



Collaboration and Shared Services

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Why are we talking about it?

Always have – not new

- Allocations and economy
- Autonomy , freedoms and flexibilities - innovation
- Quality
- Reach



There are other responses

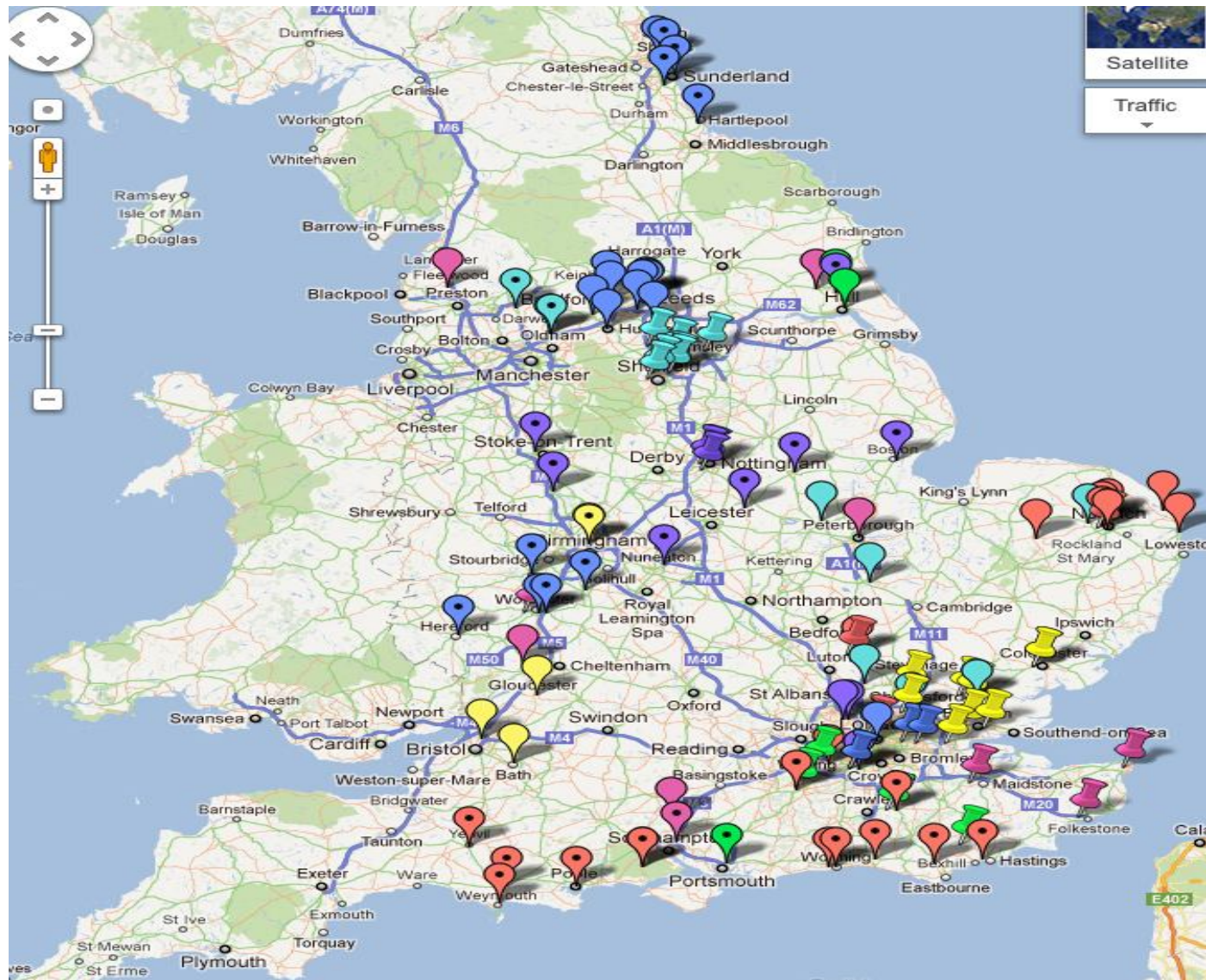
- Sovereignty
- Tough it out
- Outsource
- Sell



Why is it hard?

- Internal savings top trump shared savings
- Is it 'giving up'
- Lack of trust
- Jealously guarded independence/competition
- Lack of a genuinely shared vision
- Loss of control/power
- Hokey-Cokey partners -
- Lack of in-house skills
- Get it wrong at the start – difficult to get back on track
- Technical issues – VAT, TUPE, EU Procurement, Data protection, Competition law
- Cultural differences





Our involvement

- FE Modernisation Fund
- Joint 157 Group / AoC prospectus June 2011
- 157 Group leading on four college led projects + third and adult sector learning and skills providers
- Learning and skills



157 Sponsored Projects

- North East Shared Services Partnership - Sunderland
- One stop shop - Oaklands
- Services in Sussex / Surrey Colleges – Central Sussex
- Collaborative curriculum – Highbury
- Third and Adult sector
- Learning Community



College projects

- Range from collaborating to shared services JVC
- Already showing savings
- Learning between and across projects



Some of the lessons

- Shared services is first and foremost a human and political challenge
- Collaborative working requires leaders who are prepared to give up/share power but retain responsibility
- Invest in building trust and a common vision from the outset
- Build individual skills and organisational capacity to initiate shared services
- Drive efficiencies out first before sharing



Some of the lessons

- Leads – reputational task as well as practical
- Choosing partners – geographic can be simple but distance can free debate
- An agreed vision needs refreshing with new steps
- Procurement – simple + probity
- Contracts with third parties, including IPR
- Communication – do it again and again
- Expertise – home grow
- We do a lot of things is a pretty similar way
- We care about the learners
- Envision the destination



Biggest lesson

- People make this work or not
- The drivers can themselves become barriers



Community of Learning

- Accredited programmes – shared service as a profession - Shared Service Architects
- Evaluative research
- Envisioning the destination – Delphi studies



Wider implications

- Adds more building blocks to the potential landscape for FE
- Potential changes in the way we think about organisations and change





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