



EastMidlandsSharedServices

EAST MIDLANDS SHARED SERVICES JOINT COMMITTEE

NOTES of the informal meeting held on **19 JUNE 2013** at Loxley House, Station Street, Nottingham from 10.00 am to 10.45 am.

Membership

Leicestershire County Council

- ✓ Councillor Byron Rhodes
- Councillor Blake Pain

Nottingham City Council

- Councillor Graham Chapman
- ✓ Councillor Alan Clark

- ✓ indicates present at meeting

Also in attendance:

Leicestershire County Council

- Liz Clark - Assistant Director Strategic Information and Technology
- Judith Spence - Head of Corporate Finance

Nottingham City Council

- Jeff Abbott - Head of Corporate and Strategic Finance
- Carole Mills - Deputy Chief Executive/Corporate Director for Resources Nottingham City Council
- Carol Jackson - Constitutional Services Officer

East Midlands Shared Services

- Elizabeth Smith - Head of East Midlands Shared Services
- Liz Sexton - East Midlands Shared Services Programme Manager

ACTION

1 INQUORATE

The meeting was inquorate and consequently it was agreed to hold an informal meeting to discuss the agenda items. Councillor Rhodes agreed to act as Chairman for the meeting.

2 APOLOGIES FOR ABSENCE

- Councillor Graham Chapman - on other Council business.
- Councillor Blake Pain
- Brian Roberts - Director of Corporate Resources, Leicestershire County Council

3 DECLARATIONS OF INTERESTS

None.

4 EAST MIDLANDS SHARED SERVICES (EMSS) - PROGRAMME STATUS REPORT

Liz Sexton, EMSS Programme Manager, Leicestershire County Council, presented the following update on the EMSS Programme:

- the achievements since the last meeting of the Joint Committee on 25 March 2013 included:
 - Core Oracle (HR, Payroll, finance and procurement) had gone live in line with the revised scope and schedule of 2 April 2013;
 - the phased rollout to Nottingham City Council (NCC)/Leicestershire County Council (LCC) and EMSS had been completed within the first week. This included providing access to Oracle for over 5000 users within NCC;
 - Oracle support moved into 'Business as Usual' on 1 May. The Programme continued to support with issue resolution until 31 May 2013;
 - the current level of issues reported remains within normal operational parameters for 'Go Live'. A key issue is AP workflow (invoice approval) which is being addressed through 'Business As Usual', with immediate proactive management and development of longer term fixes;
 - 'Knowledge Transfer', both technical and business, has been completed;
 - the final handover of operational activity, documentation, training material and residual work has been completed.
- the Programme status is that core programme has been closed and a transition into Phase 2 has taken place:

ACTION

- post 'Go Live' support has been completed and transitioned into 'Business as usual';
- the NCC Education payroll project is on track to complete as planned. Testing of the Education payroll data has successfully passed its second cycle;
- revised governance is in place to oversee the delivery of education payrolls and completion of invoice approval fixes.
- the position on the AP Workflow as at 7 June was as follows:
 - current issues related to invoice approval with had come to light in May;
 - an analysis of process and build had been commenced by ICT in conjunction with Subject Matter Experts and verified/overseen by LCC/NCC Senior Users;
 - the system had been confirmed as being built as designed, however that did not adequately account for multiple variables which may arise once in full operation;
 - resolution of current invoice issues was taking place by strategic finance using a forced approval process;
 - a series of measures had been identified, the majority of which are in place to reduce the number of issues;
 - increase levels of system validation;
 - improvement of on screen instructions and notification messages;
 - the undertaking of refresher training and revised guidance;
 - a review of business approval hierarchy, the setting up and maintenance process;
 - long term fixes are on going and scheduled for completion at the end June;
 - the position had improved since the report was written on 7 June, but there were ongoing issues still to be resolved.

ACTION

- the implementation of the Oracle solution had encountered a number of challenges, however following a pragmatic approach to implementation, the Programme delivered Oracle in line with the revised schedule on 2 April 2013;
- transition plans have been completed and operational activities handed over to 'Business as Usual';
- some residual work was yet to be completed post 'Go Live'. This has been discussed, agreed and handed over to be completed in business as usual;
- the Programme is to be formally closed.

5 FUTURE GOVERNANCE ARRANGEMENTS

Liz Sexton, Programme Manager, Leicestershire County Council, presented details of the future governance arrangements;

The key points included in the presentation were as follows:

- the governance already in place is being reviewed to reflect the post go live operations;
- it is recognised that it is important to ensure that issues are dealt with at the appropriate level;
- the Operational Board is focussing on monitoring and challenge through Service Level Agreements (SLA's) and Key Performance Indicators (KPI's). It is ensuring clear separation between issues relating to the EMSS Partnership, and operational issues impacting on service delivery;
- the Operational Group is a Joint NCC / LCC client group formed to develop relationships and deal with day to day operational issues. Further consideration is to be given to the format of a joint HR/ Finance group, or two separate groups created;
- the Oracle Steering Group (formerly the Strategic Design Group) provides joint ownership of the Oracle platform. LCC, NCC and EMSS membership. It oversees delivery of an Oracle Work Programme, escalating issues where necessary to the Sponsors or the Joint Committee. It oversees performance management of relevant SLAs;
- the Oracle User Group reports into the Steering Group and develops the detail of the Oracle Work Programme.

6 EAST MIDLANDS SHARED SERVICES ANNUAL REPORT

Elizabeth Smith, Head of East Midlands Shared Services, introduced a joint report of the Director of Corporate Resources (Leicestershire County Council) and the Deputy Chief Executive/ Corporate Director for Resources (Nottingham City Council) presenting the Annual report for 2012/13 for the East Midlands Shared Services organisation

She highlighted the following key points:

- the highlights of the year include:
 - the adoption of a three year strategy;
 - when the organisation had been launched on 1 September, two centres of excellence had been established, staff transitioned, and new ICT, new ways of working and a service desk were launched
- the key statistics were:
 - 175 permanent employees had joined EMSS together with 40 temporary employees;
 - there were 117 payrolls with 780,000 payments a year totalling £629 million;
 - 36,000 human resources administration transactions had taken place;
 - 238,000 invoices had been processed;
- the priorities for 2013/14 are:
 - delivering quality services;
 - delivering savings;
 - developing a reputation both internally and externally;
 - developing the potential for growth;
- the key risks are identified as ;
 - a failure to deliver services;
 - a failure to deliver savings;
 - services not being delivered to a high enough quality
- the steps being taken to mitigate the key risks are :
 - a failure to deliver services - SLA's and performance management, business continuity plans, people management, additional project capacity and new technology;

ACTION

- a failure to deliver savings – having a detailed plan for 2015/16 savings in place and conducting a review of processes and service costs;
- services not being delivered to a high enough quality - strengthened performance management, account managers and structured customer feedback secured on a regular basis.
- the aim was to create an organisation where the culture is focussed on accountability, with individuals and teams having clear objectives; where successful performance is recognised and non-performance robustly managed and where engagement is such that everyone involved, both customers and employees have a visible and direct influence on the success of the organisation;
- the unique selling point is the provision of public sector expertise through a resilient, shared people and technology platform.

In the discussion which followed the presentation it was agreed that the Annual Report should be divided into a public part and a part which should be exempt due to the nature of the information it contained. This should be presented to the Joint Committee at its next meeting in September.

**Elizabeth
Smith**

9 FUTURE MEETING DATES

Those present agreed that the Joint Committee would meet on the following dates:

- 2 September 2013 at 2.30 pm;
- 16 December 2013 at 12.00 noon;
- 17 March 2014 at 10.00 am

10 FINANCIAL UPDATE

The Councillors present agreed that they had received a sufficient briefing on this issue from officers.