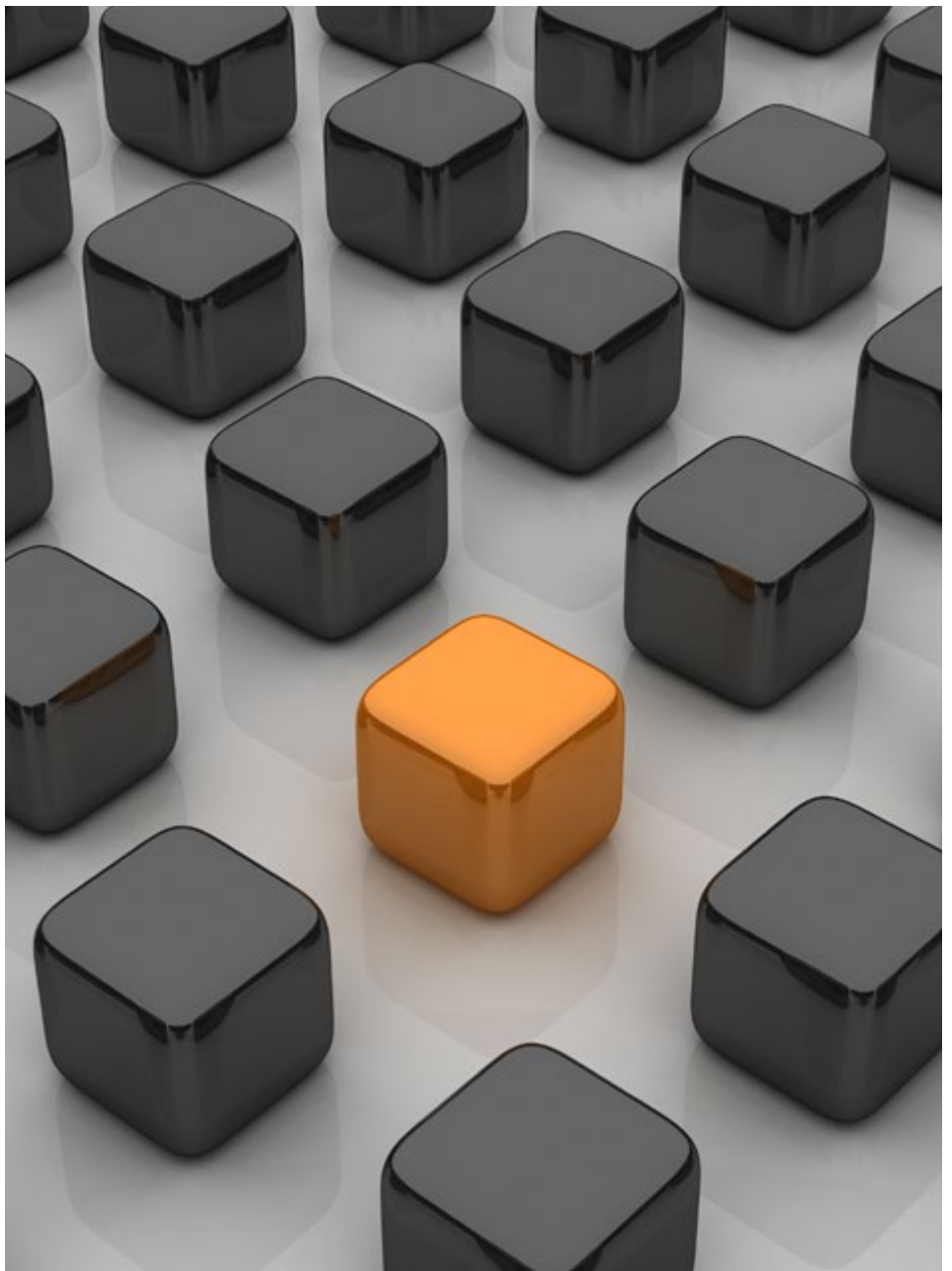# transforming
service delivery

How public sector IT departments can employ Service Integration and Management to enhance operations and achieve agility in a digital world

From product-driven line function to service-driven business enabler

In a climate of "less is more," the public sector's approach to seeking out operational efficiencies has taken on a new urgency. Tasked with being cost conscious while serving citizens well, public sector agencies are expected to be more transparent and accountable in their procurement and sourcing processes, placing the accent on re-evaluating their overall service provision. In addition, initiatives such as the government's G-cloud,[1] the Public Services Network[2] and the Digital Services framework[3] are heralding a new era of flexibility and collaboration and prompting a fundamental change in the way the public sector operates.

So how can public sector agencies gain greater agility to enable them to be responsive and adaptable in their operating models? Atos believes that the answer lies in multi-vendor sourcing arrangements that can be tailored to meet the specific needs of government departments. By adopting a Service Integration and Management (SIAM) approach, public sector agencies can move away from buying end-to-end services to selecting services, products and technologies, allowing them to better organise and control their suppliers and retained IT organisations. Used effectively, SIAM's "mix and match" approach can not only free up public sector agencies from vendor lock-ins, but also enable them to procure from smaller suppliers who may offer niche but market-leading products and services. In short, SIAM can introduce process excellence and clear, multi-level governance that can transform public service delivery.

[1] http://gcloud.civilservice.gov.uk/
[2] https://www.gov.uk/public-services-network
[3] http://ccs.cabinetoffice.gov.uk/contracts/rm1043

AtoS

A changing landscape

Traditionally, public sector IT departments have run in a product- or supplier-centric manner, an approach that has meant a series of operational silo's which are resource-hungry to maintain and poorly suited to collaborative practices. Yet in the same way that the days of the large, long-term contract (and its potential for supplier lock-in) are numbered, so, too, is the acceptability of a piecemeal approach to serving the needs of government and citizens.

Always an important commodity in any organisation, the IT department has taken on a new significance. With the explosion of eCommerce and digital services, the role of IT is fundamental to an organisation's business strategy. Already, market expectations have been set. The consumerisation of IT devices, the demand for new, digital user experiences and the added complexities of managing applications in the cloud mean that public sector agencies need to exploit the latest technologies through multi-vendor, or "tower," arrangements that can manage diverse and flexible operations. In turn, the market is further adapting to this change in buying patterns. Traditional systems integration companies are refining their approach by incorporating the tower model within their own organisations, as well as considering their strategy and approach to market.

Consistent control

So what are the options for public sector agencies under scrutiny to enhance their performance while reducing costs? In what can be seen as an evolution of the traditional outsourcing model, SIAM offers the potential to provide the flexibility and focus public sector agencies need to get the best value out of their suppliers and their retained IT organisations.

What is SIAM?

Combining service integration (bringing together different services and capabilities to provide consumers with an end-to-end service), with a management approach, SIAM introduces a layer of operational governance that acts as a trusted "agent" for the retained IT organisation—and, ultimately, the public sector agency. Indeed, just as a conductor guides his musicians to follow a musical score, SIAM orchestrates the delivery of end-to-end services to meet agreed service performance expectations. A single, consistent interface for users of IT services, SIAM provides service integrator and service management functions across multiple service towers—or visibility across multiple towers in a multi-vendor environment—while adhering to ITIL best practice guidelines. And just as the best orchestras combine woodwind, brass and strings in a cohesive way, SIAM brings together all the necessary interfaces whether technical, service, or governance interfaces—or elements such as a single, integrated process model that all suppliers adopt. Finally, in the same way a conductor helps his musicians to play all the right notes in the right order, SIAM checks that all information and communications technology (ICT) services are transitioned, integrated, managed, monitored and improved during the service lifecycle. In this way, SIAM is able to remove the complexities involved in managing multi-vendor arrangements, helping to maximize and optimize the performance and availability of IT to meet the needs of the end user and deliver better business outcomes.
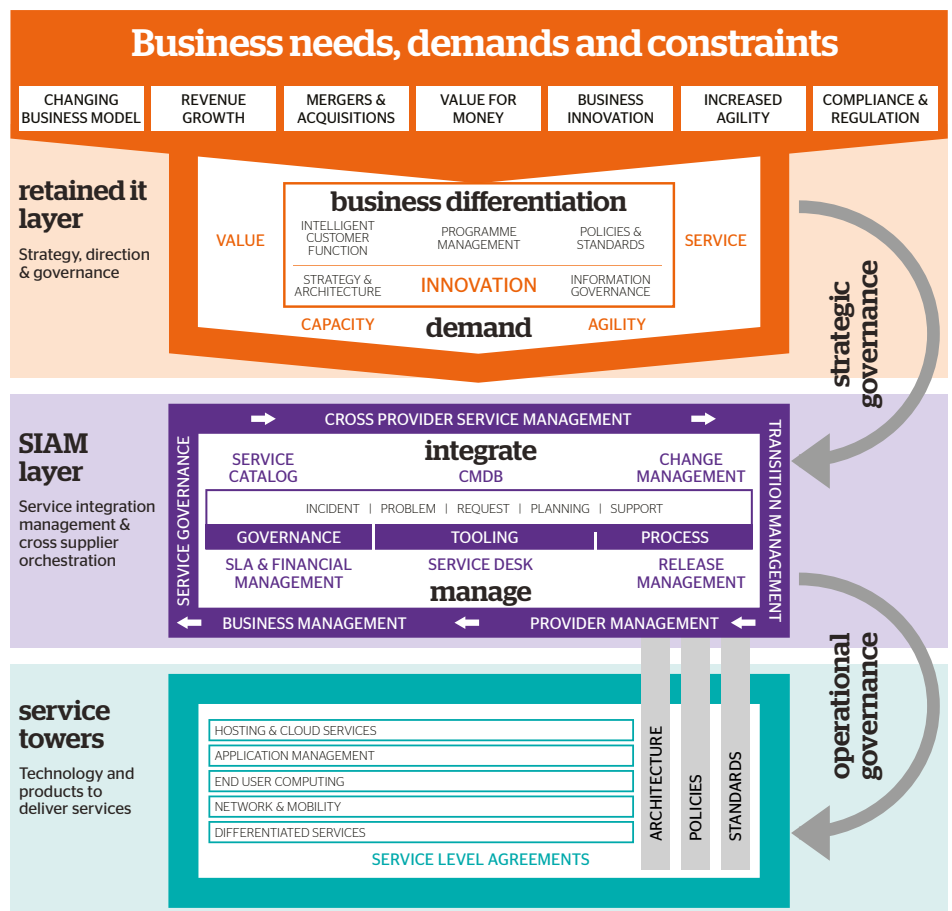

Figure 1. The complexity of managing service integration

Where are the benefits?

By playing to supplier strengths, SIAM organizes the 'best fit' services for the business:

▸ Frees up your retained organization to drive more strategic aspects of service delivery— such as developing a customer-centric approach—and better manage the relationship with the business.

▸ Offers clear lines of responsibility for greater control—playing to the different strengths of each supplier.

▸ Introduces a 'best-of-breed' approach by selecting the most appropriate mix of services or solutions within a flexible "plug-and-play" environment—avoiding supplier, brand or timescale "lock in" and the potential for end-to-end service silos.

▸ Increases healthy competition to encourage "value for money" pricing and terms, so that public sector agencies can be more cost effective.

▸ Meets the need for greater transparency and accountability in public services.

▸ Takes responsibility for building a collaborative framework between the underlying eco-system of suppliers that encourages the right behaviours to support the contracted outcomes.

Where it works

▸ Atos is currently working to enable the MoD's DCNS programme transition to a SIAM and service tower model. Atos will help the MOD to meet the objectives of the UK Government's ICT strategy; enabling more cost effective information solutions whilst maintaining services for the end user and increasing flexibility.

▸ Atos has responsibility for managing 18 service towers as part of a five-year integrated service delivery contract for the Nuclear Decommissioning Authority (NDA).

▸ Atos designed and implemented a full SIAM and tower service based on the Cabinet Office model and new generation tooling for the Highways Agency.

▸ Atos, as prime contractor for Welsh Government, designed, built and now operates the Merlin Alliance, which includes Cap Gemini for selected applications, PA Consulting for business process re-engineering and change management, and Siemens Communications for telecommunications.

▸ Atos is the Worldwide IT Partner for the Olympic Games. Atos designs, builds, manages and integrates the contributions of all technology partners and suppliers to deliver seamless and secure technology operations and services that provide instant communications to athletes, spectators, organisers, officials, media, television viewers and Internet users worldwide. Not only is there the scale and complexity at a project level, covering many stakeholders, sites and systems, but it is also a multi-supplier project with many varied dependencies. As lead integrator, project manager and IT operations manager, Atos is ultimately responsible for the entire IT infrastructure and service integration of the Games.

Delivering the best of all worlds

SIAM is versatile and can be tailored to suit the individual needs of public sector agencies according to their various strategies and operations. What is more, SIAM is not just a public sector directive—it is equally applicable in the private sector and able to influence a broad range of businesses.

Such flexibility can also bring its own challenges to public sector agencies. With no 'right' answer in designing and implementing SIAM, how can agencies ensure they optimise its implementation? Atos recommends a number of guiding principles which can be used to set the direction and help public sector organisations adopting SIAM to navigate to a successful outcome—tailored to their individual needs. Firstly, users and providers should be actively encouraged to engage with SIAM and its service towers. Deviating from the desired SIAM operating model could mean a loss of core benefits, such as consistency and standardization. Secondly, SIAM must align the maturity of processes across all suppliers; standardised, overarching service management processes are only as effective as the weakest link.

Successful SIAM involves not only the creation of a coordinated, end-to-end service model, but also the right commercial incentives to deliver on the desired business outcomes. For any organization considering a tower model, it is important to think carefully about the role SIAM will play: Are you looking for a third-party to act as a SIAM management partner? Are you planning to run SIAM independently from your retained IT organization? Or are you interested in SIAM as a component of your IT operation, as well as delivering one of the underlying towers? SIAM's versatility means flexibility and choice.

SIAM is not a radical new way of delivering IT services; it is a natural evolution of a classic outsourcing arrangement that offers mastery of the operating model. In adopting SIAM, public sector agencies can lead their own IT orchestra, achieving agility with control. Whether agencies prefer advice, practical "hands on" help to deliver a component of SIAM or full-service integration, SIAM offers the ability to eliminate the discordant sounds of poorly coordinated processes and procedures and hit the right notes to improve overall IT performance.

Eight steps to success with SIAM

For SIAM to be effective, public sector agencies should consider the following:

1. **Look to the long term:** define a strategy that identifies future goals and a roadmap to achieve critical success factors.

2. **Define the scope and scale:** outline the strategic objectives of SIAM and decide how you want to use SIAM; a single independent provider contract, or aligning SIAM with the delivery of a Tower? Using an external provider or managed by retained IT?

3. **Map IT to the needs of the business:** introduce a change lifecycle across retained IT and the business units to ensure demand is managed, justified and matches business needs.

4. **Address collaboration and behaviours:** foster a climate of sound relationships and collaboration; employ good communications and information management practices; accentuate customer service and benefits realisation, and actively pursue innovation.

5. **Provide strong governance:** create a clarity of purpose, roles and responsibilities and a clear link to business and regulatory demands.

6. **Cultivate a culture of continuous improvement:** achieve process excellence and robust programme and service management for SIAM and the service towers; for example, defining the cross-provider service management processes.

7. **Introduce appropriate tools:** extensible tooling is necessary to automate aspects of the service model. Protect the investments that organizations have made and leverage them as part of the service offering.

8. **Prioritise procurement:** ensure that managed service providers have the right measures and Service Level Agreements (SLAs) in place to drive the behaviours that support a multi-sourced supplier ecosystem.

About Atos

Atos SE (Societas Europaea) is an international information technology services company with 2013 annual revenue of € 8.6 billion and 76,300 employees in 52 countries. Serving a global client base, it delivers IT services through Consulting & Systems Integration, Managed Operations, and transactional services through Worldline, the European leader and a global player in the payments services industry. With its deep technology expertise and industry knowledge, it works with clients across different business sectors: Manufacturing, Retail & Transportation; Public Sector & Health; Financial Services; Telcos, Media & Utilities.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. It is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and is listed on the NYSE Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Worldline and Atos Worldgrid.

For more information, visit: atos.net

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