

Adapting to Disruptive Times Despondency and Stagnation or Optimism and Innovation?



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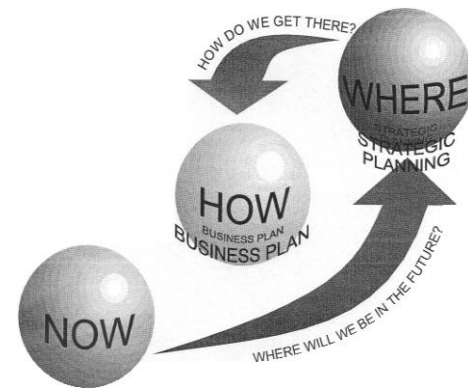


Overview

- **‘Disruptive Times’ - what is the context?**
- **What is the appropriate reaction to ‘disruptive times’?**
- **Emerging reactions within the HE Sector**
- **Examples from other sectors**
- **Implications for HEIs**



Appropriate Reactions?

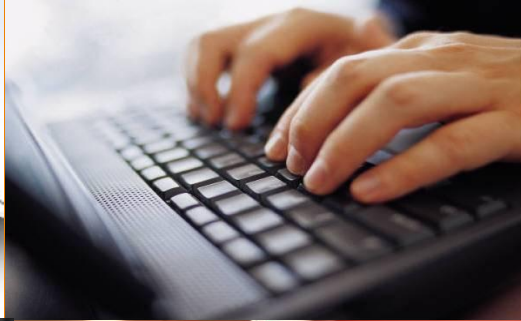


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What's the **BIG** Idea?

Emerging Reactions in the Sector

- Business Redesign /Re-engineering
- Shared Services
- Technology as a Service
- Strategic Service Partnerships
- New Venture Partnerships
- New Models of Provision
- Asset Management



User Profiling: Service and Channel

An innovative model to enable LAs to consider the characteristics and behaviours of their service users and to design new user experiences around their needs and predispositions to service delivery methods

Other Sector Example 1

- Segmentation of service users across all areas of their lives
- User attitude to services in terms of their significance and importance
- User attitude to service delivery channel in terms of experience and satisfaction
- Identification of common groups to aid planning and delivery
- Exploitation of lower cost channel where it would not affect user experience

One size should not fit all



GSTS Pathology

GSTS Pathology is the first of its kind in the NHS. Bringing together capabilities of partners it has transformed pathology performance and accessed an expanding market

Other Sector Example 2

- **Innovative JV with the Foundation Trust to completely transform their pathology services and to provide access to the wider pathology market**
- **End to end service now delivering 7 million tests a year to over 1000 customers**
- **Recently expanded to bring in a new strategic partner**
- **Focus on improved outcomes (quality and speed) for patients (having of screening times)**
- **Provides a commercial model which gives access to the wider pathology market in UK and overseas (valued at £2.5bn in UK)**
- **Focus on leveraging capabilities of partner organisations**



Glasgow Access

Access is a Joint Venture between Serco and Glasgow City Council delivering property management, facilities management, service desk, desktop support, application data centre and servers, networks, energy and carbon reduction services and development services

Other Sector Example 3

- Delivered 20% savings
- Rationalisation of Council estate from 17 building to 6 resulting in savings of £4-5 million per annum
- Integrated 5 IT and 2 FM helpdesks into 1
- Achieved £1.4 million in cost savings on a £12.4 million supply chain in 18 months
- Joint Venture is empowered to serve third parties
- Delivered a Centre of Excellence for IT
- Improved user satisfaction
- Long term partnership



Implications for HE

- Significant range of options available to HEIs to influence and shape their futures
- Institutions are only just scraping the surface of what is available
- Some choices will require different skill profiles within institutions to deliver successful outcomes
- Pace of change and market developments are unlikely to change
- Choices will need to be made

Delivering essential services around the world

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- Founded in 1929
- 50 countries
- 700 contracts
- 110,000 staff
- 4.5 billion sales
- £214 million pre-tax profit
- £16 billion order book

UK & Europe
60%



- 1 Local Government & Commercial
- 2 Civil Government
- 3 Defence, Science and Nuclear

Africa, Middle East & Asia
18%



- 4 Africa, Middle East & Asia

The Americas
22%



- 5 The Americas

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Our markets



Central
Government



Local
Government



Defence
Forces



Healthcare
Organisations



Blue Chip
Corporates



Science and
Nuclear



Criminal
Justice



Transportation
Organisations