

# GMSS Case Study

## Challenge

Trafford MBC and Greater Manchester Police, (GMP), formed collaboration, Greater Manchester Shared Service (GMSS), providing HR Shared Services to both organisations and a small number of other bodies, such as schools and Trafford Leisure, in March 2017.

GMSS is based at Trafford Town Hall and approximately 100 members of staff work therein providing the following services; 1st level HR advisory services, HR transactions, payroll and pensions, systems and data to some 20,000 employees and volunteers.

The main governing body responsible for the oversight and direction of GMSS is the Joint Management Board, (JMB), which comprises senior stakeholders from both Trafford MBC and GMP. The JMB reports into the Executive Committee which comprises the Leader and Chief Executive of Trafford MBC and the Deputy Mayor for Policing and the Chief Constable.

The Executive Committee commissioned a post

implementation review of GMSS to form an independent assessment as to whether the collaboration is delivering its objectives and identified benefits. This will help the Executive Committee assess what the future of GMSS should be.

## Solution

- Undertake a sample service user survey to identity feedback and opportunities for service improvement.
- A full review of critical work-streams and associated processes to assess suitability and efficacy, identifying requirements for improvements.
- Identify areas within the service that currently work well, require no change and that may provide learning to other parts of the service provision requiring attention
- Identify areas within the service that have changed or been introduced since implementation and whether they are achieving the required outcomes, including what, if any action is required to drive service improvement
- Review and identify areas within the service that may require modernisation to ensure efficient and effective service delivery and an associated action plan to realise the benefits of the proposed changes
- Identification of areas that require attention that were not included in the initial scope of service delivery and present proposals for review by the JMB.
- Review of Governance arrangements, including service delivery structure and roles, making recommendations for change where appropriate.
- Review, identify and propose areas within the service that may benefit from digitalisation, providing a proposal to the JMB for consideration

## Outcomes

Our approach was to review the current operations and attainment of benefits, to that which was documented in the original 'Consolidated Full Business Case' but will also benchmarked against best practice and identified opportunities for potential 'quick wins, through simplification and optimisation, as well as other opportunities to 'future proof' the HR service target operating model, processes and procedures and align to future GMSS strategic goals.

We agreed our detailed approach, timetable and resources and undertake a stakeholder mapping exercise, to ensure all stakeholder groups are able to participate in the review. We undertook a user survey and held 'one to one' interviews with key stakeholders to understand the current view of service and developed a SWOT analysis of the current service. Taking the output from the survey, one to one interviews and week 2 analysis, we undertook a number of workshops with a cross representation of all stakeholder groups.

We developed all findings into a report with recommendations and outline business case for potential improvement opportunities, including a recommended roadmap of prioritised activities, risks and mitigations and assumptions. We socialised the report and findings across the key stakeholders, prior to finalising the report and ensured that all parties have bought into the findings and recommendations.