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IRRV Scottish Conference

Shared Services: An opportunity not to be missed

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SCOPE

- Where are we?
- Development Issues
 - Going Forward



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The Strategic Content

- The partnership in governance
- Outcomes and SOA's: National and local alignment
- Funding, demand and expectations



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Shared Services: The Scottish Spectrum

- Sharing models of practice: ‘Simplify, standardise and share’
 - (Diagnostics, benchmarks and convergence)
- Conventional shared services model: ‘Shed on the M8’
 - (Assumes ‘best practice’ to make sense’)
- ‘Shared capacity’: Once and well’ not x 32, 64, 98 etc
 - (Procurement Centre of Expertise; Recruitment and Public Notices Portal)

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The 'National' Portfolio

- Standardisation: Shared business model project
 - National Diagnostic: 32 Councils
- Shared capacity projects:
 - Customer First
 - Scotland Excel
 - Recruitment Portal
 - Public Notices Portal
- Shared Services projects:
 - Revenues and Benefits (NOSLA)
 - Training and Development (Clyde Valley)
 - Workforce Planning (COSLA/IS)
 - Integrated back office and service integration (Orkney Islands Council)

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Below the Radar

- A significant array of local and regional sharing
- PSIF; members C.P.D; customer satisfaction (sectoral)
- Co-investment and co-location; integrated services (cross sectoral)
- Badging and labelling



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Creating a Culture

- Beyond localism -v- Shared capacity
- Beyond the narrowly self interested: ‘Collaborative gain’
- Beyond a 12 – 24 month time horizon: Investing in the future
- Beyond cynicism: ‘Apathy with attitude’



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Going Forward: “Collaborative Gain”

- “Gain that can **only** be achieved through two or more partners creating a **specific** collaborative arrangement”
- “**Collaborative gain** should not be confused with partnership. Many partnerships are pain and no gain”

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Key Points

- Collaborative gain needs to be clear and specific – evidence based; trends; gain criteria; timescale
- Gain needs to outweigh pain: cost and benefits distribution
- Shared service is not an end in itself: it needs designed around the desired outcomes
- Wide variety of design options depending on context and purpose....SPV; lead authority; procurement from common business partner etc

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Development Issues

- National and sectoral –v– Local and cross sectoral
- Standardisation –v– Customisation: Architecture, systems, applications
- Legacy, end points and migration
- Venture capital and service pressures
- Outcomes for people –v– Producer pressures



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End Points

- “Shared Services” approach can be applied to almost anything
- We need to be hard nosed about collaborative gain
- ‘Corporacy’ is the starting point for sharing