

Public Document Pack

East Midlands Shared Services

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



East Midlands Shared Services Joint Committee

Date: Monday 21 June 2021

Time: 10:30am

Place: Room LB 31-32, Loxley House, Station Street, Nottingham, NG2 3NG

Please see the information at the bottom of this agenda front sheet about the requirements for ensuring Covid-safety

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:

Malcolm Townroe
Director for Legal and Governance
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 13 January 2021, for confirmation	5 - 6
4 Governance and Terms of Reference Report of the Assistant Director of Finance, Strategic Property and Commissioning (Leicestershire County Council) and the Interim Corporate Director of Finance and Resources (Nottingham City Council)	7 - 16
5 Audit Plan 2021/22 Report of the Assistant Director of Finance, Strategic Property and Commissioning (Leicestershire County Council) and the Interim Corporate Director of Finance and Resources (Nottingham City Council)	17 - 22

- 6 Future Meeting Dates**
 For agreement:
 Monday 20 September 2021 at 10:30am
 Monday 15 November 2021 at 10:30am
 Monday 21 March 2022 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, Paragraph 3, 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** 23 - 28
 Exempt Minutes of the meeting held on 13 January 2021, for confirmation
- 9 Annual Report 2020/21** 29 - 48
 Report of the Assistant Director of Finance, Strategic Property and Commissioning (Leicestershire County Council) and the Interim Corporate Director of Finance and Resources (Nottingham City Council)
- 10 Budget Outturn 2020/21 and Medium-Term Financial Plan 2021-25** 49 - 70
 Report of the Assistant Director of Finance, Strategic Property and Commissioning (Leicestershire County Council) and the Interim Corporate Director of Finance and Resources (Nottingham City Council)
- 11 Strategic Update** 71 - 78
 Report of the Assistant Director of Finance, Strategic Property and Commissioning (Leicestershire County Council) and the Interim Corporate Director of Finance and Resources (Nottingham City 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.

In order to hold this meeting in as Covid-safe way as possible, all attendees are asked to follow current Government guidance and:

- **remain seated and maintain distancing between seats through the meeting. Please also remember to maintain distancing while entering and leaving the room;**
- **wear face coverings throughout the meeting;**
- **make use of the hand sanitiser available and, when moving about the building, follow signs about traffic flows, lift capacities, etc.;**
- **comply with Test and Trace requirements by scanning the QR code at the entrance to the building and/or giving your name and contact details to the Governance Officer at the meeting.**

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 remotely via Zoom and live-streamed on YouTube on Wednesday 13 January 2021 from 1:33pm to 2:58pm

Membership

Present

Councillor Sam Webster (NCC, Chair)
 Councillor Eunice Campbell-Clark (NCC)
 Councillor Richard Shepherd (LCC)

Absent

Councillor Byron Rhodes

Councillor Nicholas Rushton (LCC,
 substitute for Councillor Byron Rhodes)

Colleagues, partners and others in attendance:

Susan Baum	- LCC Finance Business Partner
Clive Heaphy	- NCC Strategic Director of Finance
Declan Keegan	- LCC Assistant Director of Strategic Finance and Property
Lucy Littlefair	- Head of EMSS
Adrian Mann	- NCC Governance Officer
Chris Tambini	- LCC Director for Corporate Resources
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 **Monday 25 January 2021**. Decisions cannot be implemented until the next working day following this date.

19 Apologies for Absence

Councillor Byron Rhodes

20 Declarations of Interests

None

21 Minutes

The Committee confirmed the minutes of the meeting held on 21 September 2020 as a correct record and they were signed by the Chair.

22 Future Meeting Dates

- **Monday 15 March 2021 at 10:30am**

23 Exclusion of the Public

The Committee decided to exclude the public from the meeting during consideration of the remaining agenda item 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, as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act.

24 Exempt Minutes

The Committee confirmed the exempt minutes of the meeting held on 21 September 2020 as a correct record and they were signed by the Chair.

25 Performance Report (Quarter 2 2020/21) and Strategic Update

Lucy Littlefair, Head of EMSS, and Jill Turner, EMSS Business Development Manager, presented a report on the operational performance of EMSS for Quarter 2 and the Fit for the Future (FFTF) and transformation programmes, and an update on the Covid-19 recovery plans.

Resolved to approve the recommendation as set out in paragraph 8.4.1 of the exempt report.

26 Financial Update 2020/21 and Draft Budget 2021/22 to 2023/24

This item does not contain any decisions that are eligible for call-in.

Lucy Littlefair, Head of EMSS, presented a report on the financial performance of EMSS and the Oracle/ICT spend for the financial year 2020/21 (as at September 2020), and the outline budget position for 2021 to 2024.

Resolved to note the recommendations as set out in the exempt report.

East Midlands Shared Services Joint Committee
21 June 2021

Subject:	East Midlands Shared Services (EMSS) Governance and Joint Committee Terms of Reference	
Corporate Director(s)/ Director(s):	Clive Heaphy – Interim Corporate Director of Finance and Resources, Nottingham City Council (NCC) Declan Keegan – Assistant Director of Finance, Strategic Property and Commissioning, Leicestershire County Council (LCC)	
Report author and contact details:	Lucy Littlefair – Head of East Midlands Shared Services lucy.littlefair@emss.org.uk	
Key Decision	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Subject to call-in Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Summary of issues (including benefits to citizens/service users): This report seeks approval for the Terms of Reference and Rules for the EMSS Joint Committee.		
Recommendation(s): The EMSS Joint Committee is requested to:		
1. Review and approve the Terms of Reference for the Joint Committee (Appendix B);		
2. Review and approve the Rules for the Conduct of Meetings and Proceedings of the Joint Committee (Appendix A);		
3. Note the overall governance arrangements and commit to reinforcing adherence to ensure effective governance of EMSS in place; and		
4. Confirm whether it intends to explore the possibility of holding the committee remotely.		

1. Reasons for Recommendations

- 1.1. To fulfil the Partnership Agreement requirement to review the governance arrangements and relevant terms of reference annually.
- 1.2. To ensure that the Committee’s terms of reference are appropriate and allow for the effective governance of East Midlands Shared Services.

2. Other options considered in making the recommendations

- 2.1 None.

3. Background

- 3.1 The original partnership agreement was signed in 2011 and requires periodic review to ensure that its functions and processes remain relevant to the partnership and reflect sound governance arrangements.
- 3.2 The Joint Committee is tasked with reviewing its Terms of Reference and Rules for the Conduct of Meetings and Proceedings annually.
- 3.3 The Committee reviewed the terms of reference for the Operational Board in November 2019. There are no suggested amendments to the terms or attendance.
- 3.4 Any suggested amendments to the Joint Committee terms would need to comply with Executive meeting regulations and approval from each Authority's Cabinet Leader would be required prior to adoption.
- 3.5 It has been suggested that it might be worthwhile exploring whether the Committee can be held virtually to aid attendance and reduce travel time and expense.

Governance Arrangements

- 3.6 Given the changeover in Sponsors and Elected Members, it also felt helpful to confirm the overall governance arrangements for EMSS, including the lead responsibilities for each partner. This is set out in Appendix A.

4. Financial Colleague Comments

- 4.1 None.

5. Legal and Procurement Colleague Comments

- 5.1. This report ensures that the Joint Committee fulfils its requirement to review its terms of reference.
- 5.2. There are no procurement implications considered to arise directly from this report.
- 5.3. There are no Crime and Disorder Act implications considered to arise directly from this report.

6. Social Value Considerations

- 6.1. None.

7. Equality Impact Assessments

- 7.1 None.

8. List of Background Papers

- 8.1. None.

9. Published Documents Referred to in this Report

- 9.1. Nottingham City Council's Constitution (Committee Terms of Reference)
- 9.2. Leicestershire County Council's Constitution
- 9.3. The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

10. Other Colleagues who have Provided Input

- 10.1 None.

East Midlands Shared Services Governance Arrangements

East Midlands Shared Services
Delivering quality, affordable and resilient support services to the public sector



East Midlands Shared Services was formed by an agreement between Nottingham City Council and Leicestershire County Council signed in 2011. The partnership agreement in effect had two parts, the creation of a shared services centre providing transactional HR & finance activities and a shared ICT platform.

The partners sought ways to share the administrative burden by splitting support activities as shown in the box below:

Nottingham Responsibilities	Leicestershire Responsibilities
Host Authority:	Employing Authority:
EMSS arrangements are supported by the NCC Constitution	All staff employed by LCC on behalf of partners
Joint Committee is supported by NCC	HR support
Legal advice	IT support for EMSS
Procurement advice including holding contracts	
Strategic Financial advice including S151 responsibility	Operational Finance support
Audit services	Insurance

The agreement sets out how formal governance arrangements would operate, with both streams coming under the control of a Joint Committee comprising two elected members from each authority. The Committee meets quarterly.

Below this sits two other formal boards.

The Operational Board oversees the operations of the shared service centre. It also meets quarterly and comprises:

- Head of EMSS – Lucy Littlefair
- Sponsors for each Authority (a senior manager from an appropriate discipline) – Declan Keegan (LCC) and Clive Heaphy (NCC)
- Finance Business Partner – Susan Baum (LCC)
- As required, officers who provide technical and specialist support for EMSS, e.g. procurement, audit, HR, legal.

The management of the shared ICT platform falls under the responsibility of the Oracle Steering Group. This group was temporarily suspended, and responsibility passed to the Fit for the Future Programme (FFTF) Steering Group in 2019. Plans are in place to resume the Oracle Steering Group over the next few months, as the FFTF programme hands over to business as usual.

The Oracle Steering group will meet monthly.

Below these formal boards there is a matrix of informal meetings to review the performance of EMSS against KPI's, share information to improve compliance against agreed processes within the business, discuss strategic priorities and improvement activity, formulate proposals through to formal bodies and discuss day to day issues. The key elements are:

Sponsor meetings – Both sponsors plus the Head of EMSS and other colleagues, to report as required. Meetings scheduled monthly.

Stakeholder meetings – regular scheduled meetings with HR and Finance colleagues to review all aspects of the shared services and joint working arrangement. Meetings are held at all levels from Strategic Leaders to operational staff as required.

Ad hoc projects etc. – to maintain the close joint working new initiatives are steered by joint bodies comprising appropriate staff from both councils.

**SCHEDULE 1 — JOINT COMMITTEE GOVERNANCE
JOINT COMMITTEE - TERMS OF REFERENCE**

Subject to the terms of the East Midlands Shared Services Partnership Agreement to:

- (i) Oversee and provide strategic direction for the development, implementation and on-going operation of EMSS;
- (ii) Ensure the effective delivery of the shared service functions in accordance with the terms of the agreement;
- (iii) Monitor the effectiveness of those arrangements and make recommendations to the Member Authorities e.g. in the event of any changes to legislation, developments in best practice or the requirements imposed on Member Authorities;
- (iv) On an annual basis, agree a three year business plan for EMSS including:
 - Service delivery, service development & financial objectives
 - Performance improvement & efficiency targets
 - Staffing
 - Business continuity planning
 - Risk management
- (v) Set annual capital, revenue and staffing budgets for EMSS and no later than 1st December in each year submit these to the Member Authorities for approval as part of the business plan;
- (vi) Monitor the operational performance of EMSS on [a quarterly basis];
- (ii) Ensure service delivery is in accordance with the key performance indicators and agreed national, regional and local priorities;
- (vii) Ensure effective action is taken to remedy any under-performance in the delivery of services;
- (viii) Monitor the financial performance of EMSS — quarterly report and monthly updates;
- (ix) Determine the arrangements for support services in agreement with the Host Authority and in consultation with the Head of Shared Service;
- (x) Produce an annual report to the member Authorities by no later than 30th June in each year covering the performance of EMSS in the 12 month period ending on the preceding 31st March;
- (xi) Co-operate with and participate in Overview and Scrutiny exercises of the Member Authorities into the activities of EMSS;
- (xii) Review the operation and effectiveness of the shared service arrangements at least every two years, consider ways in which the Shared Services partnership can be expanded and make recommendations to the Member Authorities as appropriate.

APPENDIX C

RULES FOR THE CONDUCT OF MEETINGS AND PROCEEDINGS OF THE JOINT COMMITTEE

The Joint Committee shall follow the normal arrangements which apply to the proceedings of local government committees, with the following additional provisions applying:

1. Annual Meeting

- 1.1 The Joint Committee shall in every year hold an Annual Meeting;
- 1.2 The first meeting held after the Annual Meeting of all the Member Authorities in any year shall be the Annual Meeting;
- 1.3 The Joint Committee may in every year hold in addition to the Annual Meeting such other meetings as they may determine

2. Membership

- 2.1 The membership of the Joint Committee to comprise four elected members, two being drawn from each Council's Executive;
- 2.2 Each Authority will have the right to appoint a substitute elected member drawn from their Executive to attend any meeting of the Joint Committee in place of an appointed elected member provided that the Secretary shall be given at least 24 hours' notice of any such appointment;

3. Appointment of Chairman, Vice Chairman, Secretary and Treasurer

- 3.1 The Joint Committee shall appoint one of its Members to be Chairman of the Joint Committee who shall subject to paragraph 3.2 and unless he resigns his office or ceases to be a member of the Joint Committee, continue in office for a period of 24 months or until his successor becomes entitled to act;
- 3.2 The first Chairman of the Joint Committee shall be a person nominated by Nottingham City and shall hold office for the period up to 31st May 2013.
- 3.3 The Chairmanship of the Joint Committee following the initial appointment by Nottingham City shall rotate between Leicestershire and Nottingham City on a two year cycle;
- 3.4 The Joint Committee shall appoint one of its Members to be Vice Chairman of the Joint Committee who shall subject to paragraph 3.5 and unless he resigns his office or ceases to be a member of the Joint Committee, continue in office for a period of 24 months or until his successor becomes entitled to act;
- 3.5 The first Vice Chairman of the Joint Committee shall be a person nominated by Leicestershire and shall hold office for the period up to 31st May 2013.

- 3.6 The Vice Chairmanship of the Joint Committee following the initial appointment by Leicestershire shall rotate between Nottingham City and Leicestershire on a two year cycle;
- 3.7 The role of Secretary and Treasurer to the Joint Committee will be provided by Nottingham City Council.

4. Casual Vacancies

- 4.1 On a casual vacancy occurring in the office of Chairman or Vice Chairman of the Joint Committee the vacancy shall be filled by the appointment by the Joint Committee of one of their members at the next meeting and the person so appointed shall hold office until the date upon which the person in whose place he is appointed would regularly have retired.

5. Calling of Meetings

- 5.1 The Secretary of the Joint Committee shall summon the members to such meetings as may:
- 5.1.1 have been agreed in accordance with paragraph 1.3;
 - 5.1.2 be called by the Chairman of the Joint Committee or, if the office of Chairman is vacant, the Vice Chairman of the Joint Committee at any time;
 - 5.1.3 be requisitioned by any two members of the Joint Committee giving notice in writing signed by them to the Secretary of the Joint Committee specifying the nature of the business to be transacted; or
 - 5.1.4 be requisitioned by any Member Authority giving notice in writing to the Secretary of the Joint Committee specifying the nature of the business to be transacted and signed by the Chief Executive or proper officer of the Member Authority;
- 5.2 Unless the persons giving notice requisitioning a meeting in accordance with paragraph 5.1.3 or paragraph 5.1.4 agree otherwise any meeting consequent upon such a requisition shall so far as practicable be held within 10 working days of the date of the receipt of the requisition by the Secretary to the Joint Committee;
- 5.3 At least five clear working days before a meeting of the Joint Committee:
- 5.3.1 notice of the time and place of the intended meeting shall be published at the offices of both Leicestershire and Nottingham City: and
 - 5.3.2 a summons to attend the meeting, specifying the agenda for that meeting and signed by the Secretary to the Joint Committee shall be sent to:
 - 5.3.2.1 every member of the Joint Committee; and
 - 5.3.2.2 the proper officer of every Member Authority by sending by first class mail to the principal office address of the Member Authority or by sending

an electronic copy by e-mail to any email address notified to the Secretary of the Joint Committee for that purpose:

- 5.4 The Secretary will draw up the agenda in consultation 'with both the Chairman and Vice Chairman.
- 5.5 No business shall be transacted at a meeting requisitioned by the members of the Joint Committee or a Member-Authority other than that specified in the agenda.

6. Nominated Officers to Attend

- 6.1 The Head of Paid Service the Monitoring Officer and the s151 Officer of each Member Authority or their respective nominees shall be entitled to attend every meeting of the Joint Committee in the capacity of observer and with the agreement of the Chairman may address the Joint Committee.

7. Quorum

- 7.1 The number of Members constituting a quorum shall be one quarter of the membership of the Joint Committee, provided that in no case shall a quorum be less than three members and further provided that no item of business shall be transacted at a meeting of the Joint Committee unless at least one member from each Founding Member Authority** is present and entitled to vote thereon

8. Standing Orders

Subject to anything expressly provided herein the Standing Orders (Meeting Procedure Rules) of the Authority providing the Secretariat will apply to the Joint Committee

9. Voting

Given the composition of the Joint Committee, decisions shall normally be taken on the basis of consensus

10. Sub-Committees

The provisions of [this Schedule] shall apply mutatis mutandis to meetings of subcommittees as they do to meetings of the Joint Committee

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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 21 June 2021

Subject:	East Midlands Shared Services Audit Plan 2021 / 2022	
Corporate Director(s) / Director(s):	Clive Heaphy – Interim Corporate Director of Finance and Resources, Nottingham City Council (NCC) Declan Keegan – Assistant Director of Finance, Strategic Property and Commissioning, 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 2021 / 2022		
Exempt information: None		
Recommendation(s):		
1. To approve the EMSS Audit Plan 2021/2022		

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 2021/2022 it is anticipated that it may be necessary to complete pre and post go live reviews as key processes will have been carried out on both systems.

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 A Robust Audit plan is a key pillar of the governance and assurance framework for EMSS. The audit plan for 2021/2022 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 An EIA is not required because the report does not contain proposals for a new or changing 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.

EMSS 2021/22 Internal Audit Plan

Audit	Scope	Days	QR1 ^{*1*3}	QR2	QR3 ^{*3}	QR4
Payroll	<p>System Audit / Employee Service Centre (will need to split between Fusion and EBS)</p> <p>Proposed scope, depending on where responsibilities lie :</p> <ul style="list-style-type: none"> • Full review of processes/changes due to Fusion • Starters • Leavers • Permanent amendments • Amendments to standing data • Exception reporting • BACS process/authorisation • Reconciliation of key accounts • Follow up of previous recommendations 	40		20 ^{*2}	20	
Accounts Receivable	<p>System Audit / Finance Service Centre</p> <p>Proposed scope, depending on where responsibilities lie :</p> <ul style="list-style-type: none"> • Full review of processes/changes due to Fusion • Process for raising invoices • Compliance with debt collection strategies/chasing of outstanding debt, monitoring, reporting • Writing out debt • Query management • Treatment of credit balances • Suspense accounts • Follow up of previous recommendations 	40		10	20	10
Accounts Payable	<p>System Audit / Finance Service Centre</p> <p>Proposed scope, depending on where responsibilities lie :</p> <ul style="list-style-type: none"> • Full review of processes/changes due to Fusion • New suppliers 	40		10	20	10

EMSS 2021/22 Internal Audit Plan

Audit	Scope	Days	QR1 ^{*1*3}	QR2	QR3 ^{*3}	QR4
	<ul style="list-style-type: none"> • Accuracy and input of invoices into Oracle • Accuracy and input of RFPs into Oracle • Payments are made timely • BACS process/authorisation • Cheque processing • Exception reporting (Duplicate Payments and Credit Balances) • Follow up of previous recommendation 					
IT – System Admin and access controls Page 20	Include the following areas within Fusion: <ul style="list-style-type: none"> - User creation and management (Dependent where responsibility resides (LCC/NCC/EMSS)) - Privileged account access & Monitoring (Dev, Test & Live environments) (LCC/EMSS/NCC) - System config settings as applied to user accounts (LCC/EMSS/NCC) - Roles and responsibilities – Separation of duties (NCC only) - Audit trails - Generic account creation and monitoring - Monitoring security issues & exception reports (LCC/EMSS/NCC) - Assurance reporting (Partnership Board) - Starters & leavers (NCC only) Report on the above	30		30		
	Follow-up on the Grant Thornton IT Audit report on NCC / LCC – separate report to both NCC/LCC/EMSS	10			10	

EMSS 2021/22 Internal Audit Plan

Audit	Scope	Days	QR1 ^{*1*3}	QR2	QR3 ^{*3}	QR4
	Will also consider access arrangement to EBS – as archive.					
Contingency for additional reviews	Head of EMSS / s151 requests	20	5	5	5	5
TOTAL		180	5	75	75	25

Potential Timing Issues

*1 During the 1st quarter, for NCC & EMSS, there will be some ongoing “Hypercare” due to SCM and Finance modules going live in April. Therefore during this period it is expected that colleagues will still becoming familiar with the functionality and unforeseen issues will be reported and need to be resolved. It may be wise therefore, that Fusion related reviews be avoided during this period.

Payroll in Fusion is to go live late summer. Therefore will need to avoid the period just before and after go live period, to enable some stabilisation to occur and resources to be available to assist. Therefore will need to review EBS and Fusion payroll before year-end. Precise timing of review may need to be flexible.

Access control re Payroll and HR, may need to be covered after go live and may need to be incorporated into payroll review.

*3 The partnership will have new software releases from Oracle to test on a quarterly basis. There will be a short window available for the partners to test these releases before Oracle installs them into the live environment. Resources to assist with planned reviews may be limited during this time.

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