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East Midlands Shared Services

Delivering quality, affordable and resilient support services to the public sector



East Midlands Shared Services Joint Committee

Date: Monday 16 March 2020

Time: 10:30am

Place: LH1.16 - Loxley House, Station Street, Nottingham, NG2 3NG

Governance Officer: Adrian Mann **Direct Dial:** 0115 8764468

Members are requested to attend the above meeting on the date and at the time and place stated to transact the following business:

Candida Brudenell
Corporate Director for Strategy and Resources
Nottingham City Council

Chris Tambini
Director of Corporate Resources
Leicestershire County Council

AGENDA	Pages
1 Apologies for Absence	
2 Declarations of Interests	
3 Minutes Minutes of the meeting held on 25 November 2019, for confirmation	5 - 8
4 Audit Plan 2020/21 Report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)	9 - 12
5 Business Continuity Plan Report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)	13 - 16

- 6 Future Meeting Dates**
First meeting of the new municipal year (provisional):
Monday 15 June 2020 at 10:30am
- 7 Exclusion of the Public**
To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraphs 1, 3 and 7, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighs the public interest in disclosing the information.
- 8 Exempt Minutes** 17 - 22
Exempt Minutes of the meeting held on 25 November 2019, for confirmation
- 9 Business Continuity Plan: Exempt Appendix** 23 - 76
Exempt Appendix to the report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)
- 10 Performance Report - Quarter 2 and 3 2019/20** 77 - 96
Report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)
- 11 Strategic Priorities Update 2020/21** 97 - 104
Report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)
- 12 2019/20 Budget Monitoring, Three-Year Budget Approval and Medium-Term Financial Plan 2020/2021 to 2022/2023** 105 - 126
Report of the Strategic Director of Finance (Nottingham City Council) and the Director of Corporate Resources (Leicestershire County Council)

All items listed under 'Exclusion of the Public' will be heard in private. These items have been included under this section of the agenda because no representations against hearing them in private were received.

Councillors, co-optees, colleagues and other participants must declare all disclosable pecuniary and other interests relating to any items of business to be discussed at the meeting. If you need any advice on declaring an interest in an item on the agenda, please contact the Governance Officer shown above before the day of the meeting, if possible.

Citizens attending the meeting should arrive at least 15 minutes before it starts, to be issued with visitor badges. Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at: <https://www.nottinghamcity.gov.uk/your-council/about-the-council/council-meetings-decisions/recording-reporting-on-public-meetings>. Any person intending to record the meeting is requested to notify the Governance Officer shown above in advance.

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East Midlands Shared Services Joint Committee

Minutes of the meeting held in Room LH1.16 - Loxley House, Station Street, Nottingham, NG2 3NG on 25 November 2019 from 10:30am to 11:58am

Membership (✓ indicates present)

Leicestershire County Council

- ✓ Councillor Byron Rhodes (Vice Chair)
- ✓ Councillor Richard Shepherd

Nottingham City Council

- ✓ Councillor Sam Webster (Chair)
- ✓ Councillor Eunice Campbell-Clark

Colleagues, partners and others in attendance:

- | | |
|-----------------|---|
| Lucy Littlefair | - Head of EMSS |
| Adrian Mann | - Governance Officer, NCC |
| Laura Pattman | - Strategic Director of Finance, NCC |
| Chris Tambini | - Director for Corporate Resources, LCC |
| Jill Turner | - EMSS Business Development Manager |

Call-in

Unless stated otherwise, all decisions made by the East Midlands Shared Services Joint Committee are subject to call-in. The last date for call-in is **Thursday 5 December 2019**. Decisions cannot be implemented until the next working day following this date.

22 Apologies for Absence

None.

23 Declarations of Interests

None.

24 Minutes

The Committee confirmed the minutes of the meeting held on 9 October 2019 as a correct record and they were signed by the Chair.

25 EMSS Operational Board Terms of Reference and Composition

Jill Turner, EMSS Business Development Manager, presented a report on proposed changes to the arrangements for the EMSS Operational Board, to ensure that EMSS has effective governance arrangements as laid down in the Partnership Agreement. The following points were discussed:

- (a) the purpose of the Board is to enable senior officers to meet on a quarterly basis, ahead of the meeting of the Joint Committee, to review progress against the Strategic Business Plan and Objectives; review and report on performance monitoring; receive the draft Business Plan strategies, budgets and investment plans before they are submitted for approval by the Joint Committee; and review and report on the strategic risks;
- (b) unfortunately, the content of a given Board meeting is not always relevant to all members of senior staff and finding times when all members are available at the same time can be difficult. To ensure that meetings take place and result in productive decision-making, it is now proposed to invite only those officers required for the specific business of each Board agenda, rather than to invite all the regular members of the Board to every meeting. The EMSS' Finance Business Partner will always be in attendance, but support from HR, ICT and Audit is not always required;
- (c) under the new arrangements, the presence of any Board member invited to a meeting is felt to be necessary to its business, and the expectation is that they will attend;
- (d) the Committee advised that good management processes should be in place for the revised way of meeting for the Board, to ensure that all officers required to conduct its business effectively are invited to the meetings.

Resolved to approve the amended Operational Board composition, as set out in Appendix C to the report.

- **Reasons for the decision**

To ensure that EMSS has effective governance arrangements as laid down in the Partnership Agreement.

- **Other options considered**

To make no further changes: The current arrangements are not effective in meeting the requirements of the Partnership Agreement. Minor changes to the meeting format have not resulted in improved attendance and it is the Sponsors' view that the proposals described will deliver the robust governance required.

26 Forward Planner

The Chair presented the proposed work programme for the 2019/20 municipal year, which was agreed.

27 Exclusion of the Public

Resolved to exclude the public from the meeting during consideration of the remaining item in accordance with Section 100A of the Local Government Act 1972, under Schedule 12A, Part 1, Paragraph 3, on the basis that, having regard to all the circumstances, the public interest in maintaining an exemption outweighed the public interest in disclosing the information.

28 Exempt Minutes

The Committee confirmed the exempt minutes of the meeting held on 9 October 2019 as a correct record and they were signed by the Chair.

29 EMSS Operating Model

Jill Turner, EMSS Business Development Manager, gave a presentation on the EMSS current operating model.

The Committee noted the presentation.

30 EMSS Financial Update 2019/20 and Draft Budget 2020/21

Lucy Littlefair, Head of EMSS, presented a report on the financial performance of EMSS and the Oracle/ICT spend for the 2019/20 financial year, and the draft budget and Medium Term Financial Plan (MTFP) for EMSS for 2020/21.

The Committee noted the report.

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**East Midlands Shared Services Joint Committee
16 March 2020**

Subject:	East Midlands Shared Services Audit Plan 2020 / 2021	
Corporate Director(s) / Director(s):	Laura Pattman - Strategic Director of Finance, Nottingham City Council (NCC) Chris Tambini - Director of Corporate Resources, Leicestershire County Council (LCC)	
Report author and contact details:	Lucy Littlefair – Head of East Midlands Shared Services 0116 305 6333, lucy.littlefair@emss.org.uk	
Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Subject to call-in <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Summary of issues (including benefits to citizens/service users): This report seeks approval for the EMSS Audit Plan 2020/21		
Exempt information: None		
Recommendation(s):		
1. To approve the EMSS Audit Plan 2020/2021		

1 Reasons for recommendations

1.1 To provide assurance to Joint Committee that EMSS has robust audit arrangements in place.

2 Background (including outcomes of consultation)

2.1 EMSS managers are responsible for ensuring that proper standards of internal control operate within their organisation. NCC’s Internal Audit service reviews these controls and gives an opinion in respect of the systems and processes put in place.

2.2 The Audit Plan is agreed annually and reported to LCC and NCC governance committees.

2.3 The Internal Audit service undertakes reviews of the internal control procedures in respect of the key systems and processes run by EMSS on behalf of itself and its clients. In 2020/2021 it is anticipated that it may be necessary to complete pre and post go live reviews of the key processes included in the Fit for the Future programme.

2.4 Reports in respect of all reviews are issued to the responsible colleagues, together with recommendations and agreed action plans. Each report includes a level of assurance that can be taken from its findings.

3 Other options considered in making recommendations

3.1 To not produce an audit plan. A robust audit plan is a key pillar of the governance and assurance framework for EMSS, so this option has been rejected. The audit plan for 2020/2021 has been produced by Nottingham City Council's Head of Internal Audit for comment and approval by Joint Committee.

4 Finance colleague comments (including implications and value for money/VAT)

4.1 None.

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

5.1 None.

6 Social value considerations

6.1 None.

7 Equality Impact Assessment (EIA)

7.1 The report details the Audit arrangements for EMSS and does not constitute proposals to change a policy, service or function.

8 List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

8.1 None.

9 Published documents referred to in this report

9.1 None.

East Midlands Shared Services

2020/2021

Proposed Internal Audit Plan

Proposed EMSS 2020/21 Internal Audit Plan

Audit	Scope	Days	QR1	QR2	QR3	QR4
Payroll	System Audit / Employee Service Centre	40		20		20
Accounts Receivable	System Audit / Finance Service Centre	40		20		20
Accounts Payable	System Audit / Finance Service Centre	40		20		20
Contingency for additional reviews	Head of EMSS / s151 requests	20	5	5	5	5
TOTAL		140	5	65	5	65

Contact Details

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Head of Internal Audit - NCC
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East Midlands Shared Services

Delivering quality, affordable and resilient support services to the public sector



**East Midlands Shared Services Joint Committee
16 March 2020**

Subject:	East Midlands Shared Services Business Continuity Plan	
Corporate Director(s) / Director(s):	Laura Pattman – Strategic Director of Finance, Nottingham City Council (NCC) Chris Tambini – Director of Corporate Resources, Leicestershire County Council (LCC)	
Report author and contact details:	Jill Turner – Business Development Manager 01163055308, jill.turner@emss.org.uk	
Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Subject to call-in <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Summary of issues (including benefits to citizens/service users): This report seeks approval for the EMSS Business Continuity Plan.		
Exempt information: The appendix to this report is exempt from publication under paragraphs 1 and 7 of Schedule 12A to the Local Government Act 1972 because it contains information relating to any individual and information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime. It is not in the public interest to disclose this information because the appendix to the report contains the personal contact details of individuals for use in an emergency and confidential information relating to the security arrangements in place for EMSS premises and data storage. For the avoidance of doubt, this exemption applies such that the report is exempt from publication by both Nottingham City Council and Leicestershire County Council.		
Recommendation(s): The EMSS Joint Committee is requested to:		
1. To approve the EMSS Business Continuity Plan.		

1 Reasons for recommendations

- 1.1 To provide assurance to Joint Committee that EMSS has robust business continuity arrangements.

2 Background (including outcomes of consultation)

- 2.1 Business continuity planning is an important component of sound business management. EMSS has worked with colleagues from Leicestershire and Nottingham to update our business continuity plan to ensure that all aspects of our service could be made without disruption.
- 2.2 The plan contains the information that any EMSS manager would need to respond to a major incident, specific plans include:
- Loss of a major building
 - Loss of Oracle full system
 - Loss of Oracle limited functionality
 - Loss of email
 - Loss of telephony
 - Loss of servers / major loss or disruption of data access
 - Loss of staff, including outbreak of infectious disease
 - Loss of BACS system
- 2.3 The plan details how to respond to the specific risks identified in 2.2 as well as other non-specific issues. It contains information on how to escalate issues as well as templates to record actions taken during incidents.
- 2.4 It also includes contact details for all managers and staff, key contacts and stakeholders as well as suppliers of key systems.
- 2.5 The plan was last tested in October 2017 when an exercise was run for FSC managers based around the loss of Loxley House as a work base.
- 2.6 All managers are issued with a copy of the plan as well as key stakeholders.
- 2.7 Business continuity and disaster recovery arrangements for the new Oracle Cloud system are still in development and will be incorporated into the Business Continuity Plan as soon as they are agreed.
- 2.8 The plan includes an Action Card that can be used if the spread of the spread of the Coronavirus was to impact on EMSS activities. The business has been working for some time to ensure that as many staff as possible can work remotely in the event of the loss of a building, or in this case, quarantine restrictions.
- 2.9 Currently, EMSS receives its Business Continuity support from LCC's service. The Head of EMSS also sits on their Silver Response Team, receiving updates and training as appropriate.

3 Other options considered in making recommendations

- 3.1 Both partners require all departments to have business continuity arrangements to ensure the uninterrupted provision of services. EMSS has worked with leads from both councils to review their approaches and requirements. The EMSS plan includes

the essential elements of the partners' methodologies for business continuity planning.

4 Finance colleague comments (including implications and value for money/VAT)

4.1 None.

5 Legal and Procurement colleague comments (including risk management issues, and legal, Crime and Disorder Act and procurement implications)

5.1 None.

6 Social value considerations

6.1 None.

7 Equality Impact Assessment (EIA)

7.1 An EIA is not required because the report does not represent proposals to change an existing service, policy or function.

8 List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

8.1 None.

9 Published documents referred to in this report

9.1 None.

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