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Alternative IT Delivery Methods


The move from build to buy

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The King's Environment

-  Research-led, Russell Group university, 25,000+ students. Ambitious change agenda and strategic plan
-  Challenging central London location, high student and staff mobility
-  Requirement for large-scale technology refresh through the Connected Campus Programme to short
-  New senior management in (converged) ISS: CIO, CTO, IT Systems management team

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The IT Landscape

-  Lean central IT staffing: 66 FTEs – lack of skills in new technology areas (originally 50% contract staff). Competitive London IT jobs market
-  A large amount of legacy technology, no central directories etc. Need to move quickly
-  High-risk data centre location. Space and power issues but good dual links to LMN and Janet
-  Ambitious plans and short timescales

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The delivery approach (buy not build)

-  Use the network power
-  Web-enabled access
-  Multi-sourced, partnered approach (staff expertise, data centres, 24/7 support)
-  Out-hosting of infrastructure where appropriate (Tier 2/3 data centres, not necessarily with the same supplier)
-  Concentrate on value-add in house (e.g. identity management) and harness internal skills and expertise (e.g. data and information management)

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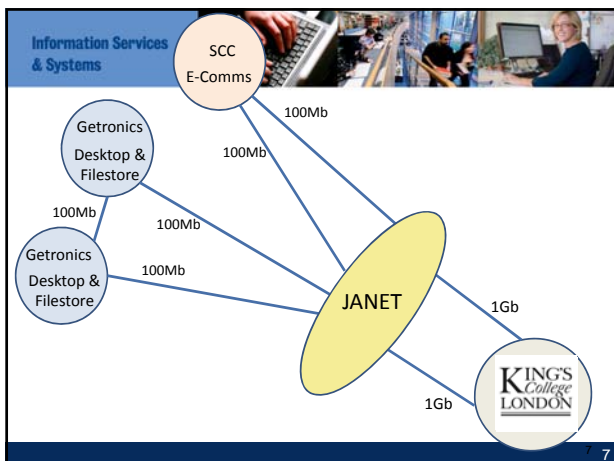
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What we bought (some of!)

-  E-Communications suite: Microsoft Active Directory, Exchange, Office Communicator, Sharepoint, email archiving, Blackberry Enterprise Server. From SCC. For all staff and students.
-  Thin client, web-accessible virtualised desktop & filestore: Sun Secure Global Desktop, Microsoft Terminal Services, Softgrid (App-V). From Getronics. For administrative staff and students.
-  Bespoke build Admissions Portal – MyApplication and MySelection. From Sapient (developed in India). Hosted at KCL.

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New approaches required to:

- Tendering, supplier selection and contract negotiation (flexibility required)
- Delivery of KCL-side commitments
- SLAs, vendor relationships and management
- Financial planning – capital vs recurrent budgets

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New approaches required to:

- Enterprise Architecture
- Networking, infrastructure configuration and monitoring
- Staff skillsets
- Helpdesk, issue escalation and change management processes

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Cost – gains and losses

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Cost	Immediate	Future	
Service Development			
3rd party project /consultancy			Total X
Project management	XXXX		Total X
Senior management			
Procurement	XXXX		
Technical architecture/design	XXXX		
Hardware/Software	XXXX		
Hardware/software installation	XXXX		
Technical training/skills upgrade	XXXX		
Testing	XXXX		
Vendor management/engagement	XXXX		
Service definition	XXXX		
Procedure/process definition	XXXX		
Service Rollout			
project management	XXXX		
technical support	XXXX		
documentation/commis	XXXX		
Service Delivery (ongoing)			
Business Continuity/risks		XXXX	
Technical support (1st line)		XXXX	
Technical support (2nd/3rd line)		XXXX	
Power/cooling		XXXX	
Data centre space/management/backlog		XXXX	
Incident/service unavailability mgmt		XXXX	
Change/service management		XXXX	
Vendor management		XXXX	
Upgrades		XXXX	
Network changes		XXXX	
Technical training/skills refresh		XXXX	
Future outsourced projects		XXXX	

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The other benefits

-  Risk reduction (we hope!) – resilient services in tier 2/3 data centres, 24/7 support and less dependency on King's London infrastructure
-  Changed skillsets: staff experienced in product selection, vendor management and third-party engagement. Consultancy-style capabilities
-  Changed culture – attitude to outsourcing, emotional attachment
-  Well defined incident and change procedures
-  Added value from third parties

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Crucially:



Lean, flexible and fast
– ready to embrace
any
procurement/delivery
model

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Thank you & questions

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