East Midlands Shared Services

Strategic Business Plan 2012 to 2015

APPENDICES

Contents

1.   Appendix 1 - Service & Product Portfolio

Services provided to Customers

Employee Service Centre	Finance Service Centre
Service Desk: • First point of contact for all general HR queries providing general guidance on a range of HR policies and processes • Advice and direction on all aspects of HR and Payroll administration activities • General enquiries from third party / external contacts surrounding rental agreements, benefits agency, potential candidates etc • Query resolution in respect of HR and payroll administration with referral to second line support teams if appropriate **Recruitment:** • Advertising of vacancies on portal • Co-ordination and administration of applications	**Service Desk:** • First point of contact for all general transactional finance queries providing general guidance on a range of finance processes • Advice and direction on all aspects of transactional finance administration activities • General enquiries from third party / external suppliers / customers on invoices to be paid, invoices due for payment, changes to standing data, procurement queries, etc **Accounts Payable:** • Supplier management (creation, amendment, cancellation) • Electronic invoice storage

• Submission of application profiles to managers • Invites to interview • Reference requests • CRB checks • Pre employment checks – medical • Provisional Offers **HR Admin:** • New starter contract of employment. • Leavers • Variations to contract • Maternity / Paternity • Absence arrangements **Payroll:** • New starter / leaver arrangements for pay • Variation to contracts • Sickness management • PAYE processing • Under / Over payments • Statutory and Voluntary deductions • Annual hours / responsibility payments **Payroll Control:** • Control of payroll run dates • Management of payroll balances • Third party payment administration • Control of additional payments • Recovery of overpayments • Payroll reporting • Year End / Month end procedure	• Invoice processing • Invoice query resolution • Construction Industry Scheme management and HMRC monthly return • BACS and cheque payment runs • Returned BACS and cheque management • Standard interface routine from local/line of business systems **Accounts Receivable** • Customer management (creation, amendment, cancellation) • Online invoice entry • Invoice creation and production • Income collection and allocation • Unapplied income investigation and resolution • Full debt collection service including use of legal action and external debt company • Standard interface routine from local/line of business systems **Other Services** • Electronic purchase ordering • Card payment services (via a third-party provider)

Services to support EMSS:

Systems Administration	Business Development
• Answering & triaging customer queries that cannot be answered by the ICT, FSCC, or ESC Service Desks • Co-ordination & involvement of System, UAT & regression Testing • HR/Payroll Work structure maintenance • Update & maintenance of values such as Global Values, Application lookups and User Defined Tables • Routine Element Link Maintenance • Financials Accounting Period Maintenance • Procurement System support, maintenance & training • Data loading into General Ledger • All BACS transmissions • Creating & maintaining users & user responsibilities (inc. Assuring user access control). • Liaison with 3rd line support re CEMLIs and Standard ORACLE functionality	• To work with the EMSS Management Team to support the development of EMSS as a business • To lead and direct continuous improvement. • Performance Management • To engender a 'one service' approach to customers, colleagues and team members and promoting customer service • Management Information including reporting for EMSS • Project Management

What is the purpose of the Service/Product Portfolio? (under development)

1. A service/product portfolio represents a complete list of the services managed and products provided, some of which are visible to the customers, some may be internal and some may be "retired".
2. It contains present contractual commitments, new service/product development and retired services/product. It includes 3rd party infrastructure services which are an integral part of the service offerings to customers.
3. It is divided into three sections – pipeline services/products; active services/products (service/product catalogue) and retired services/products.

The contents of a service/product portfolio: For each service/product the Portfolio defines:

1. **Name**

2. **Current lifecycle status of the service/product** (e.g., "Proposed", "Defined", "Chartered", "Designed", "Built", "Tested", "Released", "Operational", "Retired")

3. **Service/product Type** (1) Customer-facing service (services delivered to the customers) or supporting/technical service (invisible to the customers, used to underpin customer-facing services) (2) Internal/ external: Internally provided service or a service sourced from an external service supplier

4. **Service/product Owner** responsibility for service provisioning

5. **Customers** Customers currently using this service/product with contract periods defined for each customer

6. **Contacts and procedures for signing up to the service/product** (1) contact details of the responsible Service Manager (2) Procedure for signing up

7. **Description/ desired customer outcome** (1) Business justification (value added from a business point of view) (2) Business processes/ activities on the customer side supported by the service

8. **Offerings and packages, variations** e.g. different Service Level packages on offer to different customers, different coverage of geographical regions

9. **Costs and pricing** (1) Available pricing schemes for the service provision (2) Rules for penalties/ charge backs

10. **Dependencies** (1) Services – a) Required Infrastructure Services (Infrastructure Services on which this service depends) and b) Supported services (other services which depend on this service) (2) Components

11. **Planned changes to the service/product** (if any) (1) References to relevant plans (Business plan, improvement plan etc) (2) Business case/ cost-benefit analysis (3) Priority of the envisaged change (4) Risks associated with the envisaged change (5) Time schedule and status information

2. Appendix 2 – Investment Plan for Technology (under development)

The Investment Plan for Technology will span a 5 year investment period and cover ICT investment including Oracle, the hosting platform & other technology.   Further development of the issues and the investment sums is required.

Oracle:	Upgrades / system refresh (£150k per annum budgeted)
Hosting Platform:	This is provided through an external supplier.
Other Technology:	Call Logger: Service Desk: Telephones: Website: Network: Scanning: Other applications including:
Hardware:	Regular refreshes of hardware will be required.
Other:	Business Continuity / Disaster Recovery – baseline data shows that there are sufficient BCP/DR plans in place. These will need reviewing/refreshing after go live. New/emerging technologies – investment in those which will facilitate the achievement of the strategic objectives.

3.   Appendix 3 – Performance Framework (under development)

The following is a proposed performance framework which is driven by the Business Strategy. Further development is required on (a) ensuring the right areas are being measured (b) systems are in place to enable reporting (c) the baselining of performance (d) the setting of targets. In addition we will confirm, using the following, a smaller suite of the most critical indicators for regular reporting to stakeholders.

	Business Strategy	**How we will measure this**
For Partners (LCC & NCC)		
The best provider:	LCC & NCC regard EMSS as comparable with their high performing departments	Feedback from partners
	Our performance data shows we are in the top quartile when compared to others	Comparison of key indicators as identified throughout this document, with other providers
	EMSS's strategy compliments corporate priorities	Feedback from partners
Quality:	LCC & NCC recognise that EMSS delivers high quality	Feedback from partners % managers / employees satisfied with services/EMSS
Affordable:	At a minimum, the Business case savings are being delivered i.e. the costs of providing these services to LCC & NCC are reducing	• Savings delivered (for EMSS, for LCC, for NCC) - £ & % • Income generated – £ & % • ratio of income generating : cost recovery: subsidised services • transaction costs / unit costs
Resilient:	The partners' investment in technology & people is timely, adequate and delivers an acceptable return.	3 – 5 year investment plan customers using click : call : face (TOM delivered) - % and volume
Support Services:	The relationship between EMSS and LCC/NCC in terms of service delivery should be mirror that of other internal departments i.e. whilst SLAs in place there will be flexibility to	Feedback from partners % managers / employees satisfied with services/EMSS

	Business Strategy	How we will measure this
	respond to changing priorities/needs	
For Customers		
The best provider:	We provide responsive services (this covers speed as well as how good we are at doing what the customers wants us to)	Response times V service standards Customer satisfaction re responsiveness, speed and accuracy
	We deliver what we promise to - reputation	Customer satisfaction Customer retention rate / new customers (income) Volumes Error rates
	Our USP = We know their business and are focussed on customer relationships	Customer satisfaction re knowledge and customer care
	We use the latest technology / modern processes and skilled / knowledgeable staff	Customer satisfaction re knowledge and customer care
	Open and transparent service delivery	Customer Feedback
Quality:	Our services are recognised by our customers (and some non-customers) as being of high quality	Customer feedback and satisfaction
Affordable:	Our prices are competitive. Where they are not customers understand why (i.e. what else we are offering)	Customer feedback re charges Comparison of EMSS unit costs V competitors
Affordable:	Efficient (e.g. self serve, modern processes)	Customer feedback re processes, efficiency
Resilient:	Our services are available when we say they will be.	Downtime Customer satisfaction with availability (technology and people) and knowledge

	Business Strategy	**How we will measure this**
Support Services:	We take the hassle out of their support services and enable them to focus on their core activities	Customer feedback re first time resolution
For our employees		
The best provider:	Reputation for being a good employer generally.	Employee satisfaction Turnover/retention
	Career Progression opportunities	Employee satisfaction / feedback
	Culture of involvement and engagement.	
	Employees have a real stake in the success of the business (& understand the consequences of failure/poor performance)	
	Acceptance that the business will continually evolve.	
	.Accountability	Manager feedback Employee productivity
Quality:	Employees take pride in delivering quality services	Employee feedback
Affordable:	Focus on reducing costs, waste, and duplication.	Transaction / unit costs
	Eliminate non value adding tasks	Error rates / re-work rates Invest to save projects
Resilient:	Our employees are available and equipped to deliver our services.	Absence Levels Turnover / vacancy rate Employee satisfaction with resources / training
Support	Understand the importance of us performing well so that	Employee feedback

	Business Strategy	How we will measure this
Services:	customers can get on with their core activities.	