

East Midlands Shared Service Programme Status Report

July 2012



East Midlands Shared Services

EMSS Programme

- Delivery of technology and its implementation in the business:
 - Oracle
 - Other systems and infrastructure
- Formation of the EMSS organisation and it taking on operational delivery responsibility:
 - This includes a requirement for significant business change
- Business change in the two councils and associated organisations (e.g. NCH and schools):
 - The degree of change required in Nottingham is greater

All parts are on track but risks continue to need to be managed.

Achievements to date since last Joint Committee

- Oracle and other technology have been designed and built.
- Plans for the formation of EMSS have been developed and are now being implemented.
- Business change plans and activities taking place in the councils; stakeholders have been engaged.
- End to end business processes now largely designed.
- Training preparation well underway.
- UAT started.
- Regular programme communications.
- Overall the programme activities are more than 85% complete.

Delivery of technology

- The new Oracle systems are now built and are under test, four phases to this activity:
 - User Acceptance Testing (UAT) 1 completes 17 July.
 - UAT 2 completes 31 July.
 - UAT 3 completes 13 August.
 - Payroll testing completes end of August.
- Results to date of testing are within acceptable levels.
- Various other systems and technologies, e.g. call logger and infrastructure are progressing to similar timescales.
- All technology is expected to be complete by 3 September.
- Most technology goes live on 30 September, with a few items going earlier.

Formation of EMSS Organisation

- Line management of existing staff now through Head of EMSS.
- Staffing of the new structure is now well advanced.
- The new organisation will take place on 1 September.
 - TUPE transfer will take place on that date.

Business change – two councils

- There are a range of changes required to the way managers and staff work and operate:
 - One key aspect is the use of self service.
- In order to manage risks, there is a need to avoid all changes happening at the same time:
 - One problem could prevent the whole of go live.
 - Greater risk of contention for critical resources (i.e. needed for more than activity at a time).
 - A more gradual approach is usually better for people.
- The following plan has therefore been adopted:
 - Formation of EMSS and technology go live have been kept separate.
 - To even out implementation, the dates when the users start using some aspect of the Oracle system (e.g. self service) will be phased over a couple of months.

Training

- There is a significant training load across the three organisations.
- Preparations are underway to deliver a mixture of:
 - Classroom training.
 - Self teaching (eLearning).
 - Manuals etc.
- Time is tight but we feel able to provide adequate training.

Business cutover

- Need to be able to implement the changes without loosing productivity:
 - Changes in role and organisation.
 - Use of new systems and processes.
 - New ways of working.
- Requires the right staffing, training and preparation, communications.
- Probably need temporary staffing at the time of systems go live.
- Current systems will need to be switched off 3 working days before the new systems go live.
- This is the area of greatest risk and is being actively managed.

Programme Plan overview

July	August	September	October
▲ Staff managed by Head of EMSS		▲ EMSS formed, TUPE transfer	
Testing and preparation		▲ Systems ready, some go live	Oracle go live
Training is delivered			
		Post implementation review	Systems in use →

Progress: all activities are currently on target (Green) but risks remain; see next slide.

Key Risks

Risk	Mitigating action
Loss of capacity on cutover	Transition plans; employing temporary additional staff
Training may not be adequate	Clear planning, adequate resourcing
EMSS changes /preparation	Right management focus and resources
Scale of change in NCC / NCH / Schools	Clear planning, phased user take on, good training
Timescales are tight, little contingency	All activities need tight management
Reports (last part of Oracle to be delivered)	Focus on testing and training

Summary

- The programme has made huge progress to get to this point and is on track.
- We are now entering the period when new systems will be implemented, EMSS will become fully fledged and business changes will be implemented in both councils.
- Implementation will not be easy and risks remain; but we approach this in a good position.