

North Wales Business Support Partnership

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Shared Services – The North Wales Experience

- ◆ Context and Policy for shared services
- ◆ Scope of North Wales Business Support Partnership
- ◆ The benefits – financial and non financial
- ◆ The approach – working in partnership
- ◆ The way forward - implementation

The Policy Context

- ◆ Making the Connections policy
- ◆ Delivering the Connections financial targets
- ◆ Financial pressures in organisations leading to review of core functions – across all sectors
- ◆ Changing roles of Boards and Finance Directors
- ◆ Technology enabling the redesign of how support functions are provided

Shared services in public and private sectors

- ◆ NHS in England and Scotland
- ◆ Gershon/Cabinet review – promotes sharing back office functions
- ◆ Private sector prevalence – shared services commonplace for head office functions
- ◆ Wider public sector/regional model

What do we mean by shared services?

What it is

A support organisation focused on customer satisfaction, efficiency and continuous improvement
Common support processes and systems providing better service to business operations
Re-designed business processes that emphasise value creation and measurement.

What it is not

Simple cost reduction measures achieved through process consolidation and WTE reduction
A move to "centralise" internal support processes under one roof, operated by a corporate department
Reengineering existing processes without considering the larger context of the business they support

BSP Project Aim

The implementation of cost effective business services across NHS organisations in North Wales with a view to being a pilot for the rest of Wales. The business case will examine the options for shared services across North Wales to encompass those aspects of Finance, Procurement, Human Resources, and IM&T which lend themselves to shared services working either through technology or specialisation in terms of skill or expertise

Scope of BSP Shared services

- ◆ Procurement, Ordering and Payment for goods and services – 'Purchase to Pay'
- ◆ Recruitment, Payroll, ESR, Pensions – 'Hire to Retire'
- ◆ Income, Accounting, Reporting and Cash, Accounts to trial balance – 'Accounting to Reporting'
- ◆ IT and systems management to underpin the above
- ◆ Future phasing planned for further scoping in IMT, and other services
- ◆ Initial scoping very wide compared to others

Project management

- ◆ Project website – www.wales.nhs.uk/nwbsp
- ◆ Project Board as the programme board with stakeholder board lead and functional representation
- ◆ Sub groups for Finance, HR, Procurement, BSC Oracle, IMT- the main working groups
- ◆ Staff side representation on the board – Unison and Amicus
- ◆ Inclusive approach to scoping and the development of options through the establishment of a business case

Non Financial benefits – adding value

Visioning workshop – How do we want it to be?

Objectives identified:

Improve quality and efficiency based on current performance

Improved decision making support to the front line

Improved recruitment and retention of staff

Improved work environment

Extensive benefits identified

Financial benefits – the savings

- ◆ Gross savings of £3million per annum across North Wales – equal staff and non staff.
- ◆ Net savings of £2million per annum after new costs.
- ◆ Positive cash flow in year one – pay back in under a year.
- ◆ Phased take on of functions to reduce risk from October 06 through April 07
- ◆ Future phases in discussion – fixed costs now covered

The Approach – working in partnership

- ◆ Stakeholder and Staff side in partnership throughout
- ◆ HR Framework describes the policy framework within which the change process will be managed
- ◆ Builds on existing Trust/BSC change management policies
- ◆ Will be adopted by the host organisation
- ◆ Includes the procedure for filling posts, TUPE position, arrangements for excess travel and removal expenses etc.

The Way Forward - implementation

- ◆ Consultation on the how not the what – staff questionnaire, BSP Roadshows, visits to the preferred location
- ◆ Trust and LHB Board approvals in May
- ◆ Implementation plan underway
- ◆ Key appointments commenced
- ◆ Formal consultation re staff transfer once host confirmed
- ◆ Intend documenting our approach and learning as a guide