

HAVING AND NEWHAM COUNCILS: A CASE STUDY IN SERVICE DESIGN



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

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

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

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

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

The first steps...

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

- Turning the model into reality
- Setting up the management structure
- Enabling joint working
- Starting to build the brand and culture.

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

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

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

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

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

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

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

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How are we tackling the design stage challenges?

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

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

Learning points

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

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

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

- Be realistic in what you are trying to achieve – focus on the important tasks, rather than designing the whole service first
- Follow a clear project management approach, allowing you to keep a close check on all aspects of the implementation and flagging up any delays or risks
- Think about all the scenarios in bringing together your services – this will help you plan for all eventualities
- Allow time to test that your solutions work – especially where IT is concerned
- Make sure you engage your staff and take them with you
- Think about the little details that are important to staff – if people can't log into new systems on Day 1 they will soon lose confidence in your new service
- Recognise the time and resource pressures of making major change whilst still delivering your Business As Usual services.

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