

transforming the IT landscape in local government

Innovative adoption of a Service Integration and Management (SIAM) approach

Challenge

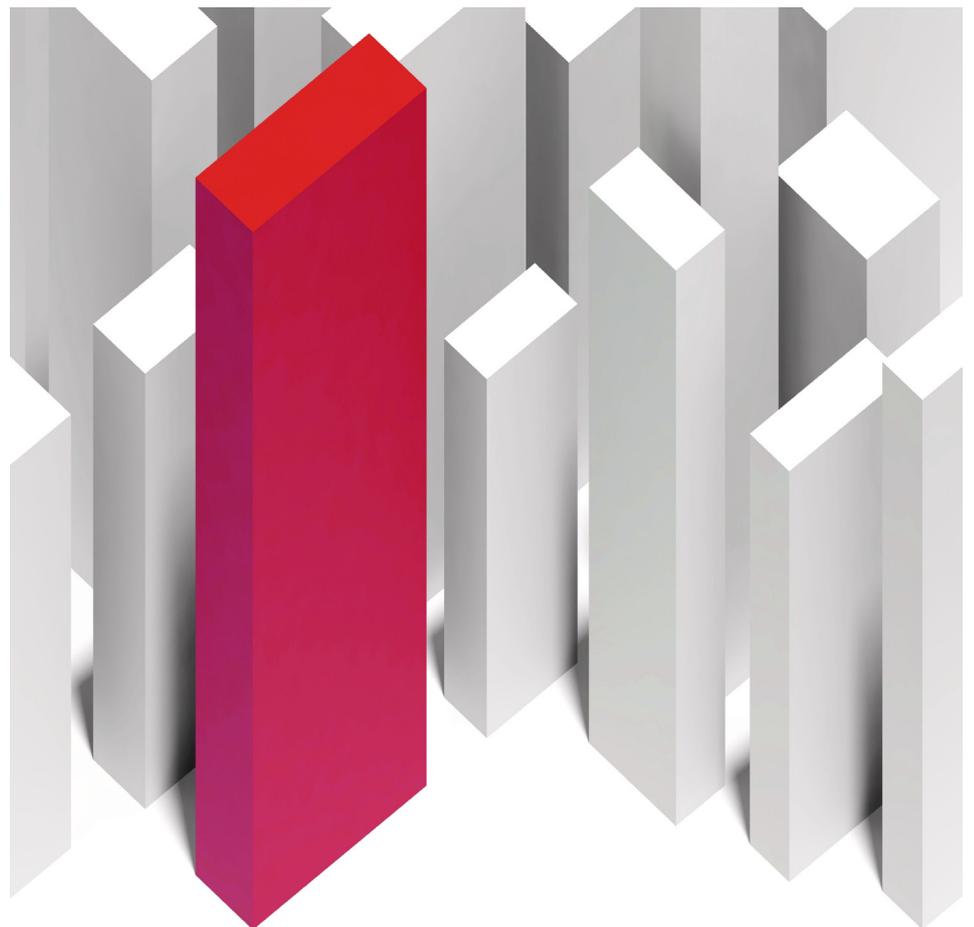
Enfield Council is the local authority for the London Borough of Enfield, responsible for providing a large range of public services to over 300,000 citizens. They are a 4-star local authority, but, like most, they face the twin challenge of reducing cost (efficiency savings of £80 million over the next four years) whilst improving citizen engagement and service. Enfield's total IT spend per year is around £22 million with over 4000 corporate users supported.

The Council is facing unprecedented challenges, continually reducing operating budgets and increasing demands of services from the growing number of citizens. ICT was identified to deliver higher performance and make a significant contribution to the overall target.

This consultancy-led contract involved Transforming the IT landscape through the innovative adoption of a Service Integration and Management (SIAM) approach.

Approach

Enfield selected Atos as their adviser to identify what the future IT landscape could look like for Local Government. In the same period, Atos contributed to the Socitm "Future of the IT Function" project, enabling input from across the sector. Working with Enfield over the past 12 months has included a review of ICT and BPO options across the whole Council, development of Business Requirements, refresh of the IT Strategy and design of a new ICT Delivery Model - SIAM based.



Providing Enfield with improved flexibility, delivery accuracy and quality

What is SIAM?

Service Service Integration and Management ("SIAM") is an industry wide service model that describes how IT Services can be delivered and managed in a multi-sourced IT environment. The SIAM approach is used in both private and public sector organisations, it is recommended by the Cabinet Office for the UK Public Sector and supports the UK Government's IT Strategy.

SIAM is an evolution of traditional IT sourcing, it incorporates a number of features that enable both the integration and management of component services sourced from different providers in order to create end to end services that can be consumed by business users. It aims to provide enhanced choice for the customer, greater value through commoditisation and clarity of governance across the supplier landscape. The new operating model featured the implementation of this preferred Government model for ICT delivery, providing Enfield with improved flexibility, delivery accuracy and quality. The SIAM functions form one of three layers in the operating model:

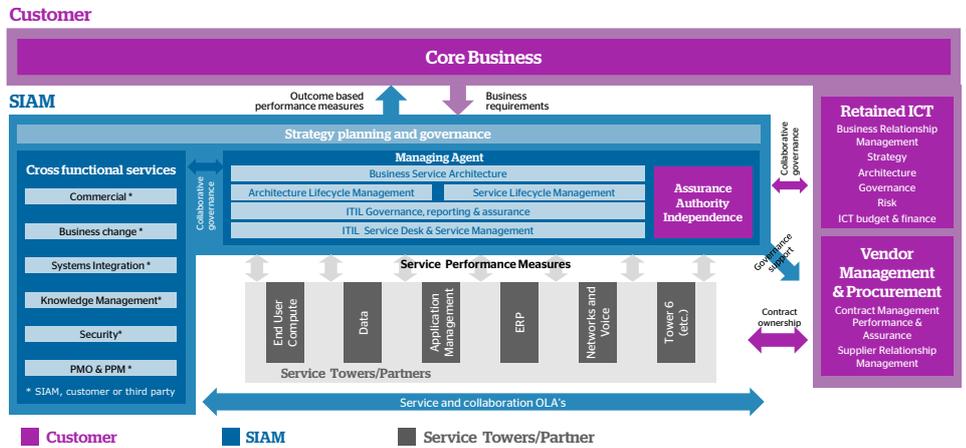
- 1. Retained IT** - strategy and architecture, finance, standards, strategic programme management.
- 2. SIAM layer** - service governance and integration, service knowledge management, service desk, assurance, transition planning and support, IT security, service validation and testing, and cross-supplier tooling.
- 3. Towers** - providing End-User Computing, data centre, Application management, SAP, and network and voice services.

Delivering the Solution

The model was taken through an extensive contract re-negotiation with the ICT delivery partner. Atos and Enfield provided a clear set of requirements - core contract plus transformational - and worked closely with the outsourced partner to incorporate these into their proposition. This collaborative working enabled a solution that was deliverable for both parties and met the core objectives in terms of significantly revising the IT offer and meeting the affordability envelope. The renegotiation was delivered on time, within a 3 month period.

The new contract was awarded in February 2014 and runs until 2019.

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Atos is now supporting Enfield and it outsourced partner on the transformation in terms of IT organisation redesign and SIAM transition assurance.

Benefits

- ▶ A continuation of the existing operational contract. Secures the ICT core services operation for the next 5 years and reduces transition risk.
- ▶ More for less. Increased scope, enhanced support levels and new operating model directly linked to the Councils revised IT needs. 25% cost reduction on core IT contract costs, 20% on projects with the potential for a further volume discount.
- ▶ Platform for further cost reduction. Allows for continual review of volumes and scope of services. Further significant savings can be delivered through reducing demand and switching services off.
- ▶ Agile project development and management. Adopted as the default methodology.
- ▶ New operating model. Implementation of the preferred Government model for ICT delivery. New SIAM operating model - 'Tower' based, allowing much greater flexibility, choice and speed of change to incorporate digital. Introduction of Cloud computing services.
- ▶ Joint operations planning and revised governance arrangements. Alignment of objectives in a jointly agreed operations plan. Managed through revised governance arrangements and a focus on strategic relationship management
- ▶ Increased commitment to Corporate Social Responsibility.

Relevance to Local Government

This highlights Atos' ability to work hand-in-hand with local authority customers, to identify future IT trends and options then take a conventionally structured ICT services contract and transform it into a more cost-effective and flexible arrangement, based on the SIAM/Towers model.

Atos has built up significant understanding of SIAM, advising and delivering in Public and Private sectors.

At the time of writing, this is the first application of a SIAM model in Local Government in the UK. Enfield is on target to be the first Local Authority to adopt a SIAM based operating model.

"LBE commissioned Atos to evaluate options for moving forward with our current arrangements for ICT. They were very flexible around the needs of the Council and its senior management team. Atos brought deep insight into future IT trends, technology strategy and emerging operating models. The approach was entirely collaborative across all parties including our outsource partner. Atos supported us throughout the negotiation period which culminated in the successful outcome of a revised contract signed by both parties. This was endorsed by LBES Executive in February 2014."

Tim Kidd, Head of IT Supplier Management, London Borough of Enfield