

WHO AM I TODAY? MULTI-HAT, MULTI-SKILL PARTNERSHIP AUDITING

Tool GRM&C0.04 will help you assess if there is conflict in different roles that you may be thrust into across your various partnerships.



The following section is from the
Governance, Risk Management and Control of Collaboration Projects toolkit.

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Accelerating the effectiveness of individuals and teams working on:

Improved collaborative working within your organisation - Shared services - Multi-partner community safety
Alternative models of partnership - Blue-light integration - NHS transformation
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Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

For your partnerships: These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

In-house, taught sessions on applying the tools can be arranged.

Enquire about sessions for your department, or team, by emailing

Dominic.Wallace@sharedservicearchitects.co.uk

...or phone Dominic on 0333 939 8909



These are pathway seminars to the Postgraduate Certificate in Collaborative Transformation at Canterbury Christ Church University

GRM&C0.04

WHO AM I TODAY?

MULTI-HAT, MULTI-SKILL PARTNERSHIP AUDITING

Reporting into the director of the shared service, on the two days a week that she worked on the shared service business, was the head of service. They were not employed by the director though.

GRM&C0.04 will help you assess if there is conflict in different roles that you may be thrust into across your various partnerships.

For example, what are the questions you need to be asking when you step into the assurance role for a collaboration in which one of the partners employs you?

What happens when the service converts to a trading business and you have no experience in private sector governance, risk management and control?

Incestuous examples...

A finance manager employed in a finance shared service partnership between two organisations (Partnership A), was asked (because of their shared service experience) to join the Gateway Review of a finance shared service project being delivered by three other organisations (Partnership B).

In most circumstances that could work. However, over time the two partnerships began to seek new partners and sell to other organisations. This meant they were frequently competing with each other to add partners or sell business.

Is it possible for the finance manager to work in Partnership A and be an adviser to Partnership B, or is it a conflict of interest?

Here is another example. A meeting was organised between representatives from four different public sector partners to discuss setting up a new collaboration.

However, the representatives were also working (on top of their organisational day job) in a shared service between the four partners.

Because of their roles in the shared service, they were also subordinate to each other when working on the shared service business activity.

Hang in there, it gets even more confusing...

One person at the meeting was the part-time director of the shared service.

Reporting into the director of the shared service, on the two days a week she worked on the shared service business, was the head of service. They were not employed by the director though.

To add to the governance muddle, the senior manager reported to the head of service, and the junior manager had a direct report line to the senior manager, on the days when they worked on the shared service business.

This made it challenging for the junior manager to fairly represent their employing organisation, if it resulted in a different stance to their shared service line management.

It was only when the conundrum was pointed out to the four, who enjoyed each other's company, that they saw the conflict of interests that may occur.

The lesson here is that partnerships can set up several collaborations at once and the relationships between the people who work in them can be incestuous.

Ten minutes ago you were sitting in a meeting with the same group of people you are meeting with now. However, the context, seniority and roles in the current meeting are different from the earlier one.

Creating this questionnaire template could be a useful activity for a regional audit group meeting.

Maybe you need to create a set of governance questions about your role.

Then you can test governance structures against those questions when stepping into assurance of a range of collaborations.

Are you public or private sector?

There is much talk of public sector organisations becoming more entrepreneurial.

When departments in organisations are targeted to generate income, the head of department, or head of service, is required to take on a profit making role.

To achieve this, they may form a limited company, or community interest company, mutual or trust; each with its own specific governance rules and ways of reporting its tax and business affairs. This can be very exciting for them.

However, the question an auditor could be asking themselves in these circumstances might be:

- Have you had any business training?
- Do you understand the governance, tax and reporting rules of the chosen vehicles?
- How have you been equipped for this role?
- What can't you do in terms of the business?

Therefore it may be helpful to work with other colleagues, to create a set of questions that you can test both the relationships and technical challenges that a collaboration will bring.

In fact, it doesn't even have to be a collaboration to require this kind of questioning. It can also help you, when confronted with a manager telling you "not to worry about the governance stuff".

If a checklist is given authority by being agreed and accepted by the assurance professionals as standard, organisational GRM&C test questions, then you can use the answers to support your discussion with the manager.

How to use this tool:

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For example, what are the questions you need to be asking when you step into the assurance role for a collaboration in which one of the partners employs you?

Creating this questionnaire template could be a useful activity for a regional audit group meeting.

Step 1: Working with colleagues, create a number of true, or fictional, conflict of interest scenarios that illustrate some of the challenges in assurance of collaborative working

Step 2: Then create a checklist of questions that should have been asked by auditors to ensure those conflicts didn't happen.

Step 3: Refine the checklist through external challenge by others.

Step 4: Every time you are called into a meeting about auditing a new service, go through the checklist with those in the meeting to evidence that you are not (or are!) in conflict with your role.

That can be an informal way of evidencing that they may in conflict with their role.

**Example Questions For A
Conflict Of Interests Check List**

| With regard to your assurance role: | Answers... |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Is your role conflicted because you have a reporting line to someone more senior in the room? | |
| Are you already representing a professional service to the programme, or an organisation that requires you to have a vote at the meeting? | |
| Are you clear on what your role at the meeting is? Can you describe it clearly? | |
| Do your employers or line manager understand your role today and, what you have authority to do and are accountable for? | |
| Etc | |
| With regard to your skills... | Answers... |
| Have you been trained in the assurance of multi-partner, collaborative working projects? | |
| How have you been equipped for this role in this project? | |
| If the project is being run as a business, have you had appropriate business assurance training? | |
| Do you need refresher training on the governance, tax and reporting duties of the chosen business vehicle? | |
| Etc... | |
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GRM&C0.04

USER LOG

| Project & date tool used | What was the desired outcome of using this tool? | What actually happened? | What would you do differently next time? |
|--------------------------|--------------------------------------------------|-------------------------|------------------------------------------|
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