MAGAZINE

shared service architecture

Collaborative Leadership
Collaborative Governance

…unlocking the secrets of their success

How do I lead collaboratively within my organisation to deliver improved services and efficiency savings?

How do I lead collaboratively between organisations to secure wider systems value through joint-working?

How do I lead collaboratively across communities to engage, build and support community-based collaborative activities and solutions?

MANAGING COLLABORATIVE GOVERNANCE ACROSS 18 PARTNERS

Jon Aldington, SSA, unpacks the governance of the Kent Public Sector Network

HOW WOULD YOU SPEND £195M ON COLLABORATIVE WORKING?

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COLLABORATIVE LEADERSHIP AND MAKING CHANGE HAPPEN IN A COMPLEX WORLD

Paul Wilkinson, from University of Derby Corporate announces their new Collaborative Leadership Programme

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

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2014: The move from shared services to collaborative transformation

Over the next three years, almost £200m is to be fed into the world of collaborative working in the UK public sector and, if it is used effectively, you and I will witness major collaborative service transformations in emergency services and local government.

You can read about the £195m Blue Light Innovation fund in this edition of the SSA magazine. The funding will blur the boundaries of police, fire and ambulance - especially if government provides the legislation to place Police and Crime Commissioners in charge of fire services in 2015.

The funding is a collaboration in itself, with CLG and Home Office combining the police and fire transition funds announced in 2013. In addition, there is the 2014 money from CLG's second round of the local government transformation fund.

How can we avoid wasting the £200m?

The recent history of this kind of collaboration funding (in FE, HE and Local Government) shows that it will have little impact unless there are two key elements in place.

Firstly, it requires **collaborative leadership** to be effective, not the silo leadership that has powered public sector provision in recent years. To support effective collaborative leadership we have launched a new 3-day programme with University of Derby's Corporate division.

Secondly, it requires **skilled project teams** who are fully resourced, employed full-time, and skilled in collaborative working. For that there are the very successful Shared Service Practitioner and Shared Service Architect's Programmes.

What does it mean for you? Well you have to decide whether you get involved and get collaborative working experience on your CV, or remain in your silo. **Your choice: Your future!**

Dominic Macdonald-Wallace Editor
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THE NEW COLLABORATIVE LEADERSHIP PROGRAMME

Paul Wilkinson, Head of Client Partnerships, University of Derby Corporate

In partnership with Shared Service Architecture Ltd, University of Derby Corporate have launched three, one day workshops in Collaborative Leadership. The workshops are part of the new, six month, Postgraduate Certificate in Collaborative Leadership offered by the university.

Designed specifically for leaders and senior managers in the public sector, the programme will help you influence change within and beyond the boundaries of your organisation. It will help you to:

- Transform your organisation through better internal collaboration and innovation
- Work more effectively in partnership with other organisations to deliver efficiency savings and improved service outcomes.
- Better engage and support community based collaborative activities and solutions
- Increase your personal effectiveness as a collaborative leader
- Help you spot and respond to collaborative opportunities

Why is Collaborative Leadership needed?

The changing social, political and economic landscape has brought about the need for new models of local partnership – those that focus on sharing resources, blending and sharing services, and engaging the community in service delivery.

For example the integration of adult social care and health services, shared management and back office functions, new approaches to local economic growth led by LEPs, and the pooling of community and neighbourhood budgets are all examples of new collaborative working models. This is a move which rejects the silo mentality prevalent in public service organisations of the past.

In order to be successful, these new kinds of partnerships require collaborative leaders, who can reconcile diverse interests, by building consensus, common ground and trust within their organisations, between partnering organisations and across communities.

How do I lead collaboratively within my organisation to deliver improved services and efficiency savings?

How do I lead collaboratively between organisations to secure wider systems value through joint working?

How do I lead collaboratively across communities to engage, build and support community-based collaborative activities and solutions?

You can attend all, or just one of the three workshops

Collaborative Leadership Within Your Organisation
How can leaders deliver value through better collaborative working within their organisation?
(intra-organisational collaboration)

Equipping Yourself For The Journey

Understanding Your Landscape

Step 1
Assessing The Environment
Interpreting the collaborative landscape both externally and internally

Identifying The Problem

Step 2
Collaborative Agility
Exploring the strategic options for collaboration and improvement

Collaborative Innovation

Step 3:
Collaborative Advantage
Developing and nurturing a culture of collaboration within your organisation

Capacity Building

Safeguarding The Process

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Collaborative Leadership Between Organisations
How can leaders work together to secure wider system value through sharing and collaborating?
(inter-organisational collaboration)

Equipping Yourself For The Journey

Understanding Your Landscape

Step 1
Leading With A Shared Purpose
Shared leadership and aligned organisational purpose

Identifying The Problem

Step 2
Building Powerful Partnerships
Exploring the models for successful collaboration

Collaborative Innovation

Step 3
Collaborative Performance
Jointly improving services to secure enhanced added value

Capacity Building

Safeguarding The Process

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Collaborative Leadership Across Communities
How can leaders build community based collaborations and encourage new thinking and service innovation?
(exo-organisational collaboration)

Equipping Yourself For The Journey

Understanding Your Landscape

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

Identifying The Problem

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

Collaborative Innovation

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

Capacity Building

Safeguarding The Process

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…you can handpick the workshops most relevant to you, or sign up for all three…

Rapid development that leads on to a qualification

Organisations and partnerships, need leaders and senior managers to develop these collaboration leadership skills rapidly. Therefore, our new Collaborative Leadership programme consists of three, intensive one-day workshops and a set of almost 100 tools, templates and techniques covering:

1. **Collaborative Leadership Within Your Organisation**

2. **Collaborative Leadership Between Organisations**

3. **Collaborative Leadership Across Communities**

The three workshops are part of the first module in the Postgraduate Certificate in Collaborative Leadership.

Step on step off

So, you can handpick the workshops most relevant to you, or sign up for all three; it's entirely up to you. If you are interested in gaining the postgraduate qualification, you can either enrol on this at the beginning, or decide to progress onto it later.

We have designed the programme to be as flexible and modular as possible. The next workshops take place in February 2014.

Find out more about the workshops and the Postgraduate Certificate in Collaborative Leadership at www.derby.ac.uk/collaborative or call University of Derby Corporate on 0800 678 3311.

COLLABORATIVE LEADERSHIP WHAT SKILLS WILL YOU NEED?

Manny Gatt is Managing Director Of Shared Service Architecture Ltd, is a recognised SSAf and lectures on the Collaborative Leadership Programme.

There is much debate across the public sector on the skills required by the next generation of leaders - and they fall into three broad styles:

1. **From an organisational perspective.** How can leaders deliver value through better collaborative working within their organisation (intra-organisational collaboration)?

2. **From a partnership perspective.** How can leaders better work together to secure wider system value through sharing and collaborating (inter-organisational collaboration)?

3. **From a community perspective.** How can leaders build community-based collaborations and encourage new thinking and service innovation (exo-organisational collaboration)?
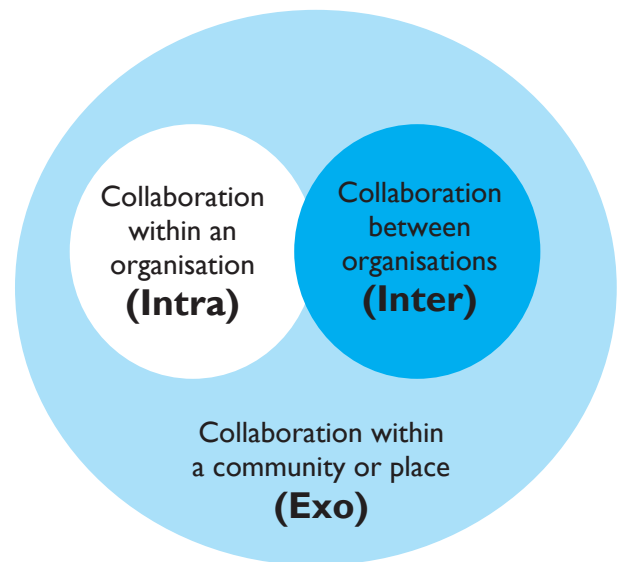
Leading collaborations isn't easy.

…the silo nature of public services will need to change and more collaboration will be required between organisations to solve the wicked problems of the future.

To deliver these often requires leaders to exert leadership influence over people they may not directly manage or lead[1]. Moreover, it asks leaders to cede power and authority to secure collaborative gain[2].

That balancing act is complex. Collaborative leaders must seek to reconcile the conflicting interests of people, power and politics, building consensus, common ground and trust.

The balancing act analogy isn't new. I was working with Andy Holder, from the LGA Leadership Academy, and he describes *democratic leadership* as a juggling act of simultaneously keeping a number of different balls in the air.

[1] Archer, D. & Cameron, A. (2009)

[2] Middleton, J. (2007) Leading beyond the boundaries of your authority requires, *"…adopting real interest in people and building consensus, verses traditional focuses on gaining power by whatever means, …"*

Collaboration within an organisation **(Intra)**

Collaboration between organisations **(Inter)**

Collaboration within a community or place **(Exo)**

There are *outcomes* (focusing on what needs to be done in terms of vision and business outcomes), *interests* (spotting who is for and against the change and finding ways forward by negotiating with interests), and *people/culture* (enabling those involved to adapt emotionally and behaviourally).

And the person juggling is the collaborative leader.

These are difficult times to be a leader in the public sector

The deep seated social challenges, such as an ageing and expanding population, demand that the silo nature of public services will need to change and more collaboration will be required between organisations to solve the wicked problems of the future.

What makes these challenges even more difficult from a leadership perspective is the speed at which the public debate, at least, quickly shifts from how this is can be achieved to *'who can lead us out of this predicament?'*.

Across local government, health and education the call for a more collegiate and collaborative approach to leadership has emerged.

Think of an English football club. Slipping down the table, they decide to sack the manager and appoint a new one. Often they assume that by picking a new manager, the new person will know the answers to the *'how'* question.

They seek the 'heroic leader', who will single-handedly change the fortunes of the club. We know this revolving door means that football managers rarely last long in the job. In fact the average length of time an English football manager stays in post, is 951 days[3].

Now examine the public sector and note the parallels.

The Kings Fund Commission on NHS recently talked about the need to end the push-me-pull-you dynamic of, '*on the one hand, actively seeking "heroic leaders" to transform the NHS, whilst simultaneously deriding those same leaders responsible for a £80bn spend as "men in grey suits" or "pen pushers"*[4]'.

According to their report, the average time an NHS CEO stays in post is only 700 days![5] Against this backdrop, the public sector is also having to explore the need for a new type of leadership.

An emerging consensus for a new type of leadership

Across local government, health and education the call for a more collegiate and collaborative approach to leadership has emerged.

The Commission on the Future of Local Government has called for a new '*whole place*' leadership approach to revitalise cities and towns. This will be achieved by joint working through new, local government-led civic enterprise networks, with distinctive ambitions, common working values, and sharply focused actions[6].

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[3] Wikipedia records that there are 72 English football league managers across four divisions. The two longest serving managers are Sir Alex Ferguson (25 years and 266 days) and Arsene Wenger (15 years and 302 days) as at 31/07/12

[4] Kings Fund Commission (2011) *The future leadership and management of the NHS – No more heroes.* London Kings Fund.

[5] *Ibid*

[6] *Commission on the future of local government* - July 2012

They call for shared leadership-development programmes to nurture civil-leadership skills across the community.

The Leadership Commission established in 2011 by the Kings Fund added to the chorus stating that the NHS needed a fundamentally different approach to leadership.

The old model of 'heroic leadership' by individuals needs to adapt and become one that embraces shared/collaborative leadership both within organisations and across the many organisations the NHS has to engage with in order to deliver its goals.

This requires a focus on developing the organisation and its teams, not just individuals, to deliver leadership across systems of care rather than just within institutions, and to focus on 'followership' as well as leadership[7].

Building on this is the Leadership Foundation for Higher Education. In their *Implications for Leadership, Management and Governance* report[8], they recommend that the leaders of Higher Education Institutions (HEI's):

- Set a positive, supportive climate for collaborative activity
- Ensure staff are encouraged and equipped with the information and skills crucial for effective collaborative working; and
- Ensure that their organisational processes, structures and systems enable more effective collaborative working

So to be a successful leader in the coming years, you will need to flex your leadership approach to:

- nurture a collaborative culture within your organisation *(distributed leadership)*,
- share leadership between organisations working together to deliver their public purposes *(system leadership)*
- and empower communities to shape and co-produce public value *(democratic/participatory leadership)*.

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[7] Kings Fund Commission (2011)

[8] Leadership Foundation for Higher Education (2011) *Higher Education collaborations: Implications for Leadership, Management and Governance. Final Report.* Series 3: Publication 1

Across local government, health and education the call for a more collegiate and collaborative approach to leadership has emerged.

Collaborating to get 'better for less'

Public-sector organisations are working hard to leverage collaboration as a means of securing better services to the public for less.
They typically start the process by going back to first principles, recalibrating their purpose and then using this to re-energise their partnership relationships. Emerging examples of this include:

- Further Education Colleges positioning themselves at the heart of their local communities[9];
- Place-based partnerships such as the Association of Greater Manchester Authorities, who are piloting whole-place community budgets;
- Community-based partnerships such as Huntingdonshire Matters.[10]

The RSA and the 2020 Public Services Hub have been piloting a different approach to collaborative working.

Called 'Change Makers', their programme seeks to identify and nurture a greater level of active citizenry to lead and drive positive change in their communities.

They call it the '*movement from social security to social productivity*' in which citizens, service users and practitioners each have a role to play in identifying and overcoming the social challenges using all available means[11].

As the number of successful collaborations gain traction, the historic barriers between public sector organisations begin to break down.

Service provision that was previously delivered in isolation is being integrated. The question has changed from '*Why should we share?*', to '*Why aren't we sharing that as well?*'.

[9] *A dynamic nucleus Colleges at the heart of local communities: Final report of the independent Commission on Colleges in their communities* (2011) – Summary. Baroness Sharp of Guildford.

[10] Huntingdonshire District Council and its partners launched Huntingdonshire Matters as a new way of actively engaging communities in shaping their services

[11] Changemakers: Identifying the key people driving positive change in local areas RSA

All this indicates a shift in emphasis for public sector leaders from organisational transformation *(making the organisation more efficient)* to collaborative transformation *(delivering better public value by working together in new and innovative ways)*.

Harnessing the power of collaboration

So how can you as a leader harness *collaboration* to tackle the problems your organisation faces?

The answer is in the leadership practices, organisational relationships, engagement, change and innovation programmes that enable successful collaborations to flourish.

My academic and practical research to help you in this, identified three principal collaborative themes, each a self-contained and important component of effective collaboration. We also learnt that when combined the collaborative power to make a difference was enhanced.

The three themes are:

- **Collaborative Leadership Within Your Organisation**
- **Collaborative Leadership Between Organisations**
- **Collaborative Leadership Across Communities**

Those are the titles of the three new books, developed with my colleague Dominic Macdonald-Wallace.

The books, which include almost 100 tools, templates and techniques, underpin the new Postgraduate Certificate in Public Sector Collaborative Leadership from University of Derby's corporate learning division.

The first diagnostic tool in Book 1, asks you as a leader: '*Do you foster a culture of collaboration within your organisation?*'.

It's over the page. Why not fill it in and see how you get on. Or even better, ask colleagues to fill it in based on their perception of you.

Tool: CLW0.01

DO YOU FOSTER A CULTURE OF COLLABORATION?

This tool is taken from the new SSA toolbox: **Collaboration Leadership Within Your Organisation** *available through the SSA website.*

Tool CLW0.01 will help you identify if you foster a *'culture of collaboration'* within your organisation.

The academic and practical evidence clearly shows that organisations possessing poor levels of collaborative working, across their functions and departments, will have greater difficulty innovating, improving and building successful partnerships with others[1].

This tool is designed to help you assess the extent to which you foster a culture of collaborative working as a leader.

Growing your in-house culture of collaboration

Growing your in-house collaborative culture starts with leadership from the top.

In growing a culture of collaboration leaders can set the tone, permissions and direction that encourage staff to work together in collaborative ways. Leaders must be aware of the things that they can do to nurture collaborative activities, as well as those factors that inhibit it.

Leaders can support the collaborative culture within their organisations by adopting a common language[2], encouraging the development of trusted individuals to lead and develop collaborative teams[3] and ensuring the processes that support collaborative working are embedded in the way business and improvement is done[4].

There are a number of factors that inhibit collaborative working too.

[1] Economic Intelligence Unit (2008)
[2] Huxham C & Vangen s (2005) p4
[3] Gatt E, Wallace D (2009) Shared Service Architect's Toolbox
[4] Improvement methodologies that are in widespread use include EFQM (European Foundation for Quality Management), Lean Processes and Systems Thinking

Collaborative inertia[5] describes what frequently happens in practice, when the outputs sought from collaborative working are negligible or at best slow, or when the stories of pain and hard grind are integral to any successes achieved.

Leaders too can be blind sided by this. A helicopter vantage point is good for scanning the horizon but it may not tell you what is happening on the ground.

This tool is designed to help you assess the current level of collaborative culture that you have fostered within your organisation. It's both a reality check and potentially a means for benchmarking progress as you embark on this journey.

How to use the tool

On the following two pages there is a reflective diagnostic tool that you can apply to your organisation, to identify if you are fostering a culture of collaboration. The methodology provides nine indicators in the diagnostic scoring guide. The scoring is from 5 (excellent) to 1 (poor).

Step 1: Undertake a self-assessment on your own. Read each indicator and then decide the score that best fits your leadership and mark it on the scoring template. You should be able to *identify clear evidence* to support your choice of scores.

Step 2: Ask your SMT, board members and a random group of staff, to do the same and compare the results.

Step 3: Review your findings and explore areas where progress needs to be made on developing your behaviour in building a culture of collaboration.

[5] Huxham C & Vangen S (2005) p57

Internal Culture of Collaboration - Checklist

Indicators of Internal Collaborative Culture	High Score 5 4	Medium Score 3	Low Score 2 1
1 Shared objectives and vision	You ensure that staff fully share the vision/objectives of your organisation	Staff hold variable levels of shared vision and objectives across the organisation	Staff have closer affinity to their team rather than your organisational objectives
2 High confidence and trust in peers and management	You focus on building high levels of trust that are felt across the organisation	Trust levels vary between staff and teams	There are low levels of trust felt across the organisation
3 Adoption of quality and improvement approaches	You have embedded consistent improvement processes across the organisation and ensured they are consistently applied	Improvement processes are used but on an ad-hoc basis	There is little evidence of a consistent or common approach to improvements
4 Group participation in problem solving	You insist that cross-functional, group problem-solving teams are the norm	Cross-functional, group problem-solving teams are optional	There is minimal joint problem-solving across the organisation
5 Support for innovation	Your risk tolerance is high, enabling teams to feel confident when searching for fresh, new ways of addressing problems and implementing solutions	There is a culture of risk aversion, which means that the extent of new thinking is curtailed	New ideas, when implemented, are rarely sustained
6 Internal task orientation	You insist that colleagues continually monitor each others' work so as to maintain high standards	Baton changes of tasks between departments are sometimes the weakest links	Managers use audits and data to ensure tasks are completed to standard
7 Social desirability and identity	You ensure that team members are comfortable working across organisational functions	Staff see the benefit of cross-team working, but have greater allegiance to their own work groups	Staff primarily identify with their teams. There is little evidence of different departmental teams proactively engaging with one another
8 Capacity building	Your internal improvement leaders are fully resourced to initiate and train staff participating in collaborative projects	Training for collaborative internal improvement is done on an ad-hoc, needs-based approach	There is little training and development for staff engaged in collaborative projects
9 Safeguarding the process	Your senior managers champion internal collaborative improvement projects and teams	The chain of command is used to address issues rising from collaborative working	Clear governance and conflict-resolution arrangements are lacking in collaborative working

Tool: CLW0.01

Scoring Sheet

Please tick the score that you feel matches the criteria

Indicators of internal collaborative culture		5	4	3	2	1
1	Shared objectives and vision					
2	High confidence and trust in peers/management					
3	Adoption of quality and improvement approaches					
4	Group participation in problem-solving					
5	Support for innovation					
6	Internal task orientation					
7	Social desirability and identity					
8	Capacity building					
9	Safeguarding the process					

You may photocopy and use this page for your self-diagnostic sessions

Discuss with colleagues where you and they have put ticks. Ask them for evidence to support why they have put them there. Listen and act on what they are telling you.

LIGHT THE BLUE TOUCH PAPER AND STAND WELL BACK...

This is an edited speech given by Policing Minister Damian Green on Tuesday 19 November 2013 announcing the £195m innovation fund for collaborative working.

There can be no doubt that the public highly respect the work, and sacrifice, of the emergency services, playing a vital role in serving and protecting communities.

The services share important common goals: helping people in their time of greatest need, preventing harm and keeping people safe. It goes without saying the government is committed to ensuring that the emergency services continue to deliver for the public.

But like all public services, there is a need to consider how future resources can best be used and how delivery can be improved for the public. I believe, along with a growing number of you and others that look at the field carefully, that this improvement is best delivered by deeper and more ambitious joint working between the blue light services.

...It doesn't make sense for all the emergency services to have different premises, different back offices, different IT policies and systems and different procurement policies, when their work is so closely related.

For example, the vast majority of fire and police boundaries are already co-terminus. Whilst this could have led to joint estates, over half of police stations in England are separate but within 1km of a fire station.

...Sir Ken Knight's review...made clear that fire and rescue authorities could not go it alone in delivering the efficiencies and transformational change that the fire service needs in order to meet the challenges of today and tomorrow.

The report pointed to greater collaboration between the blue light emergency services to drive out inefficiencies and provide more joined up services that deliver savings for taxpayers.

Police Reform and Collaboration

...Her Majesty's Inspectorate of Constabulary has reported some police forces are planning to deliver 94% of their spending review savings through collaboration, with £182m of savings already identified by forces through collaboration over the spending review period.

In Warwickshire and West Mercia, the two PCCs oversee a strategic alliance that is cutting costs while retaining local policing and accountability. Not cuts making services worse, but collaboration making services better.

Emergency Services Collaboration

...There is already innovative work taking place between PCCs, fire authorities and ambulance trusts...

In Hampshire, the fire service, police force and the county council are joining up corporate services and expect to save around £4 million a year.

In Merseyside, which you'll hear more about later, the PCC, Jane Kennedy, signed the contract for the building work to begin on a joint police and fire command and control centre.

Matthew Grove, the PCC in Humberside, made clear after his election that he wanted to see long term savings delivered from emergency services collaboration. He is now working with the fire authority to achieve significant savings by developing a joint vehicle and equipment workshop.

In Surrey, the PCC and Chief Constable are leading the way with a full programme of collaboration between the police, fire and south east coast ambulance.

That adds up to a total of £195m over 3 years that is open to the blue light services to bid for to take forward joint working to save money and deliver improved services for the public.

Their collaboration will see the three services join forces to find ways of streamlining operations, sharing more premises and delivering joint safety campaigns, as well as looking to link up with Sussex's emergency services.

Going further still, in Northamptonshire…the Chief Fire Officer and his senior management team have moved from their base three miles away to the police force headquarters. The move has sent a clear message to fire and police officers and staff, as well as the public, that they want to move beyond the traditional ways of working.

Government funds

…A Police Innovation Fund is being established from 2014/15, worth up to £50 million per year. The Fund will incentivise collaboration, including with other emergency services, and enable PCCs to invest in other innovative delivery approaches that have the potential to improve policing and deliver further efficiency.

I believe that emergency services collaboration shouldn't have to wait. Therefore, to allow PCCs to press ahead with transformation, we are making £20 million available to PCCs as a precursor Innovation Fund in this financial year.

Further, DCLG have announced for 2015-16 a total of £75 million of funding to support transformational change in the fire service.

That adds up to a total of £195m over 3 years that is open to the blue light services to bid for to take forward joint working to save money and deliver improved services for the public. Further details on the bidding process and criteria for the police innovation fund will be set out shortly and I want those bids to be ambitious that will deliver real transformation.

Pressure on police from ambulance services

One area for improvement where I want to see PCCs leading reform is the demand the police and ambulance services place on each other. Police officers are crime-fighters. Yet too often they are relied upon in situations where an ambulance or paramedic is more appropriate.

…We're making real progress on this. The Association of Ambulance Chief Executives is drawing up a national protocol on the transportation of people in mental health crisis which will be put in place next April and they are also part of a wide collective of national organisations working on a Concordat to improve outcomes for people experiencing mental health crisis.

I would now like to see the progress we've made on mental health continue and extend to those situations where the police are faced with delays when medical assistance – physical or mental - is required.

…For example, on one occasion ambulance control requested police attend a report of a 14 year old girl having taken an overdose. An ambulance couldn't attend and the police took the girl to hospital, as the police always will.

…In London, the Met Police and London Ambulance Service are working closely together to manage the increasing demand on both services.

They are implementing a series of innovative tactics, including the creation of joint response units in high demand boroughs at peak times, with a dedicated paramedic car for police requests for medical assistance.

I want to encourage you, as emergency services professionals, to challenge how your processes can change as a result of mobile technology rather than to merely apply the technology to existing processes.

Whilst there is still work to do, the improvement for both services are encouraging, with the joint response units reducing the average time the police are waiting from 36 minutes to just 5 minutes.

Further, the joint working has seen a sustained reduction in wider ambulance delays to Met Police calls and a drop of police conveyance of patients to A&E.

JESIP

…The Joint Emergency Services Interoperability Programme (JESIP) has…introduced new joint doctrine as well as rolling out an innovative training programme to be delivered on a tri-service basis.

The programme is deliberately led by the emergency services, which is why I'm pleased Roy, Chair of JESIP's strategic board, follows me today to speak in more detail about the work the programme does to improve interoperability.

Emergency Services Mobile Communications Programme

Another key area for interoperability is mobile communication, including the coverage and resilience of the mobile network.

The Emergency Services Mobile Communications programme brings together all the relevant government departments with all the services involved.

The programme provides an opportunity for communication services to be delivered:

Cheaper – the current cost of these services is estimated at £300m centrally and in the region of £100m currently spent locally, some of which could be consolidated.

Better – by providing users with broadband as a core service, with appropriate security and resilience.

Smarter – by providing users with a scalable range of features.

…I want to encourage you, as emergency services professionals, to challenge how your processes can change as a result of mobile technology rather than to merely apply the technology to existing processes. This should be about reengineering the whole systems that will deliver better benefits from mobile communications technology.

Next steps

To be clear, these two programmes once again show that you all have more in common to bring you together than things that keep you apart. The government has set out a clear ambition to drive greater collaboration between the emergency services to deliver efficiencies and, above all, better outcomes for the public.

Thank you for your continued commitment to public protection, reducing harm and, ultimately, saving lives. More collaboration will mean better performance, better services and better delivery for the public.

The full content of the speech can be found at
https://www.gov.uk/government/speeches/damian-greens-speech-to-the-blue-light-innovation-conference

2014 CHANGES TO TUPE
What are the implications for transferring shared service staff?

…following a TUPE transfer, employers would be able to renegotiate changes to collective agreements one year after the transfer…

In September (2013) BIS announced proposed changes to the *Transfer of Undertakings (Protection of Employment) Regulations* (TUPE) rules, in response to a consultation on TUPE regulations earlier this year.

They confirmed that following a TUPE transfer, employers would be able to renegotiate changes to collective agreements one year after the transfer, provided that overall the change was no less favourable.

Under current TUPE arrangements, employees' terms and conditions are protected and are generally not allowed to be changed by reason of a transfer.

However, under the new rules and the Acquired Rights Directive, employers will be allowed to make amendments to terms and conditions, which are set out in collective agreements, from one year after the transfer.

Relocations and collective bargaining…

Charles Wynn-Evans, partner at Dechert Solicitors has highlighted two key issues we have discussed in previous magazines[1]:

Another significant change is that Relocation Changes in the location of a workforce or its work in connection with a Tupe transfer will now be covered by the ETO defence.

This will allow employers to avoid genuine 'place of work redundancies' being automatically unfair as is the current position. Such dismissals will still need to be handled carefully to avoid 'normal' unfair dismissal claims.

_____
[1] People Management (Sept 2013)

[Also]...Consistent with the recent CJEU decision in the Alemo-Herron case, transferees will not be bound by any changes to a collective agreement or pay negotiation arrangement which previously determined the terms of transferring employees but to which it is not a party after the transfer.

Amended Tupe will also permit the renegotiation of terms derived from collective agreements one year after the transfer, provided that overall the change is no less favourable to the employee.

What the unions say…

In a press release on 5th Sept, the TUC stated that, *'These changes will lead to the erosion of the pay and conditions for low-paid staff in sectors such as cleaning, social care and catering where outsourcing is common.'*.

It argues this will have an adverse impact on women, who are more likely to be employed in contracted-out services than men. In addition, the right of employers to re-negotiate changes to collective agreements one year after transfer, will give them extra flexibility to cut pay and conditions after a transfer takes place.

TUC General Secretary Frances O'Grady said: *'The changes announced today could see hundreds of thousands of vulnerable workers lose out on vital protections at work. This is a deliberate attempt to make privatisation cheaper and quicker'.*

The question is, will it also make public-to-public shared service transfers quicker and cheaper too?

We promise to look at this again, when the new rules are in play in 2014.

GOING TO MARKET: SHOULD HOUSING SHARE OR OUTSOURCE?

The report is 24 pages long and attempts to capture the current outsourcing and shared services position of the public-purpose housing sector…

At the Chartered Institute of Housing 2013 Northern Ireland Conference, Social Development Minister Nelson McCausland called on housing professionals to work together to deliver affordable and social housing for future generations.

He told the conference: *'We should never underestimate the importance of good housing in people's lives. It is a right that the housing movement knows only too well and one which you have striven to deliver successfully for many years. The challenge now is how to continue to do so in a difficult economic climate. It is a challenge you do not face alone but it is one that will require new approaches to the problem and one we can deliver in partnership.'*

In this context, the Chartered Institute of Housing (CIH), HouseMark and two of the largest housing associations, published a 2013 review of outsourcing and shared services in the housing market. Its purpose is to stimulate debate across the sector on these two issues.

The report is 24 pages long and attempts to capture the current outsourcing and shared services position of the public-purpose housing sector, at a time when it is '…*being challenged to continue to meet their obligations for delivering value for money….and of delivering frontline and back-office services effectively'*[1].

Using HouseMark's benchmarking data, the report evidences the disparity between associations in their delivery costs.

The benchmarking figures evidence that efficiency gains are available for associations who are in the lower quartiles and that there are top quartile associations that can be copied to gain those efficiencies.

It focuses on two of the four potential routes for efficiency gains[2] – outsourcing and shared services. The report unpacks these through useful examples and good practice learning.

It also wisely points out that: *Overall, our research shows that outsourcing and shared services are not a panacea which will automatically transform services. Change and improvement can be made in many ways. The reality is that outsourcing and shared services should be seen as useful tools to help run the business. Decisions about whether to go down this road or not should be pragmatically arrived at on the basis of what is best for that business at that point in time*[3].

The report also includes reference (p7) to 'insourcing'- bringing services back in-house where they have been formerly outsourced. This is an option that many local authorities have taken to reduce their costs, as they have learned how to work in leaner, more effective ways.

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[1] p2

[2] See Edition 8 of this magazine in which we covered the Efficiency Matrix and its four options for delivering better, lower-cost services.

[3] P20

'Going to Market' is key reading for decision-makers in the Housing Sector who have limited experience in either outsourcing or shared services.

The report also reiterated the sector's values: *'A significant difference between housing associations and profit distributing companies is that the purpose of housing associations involves a wider set of values and related considerations'[1].*

VAT and Social Value Act

The report covers both the VAT Cost Sharing Exemption Groups and the Social Value Act (2012).

On the VAT issue it recommends that, with appropriately structured partnerships, efficiency gains could be made without the impediment of the 20% VAT related threshold[2].

On the Public Services (Social Value) Act 2012 the report emphasises the duty on housing associations to *have regard to economic, social and environmental wellbeing in connection with public services contracts. Associations must be prepared to define the social and economic value and impact of the services they offer when tendering for a service from a local authority or another relevant body[3].*

'*Going to Market*' is key reading for decision-makers in the Housing Sector who have limited experience in either outsourcing or shared services.

It should be adopted as a 'reference point document' for high level discussion by Boards and management teams considering stepping into these activities.

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[1] p17
[2] P15
[3] p17

If there is a criticism of the report, it is that outsourcing and shared services are fundamentally different activities to engage in and therefore it is important that whatever reports or papers follow '*Going To Market*', they are focused either on outsourcing, or shared services, but not both at the same time.

The reason is the overwhelming academic and partnership experience, which evidences that shared services are more difficult to develop and deliver, than the customer-supplier relationship of outsourcing.

This problem could be overcome if the Housing Association sector are willing to draw on the experience of shared services in Local Government, Further Education and Higher Education

The successes and mistakes of these shared service activities can be avoided through the learning in the nationally recognised Shared Service Architects' programmes and the Post Graduate Certificate in Shared Services at Canterbury Christ Church University.

The sector could quickly adopt, and adapt, these programmes to build the capacity of social housing to be effective in the shared service space. They do not need to repeat the mistakes of local government and other public-purpose sectors who have been down so many blind alleys in collaborative working.

CLG Minister Brandon Lewis congratulating students on completing the six month programme

THE POSTGRADUATE CERTIFICATE IN SHARED SERVICES: TIME TO APPLY

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

In 2010, Canterbury Christ Church University partnered with Shared Service Architecture to develop the UK's first Postgraduate Certificate in Shared Services (PCSS) qualification. Since then ten cohorts have enrolled, with 26 students currently going through the programme.

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

The problem has not gone away

What we have learned from the students, through their assignments, is that the majority were thrust into shared service activity without sufficient training, putting both their organisation and their personal credibility at risk.

The problem is that they are being asked to work on multi-partner, multi-million pound change management projects with no focused training, and frequently on top of their day jobs.

Yet 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 PCSS is a key to implementing successful projects through educating project leaders not to repeat the mistakes of others.

CLG Minister Brandon Lewis championed the PCSS when handing out graduation certificates to students in 2013. 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.

How has it helped the graduates?

After each cohort, we ask the graduates for their feedback on the benefits of the programme to them.

Graduate Geoff Thomas, Assistant Director Policy and Performance, Dudley Council wrote saying, "*I found the course ever so interesting and helpful, not just on shared service issues, but across much wider areas of my work. I find the toolkits really valuable, and the insights and support you provided throughout the course were really appreciated*".

Graduate Kiran Lahel, Shared Services Officer at Walsall Council told us that the PCSS was, "*A challenging but rewarding, thought provoking experience enabling me to think outside the box and question current and future practices. Not only was delivery through a honest and professional approach but the course was instrumental in providing me with the tools and techniques for future collaborative activity*".

The programme provides an ideal base from which to develop a career across shared services and collaborative working in the public sector.

Our students are not all from the UK. Graduate Tariq Al Shehhi, Head of IT, from the Emirates Advanced Investments Group emailed to say, "*The course met my expectations very well. It was a very useful experience to understand shared services concepts and to practice shared services tools. Through real life application of such tools, the shared services program in my workplace did actually move forward positively after a long period of stall. Now I am getting senior management appreciation, which is added to my career achievements*".

Graduate Anne Nikolaou, Head of Business Support at Oldham Council says, that she *"…found the course challenging and enjoyable in equal measure. The resources are excellent and presented in a clear and amusing way that makes them easy to apply at the many, and varied, stages of a shared service journey. Even if you don't jump straight into developing a shared service, the learning around collaborative working will prove extremely valuable in any working environment."*

So why should you consider becoming a student?

This course will provide you with the knowledge and skills to initiate and manage public purpose collaborations and shared service projects, whilst giving you a valuable postgraduate qualification.

You will become a skilled and valuable in-house resource, who will be able to cascade your learned skills across colleagues in collaboration activities and reduce, or negate, the necessity to pay for external consultancy on projects.

The programme 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 to your career.

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

What do students say about their time commitment over the six months?

Dominic Wallace lectures on the certificate and has asked students about their thoughts on the time commitment.

The PCSS has three modules. Each of the modules in the programme has a 4,000 word equivalent written assignment. The time to write the assignment is either granted by an employer, or is undertaken in evenings and at weekends.

Past students, who organised themselves and did well, tell me that their personal study time (made up of evenings and weekends) amounted to the equivalent of 3-4 days (if you were studying full time) for each of the assignments in Modules 1 & 3. You are given a month, after a taught session, to complete the related assignment.

Most reported around the equivalent of 5-6 days (if you were studying full time) for Module 2. This was made up of 2-3 days research time using the university online research library and 2-3 days writing the assignment. You are given two months, from the taught session, to do this piece of work.

This is a very general and unofficial guide that may be helpful before you commit to the certificate.

You can join a cohort in either February, or October, 2014.

The student fee is £2,850 per student, which 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.

WHAT IS GOOD COLLABORATIVE GOVERNANCE?

This article is taken from the new SSA toolbox: 'Collaborative Leadership Between Organisations' available from the SSA website.

Where organisations seek to collaborate, inter-governance arrangements need to be in place to enable the partnership to make effective and timely decisions.

One description for this is *'collaborative governance'*. There is still limited academic research into this area and therefore the application of '*collaborative governance*' is being shaped by practice as a result[1].

For community or place-based collaborations, Chrislip sees a distinction between leaders *'as governors'* and *'leaders of collaborative action'*. When considering the governance aspects of collaboration, he found:

- Governance structures that include people who reflect the broader community worked better

- Diverse and inclusive governance required a disciplined approach to board appointments

- A shared-leadership model within the governance helped spread the responsibility and energised the partnership

- Giving governors clear understanding of their roles and mandate was important but not enough. Leaders must also have the skills and capabilities to operate in a manner congruent with this role[2].

This suggests that behaviours in a collaborative governance setting need to differ from the vertical governance and control structures[3] evident within organisations.

Are organisational governance and collaborative governance the same?

Following a number of corruption issues in both the public and private sector, and subsequent reports on improving governance[4], in 2004 the Audit Commission revisited governance in the public sector, publishing a *Framework Of Accountability* (see over the page).

Their definition of public-purpose governance is: *The framework of accountability to users, stakeholders and the wider community, within which organisations take decisions, and lead and control their functions, to achieve their objectives.*

The Independent Commission on Good Governance in Public Services was established by the Office for Public Management and CIPFA, in partnership with the Joseph Rowntree Foundation. The role of the Commission was to develop a common code and set of principles for good governance across public services[5].

In the report they set out six key areas of good governance:

- focusing on the organisation's purpose and on outcomes for citizens and service users
- performing effectively in clearly defined functions and roles
- promoting values for the whole organisation and demonstrating the values of good governance through behaviour
- taking informed, transparent decisions and managing risk
- developing the capacity and capability of the governing body to be effective
- engaging stakeholders and making accountability real

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[1] Eppel, E. (2013) *Collaborative Governance: Framing Practice.* NZ: Institute of Governance and Policy Studies
[2] Chrislip, D. (2004)
[3] The words *'command and control'* structures are often used in the public sector.

[4] For example, the Cadbury Report on improving private sector governance and the Higgs Report on non-executive directors' conflicts of interest. The Nolan *'The Seven Principles of Public Life'* were published in 1994.
[5] OPM & CIPFA (2004) *The Independent Commission on Good Governance in Public Services.* Hackney Press

The Audit Commission Framework Of Accountability
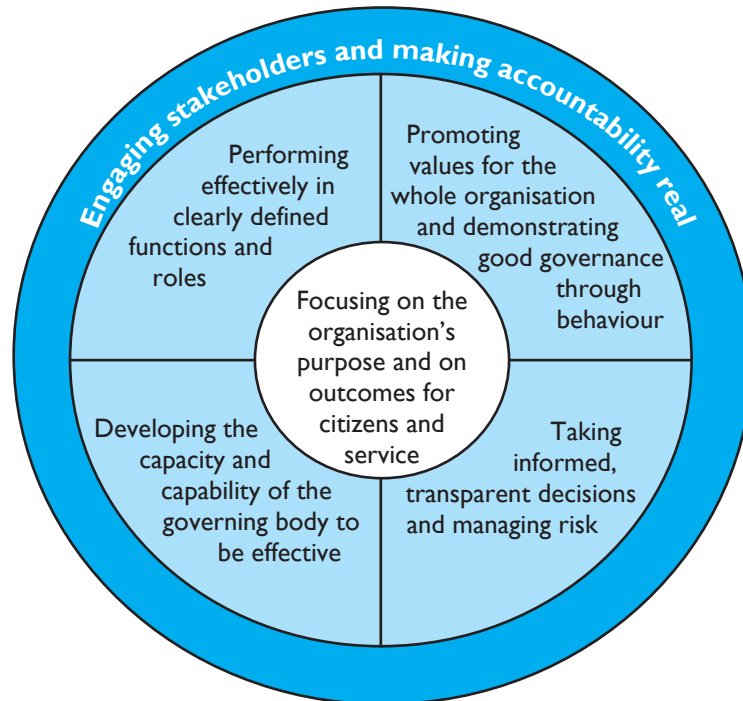
…good collaborative governance…is about managing the interdependencies that are out of the control of any one leader or single organisation.

However, O'Leary, Choi & Gerard[6] noted the following characteristics of collaborative networks that contribute to the complexity of collaborative governance:

- Multiple members make up the network
- Disparate and common missions of the members
- Differing cultures
- Differing stakeholder groups and different funders
- Different degrees of power
- Handling multiple issues
- There are multiple forms of decision-making
- Networks are both inter-organisational and interpersonal
- There are a variety of governance structures available
- There can be conflict with the public

It is from these characteristics that we can begin to conclude that good *collaborative governance* is all those nice things suggested by the Audit Commission and OPM/CIPFA, but, in addition, it is about managing the interdependencies that are out of the control of any one leader or single organisation.

There is no *'command and control'*, or *'my way or the highway'* opportunity available to a collaborative leader in problem moments.

This is articulated by Huxham and Vangen when they describe inter-organisational good practice and define the six factors which affect success or failure as:

- Managing aims
- Compromise
- Communication
- Democracy & equality
- Power & trust
- Determination, commitment and stamina[7]

This is supported in follow-up work carried out by Meek, De Ladurantey and Newell:

COLLABORATION is much more than interacting and networking: it is the act of circling around common problems, identifying common issues, and applying resources that individual collaborators bring to the table from their respective areas of expertise and discipline.

It is a problem of identification and exhaustive effort as alternative solutions come from a variety of perspectives, and work towards a variety of perspectives and work toward solutions that individuals could not have imagined on their own.[8]

6 O'Leary, R., Choi, Y. and Gerard, C. M. (2012) *The Skills Set Of The Successful Collaborator. Public Administration Review.* Volume 72, Issue s1

7 Huxham, C. and Vangen, S. (1996) *'Working together: key themes in the management of relationships between public and non-profit organizations', International Journal Of Public Sector Management,* 9 (7)

8 Meek, J. W., De Ladurantey, J. and Newell, W. H. (2007) *Complex systems, governance and policy administration consequences. Emergence: Complexity & Organization,* 9 (1)

If the system drivers make the cogs of collaborative dynamics turn effectively, that leads to actions and impacts, followed by adaptation of the partners to the new way of working.

Emerson and others have attempted to capture a process structure (see below) for collaborative governance[9]. They see three dimensions that make up a *'Collaborative Governance Regime'*.

1. *The collaboration system context* - political, legal, economic and environmental factors that will impact on the governance

2. *The system drivers* - leadership, the incentives and benefits, interdependencies and uncertainty

3. *Collaborative dynamics* - shared motivation, principled engagement and the capacity for joint action

If the system drivers make the cogs of collaborative dynamics turn effectively, that leads to actions and impacts, followed by adaptation of the partners to the new way of working.

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9 Emerson, K., Nabatchi, T. and Balogh, S. (2011) *An integrative framework for collaborative governance. Journal of Public Administration Research and Theory, 22(1), 1-29.*

So how can you structure your collaborative governance to be effective?

In drawing together the many factors that feed into collaborative governance, there appear to be the following areas to be addressed when you are structuring your governance:

- Clarity and transparency of purpose and motivation
- Roles and responsibilities
- Power, trust and personal relationships
- Collaborative culture and leadership
- Collaborative capabilities and skills
- Measuring performance and outcomes
- Learning and knowledge management
- Resourcing the collaborative process

And, the structure needs to be developed, co-created and agreed by the leadership of the partners.

In the new Collaborative Leadership workshops we provide tools, templates and techniques to support you in the development of collaborative working. We have provided an example after the next two collaborative governance articles.

The Collaboration Governance Regime
Emerson, et. A (2011)

KPSN
Kent Public Service Network

KENT PUBLIC SECTOR NETWORK GOVERNANCE IN PRACTICE…
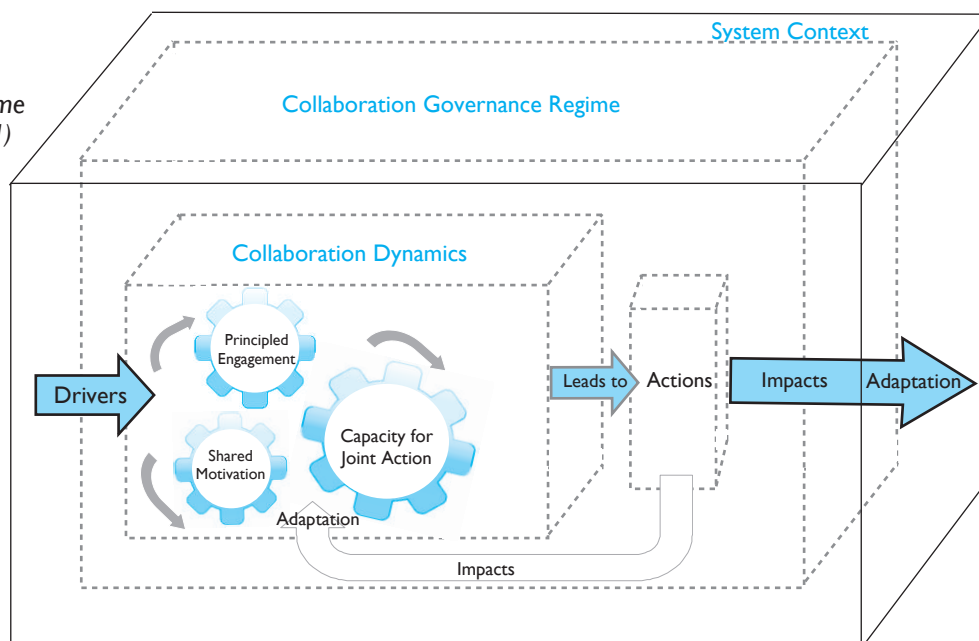
Jon Aldington, SSA, is the member of the KPSN Management Board representing the higher and further education and research community in Kent.

Jon graduated with a Postgraduate Certificate in Shared Services in 2012 and holds Shared Service Architect Recognition

The Kent Public Service Network (KPSN) is a communications network connecting around 1300 sites across the county of Kent.

The sites include schools, libraries, local government offices, universities and colleges, fire & rescue, police and health sites. The term "KPSN" also refers to the partnership that procured and governs the network.

Today KPSN has eighteen partners from across the public sector, with a total spend of around £8M/year, and savings estimated conservatively at £3-4M/year. All the partners enjoy a higher quality and more flexible service than they could afford on their own.

The partnership is structured as a membership organisation and is not a legal entity. To join requires the signing of a Memorandum of Understanding. This talks about *partnership working and the greater good* as well as being a little more formal in sections dealing with the delivery of service.

Kent County Council (KCC) holds the contracts with suppliers on behalf of the partnership. However, it is always made very clear to suppliers that it is the partnership they answer to, except when it comes to specific contractual matters where KCC takes the lead on behalf of the partnership.

Absolutely critical to the success of the KPSN, or any shared service with eighteen partners, is a governance structure that works. When KPSN was in the process of being set up, those at the helm had the insight, and probably the good luck, to make decisions that have stood the test of time.

Crazy Governance is Important

The first and, in my mind, the most important decision of all was the fundamental principle that every partner should have equal say.

At first sight this looks crazy. The largest KPSN partner spends almost £4M/year with the consortium, the smallest less than £10k.

However, if any partner feels they have no real influence there is a very good chance that they will simply walk away, or more likely would never have joined.

In practice the large partners are very involved and well represented at governance meetings. The small partners, meanwhile, often don't attend the meetings. However, they know that if something comes up that matters to them, they will have a seat at the table and real influence.

An ever present concern is that in theory the small partners could club together and outvote the big ones. In practice there is strong trust and shared vision between the partners, and everyone realises that this would be massively counterproductive.

Indeed, a KPSN decision has never gone to a vote – all decisions have been made by consensus. The discussions can be lively and sometimes time-consuming, but the benefits, not least in savings, are plain for everyone to see.

Kent Public Service Network Governance Structure

KPSN Executive Board — High-level strategic decisions

KPSN Management Board — Strategy, major service developments & key operational issues

Finance Working Group — Financial Matters

Strategic Change & Innovation Group — Service Developments

Service Delivery Group — Service Management

Contract Review Group — Service Levels & other contractual matters

It's important that all these groups have very clearly defined and agreed terms-of-reference, which particularly need to be clear about what gets approved where.

Governing the Right Things (and dealing with unwanted murine incursions[1])

KPSN, as a larger partnership, has several distinct groups dealing with different areas. While different shared services will choose to structure things differently, particularly depending on scale, the headline areas are important in any shared service organisation.

KPSN's governance "engine room" that deals with the day-to-day aspects of the service consists of four separate groups:

- The Finance Working Group tracks spend against budget and makes recommendations concerning the way costs are divided up across the partnership;

- The exotically named *Strategic Change and Innovation Group* discusses possible new developments, turns these into proposals, and tracks delivery of smaller service development projects to completion, acting as a project board for this part of its role

- The Service Delivery Group handles operational issues. For example, when rats recently chewed through fibres in Canterbury and took out several connections across the city, this group discussed how the incident was handled as well as steps to lessen the impact of future similar occurrences

- The Contract Review Group handles the contractual relationships with suppliers and deals with issues such as performance against SLAs and service credits

These four groups all report to the KPSN Management Board.

This organisation handles the more important issues and decisions on behalf of the partnership.

For example, it approves proposals for more significant spend and more substantial service development projects. It acts as the project board for larger projects, and considers summary reports for the most serious operational issues. It also considers the strategic fit for activities and works with the Executive Board to set the strategic priorities.

An Executive Board sits above the Management Board. The Executive Board includes heads of organisations and CIOs for the largest partners. It meets less frequently, and makes the big strategic decisions about the partnership.

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[1] The feline and murine references in this article are not coincidental

Governance is an overhead in any shared venture, but when done properly the benefits massively outweigh the effort

KPSN has just kicked off a programme to re-procure the main contract. As part of this, the Executive Board considered the big strategic questions for KPSN such as whether to extend the geographic scope, and whether to include support for rural broadband and SME connectivity within the upcoming re-procurement.

It's important that all these groups have very clearly defined and agreed terms-of-reference, which particularly need to be clear about what gets approved where.

Do it well and it gets easier

Another obvious issue is the overhead of all these groups – a lot of time and effort goes into governance. Not every partner is represented at every group, but there's always a seat at the table for them if they want it.

Meetings used to be scattered across the diary, but the Strategic Change & Innovation Group and the Service Delivery Group now happen one after the other, as there's a lot of overlap in membership.

Over time, a lot of trust has developed between individuals and between KPSN partners. Because of the trust and shared experience of the benefits, increasingly people are happy to make decisions offline by email and meet less frequently face-to-face.

However a shared service is structured, aspects of finance, service development, operations, and the relationship with suppliers will need to be managed, so it's important to think about how to structure the governance of these items.

**Top five tips
for your governance structure**

If you are about to set up a collaborative project then here are my top five suggestions on your approach to governance:

1. Structuring shared service governance should start well before the service goes live

2. Setting and agreeing terms of reference is essential

3. The new governance structure's first job is to plan, design and roll out a new shared service, not to be called into being the first time there's an operational issue

4. Every partner must have a meaningful say in what happens

5. Governance is an overhead in any shared venture, but when done properly the benefits massively outweigh the effort

GOOD COLLABORATIVE GOVERNANCE IS ABOUT PEOPLE, NOT PAPERWORK

Heather Wilson BSc (Hons), MRICS, MAPM, SSA

Heather graduated with a Postgraduate Certificate in Shared Services in 2013 and holds Shared Service Architect recognition..

How many times have you had a team member come into your office, utter the words 'we have a problem' and in seconds, *Project Awesome*, (the new collaborative business improvement project you've personally promoted) becomes *Project Pear Shaped?*

How often have you then had to drop everything, find out what's happened and put contingencies in place to get the project back on track – all of which place unnecessary work pressure on you and the project team? Too many times?

Research[1] indicates that a significant number of collaborative change projects tend to fail to achieve expected benefits. This includes shared service projects across different organisations.

In the collaborative context, you have to bring together different teams who have different cultures, objectives, delivery timetables, staff skillsets, 'shifting views, positions and allegiances' and persuade them to work in harmony.

It's a risky business and helps to illustrate why the NAO has found that, since 2004, many public sector shared services in the UK have not delivered value for money[2].

What are the problems in collaborative change projects?

A key problem, that causes staff to resist change and put all sorts of defence mechanisms in place to keep the status quo, is because they do not have a clear vision of how they will benefit when the change is finished.

Shared services are essentially about duplication of effort and that may mean job losses.

For leadership, there is a different issue. They tend to get really excited about delivering a new project and want to see rapid progress being made.

Often the leadership in partners, distant from the project, lament '*Why are we wasting time putting project plans and risk registers together? We've got to get on!*'.

Then, part way through the project – when it's too late to do anything about things – they are the first to complain about the problems when they hit.

The lesson I have learned is that it is essential to take time out, at the start of a collaborative project, to make the collaborative governance happen in a very human way.

This aptly describes what the governance of a collaborative project is about. It's about people - the staff to be affected and the leadership's appetite for change.

People not paperwork...

Don't get me wrong, it is essential for good goverance that structure and decision-making processes are agreed between the partners, recorded and published.

But, more than that, it requires some very human activity around collaborative goverance and here are my suggestions...

1. I find it is best to initially focus on the partners' leadership, getting them to support your project. Not knowing how they are going to react is one of the biggest risks to be overcome.

2. You can never spend enough time talking to them (either on a 1:1 basis or at a workshop gathering). Ensure they fully understand, identify with, and agree what the project outcome will be.

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[1] The figure of between 50-70% of private sector collaborations, mergers and acquisitions is quoted in a HEFCE 2011 paper.
[2] NAO (2012)

3. It is especially helpful if you understand the problems the leadership are grappling with, and make it clear how the shared service working can help solve these. It does no harm to casually drop into the conversation how they can personally benefit.

4. Ask for their help, listen to their views and demonstrate how they have influenced the project, and make them feel involved.

5. Another key activity, is to keep communicating so everyone is clear on what's happening (to minimise the impact of any inaccurate rumours !!!). Keep repeating what you've communicated in lots of eye catching ways, as everyone picks up information differently.

6. It's also important to make sure the project delivers some quick easy wins early on, so you can publically demonstrate progress and keep on acknowledging the contribution everyone is making. Leadership and staff enjoy being associated with success.

7. The other critical thing is to have proper project management mechanisms in place to capture information in an easy to understand structured way, and to monitor how well the project is being delivered. There are many different PM methodologies available, each with different approaches and templates. This can become very confusing.

You have to have a plan, to have a project...

I tend to find that, in most circumstances, the following basic project management tools do the trick:

- **Project Plan** which sets out what the project is, why we are doing it, tasks to be delivered, by whom and by when

- **Risk Register** which identifies, in advance, the potential problems you might face and how you can overcome them

- **Issues Log** which records the issues which arise as the project progresses, so you can keep tabs that actions agreed to address such issues are being implemented

In this context, you might also want to consider incorporating the following academically evidenced risks and issues into your risk and issues analysis :

1. *Cannot establish & maintain satisfactory partnerships*

2. *Organisations don't want to lose control & don't want to pass critical services over to third parties*

3. *Cannot get consensus on services to be provided*

4. *Organisations operate to different processes & standards*

Listening, influencing, negotiating and trading are all words I would associate with collaborative governance.

5. *Cannot get partnership investment*

6. *Partners reluctant to have data stored elsewhere*

7. *Incur problems when partners are trying to run e-Procurements (who is letting contract?)*

8. *Changes in government policy hinder project delivery*

9. *Members of the public object to any changes being proposed*

10. *Organisations operate different IT systems which are not compatible*

11. *Different legal structure/business operating models prevent creation of single entity*

12. *Proposed changes do not support each organisation's environmental commitments*

13. *Cannot obtain agreement on how TUPE, VAT & Data Protection arrangements should be handled*

14. *Partners have insufficient time to devote to the project*

15. *Senior management within each organisation do not demonstrate commitment to the project*

In resolving these problems, I have found traditional leadership styles, where position power is used to effect change, do not work as you are dealing with staff/leaders who are outside your sphere of management.

A more participative approach, where you act as a facilitator, helping those involved jointly solve problems, works much better.

Behind the scenes diplomatic talking is also needed to better understand individual concerns and find solutions which are acceptable to all parties.

Listening, influencing, negotiating and trading are all words I would associate with collaborative governance.

It's a tricky business best done face to face – email will not do. Try a chat over a coffee.

COMBINING DIFFERENT GOVERNANCE STRUCTURES INTO ONE JOINT COMMITTEE

**Stephanie Sharp
SSA, Programme Manager for Newham Council**

*Tony Huff,
SS(PRAC) Project Lead for Havering Council*

Havering has a Leader and Cabinet model with a Conservative administration, whilst Newham has an elected Mayor and a 100% Labour council.

From April 2014, the London Boroughs of Havering and Newham will bring together their back office support functions, combining 21 separate services. This will allow them to share savings worth an estimated £40million by 2018/19, helping protect frontline services to the public. The two councils have worked quickly to get to this point – the project was only formally established in March 2013, with the Business Case written and approved by November. We have been working on the project and this is the story of the governance.

One of the biggest challenges for Havering and Newham has been to decide on a delivery model for the new shared service that would work for two very different councils.

As with any shared services project, there have been some very big decisions to make – which services should be in-scope, what levels of savings we should aim to achieve and what the model for the new shared service should be. The tools and templates from the Shared Services Architecture Programme on getting the vision for the shared service right were absolutely invaluable – everything else flowed from that.

The decision on the delivery model had to be made in the context of the ways in which the two councils make decisions and their very different political make-up.

Havering has a Leader and Cabinet model with a Conservative administration, whilst Newham has an elected Mayor and a 100% Labour council. The Mayor and Leader are absolutely committed to the project, seeing the benefits for both their councils and residents, but the two councils do work in quite different ways.

So, the first step was to recommend the preferred delivery vehicle in the business case. We firstly used SSA's efficiency matrix to identify if there were options other than sharing services to achieve our aims.

When it became clear that a shared service was the only viable option, we then identified four potential delivery vehicles – a limited company, a joint committee, full outsourcing or joining another shared service.

We evaluated each of these options against a set of criteria agreed by the Joint Project Board from both councils. We used the fourteen criteria, in the table shown on page 30 ,which were given a weighting.

The key elements in assessing the delivery models (and hence those with the highest weighting) were:

- Alignment with the overall vision
- Cost and quality
- Ease of getting other external work (an important consideration for the two councils)
- Speed of delivering benefits
- Impact on each council's pension fund

The joint committee model was chosen on the basis that broadly it would allow the two councils to maximise savings as quickly as possible, retain talent in their own organisations and retain control over the in-scope services.

Establishing the Joint Committee

It's fair to say that this was the part of the business case which caused most discussion, took up the most time and resulted in the most re-writes!

The Joint Committee is made of three Members of the Executive of each Council. In setting up a Joint Committee you are effectively asking the key political figures in each Council to give up some of their powers and functions to a new body, 50% of which is made up of councillors from another council (and in Havering and Newham's case from an 'opposing' political party).

One thing that really helped steer the Business Case through the decision-making process was giving all parties on the council thorough briefings and the opportunity to ask questions about the Full Business Case.

In our case, this was further complicated by the fact that the two councils' constitutions have their own schemes of delegation and that the powers that could be delegated to the Joint Committee differed between them.

For the shared service to work effectively it would need to have a fair degree of autonomy over decisions on appointments, budgets, accommodation and operational issues, without the need for them to be referred back through each council's decision-making structure.

Naturally this led to a lot of questions from Elected Members and the need for re-assurance over the control that their council would retain over this new organisation. The key point that was repeated many times over the course of the project was that all council policy decisions remain with the two councils.

We created a Joint Committee and Delegation Agreement that was acceptable to both councils and consistent with their own ways of working and existing Schemes of Delegation.

In the end, the project team came to a view that some of the autonomy that we would have ideally liked the Joint Committee (and therefore the shared service) to have, would not be possible. For example, senior management appointments will still need to be approved by the 'parent' councils.

Drafting the Joint Committee Agreement involved the two councils' legal teams (and in particular the Director/Head of Service) in a great deal of work. There is an important learning point here for anyone thinking of going down the Joint Committee route. The devil is very much in the detail and you need to allow yourself sufficient time (and ensure that your lawyers have the capacity) to draft and agree your Agreement within the project timetable.

It's also important to make sure that you map out the path that a decision to set up a shared service needs to take at each council.

Whilst at Newham the decision just needed to be made by the Cabinet, at Havering the decision needed to go to three meetings – the Cabinet, the Governance Committee (to amend the council's constitution to set up the joint committee and agree the delegations) and Full Council before being approved. Careful planning was needed to ensure that this could happen without delaying the planned 'go live' date.

Helping Members make the decision

One thing that really helped steer the business case through the decision-making process was giving all parties on the council thorough briefings and the opportunity to ask questions about the full business case.

In fact, at Havering's Full Council meeting three of the party leaders recognised and praised the work that had gone into briefing them and helping them understand and take a view on what is a major decision for the council.

You also shouldn't under-estimate how new and complicated setting up a shared service and Joint Committee can be to those officers and Members who aren't close to the project. Even very experienced people can need help understanding some of the details and nuances, so time spent explaining your plans is time well spent.

It's also important to be clear on what specific terms mean – 'back office' and 'support service' can mean different things to different people!

We are starting 2014 at the exciting point where the shared service between Havering and Newham moves into the implementation phase.

We're confident that the model chosen for the shared service, and the efforts we've made to ensure that it is understood, will allow us to achieve our vision, create an exciting and innovative service and deliver the significant savings that both councils expect.

Havering and Newham Councils'
Shared Service Delivery Vehicle Options Appraisal

This table shows how Havering and Newham Councils scored the four business delivery vehicle options, using Tool 3.02 from the SSA Trust & Vision Toolbox. Each option was evaluated according to whether it fully, partially, or did not, meet the criteria. Then each criterion was weighted to how important it is to the programme. The scoring was carried out in the context of the agreed vision for the shared service.

	Weighting	Vehicle option			
		Create a company	Create a joint committee	Outsource	Join another shared service
Alignment with overall vision	3	6	6	3	3
Lowest cost, at agreed quality delivered consistently	3	6	6	6	6
Speed of benefit delivery	3	3	6	3	6
Ease of gaining external work	3	3	6	0	3
Pension fund issues	3	3	6	0	0
Governance effectiveness	2	4	2	2	2
Flexibility regarding service delivery	2	4	4	2	2
Resilience	2	4	4	4	4
Options for cultural change	2	4	2	4	4
Ability to provide phased approach	2	4	4	2	4
Maturity of model	1	1	2	2	2
Flexibility to evolve model	1	2	2	1	1
Local employment opportunities	1	2	2	1	1
		46	52	30	38

Scoring Key

Fully meets criteria	2
Partially meets criteria	1
Does not meet criteria	0

Tool: CLB8.01

LEADING ON THE CO-CREATION OF A COLLABORATIVE GOVERNANCE STRUCTURE

…behaviours in a collaborative governance setting need to differ from the vertical governance and control structures evident within organisations.

Tool CLB8.01 offers you a set of guidelines for co-creating the key elements of your *collaborative governance structure* with the other leaders.

Where organisations seek to collaborate, inter-governance arrangements need to be in place to enable the partnership to make effective and timely decisions. This is *'collaborative governance'*.

There is still limited academic research into this area and therefore the application of collaborative governance is being shaped by practice as a result[1].

For community or place-based collaborations, Chrislip found:

- *Governance structures that include people who reflect the broader community worked better*
- *Diverse and inclusive governance required a disciplined approach to board appointment*
- *A shared-leadership model within the governance helped spread the responsibility and energised the partnership*
- *Giving governors clear understanding of their roles and mandate was important but not enough. Leaders must also have the skills and capabilities to operate in a manner congruent with this role[2].*

This suggests that behaviours in a collaborative governance setting need to differ from the vertical governance and control structures[3] evident within organisations.

The Independent Commission on Good Governance in Public Services was established by the Office for Public Management (OPM), CIPFA, and the Joseph Rowntree Foundation.

The role of the Commission was to develop a common code and set of principles for good governance across public services[4].

In the report they set out six key elements of good governance:

- *…focusing on the organisation's purpose and on outcomes for citizens and service users*
- *…performing effectively in clearly defined functions and roles*
- *…promoting values for the whole organisation and demonstrating the values of good governance through behaviour*
- *…taking informed, transparent decisions and managing risk*
- *…developing the capacity and capability of the governing body to be effective*
- *…engaging stakeholders and making accountability real*

O'Leary, Choi & Gerard[5] noted the following characteristics of collaborative networks that contribute to the complexity of collaborative governance:

- *Multiple members make up the network*
- *Disparate and common missions of the members*
- *Differing cultures*
- *Differing stakeholder groups and different funders*
- *Different degrees of power*
- *Handling multiple issues*
- *There are multiple forms of decision making*
- *Networks are both inter-organisational and interpersonal*
- *There are a variety of governance structures available*
- *There can be conflict with the public*

It is from these characteristics that we can begin to conclude that good *collaborative governance* is all those nice things suggested by the Audit Commission and OPM/CIPFA, but in

[1] Eppel, E. (2013) *Collaborative Governance: Framing Practice.* NZ: Institute of Governance and Policy Studies

[2] Chrislip, D. (2004)

[3] The words *'command and control'* structures are often used in the public sector

[4] OPM & CIPFA (2004) *The Independent Commission on Good Governance in Public Services.* Hackney Press

[5] O'Leary, R., Choi, Y. and Gerard, C. M. (2012) *The Skills Set Of The Successful Collaborator. Public Administration Review. Volume 72, Issue s1*

There is no 'command and control', or 'my way or the highway' opportunity available to a collaborative leader in problem moments.

addition it is about managing the interdependencies that are out of the control of any one leader, or single organisation.

There is no *'command and control'*, or *'my way or the highway'* opportunity available to a collaborative leader in problem moments. This is articulated by Huxham and Vangen when they describe inter-organisational good practice and define the six factors which affect success or failure as:

- Managing aims
- Compromise
- Communication
- Democracy & equality
- Power & trust
- Determination, commitment and stamina[6]

Creating your collaborative governance structure

In drawing together the many factors that feed into collaborative governance, there appear be the following building blocks to be put in place when you are structuring your collaborative governance:

- Clarity and transparency of purpose and motivation
- Roles and responsibilities
- Power, trust and personal relationships.
- Collaborative culture and leadership
- Collaborative capabilities and skills
- Measuring performance and outcomes
- Learning and knowledge management
- Resourcing the collaborative process

Tool CLB8.01 takes these structures and puts them into a set of guidelines for co-creating the key elements of your collaborative governance structure with the other leaders. It can then be delegated to your workgroup to develop further.

How to use this tool:

Tool CLB8.01 offers you a set of guidelines for co-creating the key elements of your *collaborative governance* structure with the other leaders.

Where organisations seek to collaborate, inter-governance arrangements need to be in place to enable the partnership to make effective and timely decisions. This is *'collaborative governance'*.

You may want to have a scribe in the room to capture the discussions of the leaders.

Step 1: Open a discussion across your partnership's leaders on the creation of a collaborative governance structure. What do they feel should be in it? What have they used in similar situations?

Step 2: Introduce them to the guidelines on the opposite page and talk through with them the difference between a collaboration governance structure and a single organisation's governance structure.

Step 3: Allow them to discuss each of the guidelines that they are concerned, or passionate, about. Feed into the conversation their suggestions from Step 1. Ask your scribe to take notes during the discussion.

Step 4: Once everything has been covered, ask your scribe to type up their notes for each guideline so that this can be used as the basis of next steps in creation of a formal Collaborative Governance Structure.

Outside the scope of these guidelines are the legal and statutory issues that may impact on your public purpose activity. They will be unique to each sector and partnership, and not possible for us to list here.

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[6] Huxham, C. and Vangen, S. (1996) *Working together: key themes in the management of relationships between public and non-profit organizations. International Journal Of Public Sector Management, 9 (7)*

Tool: CLB8.01

Guidelines for the co-creation of a
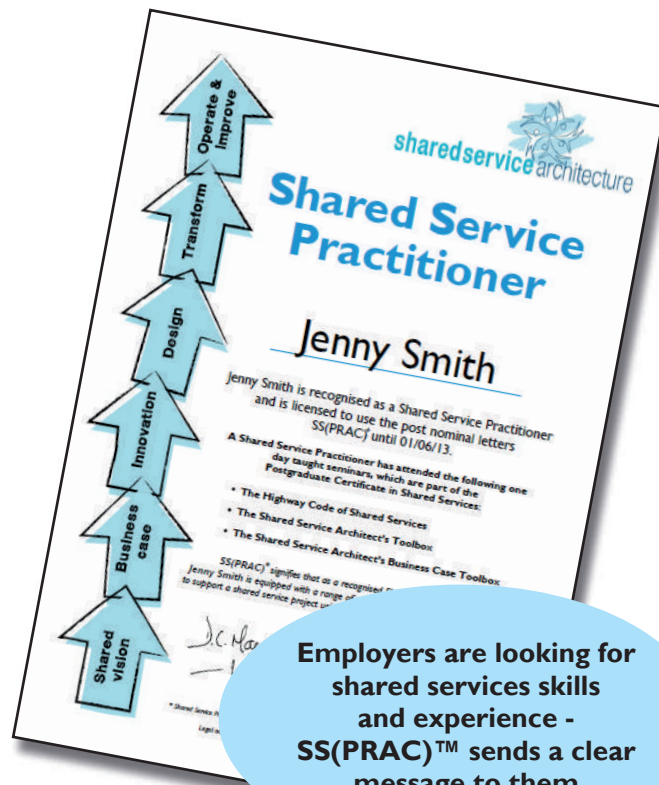## Collaborative Governance Structure

Collaborative Governance Guidelines	Checklist of what should be covered in each section
1. **What is the purpose and motivation of this collaboration?**	*What is the focus of this collaboration and what will be the outcomes for the services users, leadership of the partners and the staff who will work in the new collaboration structure?*
2. **Who are the partners and what are their roles and responsibilities?**	*Are there clearly defined roles for the leadership, and supporting boards, committees, workgroups, etc? How will they know they are performing effectively?*
3. **How are the power, trust and personal relationships to be balanced and developed throughout the project?**	*How will decision making be structured, to reflect a balanced collaboration, provide strong trust and fosters good relationships between the leadership of the partners?*
4. **How is the collaborative culture and collaborative leadership to be evidenced?**	*What are the common values of the collaboration to be, and how will those values be demonstrated by the leadership in their behaviours?*
5. **How are the collaborative capabilities and skills to be developed?**	*To be effective, what skills and knowledge are required by the leadership, and supporting boards, committees, workgroups, etc?*
6. **How are performance of the partners during the project, and the outcomes, to be measured?**	*What performance measures, Gateway Reviews and other checks and balances will be put in place to ensure that the collaboration is being developed effectively, to time and budget? How will accountability be made real?*
7. **How is the learning and knowledge from the collaboration to be captured and reapplied across the partners?**	*What knowledge-management capacity is being built into the project process to ensure that captured learning and good practice can be reapplied by the partners?*
8. **How is the project to be resourced in order to be effective?**	*How will the project be resourced in terms of money, people and time? What is the time commitment expected of the leadership on this collaboration?*
9. **How will issues or disputes between partners be managed and resolved?**	*What resolution procedures will be led and managed by the leadership of the partners to handle issues that may arise during the project development?*
You may want to add further sections below…	

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

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Acceptance on the Postgraduate Certificate in Shared Services is subject to approval by the university

WHICH IS THE WINNER: THE TORTOISE OR THE HARE?

Alasdair Robertson, MA(Hons), AORS, SSAf is Managing Director of *i-three analytics* and lectures on the Postgraduate Certificate in Shared Services

Put simply, the idea is that it's much, much easier to find 10 ways to improve by 1% than it is to find one single action that gives a transformational 10% boost in one shot…

When it comes to delivery of organisational savings, it may be that the more modest incremental strategy is the 'tortoise', that leaves the high impact transformation plan trailing behind like a blushing 'hare'.

The 'aggregation of marginal gains'

We were recently asked to review two competing collaborative efficiency plans for a client. The existing plan was a genuinely transformational programme with a new ICT system and shared service as the centre pieces, coupled with two unrelated, smaller projects.

On paper it looked good with an attractive return on investment and NPV, and it was strongly advocated by the large consultancy house that put the plan together.

However, there was one voice in the organisation who wasn't happy and was arguing for a programme of small, incremental improvements. As they described the work, we immediately pricked up our ears because we're huge fans of the 'aggregation of marginal gains'.

This is the philosophy that has powered British Cycling's domination of the Olympic medal table and Tour de France in recent years. Put simply, the idea is that it's much, much easier to find 10 ways to improve by 1% than it is to find one single action that gives a transformational 10% boost in one shot (after all, cycling's Lance Armstrong tried that approach and it didn't go so well…).

What 'Monte Carlo' has to say about project risk

To understand this better, we worked with the team to get a better depiction of the risks in the two competing savings programmes.

We used an approach called 'Monte Carlo simulation' since this is central to the *Treasury Green Book* approach to risk and therefore the 'gold standard' for public sector projects.

Monte Carlo simulation is the proper way to account for risk. It is based on the fact the real world has considerable uncertainty in it and recognises that sometimes things don't go to plan (the maths behind it was derived as part of the American nuclear missile programme, so yes, it is rocket science!).

The simulation allowed us to test a range of possible outcomes and gain detailed insights into the nature of the risk and the range of benefits that might be expected.

In the traditional analysis, the organisation simply added up the expected benefits, deducted the expected costs and produced a total net benefit. In the simulation, we were able to take full account of the fact that, in the real world, costs and savings may be higher, or lower, than these theoretical amounts.

The tortoise beats the hare

Taking the traditional approach, the ICT led programme (the hare) was expected to save £1.9m vs merely £1.4m from the incremental gains option, making the ICT led programme a clear winner.

But when the risks were properly accounted for, the ICT led programme looked far inferior. We've shown a simplified version in the chart on the next page, which illustrates how likely it is that savings will be achieved, given the risks within the programme.

For the ICT programme with the risks factored in, there was only a 50:50 chance of achieving net savings of up to £0.4m and a 20% chance of the programme leaving the organisation an eye-watering £2.3m worse off!

In contrast, the incremental improvements strategy (the tortoise) has an 80% chance of delivering up to £1.5m, and even in a worst case scenario it never lost money.
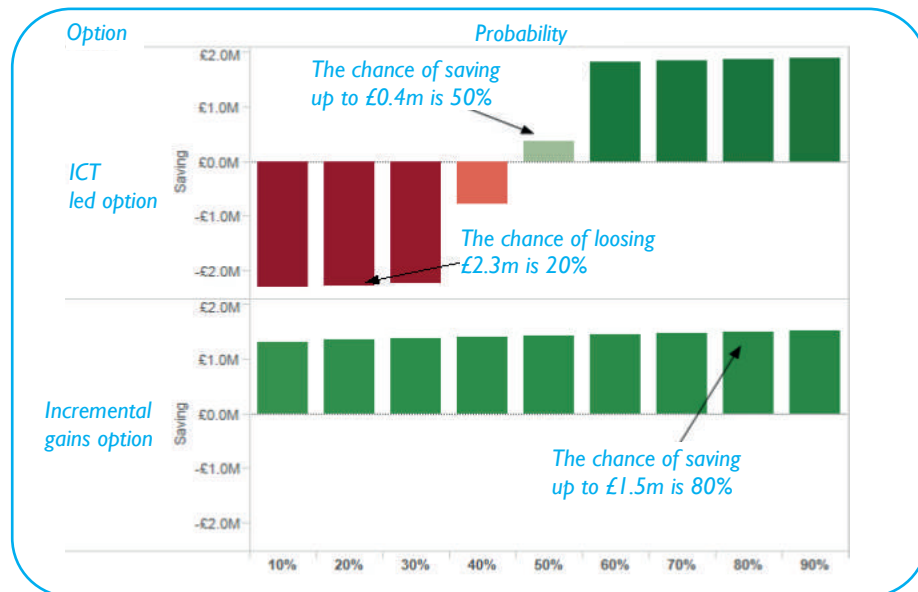
...for the ICT led strategy, the risks were concentrated into a single large project, fail and the whole plan goes with it.

It is true, that *if* the ICT led approach went particularly well, it would be slightly advantageous, however the chances are quite low and the winning margin small, but... if it wasn't successful, it leaves the organisation exposed to a position £4.2m worse than it was budgeting for!

Concentration vs balance

The key difference was that for the ICT led strategy, the risks were *concentrated* into a single large project, fail and the whole plan goes with it.

In the incremental gains strategy, the risks were *distributed* over a collection of 10 smaller projects. Hence the former is an 'all eggs in one basket' strategy, the latter is a 'balanced portfolio'.

We especially like this term because, if this were an investment plan, you'd always look for a balanced portfolio and it makes intuitive sense to apply the same logic of risks to savings plans.

The inescapable conclusion was that the incremental gains strategy was far more prudent, less risky and more likely to be a success.

Barriers to incremental improvement

We suspect that a similar analysis would change the strategies of many organisations currently seeking savings (and maybe the HS2 business case when compared with a suite of smaller local projects?) but there is a big barrier to incremental improvement. It has an image problem.

Frankly, it's just not sexy. Not many people will put their hands up to lead the *'organisational housekeeping and doing some things a little bit better programme'* when there's a Head of Transformation role in the offing!

That's why we love that British Cycling has a Director of Marginal Gains since this turns things on its head!

Secondly, maybe there isn't a lot of money to be made by consulting firms who want to support the roll-out of their suggested major change programme, or business schools and authors seeking to promote their latest 'killer insights'.

Thirdly, it's important to note that there may be genuine times when incremental improvement just isn't going to work. For example, the existing business models, demand and resourcing strategies could be at their limit and simply can't be stretched any further.

The final barrier is that big bang, transformational approach just looks so seductive, on paper. So if it fails it's all too easy to blame the unlucky manager given the job of implementation and never get to the bottom of the real problem.

In reality however, the risks were <u>always there</u> in the original plan, hidden from sight by a failure to properly compute them and the project was doomed from the start.

Maybe that Head of Marginal Gains role is starting to look a bit more attractive!

KEEPING YOUR STAFF IN THE SHARED SERVICES LOOP

Tim Smith is a Change Communications Specialist, working on the planned Havering and Newham Councils' shared service. We asked him for his tips on effective shared service project communications

What do you see as the building blocks for good communications?

Have a clear, agreed communication strategy with a detailed action plan – you can then use this, both to help plan your work and monitor progress. Keep this concise – avoid using an over-complicated template.

Write and agree the narrative and key messages for your shared service at the start – you can use these as the bedrock for all types of communications material, rather than re-inventing the wheel.

And list all the stakeholders that you need to keep engaged and informed – even seemingly insignificant ones can have a big impact on your project.

Engaged staff are vital – what are the key points in communicating with them?

Firstly recognise that different people like to hear and understand information in many different ways, so don't restrict yourself to just one type of communication, such as using emails.

Face-to-face communication through staff briefings and meetings is vital at key stages of the project, but look at using special email bulletins, regularly updated, project-specific intranet pages and FAQs, video messages and communications champions in your teams, as ways to get your message across.

Keep repeating your key messages – don't assume that people will listen to them, or understand them, the first (or even second) time!

Communication needs to be two-way. Make sure there's an easy mechanism for people to ask questions about the shared service and give their views – and that they get a prompt reply.

Use simple online surveys to measure if your communications are getting through and where you need to adjust them.

What about the tone and style?

Whoever you are communicating with, focus on the 'What's in it for me?'

Employees will be more interested in what is going to happen to their terms and conditions or where they will be working, than the details of the governance structure, so it's important that your communications focus on these issues. This extends to your FAQs – write these from the reader's point of view, not the project's.

Make sure there are regular, clear, leadership messages setting out the vision for the shared service.

How do project communications fit in with the wider corporate picture?

If you are the project communications lead it's important to get to know and work with the corporate communications teams. As well as making sure that what you are saying is consistent with wider corporate messages, they can also help 'spread the word' for you through their communications channels.

They are often a great source of information on what sort of communications work best, or any internal issues that you should be aware of. You'll also need to think about how the shared service will work with the different communications teams going forward.

Any other tips?

I'm a great believer in understanding the 'change curve' and the sort of emotions and feelings people may be experiencing as they move from their current organisation into a shared service – you can then tailor your communications and messages accordingly.

Tim can be contacted on 07814 392976
E: office@blueheroncommunications.co.uk

THE NEW CIPFA GUIDE TO SERVICE SHARING

CIPFA have released an update to their 2008 guide in a 74-page book called The CJC Guide To Service Sharing.

In the Highway Code session of the Shared Service Practitioner programme there is a section on the legal vehicles that can be used to deliver shared service projects, for example, Limited Liability Partnerships, Limited Companies, Joint Committees.

The Highway Code materials draw from many sources including the *CIPFA CJC Guide to Choosing Partnership Vehicles* (2008).

CIPFA have released an update to their 2008 guide in a 74-page book called *The Commissioning Joint Committee Guide To Service Sharing*.

The guide is more an enhancement of the 2008 edition, rather than a replacement. The 2008 edition was a helpful listing of statutes that governed the vehicles. The 2013 update provides examples of structures of the vehicles. For example, new material includes:

- Delegating services to others

- Secondment of staff to deliver services on behalf of others

- Service sharing by agents which continue to do the work in-house

- Parallel contracts

- Contracting out to a joint, wholly owned company

- Shared appointments (eg shared management teams and shared CEOs)

- Keeping the client side fit for purpose

It has a useful introduction in *Part 1: The Place Of Service Sharing*, which can be used with project teams as a discussion on the ambition for the services.

For example, it opens a discussion around *'what makes for economies from service sharing'*, suggesting:

- A single IT system, head office, or depot

- Greater flexibility for management in the deployment of staff to cover absences and peaks in demand

- Flattening staffing pyramids

- Abandoning outdated methods and specifications

Sections that are very helpful, if you are new to structures of shared services, are *Part 8: Contracting Out To Joint Wholly Owned Company* and *Part 12: Service Integration*.

Is it worth the £295?

Yes, compared to the cost of asking a national legal firm to produce similar advice.

A key suggestion on the Highway Code sessions is that all organisations, considering collaborating with others, should establish a central, knowledge library on collaboration and shared services that all its directors and project managers can draw on. This book should be part of that library.

Contact: enquiries@cipfa.org
Tel: 0207 543 5600

THE G-CLOUD, SHARED SERVICE PROJECT MANAGEMENT SYSTEM

Chris Wright is MD of TMI Systems Ltd and leads on the new online shared service management project.

Would you like to help us pilot the development of potentially the UK's first public sector focused online shared service project management system?

If you are working on a shared service or collaboration across a number of partners, you will recognise that there are three key problems that are frequently encountered:

- The problem of providing real-time project progress reports when using spreadsheets to gather the information

- The need for increased meetings and travel between localities and project management teams

- The requirement to address the ongoing people, power and politics issues that can thwart or even halt project progress

We have been working over the last 12 months with SSA to overcome these three key problems. Our ambition is to help you manage, and accelerate, your shared service or collaboration projects more effectively.

If you can do that, your cost of delay factor will be substantially reduced and your efficiency and improvement targets will be reached more quickly.

What SSAs and SS(PRAC)s are telling us?

SSA carried out an informal survey in 2013 to identify what project leads wanted from a collaborative project management system.
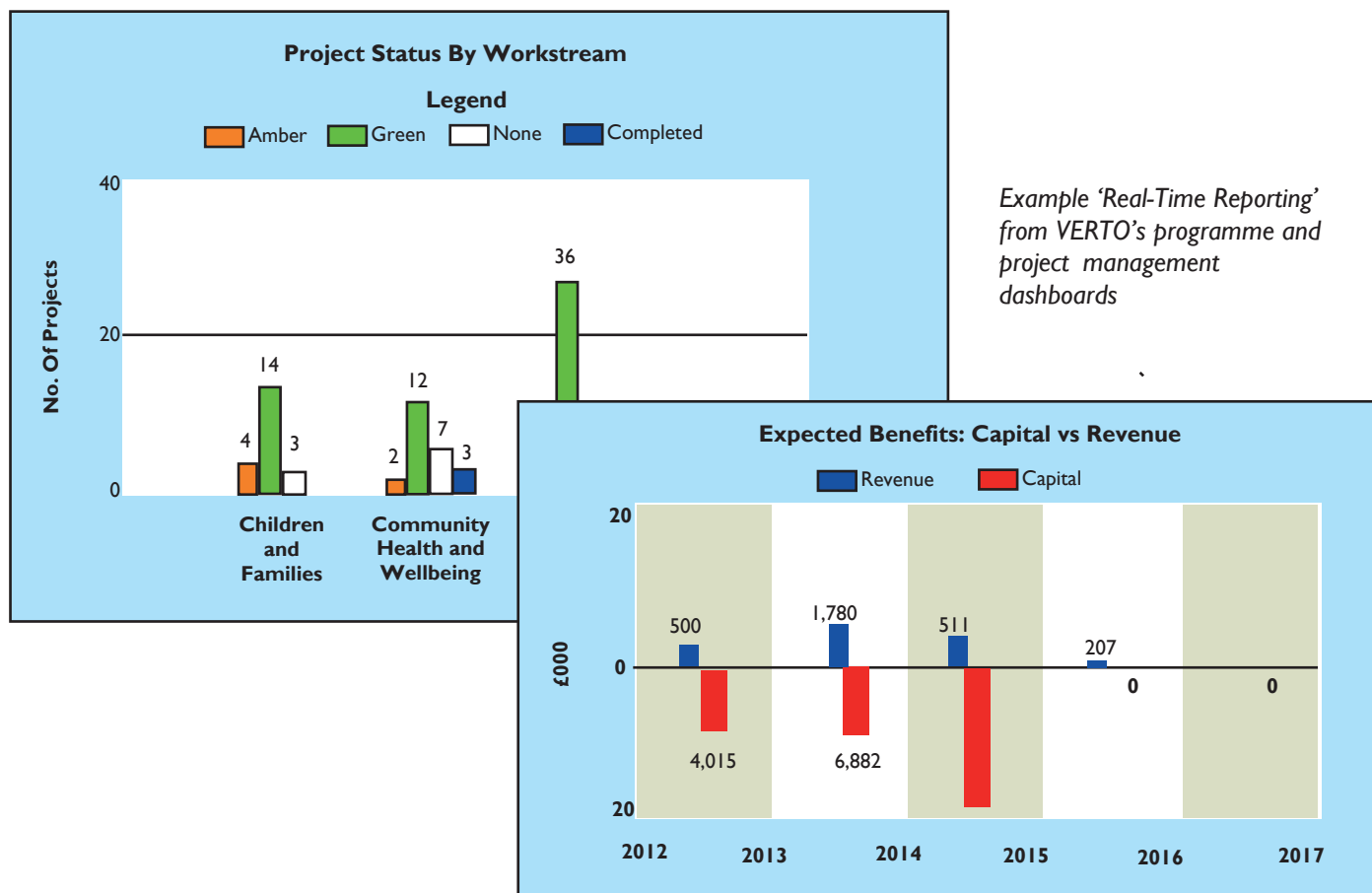
The majority wanted to move away from spreadsheet based working, to cloud based collaborative project management that could be viewed across the partners in real-time.

Not surprisingly, their wish list also contained core project elements, that already exist within our VERTO online system, matching good project management practice and the Green Book requirements.

What are the features project managers are looking for, from an online collaboration or shared service project management system?

- One that facilitates the project through the shared service development journey: leadership mandate, shared vision, business case, design, transform and operate

- A system that has access for their colleagues to the SSA tools templates and techniques

- Real-time programme information to support accurate control and governance of the project journey

- Benefits realisation at macro and micro level to illustrate quick wins and the overall efficiency and improvement gains through the journey

- Dashboard views of the project status for key decision makers at Cabinet/Board level from across the partners

- Password based user views and different levels of access rights according to their status

- Secure storage of sensitive documentation

Project Status By Workstream

Legend
Amber Green None Completed

Example 'Real-Time Reporting' from VERTO's programme and project management dashboards

No. Of Projects

40

20

0

Children and Families: 4, 14, 3
Community Health and Wellbeing: 2, 12, 7, 3
36

Expected Benefits: Capital vs Revenue

Revenue Capital

£000

20

0

20

2012: 500 / 4,015
2013: 1,780 / 6,882
2014: 511 / (red bar)
2015: 207 / 0
2016: 0
2017: 0

You can have access to both the VERTO online project management system and over 200 downloadable tools, templates and techniques from the SSA toolboxes.

For this reason VERTO is already widely used in the public sector. There are around 5,000 in-house projects, with targeted savings of £950m, currently being delivered across the public sector using our G-Cloud approved solution.

However, when you move beyond the culture and boundaries of your own organisation, multi-partner projects bring additional dimensions to project management.

These are mainly around collaborative leadership, collaborative governance, cross-partner teams And, the people, power and politics of individuals who have never worked together before.

These are the areas handled so well by SSA through their teaching, facilitation and over 200 collaboration and shared service tools, templates and techniques they have published.

So we have formed a collaboration with SSA to align our two systems. You can have access to both the VERTO online project management system and over 200 downloadable tools, templates and techniques from the SSA toolboxes.

Will you help us pilot this new system?

Above are real-time reporting screen shots that, if you are a collaborative project manager, or in a shared service project team, will get you all excited compared to the usual spreadsheet analysis of the your project's progress.

However, the decision making leadership in your partners, and most other key stakeholders you are interacting with, will not be salivating in the same way.

So over the page we have provided examples of the day-in-the-life advantages for them in using the new system. Examples of how it makes life easier for them and raises their support for your project.

This mix of online tools, templates and techniques with a cloud project management system does not currently exist in public sector collaborative working. We want to know how we can make it work.

So will you help us to pilot this new system? There is more about this on page 43, after the stakeholder, day-in-the life views.

Examples of the 'day-in-the-life' advantages
for your decision making leadership and other key stakeholders

The online collaborative leadership tools on how to work in partnership with other organisations have been really excellent.

The Chief Executive

I do most of my work related to this in the evenings and weekends, so the online 24/7 dashboard is really helpful for me to track progress.

The Councillor/Board Member

Each partner has different decision meeting cycles so the 'real time reporting' is very valuable. We are not discussing spreadsheet figures that are weeks or months out of date.

The Partnership Secretariat

*The online project dashboard enables me to phone my counterparts and both view the dashboard on our PCS.
We are effective without having to travel to meet up every time..*

The Project Champion

There are over 200 tools, templates or techniques that I can download and delegate to my team to apply across the project cycle.

The Head of Services

I really like the clear, real-time financial reporting and the governance tools and templates.

Chief Legal Officer

I like the online tools and templates that help me resolve the people, power and politics issues on this complex project.

The Shared Service Architect

My team, work 70 miles apart in the different partners. The online system means they can collaborate more effectively without the need to travel and meet. That saves thousands in travel costs alone.

The Project Manager

The system is so much easier, quicker and accurate to use than the old spreadsheets. The built in workflow provides service approval, version control and risk management support.
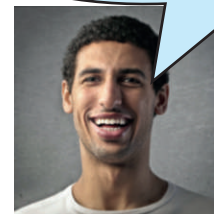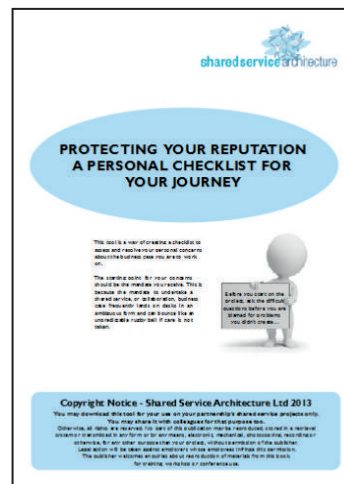
The Project Team Member

How do the two systems link to each other?

Step 2

In this example the link will take you to the Business Case section on the SSA website and you can download the tools and templates you need, as PDFs to circulate and delegate to colleagues.

Each tool, template or technique has 4 pages of guidance on how to apply it to best effect.

Step 1

When working in VERTO, you can click on any of the project tabs to work on that step in the project. A link to the SSA tools is revealed too.

| Project Dashboard | Collaborative Leadership | The Shared Vision | Business Case | New Service Design | New Service Transformation | Operate & Improve |

Click here to link to over 50 tools and templates for drafting collaborative business cases

Full Business Case		Add | Search | Sort | Filter		
Code	Name	Author	Status	
BLA 00074	Troubled Families Harlington Estate	Julie Ogden	Draft	Actions
BLA 00078	Joint Blue Light Programme	Julie Ogden	Submitted	Actions
AEA 01009	Shared Procurement	Ellen Janes	Draft	Actions
LSP 00235	Collaborative Social Care Programme	Pete Simms	Draft	Actions

An example of a VERTO tabbed section layout

So how can you get involved in the pilot?

The VERTO cloud project management system and the SSA tools, templates and techniques are already used widely across the public sector. They are well tried and tested. So this is not a new product being piloted.

What is being piloted is how they can be aligned, to bring maximum effectiveness to collaboration and shared service working.

To do this, we are looking for three, public sector collaboration or shared service projects that are either setting out, or are at an early stage in the journey.

If that means you, we would like to provide you with the system so that you can pilot it and help in its development.

A low cost pilot service is available, on a rental or purchase basis, and can be tailored to suit the organisation depending on user numbers and the period required.

If you are interested email me on: chris.wright@tmi-systems.com or ring me on 07799 656101 and we can have an informal discussion about how it could help you accelerate the success of your project.

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