Synergies and rationalisation for shared services

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Our Story…

- Getting it together
  - How we met, in three stages…
  - What we liked
  - Getting help along the way

- Making it work
  - Our approach
  - Making it real
  - Lessons learned

Getting it together

- Phase One – Do we like each other?
  - Pathfinder & Shared Services
  - Summer 2008 – District Cluster
  - Funding from LIEP
  - Sector Investigate – Staff Get Together
  - Sector's Report – Autumn 08

Getting it together

- Phase Two - In Principle
  - Feb 09: Tribal Employed
  - Feb - Aug: 09 Staff & Members workshops in groups across the three councils
  - Sep 09: Tribal report - three become two…
- Phase Three - Commitment
  - Oct 09: Reaffirming commitment, financial savings worthwhile
  - Oct - Feb10: Setting up the project, legal guidance, recruiting team
  - Feb - Jul 10: Project becomes company, becomes reality
- Company operation
  - 1st Aug 10 onwards: Implementation of the agreed business plan.

What we liked

- Meeting of minds
  - Sharing the same drive, desire and vision
  - Meeting of equals
  - Mutual interest & trust
- Key points
  - LIEP funding
  - ‘Pre-nuptial’ legal agreement
  - Budget apportioned

Getting help

- Lincolnshire RIEP funding
- Procurement
- Legal Advice
- ICT Steering Group Lincolnshire
- Our Team
- Advice from others who had done it

Why a company?

- It changes the culture in the council
- It's a vehicle to develop an income stream for the council
- It's not outsourcing - you still have flexibility and control

Our Approach

- Leadership & Governance
- Project Team
  - Appointed individual specialists, not a firm
  - Merged services project led initially by Council director, then Company director
- Bite size bits:
  - What outcomes do we want?
  - Key decisions taken along the way – company formation April 10; shadow board directors May 10; business plan Aug 10
  - Redesign approach for services – putting customers first, involving staff
  - Setting up a company
  - Stakeholder management

Our Approach

- What are the benefits?
  - It is driving cultural change in our council services
  - We have flexibility
  - We could work for other bodies
  - We could add in future owners

Making it real

- Interim Team – Graham Hasting-Evans, Marcus Hobbs, David Lynn and Shaine McInnes
- Redesign Teams – staff teams recruited from the services working alongside redesign experts
- Knowledge and skills transfer

What we liked

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Key Principles

- Be upfront and honest with each other, politically and managerially
- Recognise the importance of managing stakeholders – internally, externally
- Good communications are essential – develop new two-way channels, listen and respond
- Get involvement from staff, TUs and managers
- Resource the team with people who have done it before – it won't happen otherwise
- Commit money to it

Lessons learned…

- It has to be an equal partnership – trust is crucial
- Be clear about the objectives
- Be ready for a rough ride
- Have a core-group driving it through
- Involve all councillors scrutiny and ‘backbenchers’
- Have good two-way communications
- Make quick decisions

So why do it?

East Lindsey DISTRICT COUNCIL

SOUTH HOLLAND DISTRICT COUNCIL

It will save you money - £31m

Compass Point BUSINESS SERVICES (EAST COAST) LTD

Up and running

- Compass Point Business Services (East Coast) is up and running
- It's working for both councils and delivering services
- It's already starting to help change the culture back in the councils