shared service architecture MAGAZINE

Managing The Design Stage Of A Shared Service

Eight new case studies from the frontline

Highway Code Updates

- ACAS explains the 2014 TUPE changes
- The new EU Procurement rules for TECKAL companies
- Finding structure in the Shared Service Pyramid
- Why Social Impact Bonds need collaborative support
- Unpacking the LGA shared services map

How Do You Make Collaborative Leadership Sticky?

Steps to ensure that the community collaborations you lead live on, after you have moved on…

WHAT WOULD YOU PUT IN A SHARED SERVICE AGREEMENT?

Monica Blades-Chase, SS(PRAC) on the clauses you should point out to your legal team

FITTING YOUR PLAN ON A PAGE

Mark Gilmartin, SSA, explains how Kent & Essex Police evaluate their shared service success

ROLLING OUT COLLABORATIVE LEADERSHIP TASTER SESSIONS

Chas Bradfield, SSA, takes Collaborative Leadership taster sessions on the road

Case Studies | **Tools & Techniques** | **Reviews**

Canterbury
Christ Church
University

What did they have on their CV that you didn't?

The Postgraduate Certificate in Shared Services from Canterbury Christ Church University

...six months distance learning, a turbo-charged CV and Shared Service Architect recognition*

Applications are now open for the Oct, 2014 cohort

To find out more visit: www.canterbury.ac.uk

Or email Dr Wim van Vuuren, Programme Director
wim.van-vuuren@canterbury.ac.uk

* Shared Service Architect recognition, and the right to use the SSA™ postnominal letters, is awarded by Shared Service Architecture Ltd to students who complete the postgraduate certificate. It is not a Canterbury Christ Church University endorsement.

Case studies for the Design Stage of your collaboration project…
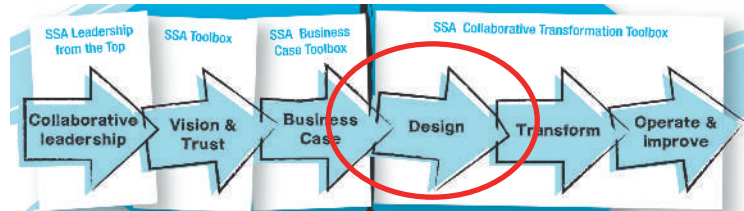
In this edition, eight SSAs and SS(PRAC)s have written case studies for you, which focus on the Design Stage of their collaboration projects. There is plenty of powerful learning for us all in their experiences.

They are clearly written with passion and maybe some scars. For example one of the articles talks about what it feels like to be TUPE'd into a new shared service department, to find *"…an eerie silence and short lull in frantic activity"*.

The six, new, Highway Code updates are also written by SSAs and SS(PRAC)s for you to *'cut out and keep'* in your folder.

Free renewal of your SSA or SS(PRAC) recognition

In a consultation exercise with our SSAs and SS(PRAC)s at the end of 2013 we asked them for suggestions of ways in which they could renew their accreditation annually, without having to pay a fee. As a result of the consultation, there are five new options to renew your annual membership without paying a fee. They are centred around contributing to the *Shared Service Architecture* body of knowledge, or practitioner numbers, as an alternative to paying a fee. You can read more on the next page.

The twelve SSAs and SS(PRAC)s who have contributed to this edition of the magazine, are already fulfilling their renewal option. We hope to see an article from you in a future edition.

Dominic Macdonald-Wallace Editor
dominic.wallace@sharedservicearchitects.co.uk

Contents

© July 2014 - Shared Service Architecture Ltd

SSA RECOGNITION MOVES TO FREE ANNUAL RENEWAL MODEL

More importantly, at job interview it is being used as a competitive edge. Large numbers of public sector employers are interested in candidates who can evidence skills development in collaborative transformation and shared services.

During the last five years, over 2,000 senior managers and leaders have attended at least one of our Shared Service or Collaborative Leadership sessions.

Over 250 have gone on to become eligible for Shared Service Practitioner recognition, and over 100 are eligible for Shared Service Architect recognition.

This entitles them to use the post-nominal letters SS(PRAC)™ and SSA™ in their email signature and business cards, and join the online community to share good practice.

More importantly, at job interview it is being used as a competitive edge. Large numbers of public sector employers are interested in candidates who can evidence skills development in collaborative transformation and shared services.

A collaborative consultation…

In a consultation exercise with our SSAs and SS(PRAC)s at the end of 2013 we asked them for suggestions of ways in which they could renew their accreditation annually, without having to pay a fee. In these times of austerity, many organisations have stopped funding the professional fees of their employees.

As a result of the consultation, there are five new options for SSAs and SS(PRAC)s to renew their annual membership. They are centred around contributing to the Shared Service Architecture body of knowledge, or practitioner numbers, as an alternative to paying an annual fee of £199+vat.

For example, the first option is submitting an annual article to this magazine.

Our SSAs and SS(PRAC)s have excellent examples of good practice that they should be sharing with others.

We will provide a platform for them to share that knowledge in a structured way.

Many of our practitioners are already taking up this option. They will be fully credited with writing the article and instead of paying a renewal fee for continued SSA or SS(PRAC) recognition, the copyright of the article will transfer to Shared Service Architecture Ltd.

SSA will use the article, still credited to them, in any further print or online publications. The article must be of an adequate standard and length (500-800 words) to be acceptable, and be judged by SSAfs as contributing to the body of knowledge.

Swapping tools for renewal…

A second option is submitting a new collaboration tool for publication.

The purpose of the SSA Toolboxes is to inspire users to develop new and better tools. Therefore, if you are an SSA or SS(PRAC) you can put forward a tool, template or technique you have developed, to be included in the online toolkit, or in future published toolkits.

Full acknowledgement for the tool will go to you, the copyright of the tool, template or technique will transfer to Shared Service Architecture Ltd, as an alternative to you paying your annual recognition fee.

If you would like to read more about these options and how they might work in practice, please visit: *www.sharedservicearchitects.co.uk/Annual-Renewal-of-Recognition*

Meet some of our recently registered
Shared Service Architects and Practitioners

A recognised Shared Service Practitioner - SS(PRAC) - has attended the three workshops in the Shared Service Practitioner Programme. To become a recognised Shared Service Architect, - SSA, you will have graduated from either the Postgraduate Certificate in Shared Services, or Postgraduate Certificate in Collaborative Leadership, or you are an SS(PRAC) who already holds an equivalent postgraduate qualification.

Alice Turrell SSA
LGSS

Jeanette Jones SSA
Ceredigion Council

Mike Lea SSA
Surrey Council

Bader Al-Naqbi
SSA

Jim O'Hagan SSA
Southern Regional
College

Pete Barrow SSA
Dorset Fire &
Rescue Service

Barbara Laverty SSA
Northern Regional
College

John Beckerleg SSA
Chief Fire Officers
Association

Rebecca Bryant SSA
Staffordshire Fire &
Rescue Service

Barbara Stewart SSA

Julie Johnson SSA
Kent County Council

Rebecca Smith SSA
Carmarthenshire
County Council

Colin Daysh SSA
Belfast Metropolitan
College

Marian Bunton SSA
Shared Services DWP
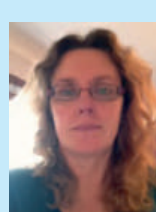
Sue Lawson SSA
Compass Point Business
Services (East Coast)
Ltd

Geraint Flowers SSA
Swansey Council
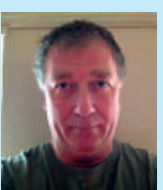
Mark Rist SSA
East Sussex Fire &
Rescue Service

Tom Alexander SSA
London Borough of
Sutton

If you believe you qualify for SSA or SS(PRAC) recognition, but have not received your certification please contact Lucie Hanuskova. Lucie will help you to register.
E: Lucie.Hanuskova@sharedservicearchitects.co.uk
T: 0845 658 9783
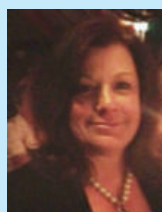
Alison Evans SS(PRAC)

Lisa Forster SS(PRAC) CIPFA

Anthony Huff SS(PRAC) London Borough of Havering

Robin Bates SS(PRAC) Northampton Council

Damian Parkinson SS(PRAC) Greater Manchester Fire & Rescue Service

Simon Hoy SS(PRAC) Royal Borough of Kingston upon Thames

David Williams SS(PRAC) Torfaen Council

Simon Norris SS(PRAC) Norris HR Limited

Elaine Roberts-Smith SS(PRAC) Halton Council

Stephen Beacher SS(PRAC) Fenland Council
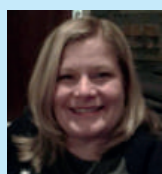
Karen Higgins SS(PRAC) Welsh Local Government

Timothy Burton SS(PRAC) Taunton Deane Council

THE DESIGN STAGE
Eight new case studies from the frontline
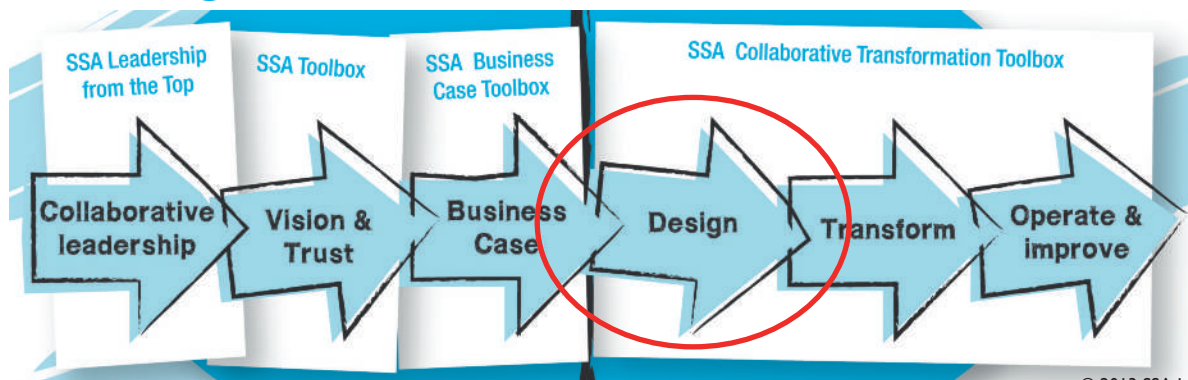
The Shared Service Architects Collaborative Transformation Journey Map

© 2013 SSA Ltd

So, why not find a time to sit down somewhere quiet and draw on the knowledge in the following pages to shape your thinking on the design stage of collaborative transformations.

Bryan Bergeron in his book, *Essentials of Shared Services*, suggests that the role of the design specification is to, *'…incorporate and crystallize the existing and optimal processes, industry standards and management's vision of the future of the shared service'*[1].

All good stuff, but not good enough if we go back to the evidence that public sector collaborative transformations (including shared services) fall apart on their journey if they are not routed in a passionate shared vision of a better outcome for the citizen, student, resident, colleague, etc.

CIPFA is insistent that service design maintains the shared vision and service use focus, *"A service delivery and management framework is necessary to ensure that the shared service operations deliver to customer needs…2"*

This is why the '*spirit of the shared vision*' must be integrated into every step of the shared service journey.

Failure to do so can lead to John Seddon's '*deliverology*[3]' with wasteful, unnecessary processes being built into the new service escalating delivery costs rather than reducing them.

The starting point for the newly appointed head of the joint project, must be the shared vision document and the shared vision delivery options from the business case. They must demonstrate how the design activities are delivering the options that fell out of the shared vision process.

Eight case studies we can learn from…

We asked our SSAs and SS(PRAC)s if they have lessons that they feel would help others with the Design Stage of their collaborative projects.

Eight put forward the articles in the following pages, most of which include a tool, or template or techniques, that you can adapt to your work. All of them are very informative and are clearly written with passion and maybe some scars.

For example one of the articles talks about what it feels like to be TUPE'd into a new shared service department, to find *"…an eerie silence and short lull in frantic activity"*.

Another uses the metaphor of *"building aeroplanes in the sky"*, focusing on how you keep the current services flying, whilst building the new service to take over.

So, why not find time to sit down somewhere quiet and draw on the knowledge in the following pages to shape your thinking on the *Design Stage* of collaborative transformations.

---

[1] Bergeron, B. (2003)

[2] CIPFA (2010)

[3] *Prof. Seddon frequently describes in his books projects that the delivery team are very proud of getting to delivery stage, but the outcomes for the resident, patient, etc. are rubbish.*

THE DESIGN STAGE OF A NEW COLLABORATION

When the business case is signed off, what then?

Anne Nikolaou, SSA

In the design phase, there are so many things to consider; not least making sure that the new service is capable of delivering, at the very minimum, everything that has been put forward in the vision document and business case.

I believe that translating the business case into a brand new shared service is one of the most exciting parts of any collaborative process.

We have to accept that some things are often decided during the development of the business case as they have to be included in the numbers. For example, identifying the building you will operate from and its costs.

However, many other things can be designed into the operating model of the planned service to give it a whole new look and feel. A new, lower-cost, better way of working.

This is especially important when creating a shared service from existing functions in two or more organisations, because if the new workplace too closely resembles just one of the existing donor sites, it starts to feel like a takeover rather than a merger.

Professor Rosabeth Moss-Kanter, one of the world leaders in shared service and merger research, is clear that in moving to the new service, a design should be created which is not identified with either legacy organisation, re-moving issues of territory and potential conflict[1].

In the design phase, there are so many things to consider; not least making sure that the new service is capable of delivering, at the very minimum, everything that has been put forward in the vision document and business case.

In my experience, making a checklist containing as many of the different elements that you and your collaboration partners would like to consider, is a great starting point. An example of a checklist you might end up with is shown in the table on the next page.

Working through each of the elements, you might generate more checks, or end up removing some from the list.

The important step is to tailor the checklist to suit the requirements of your unique shared service programme.

Once you're happy with the list, you can start to allocate 'ownership' for the delivery of each of the elements and develop a project plan, incorporating time-scales and dependencies, to ensure you will be ready for business *in advance* of your target date.

Of course, someone will have to take agreed ownership of the overall project plan to keep everything on track - and this should be on a full-time basis and not on top of their day job.

You'll feel a great sense of achievement when you're ticking off the tasks as they're completed. This also gives you the opportunity to identify issues and conflicts at an early stage and develop resolutions and communication strategies to keep your plan on track.

Being able to demonstrate that the new arrangements are a success is essential, so you will need to build in processes to enable you to measure performance from the outset.

If the work that the new service will be carrying out is currently being done by the partner organisations, or elsewhere, be sure to measure the tangible outputs as they stand before the date of transfer.

This data will act as the benchmark against which you will be able to compare results and show the progress made when the work moves to the new service.

This will enable the leadership of your organisation to safeguard the collaborative journey, by communicating the success of the new, better, lower-cost service, in comparison with what went before[2].

[1] Moss Kanter, R. (2010, October). Mergers That Stick. *Harvard Business Review* , 121-125.

[2] *"...issues such as purpose, membership, power, leadership and identity of a shared service need to be negotiated, nurtured and managed continuously through the collaborative process.* Huxam, C. And Vangen, S. (2005). Managing to collaborate: The theory and practice of collaborative advantage.

An Example Service Design Checklist

Identity	Operating Model	Organisation	People	Processes
- What is the history of the creation of the organisation? - When is it to be established? - Where is it to be located? - What is the organisation's vision for the future? - What is its purpose? - What are its objectives? - What are the key principles of how it will operate?	- What is the operating and service delivery model? - Which parts of the service will sit in the shared service organisation and which will sit within each partner's organisation? - Where will staff and managers be sourced from? - What are the customer contact channels and what percentage of queries are expected to be resolved by each channel? - What will be in the service level agreement with partners? - What is the scope of any third party involvement? - Which ICT systems will be used for what?	- How will it be structured and who will lead which parts? - How are the teams to be organised – what are their functions and which are generalist or specialist? - How will the service be managed? - What are the service management relationships with the partners? - What are the agreed service levels and success metrics – have benchmarks been set? - What service charges and penalties will be in the service level agreement? - What are the business continuity arrangements for the service and the ICT systems	- What is the culture of the new organisation – key values and behaviours? - What are the key workforce competencies? - How will staff be recruited? - How will staff be trained and developed?	- What are the shared service processes – how are they illustrated in process maps? - What help will customers get to understand the processes and effectively engage with the organisation? - What reports will be produced - their purpose, content, audience, timing and frequency? - What are the standards for data and document management – including retention and destruction policy? - How will information be stored and accessed? - What are the security standards (segregation of duties, data security, systems access, system validation, etc.)? - What are the audit checking regimes? - What are the processes for audit reporting and management?

BUILDING AEROPLANES IN THE SKY

How do you maintain business as usual, and merge the ways of working?

I recently watched a short promotional video for an IT company that likened the retrofit of a new IT system to building an aeroplane in mid-flight. Having recently been part of merging two universities, the analogy struck a chord.

The merger of two universities is a complex and time consuming process which takes place against the backdrop of business as usual, and providing the best possible learning experience for students during the change.

The University of Wales, Newport and the University of Glamorgan merged to form the University of South Wales (USW) on 11 April 2013.

The process leading up to the legal integration followed the signing of a Memorandum of Understanding in July 2012, a period of due diligence, obtaining the necessary external consents, support from the Higher Education Funding Council for Wales and of course the underpinning formal decision of the two governing bodies to merge.

In this period there are a number of legal and governance boxes that need to be ticked. However, for most stakeholders, the students, the staff and external communities, other issues dominated their agenda.

Mergers, particularly in the run up to integration and immediately after, are periods of inevitable uncertainty. Completing the formal integration in a period of eight months from signing a Memorandum of Understanding was a vigorous timescale, given the complexity of a university merger.

The timely legal enactment of the merger reduced uncertainty. Achieving formal integration needed absolute clarity on what had to be in place at the point of integration, and what could be resolved later.

Graham Rogers, SSA
Deputy Vice Chancellor University of South Wales. Formerly Deputy Vice Chancellor University of Wales, Newport

Branding and signage sends out a strong message internally and externally and helps to move the language of merger from 'we and you' to 'us'.

At integration, new governance arrangements need to be in place, the ability to employ staff and the consents and regulations that enable the new university to be able to make awards.

The curriculum and course portfolio are developed over a longer period of time, to allow for reflection and development with the full engagement of colleagues.

A big decision was to ensure that new branding and signage was in place immediately following integration. All staff had a USW email address, staff cards, lanyards etc at integration.

Branding and signage sends out a strong message internally and externally and helps to move the language of merger from 'we and you' to 'us'.

Organisational culture or the 'social glue' that emphasises shared values, beliefs, understanding and social norms, is often cited in the literature as a key factor that leads to mergers failing.

Following integration, the new university has engaged with staff, students and other stakeholders to develop shared values and the university's strategic plan. This process was

A merger forces a holistic review of all aspects of an organisation and is a unique opportunity to make a fresh start to a new chapter in an organisation's story.

phased over nine months, and is providing the framework for curriculum development and the process of establishing a distinct USW culture and identity.

The Integration Project continues. Apart from harmonising staff terms and conditions of employment, a direct result of merger and a TUPE transfer, the harmonisation and development of business systems and processes to meet the operational needs of a new multi-campus university is part of a process of continuous business improvement which would take place anyway.

A significant area of continuing development is the Student Record System which is at the hub of a number of connected systems. This is both a challenge and opportunity in any university merger.

A merger forces a holistic review of all aspects of an organisation and is a unique opportunity to make a fresh start to a new chapter in an organisation's story.

Although we are still finessing our new aeroplane, we are confident that already we are flying higher and stronger.

Seven example questions for building your aeroplane in the sky…

1. How will you manage the development of your Memorandum Of Understanding between the partners?	
2. How will you manage the period of due diligence between the partners?	
3. How will the governance of the collaborative service be structured?	
4. How will you ensure that there is absolute clarity on what has to be in place at the point of integration, and what could be resolved later?	
5. At integration how will you ensure that governance arrangements are in place, the ability to employ staff and the consents and regulations that enable the new service to function?	
6. How will you ensure that new branding, signage and email addresses will be in place immediately following integration?	
7. How will you embed the organisational culture that emphasises shared values, beliefs, understanding and social norms?	

STAKEHOLDERS - CAN'T LIVE WITH THEM, CAN'T LIVE WITHOUT THEM

Janey Jux SS(PRAC) is Head of Public Sector Practice for Chazey Partners – a practitioners-led global shared services consultancy

An important, first step in the design stage of a project is to review your stakeholders in the new service to be delivered. Stakeholder identification and management are two areas that, given due time and consideration, can significantly benefit any piece of collaborative project work.

However, they are key to embarking on the design phase as they must be involved in the design of the new service in order to gain their buy-in during the process.

The OGC's report on public sector shared services recommends that you should '*Ensure stakeholder buy-in is obtained from the outset and sustained throughout the development and implementation of the Shared Services solution[1].*'.

Defining who your stakeholders are…

In the rush to 'get on' with the tasks at hand, though, they can easily be neglected – or ignored completely.

Typically, you should consider the needs of any group that touches or is touched by the service under review.

Consider the customers of the service (internal to your organisation as well as external customers), for example:

- the staff who work within the service
- the managers of either of these sets of stakeholders
- any elected members, board members
- central government bodies
- trade unions and
- associated third sector and community sector partners.

> **stakeholder**
>
> *— n*
>
> 1. a person or group owning a significant percentage of a company's shares
>
> 2. a person or group not owning shares in an enterprise but affected by or having an interest in its operations, such as the employees, customers, local community, etc
>
> *— adj*
>
> 3. of or relating to policies intended to allow people to participate in and benefit from decisions made by enterprises in which they have a stake: *a stakeholder economy*

Don't forget that stakeholders come in all shapes and sizes and that they all need to be 'named', to make sure you are not missing out on a vital group.

Don't forget that stakeholders come in all shapes and sizes and that they all need to be 'named', to make sure you are not missing out on a vital group.

3 Steps to Identifying and Managing Your Key Stakeholder Groups

1. *Creating a **Stakeholder Identification Grid** (Fig. 1)*

    Identify your stakeholders and assess where they sit on a grid of **support** for the shared services work you're about to embark on, compared to their **influence** on this work.

    This is normally an interactive, flipchart-style exercise, which a project team will undertake in collaboration with representatives from the subject area under review. The initial purpose is to ascertain where, in the grid, each group sits.

    Determine the **relative positivity** or **negativity** of each of your stakeholder groups as this will determine how you will need to communicate and work with them.

    I usually find simply denoting a "+" or a "–" in red next to each name sufficient at this stage (see Fig. 1, over the page).

[1] OGC (2008): *Learning the lessons: lessons from shared services initiatives.* London: Office of Government Commerce – Major Projects Directorate, Bulletin One,

Fig.1: Stakeholder Identification Grid
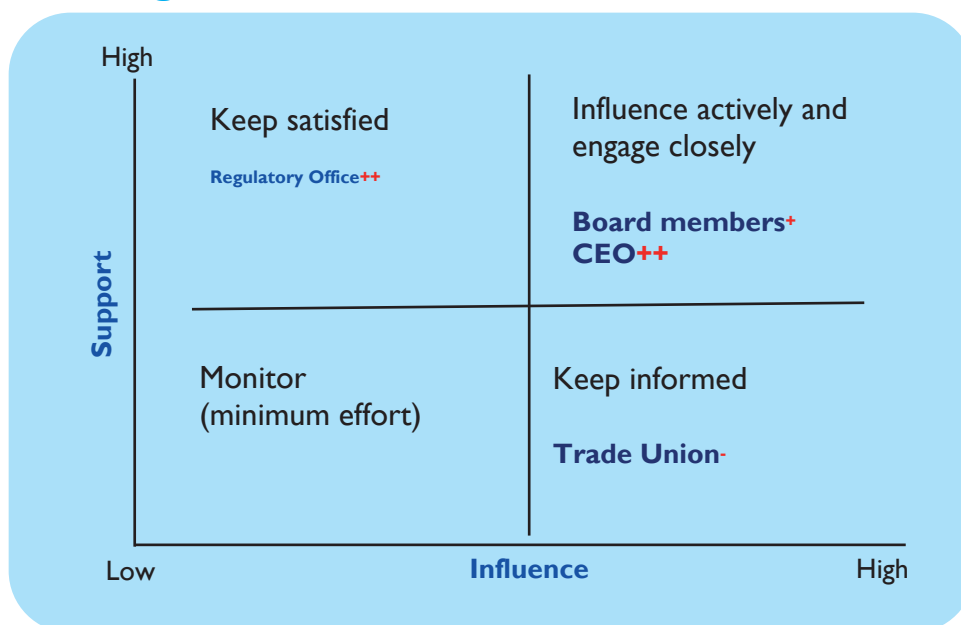
Stakeholder management is not a one-off exercise but is reviewed periodically (monthly) to determine where levels of support may have changed and whether the project needs to put additional actions in place to address these changes.

Completing this grid as a project team should ensure that everyone who has either an interest in, or influence over, the piece of work is identified.

2. Creating **The Stakeholder Management Matrix** (on the next page).

The project team can then agree:

- the current and desired levels of support for the work
- what the best approach might be for each of the stakeholder groups and
- who might be best placed to manage relationships with each stakeholder group for the duration of the project.

The rationale behind this approach to stakeholder management is to ensure that 'current levels of support' matches 'desired level of support.

Not all stakeholder groups can or will be advocates for the changes that are going to take place, but the project team needs to understand where its stakeholders are on this continuum and whether and when support levels change over time.

Academics David Archer and Alex Cameron, who specialise in collaborative leadership, emphasise the importance of, '…*a management style and skill set that engages all participants by*

designing constructive processes for working together, convenes appropriate stakeholders and facilitates and sustains their interaction[1]'.

3. Identifying and **Managing The Stakeholder Levels Of Support** (Fig. 3)

The *Stakeholder Management Matrix* (Fig. 2) assigns all stakeholders (individuals or groups) a '*current*' and '*desired*' level of support for the duration of the project.

However, as the programme evolves over time, this status will change. Your stakeholder management communications should support the migration of all stakeholders to their desired level of support, and then keep them there.

Stakeholder management is not a one-off exercise but is reviewed periodically (monthly) to determine where levels of support may have changed and whether the project needs to put additional actions in place to address these changes.

Fig. 3 identifies the categories that stakeholders fall into – Critic, Neutral, Supporter and Advocate – and offers tips on how to leverage each into the supporter zone - and keep them there, for the success of the project.

[1] *Archer, D. & Cameron, A. (2009) 'Tough times call for collaborative leaders',* Industrial and Commercial Training, Vol 41 Iss: 5 pp 232 – 237

Fig.2: Stakeholder Management Matrix

Stakeholder Group	Stakeholders within Group (names)	Characteristics	Proposed contact frequency	How?	Level of influence on success	Current Level of support for project	Desired Level of support for project	How will Finance Transition impact this stakeholder group?	How will FT benefit this group (ie 'what's in it for me')	When will this change take place for this group?	Start engaging with stakeholder (date)	Relationship Owner
FINANCE TEAM												
	Finance Director		2 times per week	Face to face (individual) Email	High	Advocate	Advocate	Decreased span of control; decreased overall cost model	Significant contribution to budgetary savings		On-going	Project Manager
RTR team	HR Manager I SAP list	Large change management and local HR role	Weekly	Face to face (individual or group) Email	High	Critic	Neutral	Potential redundancy or redeployment Key to knowledge transfer	Opportunity for personal changes, CV development through transition experience	Now until future date	Now	Project supplier I
PTP team	Manager 2	End-to-end process alignment, hand-off points	Weekly	Weekly meetings	Low	Critic	Neutral			Now until future date	Now	Project supplier 2
OTC team	Mangers & direct report	End-to-end process alignment, hand-off points	Weekly	Weekly meetings	Low	Critic	Neutral			Now until future date	Now	Project supplier 2

The sample matrix above shows a snapshot at the beginning of a major Shared Services Finance programme. Your matrix would have significantly more line entries and as much detail as you can add.

Fig.3: Managing The Stakeholder Levels Of Support

This tool, identifies the categories that stakeholders fall into: *Critic, Neutral, Supporter and Advocate* – and offers tips on how to leverage each:

Types of stakeholders	Capitalise on	Be aware
Critic	Give due consideration to the points that critics make. They often care deeply about the work that's being undertaken. If a critic points out the pitfalls that happened in previous, similar work, then they can help you not to repeat past mistakes.	Pointing out a flaw in your logic or raising an issue does not turn a stakeholder into a critic. Don't be too quick to assign this label to an individual or a group. Critics that are ignored can quite easily become saboteurs, actively working against the project.
Neutral	Accept that some people may be neutral or even ambivalent to your project. Ensure that they're consistently kept informed as part of your communications commitments and focus on the stakeholders that warrant more attention.	Don't mistake neutrality for tacit acceptance. Neglected neutrals can become disenfranchised. Passive resistance will need to be understood and addressed.
Supporter	Feed your supporters key messages and check regularly that their position remains positive. Supporters can be nurtured to become the next generation of advocates should your project need this.	Beware of complacency. The last thing you need is to turn off your supporters. Ensure that you give them sufficient attention and take their feedback on board.
Advocate	Colleague advocates can generate a groundswell of support across the organisation. Advocates are also a great way to garner informal feedback that can be incorporated in your change management planning.	An over-enthusiastic advocate can sometimes 'promise the world', leading to disappointment in the actual deliverables from the project. Ensure that the messages your advocates spread align to the deliverables of the work.

Your stakeholder management communications should support the migration of all stakeholders to their desired level of support, and then keep them there.

DESIGNING YOUR SUCCESS MEASURES FOR THE NEW SERVICE

Jon Aldington, SSA, is the member of the KPSN Management Board representing the higher and further education and research community in Kent.

You've established a vision for a shared service or collaborative effort, you have worked to build trust between the partners, and the business case proposal has been approved.

Now the real fun starts! Before launching into a full-blown collaboration, it's important to consider how you'll measure the success or failure of the effort.

There are three key areas to consider:

- Cost

- Quality

- The intangible benefits of collaboration

Plan up-front how you're going to define and measure success, although it's also worth bearing in mind that there may be benefits you didn't anticipate in the planning – keep an eye open for these and don't be afraid to highlight and celebrate them when they occur.

Comparing Apples with Apples

At first sight, a comparison of cost before and after should be easy. However, it's important to ensure that you're comparing like-for-like.

Many services within an existing organisation will not incur a charge. Payroll, HR support, ICT equipment and support, finance and legal support are all services that are often funded centrally and provided without an explicit charge being levied.

In a new collaboration, the venture will need to provide these services itself, use an existing partner to provide them, or may go to an external organisation.

Therefore, identifying an exact figure from within an existing organisation can be challenging. For example what if the level of HR support that is used by different partners isn't currently measured.

One solution could be taking the total cost of a service and dividing by the number of employees and may be a reasonable starting point. This usually works better for functions like HR than it does for legal or IT, where demand may vary significantly by department or function.

In addition, make sure all the costs are captured in the comparison. If the new collaboration is being charged for desk space, or heating, make sure at least an estimate of this cost is included in the 'before' analysis. Getting to a perfect picture probably won't be possible. A comprehensive and pretty good understanding of the 'before' picture is essential.

Save Quickly, Fail Swiftly

Cost is the one item that it's very easy to control. Decisions can be made about the level of staffing and associated budgets.

However, it's very tempting in today's cash-strapped public sector to plan to make significant savings very quickly. As a new venture is being established, do you really want to be short-staffed and struggling to make ends meet? One of the three key reasons why so many private sector collaborations and mergers fail is that the projects are under-resourced at inception.

Any venture will have a much better chance of success if modest savings are planned initially. Further reductions can be made within the next couple of years once the venture is up and running.

Consider simply asking for a 0-10 rating for every transaction with possibly a few more questions for some customers. It's important to start this before the collaborative venture is put in place so that you have a like-for-like comparison.

Beauty is in the Eye of the Beholder

My preferred definition of quality is simply 'fitness for purpose'. This definition reminds us that what's delivered only needs to be good enough. We shouldn't measure success as looking like a Rolls Royce when a Ford Focus or a Volkswagen Golf will do the job just fine.

The most important measure of success is the view that the customers hold about the service.

A good way to get a handle on this is by surveying customers. As surveys are often disliked, keep them short.

Consider simply asking for a 0-10 rating for every transaction with possibly a few more questions for some customers. It's important to start this before the collaborative venture is put in place so that you have a like-for-like comparison.

Scoring an average of 6.8 out of 10 is meaningless if you don't know what the score was prior to the new venture.

Expect and plan for some deterioration in quality during the transition to the new venture. Be realistic and set customer and stakeholder expectations.

There are many other measures of quality where it's possible to collect and measure firm figures:

- How quickly was the phone answered?
- How many repeat calls occur in relation to ICT problems?

It's important to remember, though, that these measures are proxies for customer satisfaction. Before establishing them, talk to customers and find out what's important.

Don't measure how quickly you answer the 'phone if the real issue is whether an enquiry is answered satisfactorily on the first call.

There are a few exceptions where hard measurements may be required as part of externally set targets, but always keep in sight the most important measurement – the view of the customer.

Don't forget the intangibles

Collaborative working can bring all sorts of other benefits. Simply getting partners round the table can open opportunities for broader benefits, from sharing best practice to enabling full shared-service ventures. Recognise and celebrate these successes.

> **Top five tips for measuring the success of collaboration**
>
> 1. Plan in advance and measure beforehand to ensure a like-for-like comparison
>
> 2. Make sure you have comprehensively considered the hidden costs in the 'before' picture
>
> 3. Measure the customer's satisfaction – this is the key measure of success
>
> 4. Other measures are proxies – make sure they're relevant to the customer
>
> 5. Expect and plan for a dip in service quality during the transition to the new venture

GETTING THE LAWYERS INVOLVED AT THE DESIGN STAGE...

How to put in place shared service agreements

Monica Blades-Chase SS(PRAC)

Once the business case is signed off, and the baton passed to the Design Stage, it is important to consider the wide range of legal implications as early as possible.

Entering into a shared service is not the easiest option especially as it can be much more complicated than a traditional outsourcing or commissioning arrangement. So, when the focus should be on delivering the vision for the shared service and the benefits to be gained, exploring the legal implications could feel like the rain clouds have arrived to spoil the carnival.

Whether or not the partners discuss them openly, there may be some issues that are lurking in the background and it is important to agree how they should be dealt when the partners are working well together, instead of at a future time when relationships may be under considerable pressure.

Examples of unanswered questions could be….

- How do we handle things if something goes wrong?

- I am handing over my budgets/staff, what control will I have?

- How much of our limited time/resource are needed to pull an agreement together?

- We have got this far, so surely we can sort things out amicably if there is a problem!

- I have downloaded this agreement from the internet and it seems fine to me, so why not use it?

Whilst, partnership trust is essential, some written assurances will still be required especially where staff moves are involved, budgets committed and joint services are to be provided.

Once the Design Stage begins, and the implications for staffing, budgets and governance become real, you should consider recruiting at least one legal adviser to the Design Team.

The best time to start drafting these is when there is a preferred model that the design will be based on the Shared Vision.

Legal Agreement or a Memorandum of Understanding – what is the difference and when might they be used?

You may want to talk to your legal people about using a Memorandum of Understanding (MoU) initially because it may take some time to resolve the details for a properly drafted agreement.

The MoU is not a legal agreement and will not normally be legally binding. However, it can be used by the parties at an early stage once they have determined what they want or need, and should record agreed actions, commitments or intentions. There is an example tool for drafting an MOU between partners in the *SSA Trust & Shared Vision Toolbox*[1].

Once the Design Stage begins, and the implications for staffing, budgets and governance become real, you should consider recruiting at least one legal adviser to the Design Team.

They will help you move from an MOU to more formal Legal Agreements.

[1] (2013) *The Shared Service Architect's Trust & Shared Vision Toolbox.* Tool 5.03, p225. SSA Publications.

It is also helpful if lawyers have a good understanding of the challenges encountered when implementing or operating a shared service.

These documents will bind the partners to actions, so the accuracy and attention to detail of experienced, skilled legal minds is critical.

The agreement will not adequately reflect the arrangements into which the parties are entering unless certain basic points have been resolved including: -

- What is the scope of the new collaboration - e.g. whole authority, or specific functions?

- What is the chosen model - collaboration, partnership, hosting, commissioning or agency?

- What are the Business Case imperatives and financial issues that require legal agreements?

- How will Staffing arrangements be structured - e.g. Secondment/TUPE?

- What are the obligations of each party and consequences of any breaches?

- How will the governance, accountability, control and risk be managed

What terms might be included?

One size does not fit all, so the details will depend on the arrangements made by the parties.

On the next page I have set out a number of the areas I would expect to see in an agreement if you asked me to review.

Hope for the best, prepare for the worst

It is worth investing time and resources to produce an agreement that accurately records the arrangements, intentions, and consequences of failure to deliver on promises made by the parties.

In addition to the obvious protections and assurances, a written agreement can provide guidance for others when future difficulties arise – e.g. governance arrangements, performance arrangements and steps to be taken if a party does not fulfil their obligations.

Finally, it is advisable that the agreement should not be produced by lawyers in isolation. The legal advisers should have a good understanding of reasons behind the parties' agreement; and the arrangements they have devised to ensure that their Vision for the Shared Services is achieved and objectives are met.

Take the lawyers 'back to the floor'…

It is also helpful if lawyers have a good understanding of the challenges encountered when implementing or operating a shared service.

Why not take ask them to experience the work being carried out by the service to be shared. Get them to meet the staff and even the residents, students or patients who will benefit from the new service.

It will convert their legal advice and activity from a dry exercise, they develop in a remote office, to a very human interaction that will bring a passion for success to their work.

You can contact Monica on:
mblades@bladeschaseconsulting.com

What I would be looking for, if I was reviewing your shared service legal agreement....	
The Parties (and key players)	Who is the agreement between and who holds the responsibility for success? Is it between two or more organisations, or between departments/business units? Are there named representatives who take responsibility for the success of the project, or is it a job role (e.g. Head of Corporate Services) who has responsibility?
Legal powers	What legal powers are being harnessed to give the organisations the power to partner? For example is it Section XX of an Act or Power.
Model	What is the chosen model of partnership? For example is it a hosted service, is it a company, or a collaboration?
Length	How long is the partnership set to last? Are there partnership review dates? What are the terms of renewal of the partnership?
Governance, decision-making and scrutiny	Who is nominated from the partners to sit on a governance group? How frequently will they meet? What powers will they have to sanction partners who do not deliver on their side of the deal?
Dispute resolution	If disputes arise that threaten the new service, what resolutions can be put in play to overcome the dispute and keep the collaboration alive?
Liabilities, indemnities and insurance	What risks are recognised and how will they be addressed if they occur and how will the cost of liabilities, indemnities and insurances be shared?
Performance/Review	When and how will performance be reviewed? Who will be responsible for under performance and how will it be addressed?
Data sharing	What data sharing protocols will be put in place? Who are the data protection managers who will have responsibility for oversight? How frequently will data be reviewed to ensure it meets the Data Protection Act principles?
Employment and Staffing arrangements	Who will be the employer of the staff in the service? Where will they work and how will they be managed? Is there reference to a terms and conditions document?
Financial arrangements – costs and savings	How will investments be made? How will budgets be fixed and how will they be protected? How will savings be shared and when?
Conflicts of Interests	How will conflicts of interest be declared between the organisations, their leadership and staff? Who will judge that a conflict has occurred?
Assets and premises	What and where are the assets and premises that will be used to conduct the new service? Will there be satellite offices, hot-desking, home workers, shared vehicles…and how will that be managed?
Third party contracts	What are the names of third party organisations who are not partners, but will be involved in the service delivery? What is their clear role and responsibility and what is their contractual relationship with the shared service?
Disclaimers or restrictions	What is in-scope and out of scope in the relationship and are they clearly described in the agreement?
Termination/withdrawal/ Exit costs	How can the collaboration be dissolved and under what circumstances? How much notice must exiting partners give and what costs would they incur?

Have you registered as a Shared Service Practitioner?

If you have attended the Shared Service Practitioner's programme seminars, you are entitled to register as a Shared Service Practitioner - SS(PRAC)™

SS(PRAC)* signifies that, as a recognised Shared Service Practitioner, you are equipped with a range of over 100 tools, templates and techniques to support a shared service project using the *Shared Service Architect®* methodology.

SS(PRAC)* also indicates that you have stepped into the initial module of the Postgraduate Certificate In Shared Services*.
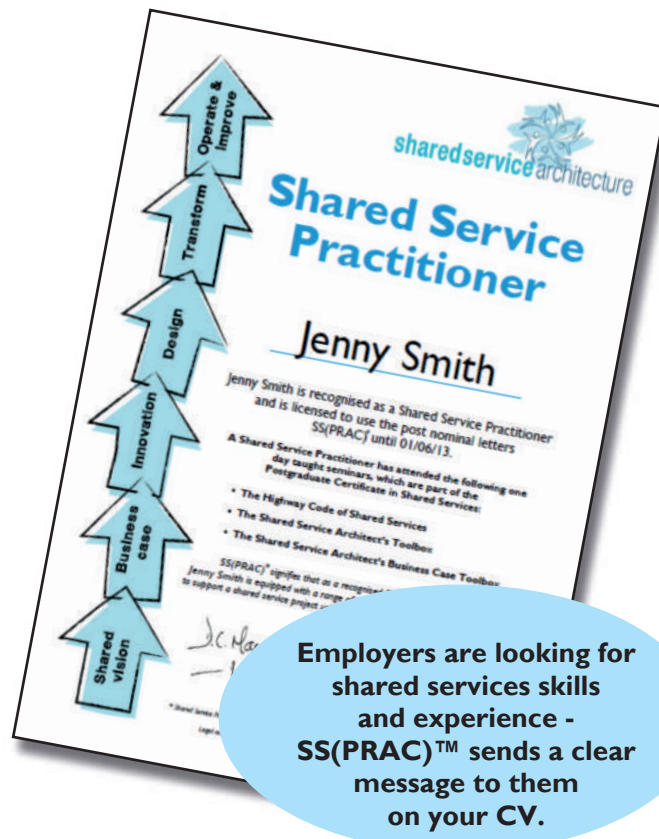
Employers are looking for shared services skills and experience - SS(PRAC)™ sends a clear message to them on your CV.

To find out more about the Shared Service Practitioner Programme and seminar dates, visit:

www.sharedservicearchitects.co.uk

PLAN ON A PAGE
EVALUATING THE SUCCESS OF THE NEW SERVICE

Mark Gilmartin SSA, is Director of Essex and Kent (Police) Support Services.

Initially the new shared services departments identified new (or refreshed existing) Service Level Statements (SLS) with the stakeholders of the force(s) to ensure that we have standards of service that we adhere to.

A key step in the design of a shared service is evaluating the success. How do you measure that the service is effective against the business case, business plan or compared to the previous service? This article from Kent and Essex Support Services provides a case study on their *Plan On A Page* approach.

What is our collaboration?

In November 2010, against a background of significant fiscal challenges, the Joint Statutory Committee (JSC) for Essex Police and Kent Police approved the concept of an integrated Support Services Directorate (SSD), considering it to be 'the most effective delivery mechanism for providing efficient and effective support services for Essex and Kent'.

As Director of Essex and Kent Support Services, with the support from both forces, I have worked to join the services, management, staff, processes and underlying IT systems of the following departments: Procurement, HR, Estates, Transport, Finance, Business Services and IT.

The forces both introduced shared services business support centres for managing all the high volume – low complexity transactional activities for the force(s), geographically bringing together the core resources to single site centres, with limited facilities and administrative support at geographic operational locations to action physical tasks to support the force(s).

The Support Services Directorate has concentrated significant effort on rolling out 'self-service' administration tasks direct into our ERP system (SAP); cutting out double keying and allowing us to reduce resource numbers.

How are we evaluating success?

Initially the new shared services departments identified new (or refreshed existing) Service Level Statements (SLS) with the stakeholders of the force(s) to ensure that we have standards of service that we adhere to.

These were vital in the first 12 months; giving us targets to meet, and ensuring that we had turnaround times that met the expectations of the users.

The SLSs include the responsibilities of the team and where applicable included a measure: such as the turnaround time to raise a purchase order (4 hours), to change door/security access (1 day), % calls answered within 30 seconds.

These SLSs helped with the communication and buy-in from our customers – who previously had local staff that they approached and tasked work to.

Turnaround times were rarely measured at a local level as there was a perception of a task 'being in hand', and the ability to 'pop your head around the door' helped foster local working relationships and the local commander felt greater ownership of activities within their station.

Therefore the build of the SLSs, reporting on these and the completion of service requests has built up good understanding and acknowledgement of the role of the (new) joint departments.

ESSEX POLICE
Protecting and serving Essex

Kent Police

SUPPORT SERVICES DIRECTORATE – BUSINESS PLAN

4.0 The Support Services Directorate (SSD) provides vital support to operational policing in Kent and Essex

3.0 SSD aims to provide the most cost effective and service leading HR, Transport, Estate, Finance, Procurement, Business and IT services to the two forces and their PCC's

THE OUTCOMES WE AIM TO DELIVER:

3.1 Provision of a range of professional services

3.2 Make and enable organisational savings

3.3 Deliver excellent customer services

OUR INTERNAL BUSINESS PRIORITIES THAT WILL ENSURE WE DELIVER OUR OUTCOMES:

2.1 Engage and communicate effectively with our customers

2.2 Standardise, optimise and continuously improve all key processes

2.3 Continuously benchmark and compare ourselves

2.4 Truly integrated directorate with one culture

1.1 Engage and communicate with our people

1.2 We endeavour to make our people feel motivated and proud, so they enjoy working here and feel valued and recognised

1.3 Secure sustainable improvements in productivity

1.4 Invest in people, professionalise our services and promote professional development

THE FOUNDATION OF OUR SUCCESS IS OUR PEOPLE

KENT POLICE   ESSEX POLICE
Working together

The Support Services Directorate Plan On A Page

SSD has built a new performance management strategy: a 'Plan on a Page', that aims to focus organisational effort on our improvement activities, and less effort on gathering measures.

Future success measures

The Essex and Kent Support Services Directorate (SSD) cannot continue to use stationary SLS measures to evaluate our success; we may be hitting most of our targets and more, but still have some dissatisfied customers across the organisations.

WHY? The customer requirements have moved on; they want to see improvements in the next area of service. As such the Directorate needs to move on in its performance objectives and find out what successful delivery means to the customer now.

New Performance Management Strategy

SSD has built a new performance management strategy: a 'Plan on a Page', that aims to focus organisational effort on our improvement activities, and less effort on gathering measures. To focus on what we need to do, rather than how we got the measures. Looking forward: not defending history.

We have consulted our key stakeholder groups to ask them to help set our objectives: what do they see as important? This engagement has built a plan that requires SSD to focus improvement around four themed areas: Savings, Customers, Processes and Staff.

We have set Key Performance Questions to put these objectives into context: what are we looking to answer? Key Performance Indicators will be used to identify if we are moving in the right direction (populating our dashboard to check on our progress).

We will use customer and staff surveys to dip check our performance and gain their feedback.

We will start asking our key stakeholders direct questions about improvements.

We will benchmark ourselves with other police forces and external companies; looking to bring back new ideas for improvement.

The bedrock of our performance strategy, and of our success, is our staff: they are the individuals who collectively will impact on our successful service delivery.

Their engagement, motivation and buy-in are imperative and as such 'Staff Engagement' is a key area of our own performance strategy; to ensure we are bringing them with us in the improvements.

Where do you start?

With the experience of putting these new measures in place and being almost four years into delivery, I would suggest this to you:

- FIRST FIRST FIRST Baseline and benchmark where you are: financially, current measures, number of staff, size of estate, size of fleet etc

- Identify your performance strategy

- Where do you want to get to? What is your vision?

- Use your key stakeholders to inform your strategy

- Map out the journey to get there

- What checkpoints do you need? How will you report? What is your schedule?

- Change your questioning from *'Why did we get that score?'* to *'What are we going to do about it?'*

- Keep it simple, build a brand, and identify your selling points

- Market your strategy across the organisation

This Plan on a Page is in place for the Directorate and its seven constituent departments : HR, Finance, IT, Estates, Transport, Business Services and Procurement.

- Make sure the concept is understood by everyone, and they know how their activities impact on the 'big picture'.

- Add objectives to Personal Reviews and appraisals

- Repeat the selling points

The challenges of performance management

In many respects the challenges of building an effective performance management system are doubly difficult.

Firstly, certainly in the police sector, the performance regime around non-operational activities has been underdeveloped.

Secondly, our ambition was to design and implement a strategy that fitted a collaborative shared services function: one strategy, one set of objectives, one reporting method that supports our commitment to two strong organisations.

From the outset there has been a real focus on achieving savings targets, reducing costs and driving down overheads. Together with stakeholders and customers, well developed Service Level Statements helped to manage expectations, and concentrate our effort on consistent delivery of services.

The Heads of Profession, managing joint departments embarked on a process of convergence; building single staffing structures, and harmonising processes, and IT, to secure economies of scale.

As a team we reflected on this approach and subsequently revisited it to more fully represent our commitment to service improvement. In some respects convergence had perhaps become almost an end in itself. Latterly we have worked with the National Police Improvement Agency (NPIA) as it was absorbed by the new College of Policing (COP) and more recently, the Advanced Performance Institute (API) to refine the framework for 2014/15 onwards

This Plan on a Page is in place for the Directorate and its seven constituent departments : HR, Finance, IT, Estates, Transport, Business Services and Procurement.

Award winning...

Most recently we won the Police Project of the Year at the 2014 iESE Awards (Improvement and Efficiency Social Enterprise).

Our submission sought to describe our improvements against five dimensions:

- strategic alignment,
- cost/efficiency,
- service delivery,
- quality,
- and fairness and equality.

I would want to pay tribute to the Heads of Profession who have shown real commitment and enthusiasm for this task and without them this would not have proved achievable.

RESISTANCE TO CHANGE IS NOT SUCH A BAD THING!

Reuben Bergman SSA, *is the Head of Human Resources at the Vale of Glamorgan Council*

As Barratt-Pugh indicates 'there is no such thing as a merger; only a partner with less power'.

By reducing duplication of effort, the design of a shared service will bring change. Dealing with resistance is cited as one the most difficult tasks when managing change and particularly in the context of a shared service project.

This is a little depressing when one thinks about the volume of change that most managers deal with in any given year and the fact that, according to the CIPD[1], most change projects fail to meet their objectives.

It follows therefore that a failure to deal with resistance will mean a failure to deal with change.

Defining resistance…

Resistance is a difficult and at times unfathomable challenge and one that can include 'virtually every type of behavior ranging from a roll of the eyes to overt sabotage'[2].

Olivier[3] provides a particularly stark view of those who resist change classifying them theatrically as 'naysayers', 'critics' and more extremely 'traitors'. The more covert the resistance, the harder the challenge and the more damaging the effect if not appropriately dealt with.

The need to find strategies for overcoming resistance is identified in many of the classic managing change models including Jaffe's four-stage process, the Kubler-Ross 'grieving' model and the 'transition' model as presented by Bridges and Mitchell.

Many of these models suggest that an understanding of the reasons for resistance will pave the way for an effective response.

Such reasons will classically include a failure by managers to articulate the 'burning platform' for change, the need to overcome an in-built fear of change (by those on the receiving end of change) and a clear disagreement with the need for change.

In the context of shared services, the fear of change is often driven by the threat of losing power and influence. As Barratt-Pugh[4] indicates *'there is no such thing as a merger; only a partner with less power'*.

There are, however clear dangers of taking an overly simplistic and polarised view of resistance; distinguishing simply between managers who seek to *'do the right and proper thing'* and employees who *'throw up unreasonable obstacles and barriers.'*

The reality (as so often is the case) is in the middle.

[1] CIPD (2003) *Reorganising for success: CEO's and HR managers' perceptions.* London: CIPD

[2] Ford, J and Ford, L. (2010) *'Stop blaming resistance to change and start using it'*, Organisational Dynamics, 39(1)

[3] Olivier, R (2001) *Inspirational Leadership, Henry V and the Muse of Fire.* London: The Industrial Society

[4] Barratt-Pugh, L, Bahn, S and Gakere, E (2013) *Managers As Change Agents,* Journal of Organisational Change Management, 26(4)

They argue that resistance is feedback and, like all feedback, it is helpful in improving both the design and implementation of change.

Ford and Ford[5] advocate the real benefits of resistance, which if handled well can inform and shape successful change. They argue that resistance is feedback and, like all feedback, it is helpful in improving both the design and implementation of change.

In taking such an approach, resistance is used positively to energize the change process and acts as a stimulus for exposing and debating the key issues.

This is, in turn, helpful in giving a platform for such concerns (whether they be technical or social concerns) and ultimately a means of enriching the product through discussion and contribution.

Such an approach does, however, require a shift in the notion that most employees are hard-wired to resist change (Lewin and Gold)[6] and a movement away from the tendency to sometimes blame resistance for the failure of change.

So resistance is a means for improvement, not a safety net for failure.

The approach also requires a shift in the perception that to 'engage openly' with resistance is a sign of weakness and a signal that there is faltering confidence in the change.

A different mindset is needed; one that is prepared to seek out resistance and deal with the issues that it brings. I have set out a number of ways this can be done in the box on the right.

---

[5] Ford, J and Ford, L. (2010) *Stop blaming resistance to change and start using it,* Organisational Dynamics, 39(1)
[6] As cited by Erwin, D and Garman, A (2010) *Resistance to organisational change,* Leadership and Organisational Development Journal, 31(2)

In essence, to engage in resistance as a way of bringing issues to the fore and have them debated and resolved. The change will often be enriched as part of the process and the covert critics will have little room to hide.

The most valuable form of resistance is that from employees who have a platform to speak and who are then able to engage in debate. The hardest form is that which lurks around the water cooler, or which basks in the comfort zone of silent umbrage.

Engaging openly with resistance will also serve to strengthen relationships far beyond the change process. It will help change agents to re-connect with the original vision for change and build trust and confidence with the recipients of change.

This in turn will help to build understanding, participation and engagement and ultimately successful change.

Five key elements in managing resistance to shared service change…

- Be open and honest with staff about the business case

- Don't be too precious too early about the 'change' solution

- Provide extensive opportunities for feedback and views

- Capture, embrace and debate the feedback

- Listening to and using the feedback is the best form of staff engagement

FIVE KEY STEPS FOR THE FIRST 100 DAYS OF THE NEW SERVICE

Robin Bates SS(PRAC)
is Head of LGSS Revenues and Benefits

Bearing in mind teams are likely to have been bombarded with communications during the transfer to a new organisation, it is important to keep communication channels open, even if there is no real change to report.

So, you have drafted and re–drafted business case after business case, risk assessment after risk assessment, networked with your new partners, fallen out with your future partners, re-built the same relationships and now the new shared service is live.

What next?

For me, as an employee transferring to a new employer it was an eerie silence and short lull in frantic activity. Of course there were transitional plans in place, however you really cannot account for the amount of change you will be absorbing, alongside managing the continuing operation of course.

For my team, this was a revenues and benefits service, joining a shared service led by two county councils via a joint committee.

It is particularly important at this stage to take stock of how you will be working in the future. It really is akin to starting a new job, with everything from the HR support you receive changing, finance monitoring routines switching to new systems, new arrangements for governance and of course more centralised wider support services.

The support of your direct line management is critical and I was lucky in this respect, however it is important you work hard to accept the new arrangements and ways of working you will experience, letting go and not being too precious will set you free.

However, being clear on areas that would be damaged by immediate change or convergence will also help you and your new organisation to set immediate priorities, alongside longer term plans.

Most of all be prepared to accept that in some cases you will need to step backwards, in order that all partners then move forward together.

The first 100 days…

Creating a uniformed single solution across partner organisations is of course a priority when bringing services together. Of course in some cases you will notice a marked improvement in service and in my experience a highly refreshing approach to change and innovation.

That leads me onto communication. For me, communication as part of a new senior management team was straight forward and we were all clear on the direction we were taking.

The first 100 days of a new partnership or shared service may not include much in the way of change for your teams. Bearing in mind teams are likely to have been bombarded with communications during the transfer to a new organisation, it is important to keep communication channels open, even if there is no real change to report.

Just a few minutes each week or month to outline what discussions and planning has taken place to date, can be enough.

Lastly and most importantly, do not take your eye off the ball in respect of your service users.

Of course communication with your former employees (in my case) also changed to a more formal arrangement.

Although partners need to be clear that any variation to the agreement at transfer needs some sort of formal sign off. It can be easy to introduce an over-bearing administrative process at this point.

Resist! Remember you are still working in the best interest of all partners and therefore business as normal processes or change required by new government policy should be broadly handled in the same way.

In the case of more formal change, clear monthly reporting, including analysis of workloads, issues impacting performance and even progress in meeting savings can lead to fewer problems in agreeing the need for a change as you progress.

Keeping your eyes on the prize…

Lastly and most importantly, do not take your eye off the ball in respect of your service users.

In the case of a revenues and benefits service, these customers are often some of the most vulnerable in society. A focus on continued high quality standards alongside the speed required by national and local performance indicators has been a particular area of concern.

Balancing the need to make savings vs the need to deliver the right service can be difficult. After spending your career focusing on the service, you may suddenly be part of efforts to extend the partnership and engage with prospective new partners.

This in itself needs recognising and resourcing from the outset. Additional initial expense may be difficult to justify, however the rewards of developing a wider shared service that can demonstrate consistent performance out–weighs a relatively small initial investment.

Post transfer checklist for managers during the first 100 days…..

Step 1: You must act now, any initial lull in activity or intake of air will not last:
- Establish key contacts
- Understand the local timetable for monitoring of finances, Key Performance Indicators etc.
- Take time to read and review new internal policies and processes for HR advice and support
- Ensure you have all the relevant system access – across ALL partners you work with
- If you have a new manager, take time to ask them how they like to work, what they want to see and what they don't

Step 2: Ensure your d**irect reports** follow the steps above and..
- Support and resolve any barriers they are facing or they perceive they are facing

Step 3: Wider **Team** Communication
- Keep communicating with wider teams within your service, even if nothing has changed – silence can be deafening!

Step 4: Communicating with your i**nternal customers**
- Ensure change is agreed
- Don't turn change into a paper-chase!
- Provide clear regular analysis of performance and issues

Step 5: Stay focused on e**xternal service users**

- Stay focused on the service user
- Monitor any complaints carefully
- Recognise the difference between technical officers and the need for new skill-sets – mixing the two is not always the answer

HAVERING AND NEWHAM COUNCILS: A CASE STUDY IN SERVICE DESIGN

Stephanie Sharp SSA,
is the Programme Manager at oneSource

We started to make the model a reality by revisiting the financial assumptions in the business case, agreeing budgets for the shared service and setting up accounts and budget monitoring systems.

After months of hard work, and using the SSA skills and knowledge toolkits, the business case has been signed off and you have the green light to set up your shared service. But how do you balance making reality, with the need for a full service design?

Havering and Newham councils faced this challenge in setting up their shared service, *oneSource*. We had four months to get oneSource live, so we could achieve our full first year's savings.

This meant that we needed to concentrate on bringing services together and rolling oneSource out, rather than trying to design the whole service in detail.

We decided to re-design individual services over the next two to three years through a programme of service reviews – the programme was determined by the practicalities of redesigning each service and by where we could achieve quick wins.

We have allowed flexibility in the detail of how each service is designed, recognising that things may have changed since we wrote the business case, whilst remaining totally focussed on our Target Operating Model.

The first steps…

We concentrated on four main things in setting up oneSource – a shared service with 21 different functions and 1350 people:

- Turning the model into reality

- Setting up the management structure

- Enabling joint working

- Starting to build the brand and culture.

We started to make the model a reality by revisiting the financial assumptions in the business case, agreeing budgets for the shared service and setting up accounts and budget monitoring systems.

Customer satisfaction will be paramount to our success, so a priority has been to set up Service Level Agreements with our customers and agree how we will monitor performance and manage customer relationships. This, along with reviewing individual services, will be the role of the new Business Services team.

It would have been impractical to restructure the entire service in just four months so we have concentrated on getting the senior management structure agreed and the management team appointed and working together. Most individual services have simply 'lifted and shifted' into oneSource for the time being, until they are redesigned.

There has been a huge amount of practical work to do to enable two different organisations, based several miles apart, to work together. This has included systems for sharing data and applications, enabling staff in each council to access the other's networks and telephone systems, and introducing new oneSource mail addresses.

We saw it as very important to establish the oneSource brand and culture from the start, so that our staff started to feel that they were working for something new and different.

We agreed our vision and set of values and established a strong visual identity for oneSource. We made sure that staff were engaged with these by holding five staff briefings, producing oneSource induction guides and setting up a brand new intranet site.

In the table on the next page, I have set out how we managed the design challenges. You may find these helpful in your work. And on the final page I have set out the key learning points for ourselves, that you can also learn from.

How are we tackling the design stage challenges?

Design stage challenges	Actions
How will you keep close tabs on progress and report risks to the board?	We put in place a Programme Board of the key players in the programme which met every two weeks, reporting progress against the programme plan and the risk and issues log.
What project management approach(es) are the best fit for this next stage in your project?	We used MSP and put in place a programme governance framework to set out how we were going to manage the work and outlined everyone's roles and responsibilities.
Realistically what will you be able to achieve in this design stage?	Our programme was designed on the basis of evolution not revolution, so that we did not destabilise our services, whilst designing the service. Our goals for this stage were to turn the sharing services model into reality and enable joint working.
What are the most important things you must achieve at this stage?	Our most important actions were to: (1) Set up the oneSource management team (2) Enable joint working across two organisations (3) Develop and roll out the oneSource brand to staff to help them start to feel part of the new culture and organisation.
How long will you need to test that the new design works?	We fully test our design principles and target operating model when we review and redesign each service. We anticipate that it will take us 2-3 years to design the whole service. Our approach is that improvement is continuous so although we build in time to allow new ways of working to establish, we want to review our processes to continue to improve.
What could possibly go wrong? What are the scenarios and how can you address them?	We identified what could go wrong in the programme right at the start at our visioning session using the SSA tool to identify the poisons and antidotes. For example one risk we identified was that the two partners were using a number of different IT systems to run services. We dealt with this by one of the partners adopting the major system and joining the One Oracle programme with six other London Councils.
What are the pressures for delivering this project whilst Business As Usual Continues?	Business As Usual is vital as we still have services to run, so most of the programme design was delivered and managed by a small programme office, dedicated to setting up the new service. We designed the implementation of oneSource to take into account BAU pressures so we didn't try and do everything and redesign all the services before go live. The emphasis has been on making the concept a reality, not destabilising the service by implementing a target operating model without reviewing how the services currently work, the constraints, opportunities and redesigning processes. This will come over the next stage through a programme of reviews.
What are the little details that matter to staff?	The main details which mattered to staff were operational, how being part of oneSource would change what they do on a day to day basis – we made sure that our implementation plan took note of these. We purposefully designed the implementation of oneSource to impact as positively as possible on our services day to day work. We made sure that we communicated well with staff; this included a number of briefings with the Managing Directors of oneSource to make sure that our teams were engaged
How will you take your staff with you in terms of establishing a new exciting culture and a place they want to work in?	One of our first steps was to create our vision and values which set out what we want our culture to be. Our vision is 'to be the one source of innovative, high quality and affordable support to all public services.' Our values are: **A**ccountable – we are open and honest, challenging and supportive. **C**ustomers, you and oneSource matter – we work collaboratively, everyone is important and plays a part. **T**hink differently – we are open to change, flexible and innovative. Now every day we are working to embed our new oneSource culture in what we do and how we **ACT**.
How will you cope with the changes and sustain your effectiveness in this challenging role?	The programme changes at every stage and so do the skills and techniques needed by those involved. A big driver in the programme has been to use our own talent, to show that we can successfully implement a challenging shared service programme without major private sector involvement. I always prepare myself for each stage and make sure as a programme we are focusing the right skills to achieve the right outcomes. For me it was important to have strong programme management skills and use my business improvement background and knowledge of local government. We are now focusing our commercial awareness skills to grow the business and position oneSource on the market to provide services to others.

Think about the little details that are important to staff – if people can't log into new systems on Day 1 they will soon lose confidence in your new service

Learning points

We're pleased with what we have achieved. oneSource is up and running, new systems are in place and staff are starting to feel part of the new organisation.

The next stage is to continue the redesign of individual services, ensure we are keeping our customers happy and start to develop the business and attract new customers.

The key learning points I would pass onto others from the oneSource experience are:

- Be realistic in what you are trying to achieve – focus on the important tasks, rather than designing the whole service first

- Follow a clear project management approach, allowing you to keep a close check on all aspects of the implementation and flagging up any delays or risks

- Think about all the scenarios in bringing together your services – this will help you plan for all eventualities

- Allow time to test that your solutions work – especially where IT is concerned

- Make sure you engage your staff and take them with you

- Think about the little details that are important to staff – if people can't log into new systems on Day 1 they will soon lose confidence in your new service

- Recognise the time and resource pressures of making major change whilst still delivering your Business As Usual services.

You can contact Stephanie Sharp, Programme Manager, oneSource on
T: 01708 433613
E:stephanie.sharp@onesource.co.uk

You can meet the oneSource team, and find out about their experience in setting up a shared service on **Stand 8** at the **CIPFA Annual Conference** from 1-3 July at the Novotel London West, oneShortlands, London, W6 8DR.

CLG Minister Brandon Lewis congratulating students on completing the Postgraduate Certificate in Shared Services

REGISTRATION FOR THE POSTGRADUATE CERTIFICATE IN SHARED SERVICES IS NOW OPEN

Dr Wim van Vuuren SSAf, *is Programme Director of the Postgraduate Certificate in Shared Services at Canterbury Christ Church University*

Following an Exam Board in May, a further 24 public sector senior mangers will graduate with a Postgraduate Certificate in Shared Services(PCSS).

We are very proud that the Canterbury Christ Church University Business School is leading the UK in providing this important qualification.

In 2014, and beyond, it will have a growing relevance across the public sector as the government pours hundreds of millions of pounds into shared service and collaborative working, especially in the blue light, health and social care, and district council sectors.

Ministerial support for the certificate

We were very proud in 2013, when CLG Minister Brandon Lewis championed the PCSS as he handed out the graduation certificates to students.

He told us that he fully supports the need for training and developing the shared service skills and knowledge of both Councillors and senior managers so that they can deliver the benefits of shared service activity, effectively and rapidly.

The academic evidence is that collaborative working is in fact very difficult, as is reflected in the low success rate of mergers and alliances in the private sector. The CCCU

Postgraduate Certificate is helping overcome that difficulty.

As we move towards the fifth year of the programme, we are celebrating with a conference in which graduates will present short papers on their work.

The conference agenda is on the next page and I would like to invite you to attend.

This free, one day, conference is a collaboration between Canterbury Christ Church University Business School, Kent Connects and Shared Service Architecture.

You will hear the expert experience and learning of senior leaders and managers from across the public sector, who have completed the six-month qualification.

How to find out more about the postgraduate certificate?

The programme, which consists of six taught seminars and the balance as self-study, provides an ideal base from which to develop a career across shared services and collaborative working in the public sector.

If you feel that you will need to evidence success in collaborative working when applying for future posts, the Postgraduate Certificate in Shared Services could prove very helpful at interview.

Email me on wim.van-vuuren@canterbury.ac.uk if you would like to chat about the certificate.

You can join a cohort in October, 2014.

The student fee is £2,850 for registration by 31st of August. The fee rises to £3,000 after that date. Fees can be spread over the six months of the programme.

There are also discounts of up to £750 for those who have already attended the three day Shared Service Practitioner programme seminars, which form part of Module 1.

Canterbury
Christ Church University
Business School

Accelerating Public Sector
Collaborative Transformation

(Friday 27th June 2014. Venue: St. Gregory's Centre, Canterbury Christ Church University, Canterbury CT11QU)

Shared services and collaborative working in the public sector can be very challenging if organisations and their staff are not equipped with the appropriate skills and knowledge.

This **free**, one day, conference is a collaboration between Canterbury Christ Church University Business School, Kent Connects and Shared Service Architecture. You will hear the expert experience and learning of senior managers from across Kent and the wider public sector, who have completed the six-month Canterbury Christ Church Postgraduate Certificate in Shared Services.

9:30	*Registration, refreshments and networking*
10:00	**Welcome from the Vice Chancellor of Canterbury Christ Church University:** Professor *Rama Thirunamachandran* **Welcome from the conference chair:** *Dr. Wim van Vuuren SSAf, Programme Director of the Postgraduate Certificate in Shared Services*
10:15	**Collaborative Leadership:** **The East Kent Services Story:** *Colin Carmichael OBE, Chief Executive, Canterbury City Council* **Collaborative Leadership Theory And Practice:** *Manny Gatt SSAf, lecturer on the Postgraduate Certificate in Shared Services*
10:50	**Building Partnership Trust And Creating A Shared Vision:** **The University of South Wales Story:** *Graham Rogers SSA, Deputy Vice Chancellor, University of South Wales* **Trust & Shared Vision Theory & Practice:** *Julie Rogers SSA, Strategic Customer Services Manager, Ashford Borough Council*
11:30	**Comfort Break & Refreshments**
12:00	**Creating A Shared Service Business Case:** **The Mid-Kent Partnership Story:** *Andrew Cole SSA, Mid-Kent Improvement Partnership* **Shared Business Case Theory & Practice:** *Dave Lindsay SSA, Mid-Kent Improvement Partnership*
12:45	**Lunch**
13:30	**Service Design & Innovation:** **The Hampshire Fire, Police and Council Story:** *John Beckerleg SSA, Director of Supporting Services CFOA* **Design & Innovation Theory & Practice:** Alasdair Robertson SSAf, *lecturer on the Postgraduate Certificate in Shared Services*
14:00	**Service Transformation & Operation** **The Kent & Essex Police Support Service Story:** *Mark Gilmartin SSA, Director of Kent & Essex Police Support Services* **Theory & Practice of Transformation and Operation:** *Dominic Macdonald-Wallace SSA, lecturer on the Postgraduate Certificate in Shared Services*
14:30	**Postgraduate Certificate In Shared Services' Graduation Ceremony**
14:45	**Developing shared service and collaborative working skills and knowledge** *Dr. Wim van Vuuren SSAf, Programme Director of the Postgraduate Certificate in Shared Services*
15:00	**Panel Discussion**
15:30	**Networking & Drinks**

To register as a delegate for this conference
please email Jo Foad at jfoad@sharedservicearchitects.co.uk or ring Jo on 0845 658 9783.

Kent Connects
transforming local services

sharedservice architecture

Canterbury
Christ Church
University

THE SHARED SERVICE PYRAMID
FIVE THINGS WE HAVE LEARNED ABOUT COLLABORATIVE WORKING

Tom Alexander SSA
Programme Manager (New delivery models) at London Borough of Sutton

In Sutton, we are proud of our legacy of collaborative working. From a unique community safety partnership with the Metropolitan Police (8 years old and counting…) to the launch last year of a shared ICT service with the Royal Borough of Kingston-upon-Thames and a shared legal service with three London boroughs[1], we feel we are getting better at delivering projects of this nature.

At the beginning of 2014, Sutton, Kingston, Richmond and Merton Councils were awarded £485,000 for further shared services work under the Transition Challenge Award, so we must be doing something right.

That is not to say we are perfect by any means. However, with shared arrangements of different types moving into double figures and two more in the pipeline, we felt it was time to take stock and review some of the lessons we have learnt. Below are five key concepts that might help you:

1. Beware the Tower of Babel

Share a language. A shared service means different things to different people[2]. Organisationally, we found it helpful to map out the shared arrangements we have in place and to categorise them. This is set out in the Resource vs Speed Pyramid on the next page.

This exercise was more of an art than a science, however it has helped clarity of thinking when embarking on initial discussions.

I would recommend doing a similar exercise with potential partners in the early stages of a collaborative project and to be prepared to negotiate on terminology as your partners may have different views.

Organisationally, we found it helpful to map out the shared arrangements we have in place and to categorise them. This is set out in the Resource vs Speed Pyramid on the next page.

The value comes from a shared language for the project as it helps discussions and the formulation of a vision.

2. It's a change programme Jim, but not as we know it

It is easy to treat collaborative projects as change programmes; they share a number of similarities. However the biggest difference is that you are dealing with multiple organisational cultures – and usually political aspirations[3].

This adds a complexity unlike an internal transformation programme and it should be recognised, managed and, crucially, seen for what it is, a risk if left unchecked but an opportunity for delivering better outcomes if that diversity is channelled and ideas are genuinely shared.

3. Use PRINUCE2[4]

A project management approach is essential, however collaborative working occurs in a less controllable environment.

We have found that dedicated project management and project support helps ensure success. These posts do not need to be externally sourced but they do need to be committed to the project.

We also suggest having a minimum of a project sponsor chairing an executive board for strategic decisions (and elected member engagement), along with a project board with clear project assurance from the respective partners.

Having workstreams for (at least) communications, workforce development and finance are also no-brainers and you will need to think about ongoing governance of the service from the beginning.

---

[1] London Borough of Merton, Royal Borough of Kingston-upon-Thames, London Borough of Richmond-upon-Thames

[2] Leadership Foundation For Higher Education (2011) *"…those engaged in the collaborative initiative will need to create coherence through building a new shared understanding and shared commitment.."*

[3] Bekkers, V. (2007) '*The Governance Of Back-office Integration*',

[4] I have included the 'U' to indicate the uncontrolled environments in which partnerships can operate

The Resource vs Speed Collaborative Working Pyramid

Increased resource to implement (downward)

Quicker to implement (upward)

Shared Idea
- Allows for learning from others
- Identifies opportunities for further sharing
- Tests commitment from partners
- Provides different checks and balances
- Can be done informally

Shared Commissioning & Procurement
- Shares costs
- Enhances analysis
- Helps manage the market
- Allows partners to commission their own 'version'
- Needs formal agreement

Shared System
- Shares development and running costs
- Bespoke requirements need to be factored in early
- Allows for wider stakeholder engagement

Shared Management
- Reduces costs
- Standardises approach
- Protects frontline
- May need a lead organisation
- Can be seen as a 'takeover'

Shared Service
- Further reduces costs
- Takes significant time
- Can deliver better service
- Increases resilience
- Needs full commitment

London Borough of Sutton 2014

Above all, be comfortable with the fact that all shared services work moves you into an uncontrolled environment and that this offers opportunities.

Above all, be comfortable with the fact that all shared services work moves you in to an uncontrolled environment and that this offers opportunities.

4. If it ain't broke, it still might need fixing and it might have been broke all along

Don't be precious about your existing organisational practice.

Learn from others and use these projects as chances to take stock and see what is happening elsewhere.

The way you do things now might be fine but everyone can improve and this is a perfect time to consider how. Furthermore, be proud of what you do well and share it – with humility!

Communication works for those who work at it[1]

Everyone talks about the importance of communicating during projects, particularly where they involve organisational change but who can say they have done it really well?

Too often this is the part of a project that has the best of intentions behind it at the outset but loses focus as work progresses.

Good communications need expertise, planning, resource and senior management commitment. For a shared services project, all publicity is rarely good publicity!

---

[1] John Powell, film score composer and conductor

BUILDING EFFECTIVE SHARED SERVICES USING STORY TELLING

Sue Lawson SSA, is *Communications and Marketing Manager at Compass Point Business Services (East Coast) Ltd the shared services company of South Holland and East Lindsey Councils.*

Have you ever wondered why it's easier to work with some people more than others, or why you can achieve more with one team than another? The bottom line is that it probably boils down to how you communicate together.

This article isn't debating one style of communications over another or the need to listen twice as much as you talk – it's more about creating the story together – so it's truly shared.

The relationship between storytelling and the pace of change…

Compass Point was created in 2010 as a Joint Venture Shared Service company and has been providing business support services since April 2011. Services include Finance, Human Resources, ICT, Benefits Assessments, Revenue Collection and Customer Services.

It has fast-tracked the consolidation of services, transferred from the two founding authorities, in order to secure the delivery of £6.6m of savings by March 2014, creating shared services operating across the two main council headquarters, 58 miles apart.

This article looks at how creating a story together, the shared narrative, with our teams helped to make collaborative working more productive and more compelling and why shared storytelling by employees affects the pace and effectiveness of change management.

Hearing stories, and telling one's own story, can motivate people when shared services are created, by helping them to make sense of the new reality.

We wanted our bosses, team leaders and managers to pitch to us, their view of a positive future in the new service being created.

Today in the digital age everyone's got a story to share, be it on a blog, via twitter or as a Facebook post; sharing our stories is nothing new – looking back through the ages it's something we've been pretty well-versed at.

Telling a story, weaving a plot line and creating memorable characters – we all enjoy a good story either down the pub or in the movies, so why should change management be any different? Quite simply, it's not, we all engage emotionally with stories[1]. So how did we harness this in our collaborative working?

We wanted our bosses, team leaders and managers to pitch to us, their view of a positive future in the new service being created. But, we also reserved the right to recount the tale at the water cooler, office kettle or across the dining table and in doing so put our own spin or point of view on the tale.

That's why the power of shared storytelling is so effective. By building the story together and sharing a 'team understanding' it helps to build a compelling platform for change where people realise the potential of working in a different way and the benefit of different perspectives[2].

---

[1] 2013, Kotter J and Cohen D, *The Heart of Change: Real Life Stories of How People Change Organisations*. Harvard Business Press).

[2] (2006, Adamson, G., Pine, J., Van Steenhoven, T. and Kroupa, J. *How Storytelling Can Drive Strategic Change*. Strategy and Leadership).

Story-telling and personal narratives are the way in which employees make sense of the change and make it 'fit' with their view of reality.

Teams who are engaged in creating a shared script, their own shared narrative, are able to achieve more together, because there is a common picture being created. It's a coherent vision and one that reflects peoples' ideas and concerns.

The relevance to collaborative working is clear and therefore the practical application of shared storytelling can be useful when bringing different teams and organisations together[1].

What if..?

A guide though, is that when collaborative working takes place you do need to create the space for a two-way dialogue. One which helps employees share their stories and generate a new psychological contract which can embrace the transformational change.

This can be achieved through group dialogue, facilitated and supported to encourage, 'what-if' scenarios.

Story-telling and personal narratives are the way in which employees make sense of the change and make it 'fit' with their view of reality.

Communications and engagement is crucial to any change management plan. Change agents need to support the organisation's employees to create their springboard stories for change[2].

This can be achieved not through a 'just-tell-em' approach but by:

- facilitating workshops and discussion groups in forming the new service processes;

- enabling staff to give a name to the new initiative and select its identity and subsequent elements of branding;

- engaging honestly with all employees to create their new reality, the new shared service company or collaborative initiative – enabling leadership collaboratively;

- providing support to team leaders on how to encourage adult-to-adult conversations;

- creating values and symbols that encourage shared storytelling; eg a shared email domain name of the new organisation or logo; and

- developing an on-going transformation programme which encourages emergent change.

Communications should at the very least be memorable and compelling and what better way to do that than to put people at the heart of the issue and create a compelling tale filled with characters, plots, and myths to build a shared storyline?[3]

Change management after all is about people, and people love to talk!

[1] (2005, Hardy C., Lawrence T., and Grant D. *Discourse and Collaboration: The Role of Conversations and Collective Identity.* Academy of Management Review).

[2] (2000, Denning S. *The Springboard: How Storytelling Ignites Action in Knowledge Era Organisations.* Butterworth-Heinemann).

[3] (2007, Vogler C. *The Writer's Journey – Mythical Structure for Writers.* Michael Wiese Productions).

USING COLLABORATION TO UNLOCK SOCIAL IMPACT BONDS

For all of us who live in the world of policy and practice in the public services, the ever-present challenge is finding new and smarter ways to use our increasingly pressured resources.

The budgetary impact on the public sector following the 2007 global financial crisis really began to be felt around 2009.

It is now 2014 and, while we read about recovery in the economy, this feels very much like a ray of sunshine that is shining solely on the private sector. In the meantime, the public sector is continuing to review its services, restructure its staffing and build new alliances to deliver better outcomes by sharing services where possible.

However, we need to look further than using our own resources better. We need to look at ways of bringing in finance from non-traditional sources.
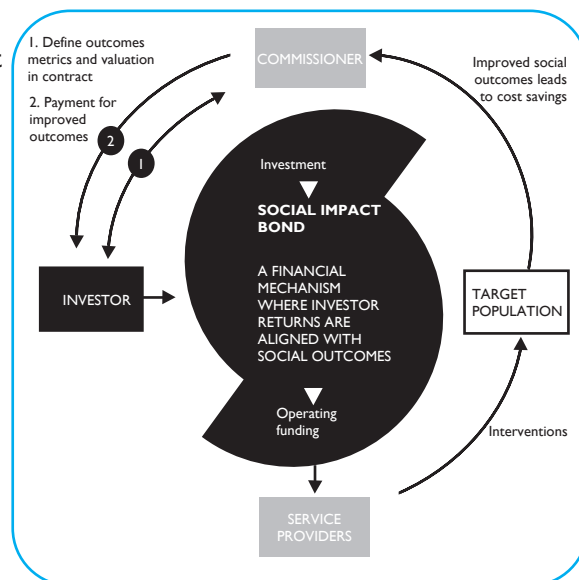
Dr. Peter Welsh SSA, *is MD of Evident Consulting Ltd and is a delivery partner with SSA*

What Are Social Impact Bonds?

'Social impact bonds are an example of what we call "disruptive innovation" – an idea that shatters status quo thinking – and have the potential to transform the social sector by offering an innovative way to scale what works, bring in new funding flows, and break the cycle of need for crisis-driven services[1]'

Social Impact Bonds (SIB) were set up to provide an innovative way of attracting new finance to support initiatives that provide measurable benefits for individuals and communities facing a social issue such as vulnerable children, youth unemployment, crime, drug and alcohol misuse, mental health and so on.

A SIB is a way of financing an outcomes-based contract, a type of *payment by results,* in which, typically, commissioners from the public sector set out their commitment to pay for significant improvement in social outcomes for a defined group of individuals or cohort.

Importantly the focus is on the longer-term strategic outcomes (eg improved health) as opposed to inputs (eg number of acute hospital beds) or outputs (eg number of operations).

Importantly, the focus is on the longer-term strategic outcomes (eg improved health) as opposed to inputs (eg number of acute hospital beds) or outputs (eg number of operations).

SIBs are measured based upon their social return and therefore require a robust approach to setting baseline data. Not all social issues will lend themselves to this approach and the feasibility stage needs to establish that the essential characteristics exist for a SIB development. These are:

● High demand
● High cost
● Poor current outcomes

The UK's first SIB was established in 2010 in Peterborough and was designed to reduce the level of re-offending after leaving prison. Early indications suggest encouraging results with a 6% drop in re-offending compared with a 16% increase nationally.

---
[1] Kippy Joseph, Associate Director, Rockefeller Foundation, 2013.

How does a SIB work?

A SIB seeks private investment which is used to fund interventions which are delivered by service providers with a proven track record in their field.

Investors receive a return based upon improvement in the identified social outcomes, although if no measurable improvements can be demonstrated, investors may potentially lose their investment. The diagram on the previous page shows a typical SIB structure.

In this way SIBs remove the risk to the public purse if outcomes fail to materialise, whilst providing up-front funding for prevention and early intervention services.

For private sector investors, the returns can be substantial if the outcomes are achieved. In addition, the scope for new innovations is much greater, because the focus is on outcomes, not simply maintaining existing practices and services.

The savings potential of outcomes from a SIB funded intervention must be more than the cost of delivering both the intervention and the costs associated with the SIB, including the return to investors.

Identifying demonstrably cashable savings that are attributable to the outcomes achieved ensures that the SIB proposition is self-financing and does not require additional budget consideration.

SIBs: Collaboration as the key to success

Whilst the opportunities of a SIB approach to financing interventions and achieving social outcomes are many, take-up has been slow. There are many reasons why this may be the case, however some of the more common issues include:

- Clear definition of the social issue – is it focused and clear?

- Identifying the cohort – what is the exact population, its characteristics, its needs?

- Setting up the appropriate delivery vehicle

- Sharing data

- Clarity of purpose and outcomes

- Legal and financial frameworks

A SIB is, by its nature, a collaborative approach that brings together commissioners, service providers, investors, the target population and a range of other stakeholders. All of the issues presented above require a degree of collaboration and trust, for example in data sharing, vision building, resourcing support, managing delivery and communicating with investors.

SIBs present the public sector with an exciting tool to transform existing services and create new approaches by bringing in external finance rather than relying on ever-diminishing budgets.

There are many technical skills that we need to draw upon in order to make SIBs live up to their undoubted potential, however their ultimate success will rest upon how effectively we can work together and deliver true social innovation. That will only be unlocked, through collaborative working.

Further reading….

Please contact me on peter@evidentconsulting.co.uk if you are interested in this complex area of work. I have recently submitted bids for SIBs to Treasury.

In addition you may like to read *Joseph, K. (2013). Social Innovation Acceleration: Building the Social Impact Bond Ecosystem. Published in Partnership with Forbes for the 2013 Skoll World Forum,* and visit these websites:
http://www.socialfinance.org.uk/work/sibs
http://data.gov.uk/sib_knowledge_box/

UNPACKING THE LGA SHARED SERVICES MAP

Alasdair Robertson, SSAf, is MD of i-three analytics and lectures on the Postgraduate Certificate in Shared Services

In March of this year, the Local Government Association released the 2014 update to their excellent map of shared service activity across local government and partners.

The map shows that at least 337 councils across the country are engaged in 383 shared service arrangements resulting in £357 million of efficiency savings.

That suggests that at least 95 per cent of all English councils are sharing services with other councils or public sector partners.

Commenting on what the map reveals, Cllr Peter Fleming, Chair of the LGA's Improvement and Innovation Board, said: "*At a time when local government funding has seen huge cuts, it is positive to see how much councils have saved taxpayers by sharing services and how many councils have adopted this approach. Over the past year, the amount saved by sharing services has increased by £83 million, to £357 million, an increase which demonstrates the extent to which councils have taken sharing services on board.*"

…the biggest savings (25% of the total) is from joint waste and transport projects. However they only account for 7% of the number of partnerships.

This is an exciting claim for shared service working, so I decided to run the underlying statistics through our *i-three* analysis software.

We were looking for the key factors that could illustrate what is going on in the local government collaborative working environment. For example:

- What are the most popular and least popular shared service arrangements and is there a reason why?

- Geographically where are the most services being shared and is there a reason for that?

- How much are the average savings being made by partnerships?

- Who are the top 10 shared service partnerships by volume of savings?
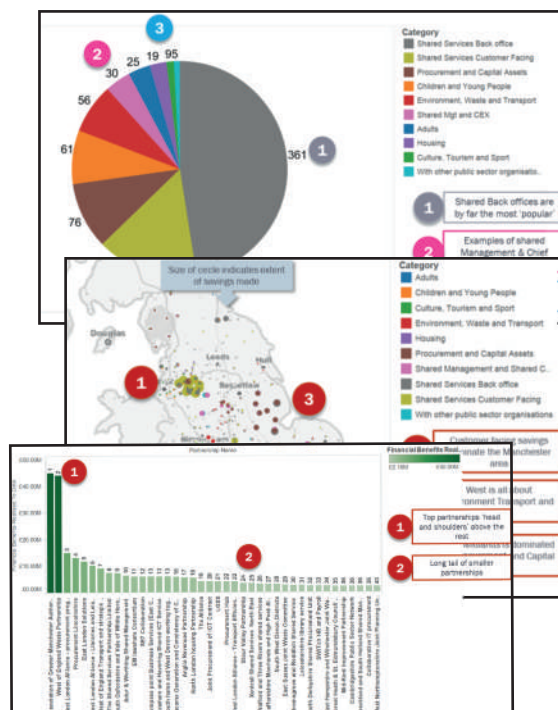
Examples of the outputs from our analysis

- What types of shared service save most public money?

We analysed these and a wider range of questions and have created a report that is on our website. It will prove extremely useful if you are setting out on a shared services and want to gauge the success of others who are already delivering that style of partnership.

A number of key finding are that the biggest savings (25% of the total) is from joint waste and transport projects. However they only account for 7% of the number of partnerships.

The largest constituency of partnerships was in council back office activity (48%) but they account for only 20% of savings.

That suggests the majority of shared services make only small savings. But that is for you to decide.

You can find the report at
http://www.i-three.co.uk/category/insights/

NEW EU PROCUREMENT RULING RATIFIES TECKAL TEST

On the 11th of February this year, the EU approved a bundle of new directives. Directive Seven clarified and ratified the criteria under which a public sector organisation can award contracts to another public sector organisation.

The TECKAL test came about when an Italian waste and street cleaning company (Teckal), challenged the right of an Italian council to award its cleaning contract, the value of which exceeded the EU thresholds, to another Italian Council without going out to tender.

In 1999, the judges in the EU Court supported the Italian Councils and developed a set of criteria which, within the context of a pre-configured agreement to share services, allowed councils to form Teckal Companies to award contracts to each other.

New EU Rules Approve Teckal

On the 11th of February this year, the EU approved a bundle of new directives. Directive Seven clarified and ratified the criteria under which a public sector organisation can award contracts to a public sector partner. In an opinion on the changes, Pinsent Masons wrote that[1]:

The shared services agenda is promoted in the new package of reforms by explicit recognition of the rules on public to public cooperation. This was considered necessary by the EU as this is an area that has been guided by case law only since the 1999 EU Teckal case and therefore has been subject to varying interpretations.

They go on to set out the three main criteria within which the awarding of public to public contracts can be awarded without the requirement to tender:

the new directives at least confirm that an authority may contract with another public body, quasi-public body or other supplier, such as a shared services company if:

- *the authority, on its own or in combination with other authorities, exercises over the other body a degree of control which is similar to that which it exercises over its own departments;*

[1] http://www.out-law.com/en/articles/2014/january/the-10-most-important-features-of-the-eus-overhaul-of-public-procurement-law/

- *the other body carries out more than 80% of its activities with the authority, or authorities in the case of joint control,; and*

- *there is no direct private capital participation in the other body, although there is a limited exception for non-controlling and non-blocking forms of private capital participation required by national law.*

The directives also allows the other body the ability to derive up to 20% of its turnover from activities with entities other than the controlling authority. Previously this had been understood to be limited to 10%.

A dash to mutual aspirations…

In previous editions of this magazine we have tracked the slow, and still faltering, take up of staff mutuals as a vehicle for floating off public sector services. Cabinet Office who are great supporters of the idea, were probably not very happy with the EU decision not to extend this protection of public to public contract awards to mutuals. Pinsent Masons write that:

This exception does not extend to the direct award of contracts to employee-owned mutuals as the employees, not the awarding authority, will have the control of their spin-out organisation.

The UK was unable to obtain this concession to support its mutuals agenda, however, competitions for certain cultural, health and social services may be limited to mutuals and social enterprises as defined in the directives.

ACAS OFFER EXAMPLES OF THE KEY 2014 CHANGES TO TUPE

TUPE Regulations protect the pay, terms and conditions of transferred employees, preventing these entitlements being changed without agreement.

When a shared vision emerges of what the new joint service will feel and look like, a picture of the future staffing structure to deliver the new project will begin to emerge too.

As a result, it is important to bring in HR expertise and potentially union engagement as soon as a picture of the personnel consequences of the shared vision emerges.

TUPE, or not TUPE

The TUPE Regulations[1] protect the pay, terms and conditions of transferred employees, preventing these entitlements being changed without agreement.

The regulations also protect their accrued pension rights, provide some protection against unfair dismissal and state that trade union recognition and collective agreements in force at the time of the transfer, should be maintained.

However, from 31 January 2014, the Department for Business, Innovation and Skills moved the goal posts in favour of employers, through a number of important changes to TUPE which can affect the approach to developing a collaborative working.

A key change is highlighted by *ACAS in their 2014 Changes To TUPE*[2] guide which is very helpful in that it provides practical examples of what the changes could mean. We have highlighted three that stand out in relation to shared service working.

---

[1] Transfer and Undertakings (Protection of Employment) Regulations (2006). This is an EU regulation.

[2] http://www.acas.org.uk/media/pdf/1/1/9908-2901767-TSO-ACAS-TUPE_is_changing-ACCESSIBLE.pdf
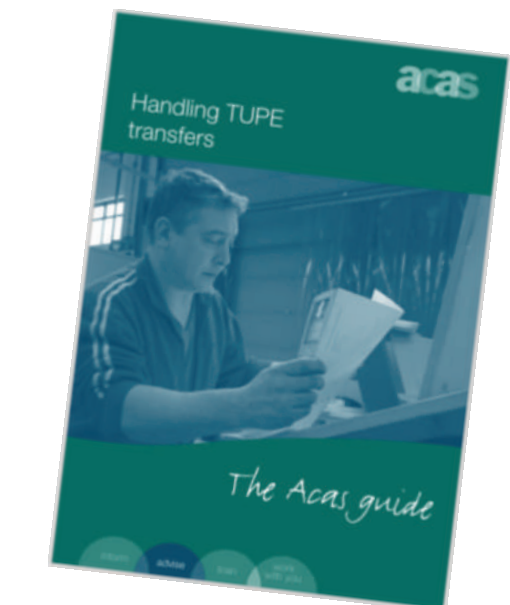
Implications for a new, different, lower-cost delivery of services

This change relates to whether TUPE applies if the job being done afterwards is *"fundamentally the same"* as was being done before. ACAS offers this example[3]:

Carole's Systems contracted with John's Catering to cook and serve hot dinners in the company canteen. The new contractor continues to provide the same service but they supply new utensils and the ingredients are sourced from a different supplier. TUPE is likely to apply as the activities are 'fundamentally the same'.

Alternatively…

John's Catering served hot dinners in Carole's Systems company canteen. When the contract expired Carole's Systems decided to change the terms to provide and stock self-service fridges containing pre-prepared sandwiches, salads and drinks.

---

[3] ACAS. *2014 Guide To Changes To TUPE*. ACAS Publications. p5

Incoming employers will be able to renegotiate terms and conditions agreed in a collective agreement one year after the transfer…

Rachid's Catering won the tender but TUPE is unlikely to apply to the staff of John's Catering because the activities are not 'fundamentally the same'.

The implications for shared service working, is the shape and activity of the new, better, lower-cost service. Is it providing the equivalent to the *hot dinners* way of doing things in the past?

Or, has it innovated or changed in such a way that it now delivers the equivalent of the *pre-packaged meals* - for example commissioning delivery, rather than delivering itself?

Changes in workplace location

A second key area of change is that dismissals are no longer automatically unfair because of a change in workplace location[1]. ACAS provides this example:

Carole's Bus Company won the contract to provide a bus service. Following the transfer employees were required to work from a different depot 16 miles away.

Under the old rules:

The employees refused to move and resigned arguing this was a substantial change to their working conditions. At the tribunal they were found to have been automatically unfairly dismissed.

Under the new rules:

During consultation prior to the transfer, Carole's Bus Company put forward a range of support proposals to reduce the effects of the location change, including a severance package and was able to defend the dismissals at the tribunal.

This will have an impact where sets of employees from across the partners are co-located, and newly employed, by one of the partner's.

Changes in terms and conditions

ACAS's final example is that incoming employers will be able to renegotiate terms and conditions agreed in a collective agreement one year after the transfer as long as the overall change is no less favourable to the employees involved[2].

This only relates to the part of an employee's terms and conditions that are covered by a collective agreement. Other changes are subject to standard TUPE protection.

For example Carole's Cleaning bought a part of John's Cleaning. There is a collective agreement in place at John's Cleaning under which a trade union is recognised and has bargaining rights for pay. The weekly pay rate at John's Cleaning is higher than that at Carole's Cleaning though the working week is longer.

Under the old rules:

…any changes to pay where the sole or principal reason is the transfer will be unlawful.

Under the new rules:

…after a year, changes to pay can be agreed provided that the overall terms and conditions are no less favourable. Carole's Cleaning negotiate a reduction in weekly pay whilst maintaining the overall benefits package for the ex-employees of John's Cleaning.

Take advice from the experts

We have provided you with examples of how the changes could impact on shared service working. However, you should read the full ACAS guide and take advice from the experts before drawing any conclusions about the best way forward for your shared service activity.

We will update you through the SSA magazine on changes to TUPE and collaborative working as it unfolds in Tribunal Case law.

> Click here to download the ACAS guide or we recommend you Google it, as the address is exceptionally long to type in.

---

[1] ACAS Guide Page 8

[2] Ibid Page 9

UNIVERSITY of DERBY
CORPORATE

sharedservice architecture

HARNESSING COLLABORATIVE LEADERSHIP FOR YOUR ORGANISATION…

This new programme of three workshops is specifically designed to help cut costs, increase systems value and empower community solutions by sharpening the collaborative leadership skills within your organisation.

The programme will help your leadership to:

- improve budget management through effective collaborative leadership
- transform the organisation through improved internal collaboration and innovation
- work in partnership with other organisations to develop and deliver more efficient and effective system-wide value
- lead collaboratively to empower your community to participate in the co-development and delivery of services

To discuss adopting the **Harnessing Collaborative Leadership** programme for your organisation, please contact Dominic Macdonald-Wallace at:
E: dominic.wallace@sharedservicearchitects.co.uk
T: 0796 898 5544

Your choice of 3 workshops…

Each of the three stand-alone (but related) sessions come with accompanying toolkits and support materials. Each addresses in turn, the three perspectives of harnessing collaborative leadership:

1. **Harnessing Collaborative Leadership Within Your Organisation:** *How can leaders remove inefficiency within their organisation, through better collaborative working between departments?*

2. **Harnessing Collaborative Leadership Between Organisations:** *How can leaders work together to secure improved, lower-cost, systems value through sharing and collaborating?*

3. **Harnessing Collaborative Leadership Across Communities:** *How can leaders engage, build and empower community-based service delivery and solutions through collaborative leadership?*

What are the additional benefits?

The programme has the flexibility of a short course, suited to meet the rapid development needs of organisations and partnerships, together with a qualification pathway to a **Post Graduate Certificate in Collaborative Leadership** for individuals seeking to enhance their career pathway.

In addition:

1. Your senior staff will have a grounding in how to apply collaborative leadership to cut costs and overcome wicked problems within your organisation, in partnerships and across communities.
2. They will be equipped with almost 100 highly practical tools, templates and techniques that they can use in collaborative leadership roles in any of the three settings.
3. They will have access to probably the largest online library of collaboration and shared service knowledge in the UK.
4. They will receive weekly email newsletters to update their understanding of collaborative leadership issues and track who is doing what across the public sector.

There are almost 100 tools, templates and techniques in the Collaborative Leadership Toolboxes…
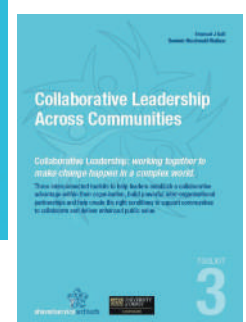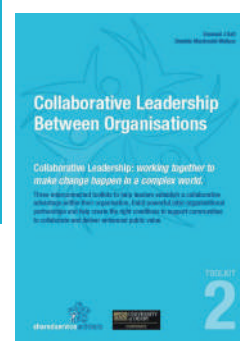
…helping us work together to make change happen in a complex world.

COLLABORATIVE INCUBATORS
Safeguarding your collaborative leadership across the community, after you have moved on

Manny Gatt SSAf *is Managing Director Of Shared Service Architecture Ltd and lectures on both the Collaborative Leadership and Shared Service Postgraduate Certificates.*

The final step in harnessing collaborative leadership across your community is to ensure that you make the collaboration process 'sticky' so it remains effective and not easily blown off course by irrational events[1].

In this article I have drawn on the final section of the *Collaborative Leadership Across Communities*[2] toolkit, to explore in detail how you can make it sticky.

Successful community engagement is a lifetime commitment for leaders.

As Chrislip and Larson (1994) noted: '…..*Leaders are those who articulate a vision, inspire people to act, and focus on concrete problems and results. (But) collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction, and patiently deal with high levels of frustration. Collaboration works when…leaders …keep the process going.*'[3]

This concept of safeguarding the process (keeping the process going) is even more important when seen within a community context. This is because community participation is often treated as a *'limited set of events − a survey, an exhibition, one or two meetings'*[4] seen from the participants' perspective as unconnected and therefore not in themselves significant events.

If community participation is to be more than a superficial consultation, it must be '*treated as a process that takes time*'. Viewing the engagement process as a long-term programme and commitment is the first step leaders must take on this journey.

If community participation is to be more than a superficial consultation, it must be 'treated as a process that takes time'.

In the two other collaborative leadership toolkits[5] we explore a number of important aspects of safeguarding the collaborative process:

- Keeping your eye on the prize (how do we maintain focus on a common goal?)
- Calibrating the right position on the collaborative spectrum (how independent or inter-dependent do we want to be?)
- Building trust (how do we create trusted relationships)
- Shared governance (how do we get the governance right?)
- Measurement (how do we measure success?)
- Conflict resolution (how do we deal with conflict and resistance?)

In the third toolkit we explore two further aspects of safeguarding the process, namely:

- **Mainstreaming the process** (how do we make community engagement business as usual?)

- **Maintaining momentum** (how do we keep the momentum going?)

Mainstreaming the collaborative processes into business as usual

One way of building community trust is to ensure that the collaborative processes adopted are mainstreamed into the *'business as usual'* mode adopted by the *'public purpose'* partners.

For example, the Huntingdonshire Strategic Partnership (which comprises district and county councils, FE colleges and schools, police and fire services, clinical commissioning groups private, voluntary and faith groups representation) have all committed to adopt (wherever possible) a common approach to community engagement called 'Huntingdonshire Matters'.

---

[1] By that we mean there are some good, rational reasons why a collaborative project may stall or have to be culled.

[2] The book is part of workshop three in the *SSA Collaborative Leadership Programme.*

[3] Chrislip, D. and Larson, C. (1994)

[4] Wilcox, D. (1994) *The guide to effective participation*

[5] *Collaborative Leadership Within Your Organisation* and *Collaborative Leadership Between Organisations*

Huntingdonshire Matters Route Map

Timeline

Huntingdonshire Matters Conference
September 2012

Self-determined thematic groups
September – October 2012

Huntingdonshire Matters Conference
November 2012

Three Stage Process

Stage 1 **Initiate**	Stage 2 **Incubate**	Stage 3 **Implement**
Described in this book as **Initiate Engagement**	Described in this book as **Enterprising Communities**	Described in this book as **Collaborative Empowerment**

Tasks

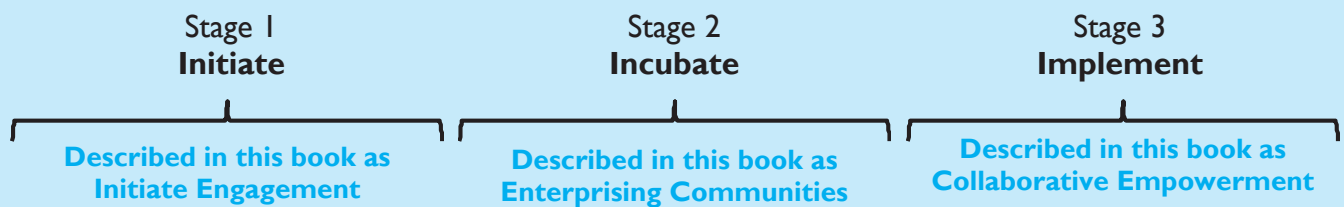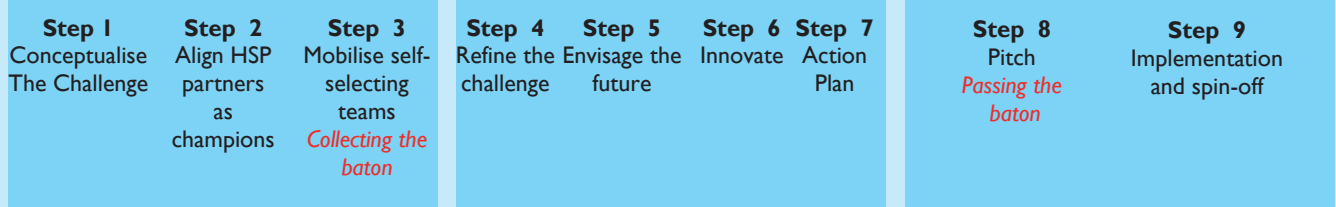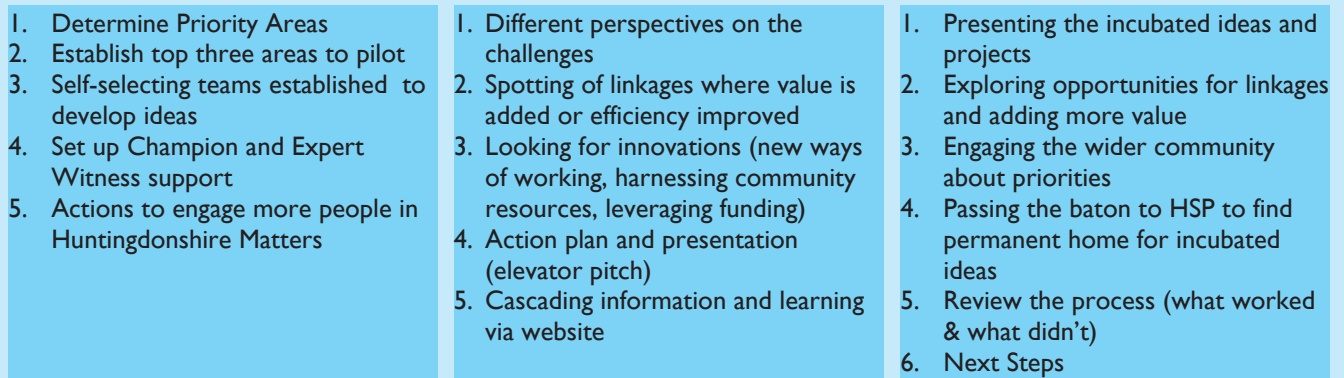| **Step 1** Conceptualise The Challenge	**Step 2** Align HSP partners as champions	**Step 3** Mobilise self-selecting teams *Collecting the baton*	**Step 4** Refine the challenge	**Step 5** Envisage the future	**Step 6** Innovate	**Step 7** Action Plan	**Step 8** Pitch *Passing the baton*	**Step 9** Implementation and spin-off

Outcomes

Stage 1	Stage 2	Stage 3
1. Determine Priority Areas 2. Establish top three areas to pilot 3. Self-selecting teams established to develop ideas 4. Set up Champion and Expert Witness support 5. Actions to engage more people in Huntingdonshire Matters	1. Different perspectives on the challenges 2. Spotting of linkages where value is added or efficiency improved 3. Looking for innovations (new ways of working, harnessing community resources, leveraging funding) 4. Action plan and presentation (elevator pitch) 5. Cascading information and learning via website	1. Presenting the incubated ideas and projects 2. Exploring opportunities for linkages and adding more value 3. Engaging the wider community about priorities 4. Passing the baton to HSP to find permanent home for incubated ideas 5. Review the process (what worked & what didn't) 6. Next Steps

The Huntingdonshire Matters Route Map. (Reproduced with permission of the Huntingdonshire Strategic Partnership)

The Collaborative Incubator model is a structured, three phase, methodology designed to enable public sector partners, communities, voluntary sector, private sector and interested parties to successfully work together to resolve the challenges they face.

They adopted our *Collaborative Incubator Model* to safeguard their process.

The Collaborative Incubator Model is a structured, three phase, methodology designed to enable public sector partners, communities, voluntary sector, private sector and interested parties to successfully work together to resolve the challenges they face.

The three phases: *initiate, incubate, and implement* are achieved by applying the 60 tools, templates and techniques provided in the *Collaborative Leadership Across Communities Toolkit* in the steps set out below.

The Initiate Phase

The *Initiate Phase* contains three steps and is where the challenge is defined, stakeholders aligned and communities mobilised.

Step 1 – Conceptualise the challenge

The first step in the process is the conceptualisation of the challenge. There are likely to be multiple issues that need to be addressed across any community.

A good starting point is the community strategy (if you have one) or an assessment of needs. In the Huntingdonshire example, eight challenges were originally identified, with evidence drawn from partners and feedback from community groups.

Each challenge had a champion (drawn from the board of the local strategic partnership) supported by a subject area expert (staff drawn from the LSP member organisations with expert knowledge on the subjects). For more information, see tool CLA2.01: *Scoping The Community Engagement Purpose* , in the toolkit.

Step 2 – Align the funders

The second step is all about securing the backing of the public purpose partners to work collaboratively to address the issues identified in Step 1.

This might well require partners to consider aligning, blending or even pooling budgets and resources to back the innovations that emerge from this collaborative process. For more information see tool CLA2.02: *Aligning the Stakeholders*

Step 3 – Organise and Mobilise

The third step focuses partnership attention on planning for participation and bringing together community groups and stakeholders to consider and prioritise the challenges they face. For more information see tools CLA2.04: *Planning For Participation* and CLA2.05: *Mobilising For Participation.*

Incubate Phase

The *incubate* phase contains four steps and is where community teams are formed, ideas incubated and formulated into solutions.

The *incubate* stage is all about innovation, creativity and problem solving. The self-determined thematic groups supported by subject area experts and external facilitation will explore and develop solutions that best fit the communities where they live and work.

To achieve this, a structured approach to innovation and problem-solving will be adopted consistently across all the thematic groups in the following set of steps:

Step 4 – Group launch

The fourth step is where individuals from across the community and the partner organisations volunteer to form self-selecting groups and take up the baton to develop innovative solutions to the challenges prioritised in Step 3.

Phases and steps of the Collaborative Incubator model

1. Initiate phase: where the challenge is defined, stakeholders aligned and communities mobilised.	Step 1 – Conceptualise the challenge Step 2 – Align the funders Step 3 – Organise and mobilise
2. Incubate phase: where teams are formed, ideas incubated and formulated into solutions	Step 4 – Group launch Step 5 – Explore and educate Step 6 – Vision Step 7 – Create action plan
3. Implementation phase: where resources are committed and accessed, business plans developed and implemented	Step 8 – Implementation and spin-out

The ultimate judge of your collaborative success will be when you move on to a new post, and the community activity stays vibrant for many years after you have left.

Step 5 – Explore and Educate

The fifth step is all about problem solving. At this stage it is usual for a *Collaborative Architect* to be appointed to provide facilitative support to the group and encouragement to adopt a common problem-solving approach.

For more information about the common problem solving approach, see tool CLA4.03: *Problem-Solving Tools*.

During this exploratory phase the team will start by clearly defining the problem or issue they have volunteered to address. They will go on to gather and analyse data; and create their 'problem statement'.

Step 6 – Vision

From here the group devise their goal statement, which provides a vision of what a successful solution might look like. Step 6 is all about innovation.

With their goal statement agreed, the group come up with a series of new ideas and innovative ways of working that have the potential to meet the challenge.

Step 7 – Create an Action Plan

The group's next task is to test and select the best ideas and develop an outline action plan for the funders to consider.

For Huntingdonshire Matters the various community teams were tasked to prepare an 'elevator pitch' and present their ideas back to the wider community and funders.

Once the pitch is made, the baton is passed back to the funders who must next decide on how best to implement the community ideas **Implement Phase**

The implementation stage is where the funders decide on how best to implement the ideas and solutions created by the community groups.

Step 8 - Implementation and spin-off.

With the ideas and action plans presented, the focus returns to the funders who must decide on how best to proceed.

Step 3 of our journey plan *'Empowering Communities'* details the kind of issues and challenges funders will face when seeking to make implementation and spin-off decisions.

For more information see tools CLA6.01, CLA6.02 and CLA6.03.

Safeguarding the process

The ultimate judge of your collaborative success will be when you move on to a new post, and the community activity stays vibrant for many years after you have left.

Adopting the Collaboration Incubator Model is more likely to ensure that you make the collaboration process 'sticky', so it remains effective and not easily blown off course after you have gone.

You can contact Manny to ask for more details of Collaborative Incubators on:
E: Manny.Gatt@sharedservicearchitects.co.uk
T: 0845 65809783

HARNESSING COLLABORATIVE LEADERSHIP ACROSS COMMUNITIES

Chas Bradfield SSA,
is MD of Bradfield Solutions Ltd and a delivery partner with SSA

On 23 June, working with SSA, I am hosting a two-hour, free 'taster session' on the SSA *Harnessing Collaborative Leadership Across Communities* toolkit at Basingstoke & Deane Council. The sessions are open to all public sector Heads of OD or Services with responsibility for community development in the M3/M4 area.

I lecture in leadership and, as an ex-Deputy CEO of a council, believe that this Collaborative Leadership toolkit, is very timely for leaders and senior managers working in councils, health, police, fire, housing and HE/FE because:

- It examines how effective collaborative leadership can stretch budgets further by engaging citizens in a genuinely participatory process to strengthen and improve their communities.
- It explores how community participation in 'collaborative incubators' can unleash their ideas, skills and enterprising energies to support local services.
- Crucially it will help leaders and senior managers to be a catalyst for both civic leadership and collaborative empowerment across their communities.

These themes are unpacked in a one day workshop, that provides more than 50 tools, templates and techniques.

The tools will help foster more effective resident engagement in the co-design and co-delivery of public services. This is especially important to organisations considering becoming commissioning organisations, co-operative organisations, or engaging in community focused pooled-budget working.

What is also important about this toolkit is that it has brought together explanations of all the key models and processes that are used in community engagement. So, for leaders and senior managers new to this community working, it is an excellent way of building their knowledge.

On the following page I have unpacked the contents of the book to help you gain a flavour of what it covers.

Collaborative Leadership Across Communities

How can leaders engage, build and support community-based collaborative activities and solutions?

CCT1: Equipping Yourself For The Journey

CCT2: Understanding Your Landscape

Step 1
Initiating Engagement
Place-based participatory leadership and collaborative engagement

CCT3: Identifying The Problem

Step 2
Enterprising Communities
Co-production of new ideas and ways of working with the wider community

CCT4: Collaborative Innovation

Step 3
Collaborative Empowerment
Developing community capacity to 'make it real' on the ground

CCT5: Capacity Building

CCT6: Safeguarding The Process

If you would like more details of the free, 2-hour taster sessions, email me at chasb@bradfieldsolutions.co.uk or you can call me on 07716 872987

The Collaborative Leadership Across Communities toolkit cover 24 key areas of collaborative leadership skills and knowledge…

Plus sections on new ways of financing community centred working…

- *Social Impact Bonds*
- *Community Investment Funds*
- *Leveraging Community Assets*
- *Community Run Public Services*
- *Whole Place and Neighbourhood Budgets*
- *Crowd/Micro Financing*

How to initiate engagement with your partners and the community…

1. **Scoping and agreeing** the benefit of cost-saving community engagement with your local public sector partners

2. **Aligning the stakeholders'** willingness to cede power to the community

3. **Applying a community engagement matrix** to your planning

4. **Asking your partners the right questions** before engaging with the community

5. **Identifying the ChangeMakers** in your community

Choosing the appropriate models of community engagement…

6. **Co-design** - engaging the community in the design of lower-cost services

7. **Asset based community development** - locating the assets, skills and capacities of residents, citizen associations and local institutions

8. **Co-delivery** - working with the community, and private or third sector partners, to deliver lower-cost services

9. **Citizen's juries** - providing the community with an opportunity to express their informed view and influence change

10. **Participatory budgets** - involving local people in making decisions on spending priorities and cuts for their area

11. **Local integrated services** - how to devolve budgets and commissioning powers to communities and neighbourhoods

12. **Volunteering and mass collaboration** - providing an environment where members of the community offer their time and skills for their friends, neighbours and the wider community

Choosing the appropriate processes of community engagement…

13. **Appreciative enquiry** - creating a community held shared vision and plan of action to achieve it

14. **Asset mapping** - making a map of the community resources that can support your project

15. **Deliberative participation** - informing the public and then asking for their engagement

16. **Open space** - enabling unlimited numbers of participants to form their own discussions around community themes

17. **Planning for real** - enabling the community to create a 3D model of their locality to assess where support is most required

18. **Creative problem solving** - equipping the community with the tools, templates and techniques to solve the cost-cutting problems they are working on

Methods for collaborative empowerment

19. **Spotting and filtering the best ideas** from the community and fostering them

20. **Applying the 'make, sell, buy, divest' matrix** to community ideas

21. **Letting go** - helping the community step into the delivery space

22. **Capacity building within the community** - recruiting participatory leaders and ChangeMakers

23. **Capacity building your civic leaders** - supporting your elected leaders to engage the community in projects

24. **Collaboration incubators** - a methodology for safeguarding the community engagement process

CAPACITY BUILDING ACROSS YOUR COMMUNITY

Dominic Wallace, SSA*f*
is Director of Learning and Development at Shared Service Architecture Ltd

In May, I was sitting in on a workshop that my colleague Manny Gatt, was facilitating for Derby City Council. In one of the exercises, the topic of *volunteers* came up. It was in the context of volunteers fulfilling roles that have formerly been carried out by paid public sector staff.

The debate was whether the public sector has fractured community cohesion and growth by sometimes removing the volunteering in a locality, that builds friendships and a sense of care for others.

ChangeMakers are the community volunteers, community activists and project delivery teams who step forward to work with you on your project.

Then the discussion turned to the perceived baggage that the word *volunteer* can carry. For example, *free labour*, *well meaning but ineffective*, or *transient commitment.*

So, based on the tools in our new *Collaborative Leadership Across Your Community* toolkit, I suggested they consider using the phrase ChangeMaker instead, as it is outcome focused and has less baggage.

Who are your ChangeMakers?

The name *ChangeMakers* came out of the RSA report on Peterborough Council's project to engage more residents in community activity.

The review of the project by the RSA identified that those who came forward to join the various projects were members of the clergy, artists, head teachers, social entrepreneurs, housing officers, charity workers, police officers, members of the local chamber of commerce, representatives from the local primary care trust, businessmen and everyday council officers.

All were found to be adept at driving positive change in their local areas and many possessed an *'impressive repertoire of capabilities, and are instilled with an appetite to apply their skills and experience to address local issues.[1]'*

So, let's change the language and stop using the tarnished word *volunteer* and start using the outcome focused term *Changemaker.*

What do ChangeMakers want?

In his book *It's Cooperation Stupid,* Charles Leadbeater[2] puts forward the case that most people are not self-interested and like to help others.[3]

But he is also clear that people are more likely to cooperate when the conditions are right. Drawing on good practice across the study of volunteer (ChangeMaker) management and

[1] RSA (2012) *ChangeMaker Report*

[2] Leadbeater, C. (2012) *It's Cooperation Stupid.* London: ippr. A senior fellow at NESTA.

[3] Richard Dawkin in his book *The Selfish Gene* (1976) makes the case for this supposition. Adam Smith in his book *Wealth of Nations* makes the case for self-interest as a driver that should be harnessed to produce the public good of higher productivity and greater choice. These laissez-faire assumptions have driven policies based on market forces, competition and incentives.

A vicar I know tells the story of how his predecessor's only way of getting rid of a talentless volunteer organist, was to have the stairs to the organ loft condemned, on the grounds of health and safety.

other sources, he cites seven factors that will support community cooperation.

People are more likely to cooperate when:

- The activity is framed in a way that encourages cooperation

- There is a reliable framework of fairness, including effect sanctions for free-riders

- People are able to rely on norms of reciprocity and peer-to-peer learning to enforce sanctions, rather than material incentives and abstract rules, both of which tend to undermine cooperation

- There are lots of opportunities for communication, including face-to-face, to make cooperation feel personal and establish a sense of empathy and shared purpose

- It is easy for co-operators to find one another because they are acting out in the open

- The ChangeMakers can build up a valued reputation as people who can be trusted to do their fair share of the work

- People feel that others are part of the same group.

This is supported by the RSA, who state that people, given the space, the right circumstances and the necessary skills, would be '*far more willing to close their social aspiration gap; that gap between the kind of society we wish to live in and the one in which* we *find ourselves based on our current behaviours*'[4].

There are tools in the *Collaborative Leadership Across Your Communities* toolkit, that will help you begin to plan the recruitment of your community ChangeMakers who will work on

the projects and programmes you will be leading.

It helps you identify and create the environment in which your residents, citizens, students, patients, etc, are most likely to co-operate with you.

If you build it they will come!

Once you create the right conditions for co-operation, and have sent out some invites, your ChangeMakers should start turning up to ask about helping out. The problem can be that some turn up because of availability, rather than ability.

They will always be the right people. But they may be applying for the wrong volunteering role.

The recruitment, management and retention of ChangeMakers is a complex, professional science. The Universities of York, Derby, Birmingham and the OU all offer graduate, or postgraduate programmes, in volunteer management.

If you are to lead collaboratively across a community project it will require sustained engagement with ChangeMakers, and if you are new to this kind of work, there is plenty of help[5].

But it is important to recognise that these volunteers are just that. You will have limited control over them. They do not have a contract with you and they can walk away at any time in the project. Also, some can stay beyond their sell-by date and that is an issue too.

A vicar I know tells the story of how his predecessor's only way of getting rid of a talentless volunteer organist, was to have the

---

4 RSA (2012) *ChangeMakers Report*

5 The National Centre For Volunteer Organisations is the central hub for learning and good practice in the UK. www.ncvo-vol.org.uk

Failure to recruit and manage the appropriate volunteers from your community, can add to your workload and be a distraction from the project.

stairs to the organ loft condemned, on the grounds of health and safety.

Failure to recruit and manage the appropriate volunteers from your community, can add to your workload and be a distraction from the project.

In research by the Cabinet Office in 2007[6], volunteers confirmed they stepped forward for the following reasons:

- To make a difference and improve things
- To help people
- To meet people and make friends
- There was a need in the community
- To use their skills
- To learn new skills
- It is part of their religious belief
- To help get on in their career

Maybe you could reflect on your own experience of volunteering and the reasons that you stepped forward. It could inform your attitude, to the leadership experience you want to offer to the volunteers in your project.

Painting a picture of personal success

An important part of your leadership is offering a clear picture of what the volunteer can expect, and will personally gain, in return for their donation of time. Maybe also their donation of unclaimed expenses for travel and other activities. Volunteers should have a role description that profiles your requirements.

Volunteer England states clearly that the best practice in volunteer management demands that volunteers have '*role descriptions*'. (Note it is not a *job description* as that implies a contract

of employment, and entitlement to employment rights.)

On the Volunteer England website[7] there are many examples of the role descriptions used by major charities such as St John's Ambulance.

Drawing together the key elements from the role descriptions, here are the recurring themes they seek to resolve:

- What will we call their 'role' in the project?
- What do we hope they will bring to the project?
- What is in it for them?
- Therefore, what experience will they need to do that?
- What will their time commitment have to be to the project?
- Who will they be accountable to?
- How will they be managed?
- What induction will they require to fully understand their role?
- How will we thank them and sustain their interest?
- What training do they need to engage with the project?

There are a range of tools in the *Collaborative Leadership Across Your Communities* toolbox that will guide you in the development of appropriate ChangeMaker role descriptions for your project.

The primary outcome will be that you can recruit, develop and retain the most appropriate ChangeMakers for the most appropriate roles.

---

[6] Cabinet Office UK *(2007) Helping Out*. The report has been archived so you may want to Google it to find a copy.

[7] http://www.volunteering.org.uk/component/gpb/creatingvolunteerroles

Have your public sector collaborative working news and jobs delivered to your desk or mobile...

Why not join over 1,000 collaborative transformation practitioners who have signed up on the SSA website for:

- Seminar, event and qualification updates

- Weekly news & jobs round-ups by email

- Access to the online library

To help you get the most from the SSA shared service and collaborative leadership taught sessions, facilitation and publications, visit the Shared Service Architect's website.

Through your phone, tablet, laptop or PC you can:

- Access 22 areas of shared service learning and activity to help get the most for you, your organisation and your collaborative transformation and shared service projects

- Download free tools, templates, booklets and guides and a PDF copy of this magazine to share with colleagues

- Access the SSA library with hundreds of reports, papers and case studies

- Purchase books and reserve your place on a seminar too

- Put questions to our lecturers and consultants on the issues you are being challenged by

www.sharedservicearchitects.co.uk