



# HE/FE Collaboration Catalyst / IS Shared Services

**SCURL Shared Services in Scotland, 23<sup>rd</sup> Nov 2018**

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## AGENDA

- Background (Catalyst Resources)
- What is a Shared Service ?
- Shared Services Update / HEFESTIS
- Ongoing & Future Activities
- IS Shared Service Development Journeys
- CISO-Share – the client experience
- Questions / Discussion



## Background

- The original Information Services Catalyst (ISC) was created for a period of 36 months at request of ICT Sector Oversight Board, HEIDS and IS Leaders in HE/FE to :
  - Meet with all HE/FE IS Institutional leads to identify potential areas of interest for collaboration/shared services.
  - Produce a report on findings. (ISC Scottish HE/FE IS Enhancement Plan 2015)
  - Provide administrative support for new and existing sectoral groups whose objective is to promote and deliver collaboration within the sector – HEIDS(with SCURL representation – MR), SCIL, SCIGG, IS Strategy Group.
  - Develop business cases for new shared services, facilitate creation of shared services (and conversion of existing services to shared services) and create / host in-house new shared services where applicable
- Due to lean management of the team resources / funding, the project was extended without additional funding to last 51 months, ending in July 2018



## Ongoing Funding received for the Collaboration Catalyst

- The HE/FE ICT Sector Oversight Board strongly supported the continuation of the activity of the Catalyst so a proposal for ongoing funding was presented to the HE/FE Sector Funding Consultation Group (FCG)
- The FCG supported the proposal and indeed felt its scope should be increased to support other areas of potential sectoral shared services & collaboration
- Therefore, from August 2018, APUC received permanent core funding to continue the catalyst role as the Collaboration Catalyst with one FTE and an extended remit to cover other areas within the sector, no longer limited to Information Services.



**What is a Shared Service ?**



## Meeting the legal requirement of a Shared Service (summary!)

- (Mandatory) Public Procurement Process Exemption
  - Teckal and Hamburg Exemptions
  - Between publicly funded, not for profit organisations
  - No party may make a profit from shared services
  - Organisations using the service must have a say in how it is delivered
  - Services between publicly funded bodies that are not shared service compliant are simply commercial services and the public procurement rules apply in full
- (Optional) Cost Sharing Group VAT Exemption
  - Provided for shared services that are operated under specific rules as separate legal entities, co-owned by the members that use the service.  
NB. The terms are extremely demanding to meet so a good understanding of the rules and expert advice is required before considering operating as a CSG.



## Shared Services and potential barriers

- Meeting the (Mandatory) Public Procurement Process Exemption
- Meeting the (Optional) Cost Sharing Group VAT Exemption
- Relationship / political challenges between potential partners
- Conflicts of interest / Imbalance of control
- Shared Service implementations can sometimes be seen as a threat to current personnel
- VAT if applicable, can make a service uneconomic to share

Shared Service implementations which compliment and add value to an existing infrastructure so far have been most successful.



# Shared Services Update





## IS Areas initially identified as opportunities for Shared Services

- Information Security
- Helpdesk
- Moodle
- Data Base Administrators
- Data Centres
- Student Records Systems
- Project Managers / Business Analysts
- SharePoint Development
- Analytics (Business Intelligence)
- Finance Systems
- Training
- ***Support for creation and or ongoing support for facilitation of sectoral collaborative groups and initiatives***



## IS Related Shared Services Implemented

- **Moodle-Share (ENU)**- Provides Hosting and Support of Institutions Moodle Virtual Learning Environment *Current Membership – 3 organisations – others in dialogue*
- **CISO-Share** – Providing Universities and Colleges a tailored Information Security Service to meet their individual requirements  
*Current Membership 21 organisations – majority universities*
- **DPO-Share** - Providing Universities and Colleges with a Named Data Protection Officer to meet their individual requirements  
*Current Membership 30 organisations – majority colleges*
- **Cross-Sector Digital Training Register** – a on-line register for use by all sectors put in place at request of Scot-Gov Digital Engagement Forum to provide visibility of Scottish HE/FE Digital / ICT short course offerings
- **UniDesk (UoEd)** - Providing Universities and Colleges with tailored to sector Helpdesk solution (pre-existing but converted from conventional service to shared service in 2018  
*Current Membership 8 and growing*
- **Plus - ISC Support** for creation of groups including SCIL and SCIGG, governance support for these and other collaborative activities

## *HEFESTIS is born!*



Meeting the HMRC CSG test was challenging without compromising the service delivery model of the existing and new shared services – it was also a barrier to some new areas that there is sector demand for

- A new company, HEFE Shared Technology Information Services (HEFESTIS Ltd) was created,
- Staff of the CISO-Share and DPO-Share were transferred from UCSS Ltd to HEFESTIS Ltd on 1<sup>st</sup> August 2018, all customer agreements were novated from the same date
- HEFESTIS is wholly owned and governed by the Members of the shared services.
- Each service within HEFESTIS also has a Steering Group of senior stakeholders to steer / direct the delivery of the relevant shared services



# Ongoing & Future Activities



## Ongoing & Future Activities

**Following continued input from the Sectoral groups the following areas are to continue to be developed as potential shared services:**

- Helpdesk (staffed ? Out of hours)
- Ultra Low Carbon Data Centres
- Project Managers / Business Analysts
- SharePoint Development / Support Services
- Analytics (Business Intelligence)
- Finance Systems Support
- Training Delivery for Common Systems
- Business Improvement & Change Services

**Additionally, although early days, as dialogue on a broader scope occurs, the following further areas have been proposed to be investigated as potential shared services:**

- Internal Audit (general and specialist)
- Health & Safety Management
- SOC

## DPO-Share Development Journey

- *Late Summer 2017 - Value of a DPO shared service identified by an ISSG member in light of GDPR*
- *Consultation workshops / dialogue on options Q4/2017, Q1/2018*
- *End Q1/2018 Shared service fully costed and model agreed, commitments received. Recruitment started – target to have team in place May 2018 in time for GDPR go-live*
- *Full team in place May 2018 as planned – 7 DPOs*
- *30 institutions are members across Scotland – 3 HEIs*
- *Feedback very positive – team share challenges and establish common responses to challenges*
- *Fine-tuning review planned early Q2/2019*
- *Interest from further organisations re membership*



## CISO-Share Development Journey

- *Information Security Proposed as High priority through ISC sector dialogue*
- *IS Strategy Group and early adopters defined requirement – sharing high cost CISO level resources*
- *Mid 2016– “InfoSec” Shared Service starts*
- *Steering Group provided steerage and direction – original CISO empowered to develop service*
- *Service developed with various expertise levels*
- *Steering Group monitored progress – scheduled 18 month review took place and learning to date considered*
- *Proposals for change – back to original concept of sharing CISO level agreed by Steering Group*
- *Transition arrangements to ensure new model “CISO-Share” in place from 1/8/18*



## CISO-Share – the Client Experience

- Full transparency
- Phase 1 – National Service
  - Trust built on mutual experience
  - Need meets naivety
  - Slow progress to standstill
- Relationship tested
  - Strength to act together
  - Customer loyalty
  - Customer responsibility
- Service Change





## CISO-Share – the Client Experience

- *Phase 2 - Regional Service Model (as agreed strategy)*
- *Regional interview panels*
- *Very talented CISO staff*
- *More flexible (and therefore tailored) service*
- *Onsite / visible / value driven / CE+*
- *Change again ? Customer maturity & service requirement*
- *Strong foundation + focal point*



# Discussion & Questions