



Supporting the shared services agenda in Leicestershire

A mutually beneficial contract bringing together the delivery of core ICT services



Hinckley & Bosworth
Borough Council

A Borough to be proud of



Our ICT support contract with Steria has saved this Council over £500,000 over the five year contract period and greatly improved satisfaction with both internal and external users. Having achieved all of this we were confident to lead on discussions firstly with Oadby and Wigston Borough Council and more recently with Blaby District Council to host their ICT services with Steria as our joint shared services partner."

Sanjiv Kohli, Deputy Chief Executive, Hinckley and Bosworth Borough Council.

As local authorities seek ways to deliver the cost reduction and efficiency targets prescribed by central government, three neighbouring Leicestershire authorities, Hinckley and Bosworth Borough Council (HBBC), Oadby and Wigston Borough Council (OWBC) and Blaby District Council (BDC), have adopted a shared

service business model for the delivery of ICT services. Building on an established working partnership between Steria and HBBC, the shared services model is delivering cost savings and showing a demonstrable improvement in ICT service delivery levels.



Steria supports three Leicestershire councils as they transform the delivery of core ICT services, cut costs and increase their access to cutting edge ICT expertise.

Client business challenge

Hinckley and Bosworth Borough Council (HBBC) had been partnering with Steria for the external provision of its ICT services since 2006. In 2008 neighbouring authority Oadby and Wigston Borough Council (OWBC) began investigating how it too could support its own diverse and wide-ranging ICT needs.

OWBC sought to keep up with technology trends and changes but stipulated that its ICT service improvement had to be delivered within tight budgetary constraints. The authorities saw HBBC's existing partnership with Steria as the ideal foundation for establishing a shared services ICT delivery model that could set a precedent for other local councils to follow. This is precisely what has happened when an agreement was signed in December 2008.

Blaby District Council (BDC) recognised that despite having a strong internally-provided ICT service, the increasing reliance on ICT to deliver council services demanded a more resilient service and a reduction in the risk associated with key ICT skills being held by small number of people. Like other local authorities, BDC was also keen to cut the cost of its ICT service delivery and in joining the established shared service it was able to build on existing strong local ties with its neighbouring councils.

The solution

Steria's shared services solution for the three councils features an ICT shared service centre staffed by former council employees who were successfully transferred to the new organisation.

As part of a five-year contract beginning in 2006, Steria had been providing HBBC with a complete range of ICT services. These included data centre, voice, and server management, ICT and technical application support, expertise to support the introduction of home and mobile working, and service improvement initiatives. Following its own analysis of how a shared services approach could improve the service its ICT function provided to employees and councillors – and ultimately

local residents – neighbouring Oadby and Wigston signed a five-year agreement to share ICT services with HBBC. This partnership went live in January 2009.

Mark Hall, OWBC Chief Executive, comments: "The councillors who ultimately sanctioned this move had the vision to see that Hinckley's access to private sector expertise through their partnership with Steria would open the door to a bigger world for Oadby and Wigston. And because we're sharing services with Hinckley, we achieved the transition easily, cost effectively and pragmatically rather than if we'd outsourced our ICT services as a standalone venture."

Steria supported OWBC and latterly BDC in the development of their business cases, using valuable input from HBBC's Deputy Chief Executive for Corporate Direction Sanjiv Kohli who is heavily involved in Leicestershire's wider shared services strategy development. He says: "I knew we would be in safe hands as we sought to derive even more benefit. The efficiency of the service and Steria's understanding of the council's requirements allowed us to introduce other initiatives such as flexible working, which have further improved service performance and provided further efficiency savings."

The Steria solution features Steria's Intelligent Service Desk (ISD) as a complement to the onsite team. This provides extended hours of cover with the aim of resolving 60% of all calls at the first point of contact, thereby providing significant service improvement to users. The on-site support team also has monitoring equipment within the shared Steria/ICT office.

In the same way that Steria has worked with HBBC to develop and implement an ICT roadmap strategy, OWBC and BDC will also benefit from a similar approach to technology evolution. Importantly, the ICT roadmap is designed to be both practical and ambitious so that the councils can keep moving forward. It will align each council's ICT development with strategic initiatives, such as the need to provide council members with efficient and secure remote access.

Sandra Whiles, Chief Executive at Blaby District Council, says: "Whilst we are proud of the quality and reliability of the ICT service our in-house team provided, we see the new arrangements as a win-win situation. It will bring greater efficiencies, resilience and opportunities to improve the delivery of frontline services for local people."

The benefits

The main premise of the shared services approach is to deliver more efficient ICT services in pursuit of customer service excellence, both for internal clients and local residents. This is already being achieved, with benefits that include:

- access to Steria's wide skill base and considerable knowledge of delivering diverse technologies (Citrix, VMWare, SAN) and across local government (e.g. Government Connect)
- a reliable and robust infrastructure across the three councils
- added resilience with a larger central ICT team providing cross council back-up and availability of resources
- faster service delivery – with (lower priority) customer issues that previously took several days to be fixed, resolved within the day
- significant disaster recovery benefits
- savings of more than £200,000 for HBBC, £70,000 for OWBC and £150,000 for BDC over four years, with further savings to be generated as the ICT Roadmap is implemented

Collaboration between Steria and the Leicestershire councils

Steria understands local government. This knowledge is something that HBBC has depended on since 2006 and is now very much part of the broader tri-council partnership with Steria. All three councils understand the need to drive the shared service agenda designed to release efficiencies across the system and support service delivery focused on customer need.

HBBC's Sanjiv Kohli says: "I must add that often the word "partner" is loosely used but in our case, our relationship with Steria has evolved to being a true partnership and we have together extended this to our two neighbouring councils to deliver further service efficiencies and financial benefits."

OWBC's Chair of Policy Committee Councillor Sharon Morris adds: "Bringing in external commercial expertise and adopting shared services keeps us ahead of the game, despite our limited resources. It's a bold step, but a successful one."

Her sentiments are echoed by Councillor Ernie White, Leader at Blaby who stresses: "The delivery of effective, affordable, customer focussed services to local people is our core business. If we are to do this well into the future we need to make sure that we work in creative partnerships that give us cutting edge and affordable ICT solutions. Our shared service approach with Steria and neighbouring councils gives us a solution that also provides our (former) ICT staff with opportunities to further their careers with a leading edge company."



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Sandra Whiles, Chief Executive, Blaby District Council



About Steria

Steria delivers IT enabled business services which help organisations in the public and private sectors operate more efficiently and profitably. By combining in depth understanding of our clients' businesses with expertise in IT and business process outsourcing, we take on our clients' challenges and develop innovative solutions to address them. Through our highly collaborative consulting style, we work with our clients to transform their business, enabling them to focus on what they do best. Our 19,334 people, working across 16 countries, support the systems, services and processes that make today's world turn, touching the lives of millions around the globe each day.

Founded in 1969, Steria has offices in Europe, India, North Africa and SE Asia and a 2010 revenue of €1.69 billion. 20%(*) of Steria's capital is owned by its employees. Headquartered in Paris, Steria is listed on the Euronext Paris market.

* including the Employees Shares Trust in the UK



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