



EastMidlandsSharedServices

EAST MIDLANDS SHARED SERVICES JOINT COMMITTEE

MINUTES

of meeting held on **25 MARCH 2013** at Loxley House, Station Street, Nottingham from 2.00 pm to 2.50 pm

Membership

Leicestershire County Council

- ✓ Councillor B Rhodes (Vice-Chairman)
- ✓ Councillor B Pain

Nottingham City Council

- ✓ Councillor G Chapman (Chairman) (minutes 26 to 29)
- ✓ Councillor A Clark

- ✓ indicates present at meeting

Also in attendance:

Leicestershire County Council

- Mr B Roberts - Director of Corporate Resources
- Mrs J Spence - Head of Corporate Finance

Nottingham City Council

- Mr J Abbott - Head of Corporate and Strategic Finance
- Ms C Mills - Deputy Chief Executive/Corporate Director for Resources
- Ms A Probert - Director Human Resources and Transformation
- Miss L Wilson - Constitutional Services Officer

East Midlands Shared Services

- Ms E Smith - Head of East Midlands Shared Services
- Mrs L Sexton - East Midlands Shared Services Programme Manager

ACTION

22 CHAIR

In the absence of Councillor Chapman, Councillor Rhodes took the chair for the meeting.

23 APOLOGY FOR ABSENCE

An apology for lateness was received from Councillor Chapman (on other Council business).

24 DECLARATIONS OF INTERESTS

No declarations of interests were made.

25 MINUTES

RESOLVED that the minutes of the meeting held on 9 January 2013, copies of which had been circulated, be confirmed and signed by the Chairman presiding at the meeting.

26 EAST MIDLANDS SHARED SERVICES (EMSS) - PROGRAMME UPDATE

Liz Sexton, Programme Manager, Leicestershire County Council, presented the Joint Committee with the following updates on the EMSS Programme:

- the achievements since the last meeting included:
 - electronic learning had been released and presentations for new processes had been delivered at Leicestershire County Council;
 - project training had been completed at Nottingham City Council;
 - communications had been released to colleagues outlining the benefits/changes EMSS brought via a number of means (e.g. email, face to face, etc);
 - end to end testing had been completed for HR, Payroll, Finance and Projects, and a 'dress rehearsal' for the technical build had been completed;
 - the Oracle technical infrastructure had been upgraded at Nottingham City Council;
 - year end legislative code had been applied for HR;
 - the cutover to the new production system had commenced;
- the Programme Status was predominantly Green and some of the areas outstanding related to reports and non business critical products. A pragmatic decision had been made in some areas to ensure the delivery of Oracle on 2 April and outstanding items would be delivered post 'Go Live'. A concessions management plan was in place to ensure continued improvements after 'Go Live'. On 21 March the Programme Board approved to close down the Leicestershire County Council production environment and commence the final phase of Oracle configuration and data migration;
- cutover activity included:
 - systems down – 22 March;
 - customisation and configuration – 23-27 March;
 - migration of data completed – 29 March;
 - testing of data completed – 31 March;
 - set of reporting completed – 30 March;
 - user assurance testing – 29 March-1 April;

ACTION

- post cutover activities – 1 April;
 - 'Go Live' approval – afternoon of 1 April;
 - 'Go Live' – 2 April
- business continuity and contingency planning, covering business and operational systems, was in place should a significant issue arise and the decision not to 'Go Live' was taken, or if there was a need to delay beyond 2 April. There was a change freeze on systems and processes in place to ensure a stable position for cutover, and the final decision on Oracle cutover and governance in relation to 'Go Live' would be taken by the Programme Board on 1 April;
- the EMSS Oracle 'Go Live' planning included:
 - an overview plan and detailed plans;
 - services being prioritised;
 - resource planning including detailed plans day by day from 22 March 2013, emergency response teams and single points of failure;
 - a roll back plan so that old systems could be used if the new system didn't 'Go Live';
 - communications in EMSS including a newsletter, team meetings/visits/floor walking, Managers' Forum meetings and, from 2 April, twice daily conference calls with senior managers;
- getting ready for EMSS at Nottingham City Council included:
 - 76 teams being briefed;
 - positive feedback from colleagues who recognised the need for and benefits of changing to the new system;
 - the take-up of e-learning increasing, with positive feedback;
 - classroom training had been completed, with refresher sessions planned;
 - 1 to 1 coaching was available if required;
 - drop-in sessions were available post 'Go Live';
 - communications were being delivered to plan;
 - system access had been tested and contingency options were in place;
- getting ready for EMSS at Leicestershire County Council included:
 - briefings completed for chief officers and senior managers;
 - ongoing communication through a range of media to managers and employees;
 - e-learning launched and training for 'super-users' had been delivered;
 - 'show and tell' sessions for new finance processes had been delivered;
 - cutover and transitions plans were in place;
 - cutover communications and leads were in place;
 - rollback process and plan had been confirmed;
- resources for post 'Go Live' support had been secured and included:
 - technical support to respond to issues and fix and support first-time processes;

ACTION

- a knowledge transfer plan to ensure colleagues supporting the system had necessary skills and knowledge;
- an ICT service desk support model;
- a suite of guides and self help material available for colleagues;
- EMSS helpdesks;
- super-users to support colleagues;
- there were some concessions and workarounds that had previously been agreed for non business critical issues, and the phasing of education payrolls to the new system was scheduled for early summer;
- risks and issues were:

<u>Risk</u>	<u>Mitigation</u>
Delays during cutover, meaning that a 9 day downtime window was insufficient to enable 'Go Live'	<ul style="list-style-type: none"> a. A dry run had been undertaken to provide confidence around timescales; b. an agreement in principle had been approved by the Programme Board to extend the cutover downtime window to 5 April
Issues occurring during cutover which meant that the system could not achieve 'Go Live'	<ul style="list-style-type: none"> a. Assurance checkpoints in place; b. rollback plan developed to enable business critical activity to continue
Businesses were not ready for 'Go Live' and colleagues could not adapt to the new system	<ul style="list-style-type: none"> a. Transitions plans developed and put in place; b. Leicestershire County Council, Nottingham City Council and EMSS to identify business impact and work with the programme to communicate to the business
Some Oracle products were not available on day one due to late delivery or errors in the product	<ul style="list-style-type: none"> a. Undertake tests and fixes where appropriate; b. identify areas on likely non-availability and implement manual workarounds
OBIEE reports were unavailable to the business on day 1 of operations	<ul style="list-style-type: none"> a. Prioritisation of critical reports; b. pragmatic approach to concessions taken where appropriate
Insufficient time for ICT to undertake robust performance testing leading to uncertainty around user/business impact of the system at 'Go Live'	<ul style="list-style-type: none"> a. System resources had been sized to accommodate four times the current workload; b. options for early access to the environment were being explored
Issues were experienced post 'Go Live' which required technical support	<ul style="list-style-type: none"> a. ICT departments prioritised support for EMSS relayed activity; b. functional consultants contracts extended until the end of May 2013 to provide specialist support

ACTION

Inadequate business support during the downtime window was available to complete data validation and user assurance testing	Resources managers provided confirmation that suitable resources had been secured and contingency plans were in place for unexpected absence
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RESOLVED

- (1) that the information be noted;
- (2) that the thanks of the Committee for the hard work and dedication of all of the staff involved with EMSS be recorded.

27 FUTURE MEETING DATES**RESOLVED**

- (1) that the Joint Committee meet 4 times per year with the next meeting taking place in June 2013;
- (2) that the Constitutional Services Officer write to all members of the Committee with possible dates for the June 2013 meeting and proposed dates for the remainder of the year.

C Jackson

28 EXCLUSION OF THE PUBLIC

RESOLVED that the public be excluded from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

29 FINANCIAL UPDATE

Consideration was given to a joint report of the Director of Corporate Resources (Leicestershire County Council) and the Deputy Chief Executive/ Corporate Director for Resources (Nottingham City Council), copies of which had been circulated, updating the Joint Committee on the financial position of the programme. The report was presented by Mr J Abbott, Head of Corporate and Strategic Finance, Nottingham City Council.

RESOLVED

- (1) that the financial position of the programme, as presented in the report, be noted;
- (2) that the contents of the verbal update be noted.