t) - g_0 R^2 \frac{y}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \dot{y} \sqrt{(x^2+y^2+z^2)} + \\ & + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \times \\ & \times \frac{\dot{y} \{ \dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t) \} - \dot{z} \{ \dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t) \} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} - 2\dot{x}\omega + \omega^2 y \\ \ddot{z} &= \frac{1}{M-mt} \{mc_z + F_n(\rho - \rho_{atm}) e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)}\} \cos \gamma(t) - g_0 R^2 \frac{z}{(x^2+y^2+z^2)^{3/2}} + \\ & - \frac{c_n(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \dot{z} \sqrt{(x^2+y^2+z^2)} + \frac{c_a(\sqrt{(x^2+y^2+z^2)}, \chi)}{M-mt} \rho_0 \times \\ & \times e^{-\alpha(t)(\sqrt{x^2+y^2+z^2}-R)} F \frac{\dot{y} \{ \dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t) \} - \dot{x} \{ \dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t) \} \sqrt{(x^2+y^2+z^2)}}{\sqrt{[\dot{y} \cos \gamma(t) - \dot{z} \cos \beta(t)]^2 + [\dot{z} \cos \alpha(t) - \dot{x} \cos \gamma(t)]^2 + [\dot{x} \cos \beta(t) - \dot{y} \cos \alpha(t)]^2}} \\ \text{in which: } \chi &= \arccos \frac{\dot{x} \cos \alpha(t) + \dot{y} \cos \beta(t) + \dot{z} \cos \gamma(t)}{\sqrt{(x^2+y^2+z^2)}} \end{aligned}$$

THE CASE FOR CHANGE



- The recent report “Funding outlook for councils from 2010/11 to 2019/20” states *“It is simply the case that the financial outlook for councils will not pay for the services they currently provide by the later years of the decade”*. It goes on to state that the reform must involve a number of components which includes integration with agencies such a health and housing. These reforms must be started now as they will take a number of years to legislate and implement.

Source: Funding outlook for councils from 2010/11 to 2019/20: Preliminary modelling, Local Government Association, June 2012 www.local.gov.uk

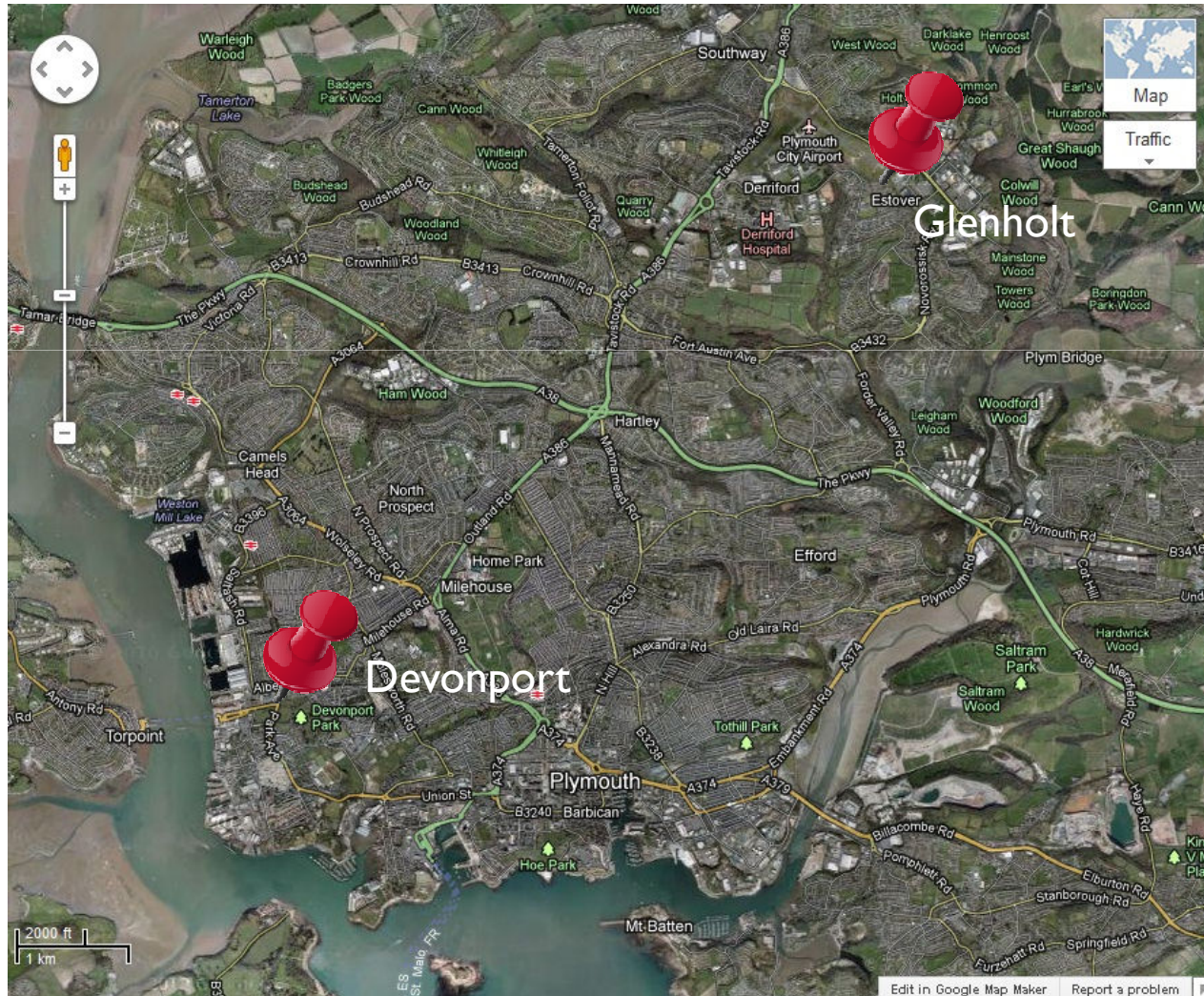
A PERFECT STORM



- Every element of public sector facing cuts
- Welfare Reform Act will hit city's most vulnerable and drive up demand
- Acknowledgement that 'salami slicing' won't deliver
- Demand will overrun council budgets in next few years
- Plymouth remains geographically remote from UK
- Our inequalities are worsening



WHAT WOULD YOU DO?

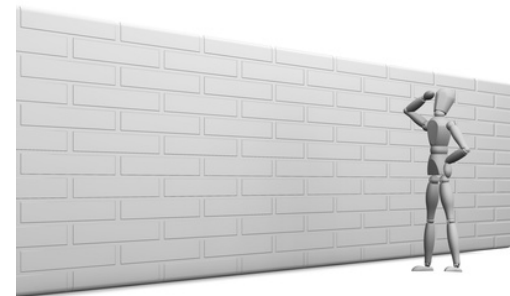
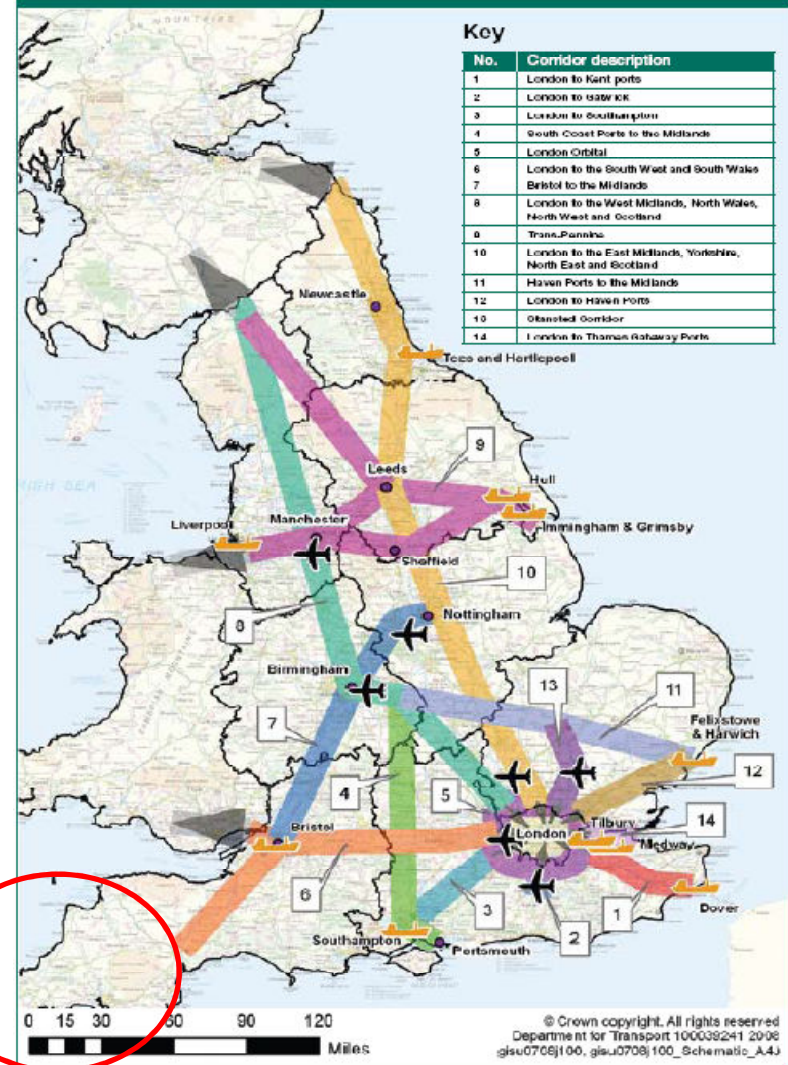


7 Km
=
16
years

STRATEGIC NATIONAL CORRIDORS FOR ENGLAND



Figure 4.1 Strategic National Corridors



BENCHMARKING OF ROAD AND RAIL CONNECTIVITY (English cities outside London)



Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification	Ranking of Vulnerability out of 324	Cities outside of London ranked in order of population	Connected to the Strategic National Corridor	Fastest proposed Journey Time (minutes) to & from London after HS2 and electrification	Ranking of Vulnerability out of 324
Birmingham	Y	49	234	Wolverhampton	Y	75	304
Leeds	Y	80	187	Southampton	Y	76	230
Sheffield	Y	75	266	Portsmouth	Y	99	291
Bradford	Y	109	279	York	Y	113	156
Manchester	Y	73	217	Peterborough	Y	53	220
Liverpool	Y	97	287	Lancaster	Y	135	224
Bristol	Y	77	167	Oxford	Y	50	171
Wakefield	Y	105	268	Preston	Y	108	262
Coventry	Y	57	243	St Albans	Y	19	2
Leicester	Y	53	302	Norwich	N	104	190
Nottingham	Y	55	275	Chester	N	105	168
Newcastle upon Tyne	Y	157	259	Cambridge	Y	123	122
Sunderland	Y	188	308	Salisbury	N	89	79
Kingston upon Hull	Y	146	320	Exeter	Y	123	203
PLYMOUTH	N	192	309	Gloucester	Y	113	218
Brighton and Hove	N	60	140	Chichester	N	88	57
Derby	Y	60	267	Winchester	Y	58	29
Stoke on Trent	Y	65	322	Carlisle	Y	166	233

HELASS, SO WHAT COULD WE DO?



Description	Cat	Met	Impact	Cost	Time	Risk	SCORE	Comment
Fully merged ICT organisations under one entity (e.g. JV)	O	Y	5	4	4	4	20	Complementary peaks'n troughs & multiple synergies
Shared DR/BCP plans & facilities	B	Y	5	6	8	8	29	Reciprocal arrangements
Shared Technical Services organisation	O	Y	5	7	3	4	23	base/commodity level infrastructure support
Shared Service Desk organisation	O	Y	5	6	3	3	25	peaks'n troughs synergies, single repository, cross-skilling
Shared Operational organisation	O	Y	5	7	3	8	23	Mentor & alert function
Shared Application Support organisation	O	Y	6	4	3	8	28	bespoke / niche issues?
Shared OrderIT strategy	B	Y	5	6	3	8	26	WIP -> x-ref other reference contracts & thought leadership
Common Microsoft platform strategy	T	N	5	2	6	8	24	CRM Dynamics, SharePoint, etc.
Common information / Knowledge Management platform	I	N	6	6	7	8	27	Shared knowledge and enabler for merged functions
Shared data centre facilities	T	Y	6	2	6	3	25	x-ref NC email
Shared Office facilities	B	Y	7	6	4	4	27	enabler for fully merged functions
Shared Plymouth wide network (or network subset)	T	Y	7	3	4	4	20	x-ref NC observation at 21/22 workshop
Shared HR/Payroll systems	A	Y	6	5	3	4	25	Move away from SAP in PCC?
Shared Finance System(s)	A	Y	5	4	4	3	18	Not a business imperative or even aspiration?
Share other Corporate Applications	A	Y	7	5	4	4	19	eMail, FIV, Expenses, Time Management, etc.
Shared Service Management function	O	Y	6	3	3	4	22	Tools, processes & people
Shared ICT procurement function	B	Y	6	6	7	7	28	Economies of scale
Sharing ICT best practice & experience	B	N	5	5	3	3	32	Knowledge sharing forum
External delivery entity (e.g. JV)	B	N	9	3	4	4	22	UoP & PCC staff seconded in (x-Ref ACCESS)
Shared simplification, standardisation & automation pgm	B	N	6	3	8	7	26	Remove/reduce bespoke and over-complex components
Shared ITL environment	B	Y	6	6	7	8	27	Common processes (subset of other entries)
Shared Hardware (Server) estate	T	Y	6	5	3	7	23	Virtualise, common strategic supplier, etc.
Shared Hardware (Desktop) model / estate	T	Y	7	7	6	8	26	Common base builds, common roll-out tools & processes, common support structure
Shared Enterprise Architecture (EA) Framework	B	N	6	4	4	7	23	Common strategic vision, strategy & components
Shared Outsourcing contracts & providers	B	Y	6	7	4	8	34	Joint procurement strategy
Shared Print Facility	O	Y	7	6	3	6	24	Physical print room & shared print plan (economies of scale)
Joint ICT commodification programme	B	N	6	5	3	3	23	Reduce bespoke, niche, specialist, etc.
Shared Centralised Remote Geographic Support	O	Y	5	3	4	7	21	Remove local on-site (departmental) presence
Plymouth Outsourcing Model Co-Operative	B	N	5	4	4	8	23	Mixed outsourcing (shared) models
Shared Utility Computing Model	T	N	7	3	3	5	23	PANB models (peaks'n troughs synergies again)
Shared Storage Model	T	Y	5	3	4	4	18	CDP model
Shared Cloud Computing Model	T	N	6	5	3	4	20	Future development, technology not yet mature enough?
Plymouth Common Delivery Platforms	B	N	6	3	4	3	20	Int, sw, people, processes, etc.
Shared Web Presence	T	Y	6	3	3	3	21	Internet, Intranet, extranet
Shared E2E Service Management toolset	T	Y	7	3	3	8	23	IBM, CA, BMC, HP, HEAT, Hombell, etc.
Shared mobile working initiative	B	Y	4	7	3	3	21	Mobile workers
Shared home-working initiative	B	Y	4	7	3	3	21	Release office space?
Shared Document Production Facility	B	Y	6	3	3	7	23	UoP capability
Shared Application Development Centre	A	Y	4	4	4	4	15	Mainly packages but some bespoke development
Shared Resource Pool (SRA / standard job definitions)	B	Y	6	5	7	8	30	For ease of cross-skilling and industry standardisation
Increased self service and remote support	B	Y	7	6	8	8	27	Remove stove pipes of support
Shared Training function	B	Y	6	6	7	8	29	Share trainers, courses, costs, facilities, etc.
Joint contract (re)negotiation strategy	A	Y	6	5	8	3	26	Re-assess & re-align selected/all existing ICT related contracts
Joint SaaS strategy	A	Y	6	3	3	7	25	Utility/on-demand applications
Technology reuse/standard across UoP & PCC (BeyondIT)	T	Y	5	6	7	7	27	Extend to citizens at EOL?
Joint Service Catalogue	B	N	6	6	7	3	29	"Buy" services from most cost-effective provider
Commodity ICT / skills assessment programme	B	N	4	6	8	8	26	Kenlog Technology programme
ICT Convergence Model	B	N	6	5	3	3	23	3 year programme?
Uniques identification and isolation	B	N	6	6	8	8	32	What MUST remain isolated within UoP & PCC?
Initial/on-going secondment model	O	N	5	6	8	8	29	Initial trial to iron out constraints & obstacles
Joint paper/handcopy elimination programme	T	Y	7	6	4	7	24	Reduce paper trail (x-ref Green Agenda)
ICT enabled property portfolio rationalisation programme	B	Y	8	4	4	4	20	Glasgow ACCESS model
Joint Capacity Planning / Management / Reuse Programme	T	N	5	6	7	8	28	Shared Capacity models (peaks'n troughs)
Plymouth eLearning/Training Programme/Platforms	B	N	6	3	3	3	21	x-ref 42
Shared Offshore Model	B	Y	6	6	8	8	23	Back office functions only
Shared hardware maintenance contract(s)	T	Y	6	6	8	8	28	Polled-up maintenance into single provider
Unit Costing Benchmark Framework	B	N	7	6	7	8	30	On-going unit cost measurement & continuous (internal) benchmark
Joint Service Portfolio Approach	B	N	7	6	7	8	30	Service Catalogue (x-ref 48) is an output of this
Jointly provisioned Extended Service Hours	B	Y	6	6	6	7	27	1600, 24x5, or as agreed

- Impact
- Cost
- Time
- Risk



TANGIBLE BENEFITS



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?

$$SS_1 + SS_2 + \dots + SS_n > £1.671m \text{ p/a} ?$$

ROAD TO IMPROVED OUTCOMES



- Improved joint working
- Holistic view of the city and its people
- New collaborative ventures – Co-operative Council?
- Integrated commissioning and planning?
- Integrated information
- Reduced costs – prioritised spend



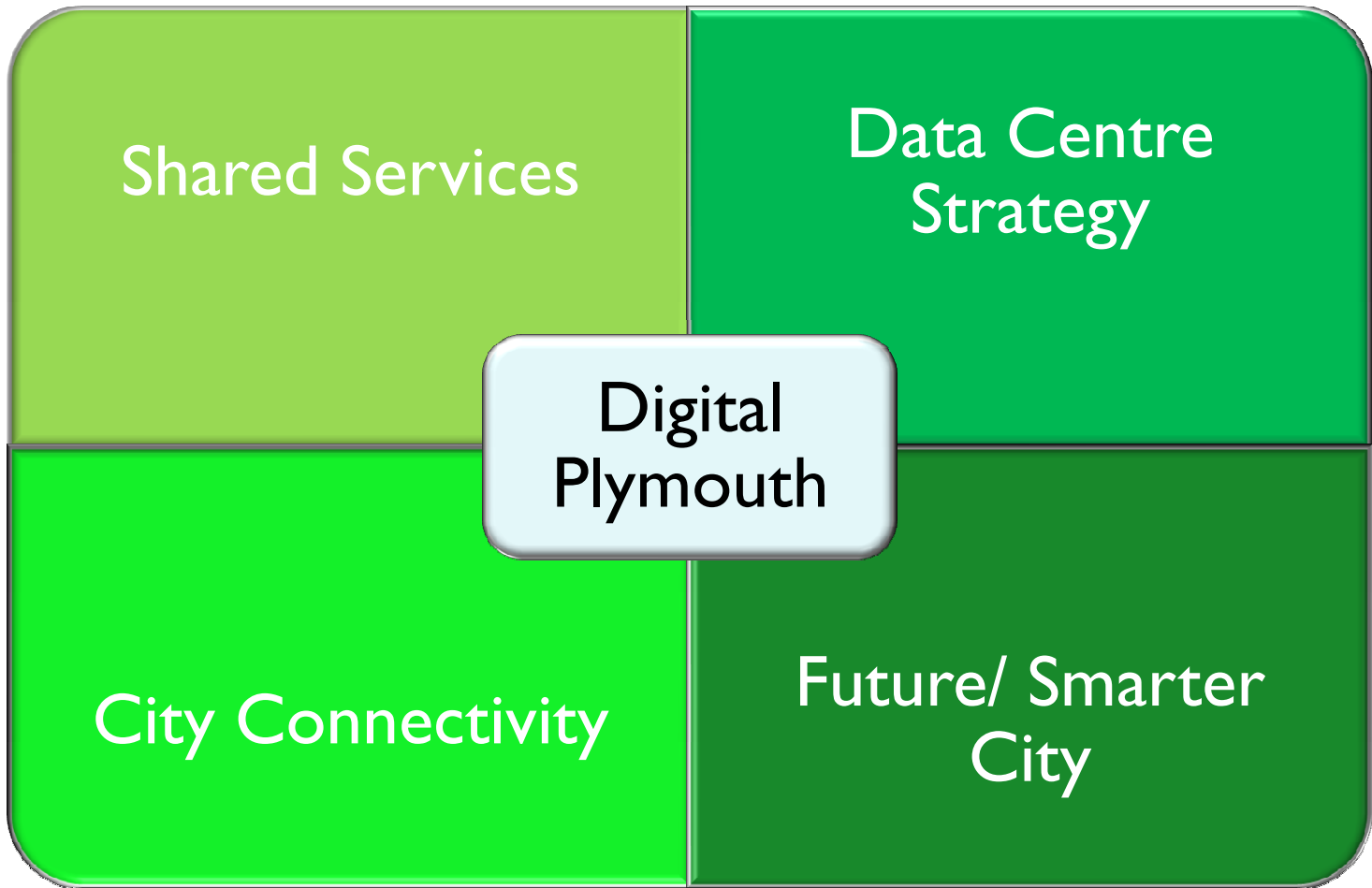
SO WHAT CAN WE DO?



- Look for new operating model for the public sector – better integrated working and joint solutions - Civic Enterprise
- Work with private sector to stimulate growth where possible and leverage joint investments
- Look for those areas where we can make a difference
- Develop a sustainable plan



DIGITAL PLYMOUTH



PLYMOUTH SHARED SERVICES



- Secure maximum jobs and create new ones
- Leverage off existing capital plan
- Work with private sector to city's advantage
- Develop a larger skill pool
- Consolidate estates, lowering costs
- Facilitate redesign public service delivery models
- Build future platform for growth

Build a solution to support the region economically





DELT SW

Working for you and your
area

DELT SW – A new engine for growth

- A shared service offering bringing together the best the public sector has to offer
- Serving the customers and the communities together
- Delivering high quality yet low cost ICT to all

SO WHAT IS THE VISION?

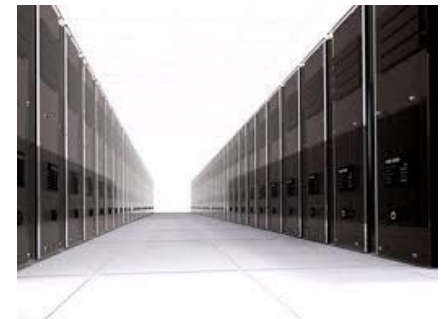
- The city and the wider region benefits from improved service delivery through the integration services and ICT systems that are delivered at lower cost while securing a platform for economic growth through a unified and shared ICT service.



DATA CENTRE STRATEGY



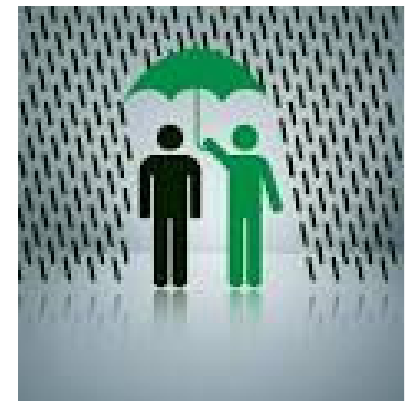
- 3 core businesses want to expand within the city
- Data Centre will create 12+14 jobs over 2 years
- NHS, University and Council all require further data centre investment (why build 3?)
- Shared Services is bringing together other requirements from further afield
- Requires excellent Internet connectivity
- Will provide national best practice interest
- Could provide a platform for Financial industry investment?



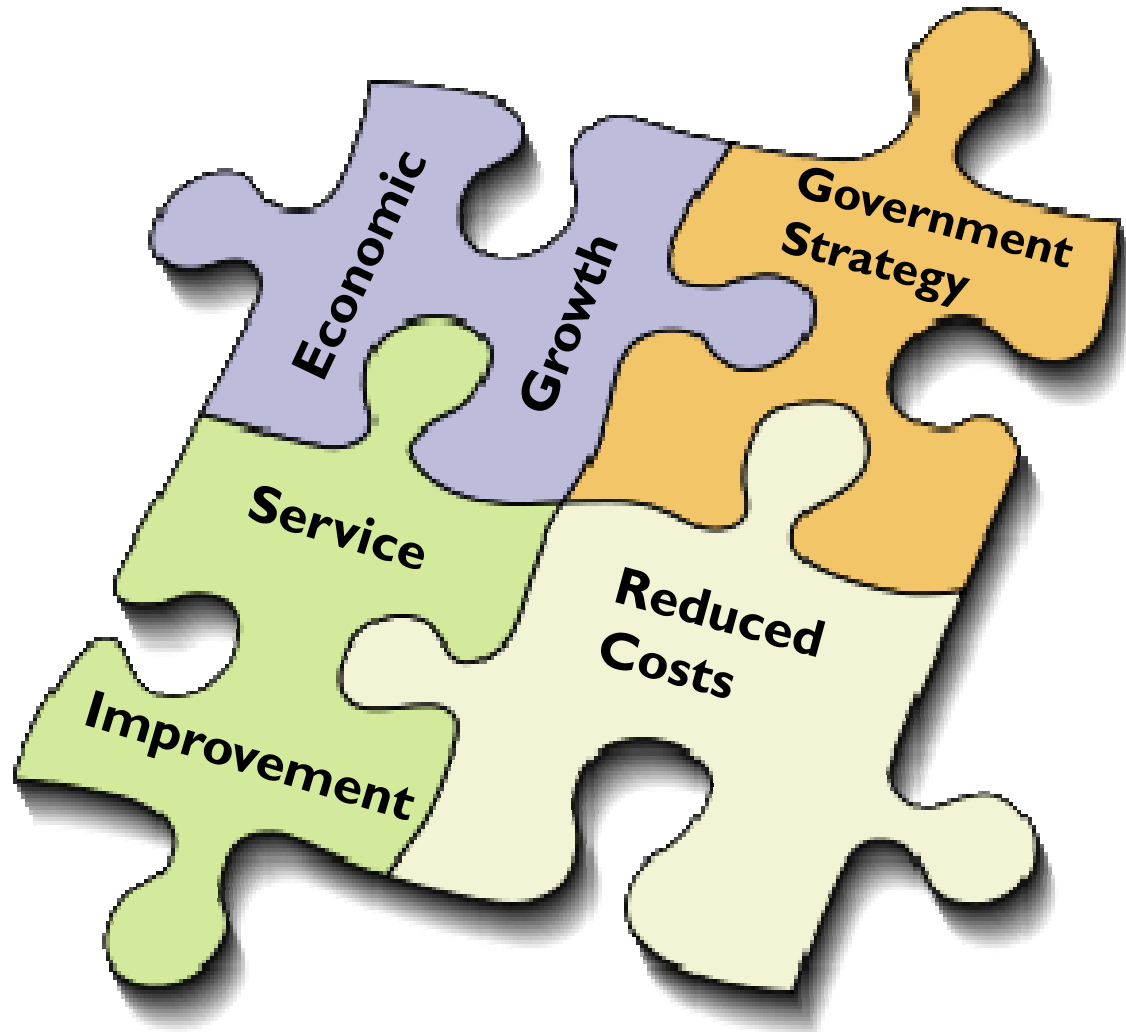
SO WHAT ARE WE DOING?



- Seeking to establish a shared service and provide ICT to organisations facilitating integrated working
- Bringing on board, Public Health, NHS Plymouth, Sentinel CiC
- Discussions with Plymouth Community Healthcare CiC, and others on-going
- Agreeing with a number of District Councils a future Shared Service strategy
- Working with local businesses to support local growth for the city through use of an integrated, city-wide data centre strategy



POTENTIAL GAINS



- **High GVA jobs**
- **Support for local businesses**
- **Consolidated assets**
- **Streamlined Mgt.**
- **Improved joined-up working**
- **Standardised processes**
- **Improved customer experience**

INSPIRATION...



What do you see?



KEY OBJECTIVES



- **Access and connectivity** – deliver a more co-ordinated partnership between the public and private sector to promote digital Plymouth to attract new business
- **Engagement** – to create a digitally embracing council supportive of developing digital skills at all levels within city's citizens and businesses
- **Growth** – to provide the platform and the operating model to protect existing jobs and deliver further growth
- **Investment** – exploit public and private sector investment to maximise benefit to city as a whole
- **Leadership** - to achieve a truly digital city by co-ordinating all city strategies from transport and health to education and public services and develop a joined up digital Plymouth



OBSTACLES TO INCREASED PARTNERSHIP WORKING



EMOTIONAL

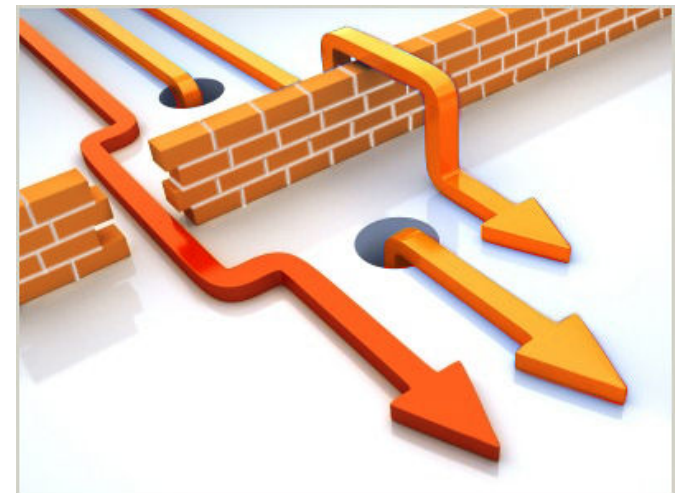
- Political resistance
- Self-preservation
- Fear of change
- Surrender of control

CULTURAL

- Organisations not traditional allies

PRACTICAL

- Holding the group together
- Leadership
- Risk
- Speed of action
- Investment availability



THE PRIZE



There will undoubtedly have been any number of 'doubters' or those saying 'yes but...' and despite them great things have been achieved



CAN WE HAVE AMBITION?



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Sunderland and IBM deal

A deal to boost the economy, save millions of pounds and introduce innovative new technologies has been announced.

By creating a hi-tech Cloud computing environment, the City Council will be continuing its investment in infrastructure and connectivity to help stimulate economic growth in Sunderland.

The Cloud will be one of the first of its kind in Europe and draws on existing IBM Cloud solutions delivered in China and the USA.

Councillor Paul Watson, Leader of Sunderland City Council, said: "We have a good reputation for innovation in both the public and private sector. In the current climate, it's vital that local authorities like us use our own assets to not only improve services but stimulate economic growth for the benefit of the whole city.

"The Sunderland Cloud is a cornerstone of our Economic Masterplan. The new Cloud infrastructure will lay the foundations of an even Smarter Sunderland, one that ensures the city continues to be internationally recognised as a forward thinking city, and a prime location for inward investment."

For an investment of £5.7m, with IBM and other suppliers, the project is paying for itself within five years.

In addition to the financial savings, the Cloud will provide a low cost, accessible and secure network for use across Sunderland. One of a number of initiatives being implemented, it will allow residents to access services and information in a quicker and easier way, making the council more responsive.

Businesses can benefit through the ability to increase capacity and capabilities without investing in new infrastructure, training new personnel or licensing new software. Other companies, agencies and public sector partners are also expected to use the Cloud for improved collaboration.

Paul Woolston, Chair of the North Eastern Local Enterprise Partnership, said: "This is a very positive announcement for the region. This world-class project will provide a platform for local businesses to develop their capability and thrive in an ever increasing technological world.

"Sunderland is very much at the forefront of developing and growing the software industry in the North East and this is the latest example of partnership working which will create building blocks for economic growth. It raises our game to an international level and will assist the whole of the North East to attract investment and create opportunities for businesses across all sectors."

Sunderland is already one of the most digitally connected cities in the UK and today's announcement follows news last week that it will be the first city to offer wall-to-wall superfast broadband coverage, which will support delivery of the Cloud.

Dave Smith, the Chief Executive of Sunderland City Council, said: "The Cloud is just one part of the council's approach to protect front-line services through its Sunderland Way of Working programme.

"IBM's vision for Smarter Cities resonated very well with our own plans for Sunderland. With the experience of over 2,000 Smarter City engagements worldwide I'm not surprised that the solution it proposed was the most innovative and gave us the flexibility we need to extend our international reach."

Lynn Ferguson, IBM Industry Executive for Local Public Services, said: "As well as providing an infrastructure for the provision of services to the council, the Sunderland City Cloud deployment is designed as a platform with the flexibility to meet the needs of many other city council users."

Can we demonstrate leadership and ambition on a city-wide scale as others do?

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intelligent city

Digital Birmingham is the city's partnership working to ensure that the benefits of digital technologies are available to all in the city.

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- Interactive Digital Television (iTV)
- Media Smart lessons in digital advertising library
- Birmingham Post Mobile Service
- Simplify Digital

Digital business

- Service Games Institute
- Wi-Fi City Centre
- BirminghamZ
- Business out of the Box

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Digital Strategy

The Digital Strategy aims to create a 'digital masterplan' for the Manchester city-region.

This plan will be used to guide future investment and bring together industry, research bodies and community representatives to develop new ideas for services that will benefit residents, local business and the wider community.

One of the key aims for the Strategy is to put in place super-fast broadband across Manchester. We aim to do this by creating a new 'open access' network, putting in place fibre to the premises connections, advanced wireless and a new internet 'Hub' exchange.

Download the latest version of the Digital Strategy here

Here is the latest version of the Digital Strategy in PDF format. This version was approved by the Executive Committee of Manchester City Council on 12 March 2008.

You may need to download Adobe Reader to view the PDF.

More information

Please contact us if you have any questions about the Strategy or are interested in becoming involved in the work coming out of the Strategy.

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**THANK YOU
ANY QUESTIONS**



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