

Shared Service Centre governance for the DfT

Department for Transport



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Hedra, a Mouchel Group company, helped the Department for Transport to re-energise their Shared Service Centre implementation and drive forward positive change.

What was the challenge?

As a result of a number of resourcing and programme issues, the Department for Transport (DfT) Shared Service Centre project had experienced a series of unavoidable delays. Four months prior to the expected delivery of services to the DVLA and DSA, the DfT recognised that an urgent review was required to address the following key areas:

- relationships between the proposed Shared Service Centre, the DfT and the future customers of the Shared Service Centre were in danger of becoming strained due to a variety of issues
- the management of future migrations during the transition period needed to be undertaken efficiently and any potential problem areas anticipated in advance and planned for
- stabilisation to the core system needed to take place whilst simultaneously migrating new business units during the next implementation phase. These changes needed to occur with minimal disruption
- governance and management structures for overall control and direction were required.

How did Hedra support the DfT?

A small team of Hedra, a Mouchel Group company, shared service specialists conducted detailed interviews with key stakeholders to gain insight into the cultural, operational and strategic issues relating to the Shared Service Centre project. The team also reviewed the existing documentation and processes in place in order to provide a rapid response to the governance, programme delivery and operational issues already identified by the DfT.

In addition to the above, Hedra consultants led the 'extended design' project team. This team was focused on how the new service would be delivered to future customers such as DfT Central and the Maritime and Coastguard Agency. In particular, Hedra played a key role in collating and understanding the specific requirements of these customers, comparing them to existing blueprints and in defining and communicating the role of the Shared Service Centre.

What was achieved?

As well as recognising a number of project successes, the governance review also identified the changes required if the project was to build further on its success and address the current issues satisfactorily.

A key element of the changes recommended was the recognition of three distinct project phases:

- solution delivery prior to the 'go-live' date
- a period of harmonisation whereby the new systems 'bed-in', users come up to speed and customers adjust to new ways of working
- fully operational delivery.

The Hedra recommendations for the entire project identified specific actions relating to the DfT overall strategy for shared services; operational and control factors within the Shared Services Centre; the support provided to existing customers and the way in which new customers were engaged.

Detailed extended design blueprints for the two future customers were also provided covering finance, HR and procurement. These documents addressed over 1,500 customer specific issues or requirements identified by the extended design project team as well as highlighting gaps in the core solution.

"The specialist expertise and focus Hedra people brought to the table made a significant difference to this project. Not only were they able to give pragmatic and informed direction, they also contributed the practical skills we needed to ensure the Shared Service Centre fulfilled its promise to our customers."

Richard Bennett, DfT Shared Services Programme Manager