



**East Midlands Shared Services Joint Committee  
16 September 2024**

<b>Subject:</b>	East Midlands Shared Service Performance Report 2024/25.	
<b>Corporate Directors</b>	Simone Hines – Assistant Director of Finance, Strategic Property and Commissioning, Leicestershire County Council (LCC)  Shabana Kausar – Director of Finance, Nottingham City Council (NCC)	
<b>Portfolio Holder(s):</b>		
<b>Report author and contact details:</b>	Elaine Simpson – Head of East Midlands Shared Services 01163056506    elaine.simpson@emss.org.uk	
<b>Other colleagues who have provided input:</b>	Jill Turner, Business Support Manager, Emma Sutton, Acting Employee Service Centre Manager.	
<b>Key Decision</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Subject to call-in</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Total value of the decision:</b> None		
<b>Section 151 Officer expenditure approval</b> Has any NCC spend been approved by the Section 151 Officer? <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/a Spend Control Board approval reference number: N/A		
<b>Date of consultation with Portfolio Holder(s):</b> N/A		
<b>Summary of issues (including benefits to citizens/service users):</b> This report provides the Joint Committee with a summary of the performance of East Midlands Shared Service (EMSS) during Q1 2024/25.		
<b>Exempt information:</b> None		
<b>Recommendation(s):</b>		
1. To note the performance of EMSS during Q1 2024/25		

**1 Reasons for recommendations**

1.1 To report on the performance of EMSS for Q1 2024/25.

- 1.2 To provide the Joint Committee with an update on the progress of the projects within the Business Plan.
- 1.3 To ensure that the Joint Committee can form a clear and accurate view of the performance of the service, reporting any highlights or concerns back into their own organisation.

**2 Other options considered in making recommendations.**

- 2.1 None, as EMSS is required by the Partnership agreement to provide performance updates to Joint Committee.

**4 EMSS Service / Business Plan 2023/24**

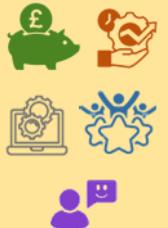
- 4.1 The following table details the priorities for EMSS in 2024/25 as identified from the last Strategic Plan agreed in 2023.

Benefits Key

Stat / Policy Requirement		Cost Savings		Process Improvement	
Customer Experience		Staff Welfare		Automation	

Project / Priority	Target End Date	Benefits	Description	Status	June 24 Update
<b>Organisational - Performance Reporting</b>	Sept 24 Work will be ongoing to deliver further improvements	  	Improve reporting capability and measures. Automate and improve use.		Following a demonstration of FAW, work is underway to use the new systems to produce reports and data.
<b>Technology - Oracle EBS archive</b>	March 25	 	To transfer the data in EBS to an archive state		Work is underway to assess the post March 25 options. The aim is to complete by March 25, however this relies heavily on NCC closing all previous period accounts
<b>Technology - Oracle Analytics implementation</b>	June 24	  	New functionality negotiated during the contract renewal. Finance available 2023 and HR 2024		The Finance system is fully implemented and final tests on line manager security are being undertaken by partners on the HR system
<b>Technology – Oracle Guided Learning</b>	August 24	   	A new system that will greatly improve the user experience of using Oracle		Work to complete implementation is underway
<b>Technology - Oracle Cloud Infrastructure Health check</b>	July 24		A health check highlighted a number of significant inadequacies with the set-up.		Following the initial health check, the data to provide for Oracle to complete a further health check has been submitted and is awaiting findings

Project / Priority	Target End Date	Benefits	Description	Status	June 24 Update
<b>Technology – Oracle Redwood Implementation</b>	Feb 25		Oracle have developed a new interface /front end for their system which is being rolled out module by module		The 24B update has slowed down progress of this project, and there are some role compatibility issues being worked through. This will require some input from Mastek . The Updated screens will become mandatory in May 2025.
<b>Review of the Oracle Support Service</b>	Sept 24		A review of the service to ensure it is meeting customer needs.		The outputs of the workshop and survey are being collated into a new draft service plan
<b>Procurement of customer support system</b>	Feb 25		The Freshdesk contract will end in Feb 25, so a new procurement exercise has been started.		Work has started on a G-Cloud search for the right system.
<b>FSC – Best Value Review</b>	Mar 24		A full review of FSC services, performance and efficiency. To enable partners to assess the value for money delivered and opportunities for improvements		The review is complete and has been shared with LCC partner colleagues for internal scrutiny and comment. Work to incorporate their comments and complete the review is underway. Final step is to find a benchmarking service which will provide final confirmation of value for money. Benchmarking element is proving difficult and costly to complete. A decision on this should be made by Dec 24. When complete, it will be shared with sponsors.
<b>FSC – Duplicate payment identification system replacement</b>	Dec 24		The current system requires upgrading		After investigating whether to purchase a system or development in-house. While the current system is fit for purpose and low in cost, we believe we can replicate its process in house. This work has not yet been given a project timeline due to other commitments.

Project / Priority	Target End Date	Benefits	Description	Status	June 24 Update
<b>FSC – Oracle Post Implementation Value Investigation (PIVI)</b>	Oct 24		A service from Oracle to review the system and processes post go-live to ensure best use is being made. Will also report on functionality not being fully exploited		Oracle have produced a summary of the main AR issues to assist an in-depth root cause analysis. This is now awaiting a deep dive into specific processes to understand if better functionality is available or not. This has been chased with Oracle, no date has been set.
<b>FSC - Dialler system and SMS software</b>	Nov 24		A new system to automate the contacting of customers about their debts either by text or by phoning		Investigations and demos are now complete for a telephony systems with extended capability to ensure debt calls are priorities based on age, value, and payment history
<b>FSC – LCC ASC Debt</b>	Jan 25		To move the service to the FSC improving processes and recovery rates		This project is in its initial stages, working exclusively within the existing dept before any planned transfer
<b>FSC - Supplier Portal roll out</b>	Ongoing		A self-service module for suppliers to manage invoices and payments		Work continues to move suppliers onto the portal. Have agreed a final round of invitations before use becomes mandatory
<b>FSC - AR Customer Portal Bill Management</b>	Sept 24		Self-serve portal to get copy invoices and view account		This project is currently on hold following Oracles decision to charge license fees per customer per month for the use of this. A Customer self-serve portal is still a high priority, so currently other products and options are being investigated as an interim fix to be able to deliver documents securely to all customers.

Project / Priority	Target End Date	Benefits	Description	Status	June 24 Update
Paperless Direct Debits	Sept 24		Project to move customers to paperless direct debits to reduce printing, postage and resource		Business case is complete and awaiting agreement. Preliminary procurement work has identified the preferred system. Approved by LCC, sent to NCC for approval. The aim is to have this project implemented by Dec 24.
ESC - HCM and Payroll Transformation. Year 2	Mar 25		Review, define, and re-establish the operating model for the Employee Service Centre (ESC).		Work is progressing including utilising the partner meetings to agree Oracle Change Requests. Transformation Plan will be updated for 2024/25.
ESC – Implementation of ‘seeded’ absence, LGPS fixes and seeded Teachers’ Pension Scheme	Sept 24		Required to move from custom to seeded absence scheme within payroll system by August 24.		Implementation of seeded absence is complete. In light of continued issues, both Teachers’ pension Scheme and MCR will be delayed.
ESC – resolve ‘reducing balances’ element issues	Nov 24		Issues still outstanding from ‘go-live’ on certain payroll elements, i.e those where the balance reduces each month over a set period of time.		Work has now commenced on the remaining elements which don’t reduce properly following the completion of the work above seeded absence work. due to complexities involved, this is planned to be completed by April 25
ESC – Office move	July 24		Plans have been agreed to move the ESC and BD staff into the main Pen Lloyd building		The move is now complete as of 20 <sup>th</sup> July

- 4.2 To date it has not been possible to arrange the discussions needed with partners to set the strategic priorities for EMSS to support a new Strategic Plan. Work continues to resolve these questions in time for the budget setting process.

## **5 Technology**

### **Oracle**

- 5.1 The biggest Oracle project was the implementation of the seeded absence solution. This work has gone well and will be live for the July payroll. The new system is working well, and no issues were reported. The next step for moving payroll onto all seeded functionality was teachers' pensions and MCR. This work has been delayed to ensure that the new payroll providers for schools are fully up to date.
- 5.2 The completion of the Oracle Guided Learning (OGL) has recommenced. Key activities include ensuring that all those who received training last year are brought back up to speed. Implementation is scheduled for August. OGL is independent of Redwood, getting the system up and running still can be done whilst we are sorting out the issues we are having with Redwood. OGL can still be usefully employed providing guidance and help for system users on modules not affected by Redwood.
- 5.3 The implementation of Redwood, the new look and feel for Oracle is still on-going. The new pages will become mandatory in early 2025, and currently affect payroll and HR, procurement and supplier set-up. Unfortunately, work has continued to move slowly on top of the delays created by the 24b quarterly update there are now issues of compatibility between Redwood and the partners Oracle roles. The roles used are customised due to the added complexities of sharing the system between two councils. Investigations are underway to diagnose the issues so that they can be fixed. There is still time to complete the move to Redwood before the deadline. Oracle has delayed the deadline for Redwood for most modules until 25c (late summer/autumn 25). This will give us plenty of time to ensure we are ready. We are expecting a fix from Oracle to resolve the key issues.

## **6 Customer**

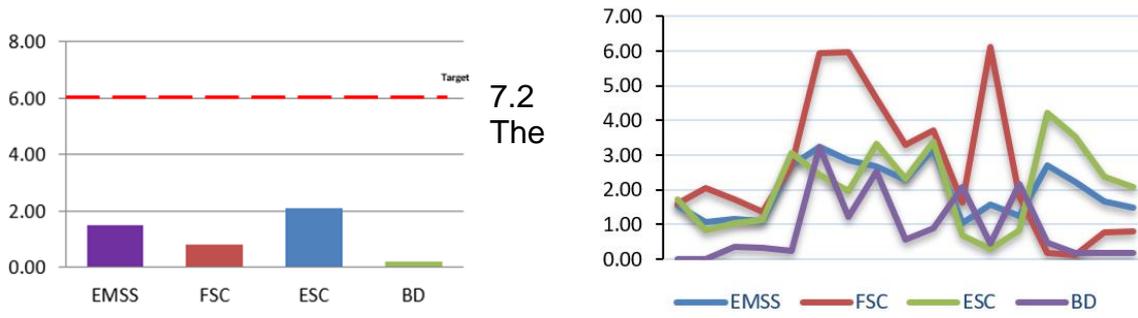


- 6.1 From a customer perspective the year has started with a slight downturn on some measures. Customer satisfaction is down to 80% (from 83% last quarter) driven by drops in satisfaction rates for both the ESC and FSC. These downturns will be the result of the impact of year end activities which always brings increased workloads and query levels. Hopefully outcomes will be improved for the second quarter.
- 6.2 The graphs also show a blip in queries resolved within SLA. Whilst it has dropped during the quarter to 7%. Again, this is a result of increased activity and more complex queries that come at the end of the year.
- 6.3 Work is underway to refocus the Customer Boards to ensure that they continue to drive improvement. Time is now taken at each board to look at common query types and investigate how these queries could be resolved without the need to raise a ticket.

## 7 People



7.1 Joint Committee will recall that the figures for sickness absence were due to rise this year due to moving from the report in Oracle for managers to using the report generated by LCC HR. The key difference in the approach is how the reports calculate the FTE value for each member of staff. The Oracle report using a standard 5 day calendar but the HR report uses the actual work schedule entered for each individual. Because of this the Oracle report miscalculated the absence of part-time staff. The graphs below outcomes using the old report.

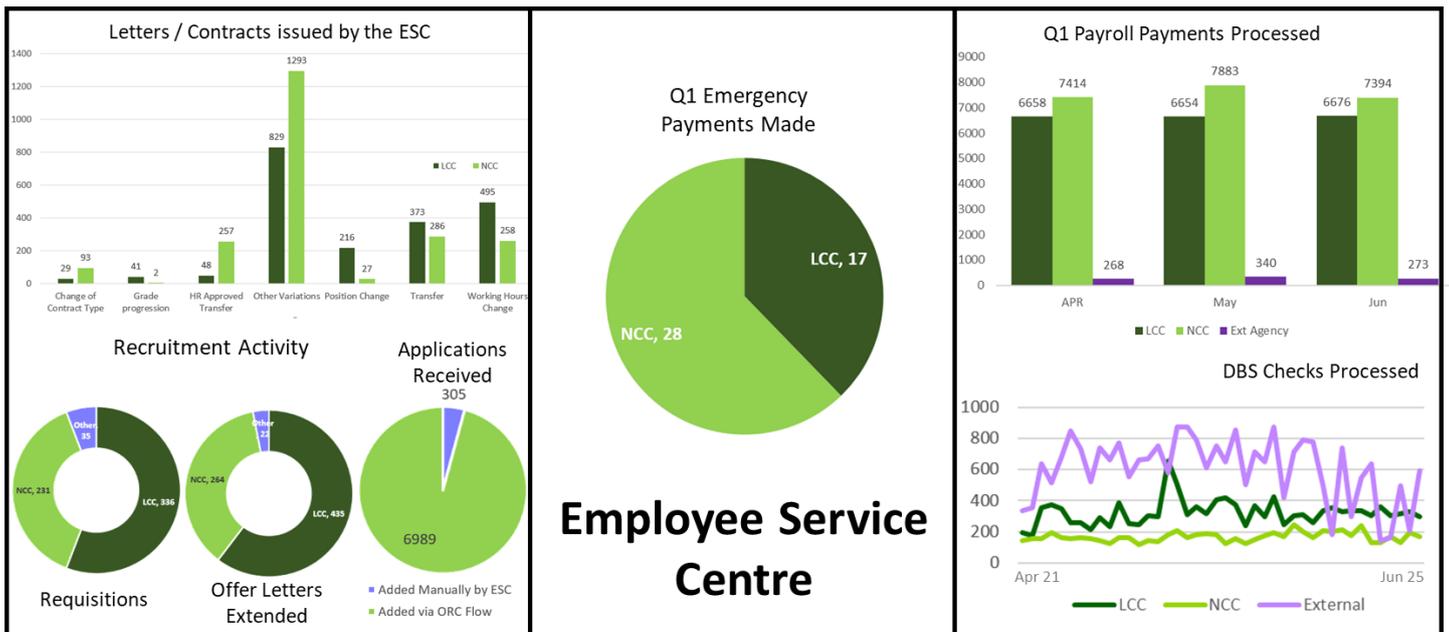


graphs show the same trends but have different values.

7.2 Overall the absence rate for 23/24 was 8.47 days. For Q1 last year the rate was 1.24 days rising to 1.67 in Q4. The rate for Q1 this year is 1.49, a rise from the same time last year but a fall from the previous quarter.

7.3 Annual performance reviews (APRs) are now falling due which is shown in the slight decrease from Q4. These pick up significantly in Q3 as they are completed.

## 8 Service Performance – Employee Service Centre (ESC)



- 8.1 Q1 saw the ESC start the new financial year in a good position, able to deliver a robust and consistent payroll service. This is evidenced in the fact that the team is now a day early against the internal target in running the BACS process. This was not the position in the previous year. The feedback from the account meetings remains positive.
- 8.2 The account meetings with both LCC and NCC continue to focus on operational issues and overpayments, but in Q1 they have become a lot more collaborative. This has improved communication between the partners and the ESC with them both bringing a number of future developments to the table. Participation at these meetings has also broadened with people attending from the wider HR teams.
- 8.3 In Q1, Emma Sutton also attended the NCC HR service meeting to discuss a closer working relationship with the authority and to discuss a proposed new way of working. The approach will be that all HR issues will be raised and triaged through the ESC. The ESC has been supported by Business Development team to ensure that Freshdesk can be utilised to support this project. The ESC currently handles an average of 3000 tickets per quarter for NCC and predict that due to this project this number will increase to 5000 which is more comparable to the LCC volumes.
- 8.4 The Transformation Plan set out the priorities and activities across four phases:
- Stage 1      Foundation                      April 2023 – September 2023
  - Stage 2      Deliver the Basics                      October 2023 – March 2024
  - Stage 3      Develop the Service                      April 2024 – September 2024
  - Stage 4      Optimise the Service                      October 2024 – April 2025

This quarter should have seen the ESC move into Stage 3 - 'Develop the Service' stage of the plan however, due to residual system and historic payroll issues the ESC has continued to focus on getting the basics done well and resolve the outstanding issues with the system.

On reviewing the progress made against the transformation plan, the tasks can be split into 52% fully complete, 20% work in progress and 28% still to be started. Training and process mapping remain the biggest tasks to complete.

- 8.5 Unfortunately, pressure has remained for some managers and staff, as the service being provided to LCC maintained schools by one of the external payroll providers – Dataplan/IRIS, has been poor. Resulting in additional and unnecessary queries from schools. In Q1, to relieve some of the pressure caused by this the ESC moved additional resources from a payroll team to support on payroll control. Also to help resolve these issues, weekly meetings have been held with Dataplan to try and improve the situation.
- 8.6 In Q1 the ESC processed 43,560 payments for NCC, LCC and external customers. The team also processed 93,751 payments to pensioners of the Leicestershire Pension Service through the Altair system. This figure remains static.
- 8.7 The accuracy rates of the payroll are based upon the number of errors identified by employees, managers or EMSS after payday. The performance for Q1 is 45 errors

out of a total of 43,560 payments (a rate of 0.10 %). The source of these errors can originate both with the manager and the ESC. Moving forwards the ESC has made the form for special payments electronic, and this will allow for greater scrutiny of the reasons why special payments are being requested. The improvement in the payroll accuracy can be seen in the decrease of manual BACS payments made compared to last year. There has been a decrease of 47% year on year. It should be noted that existing reporting does prevent many errors before the payroll is run, and the Assure system will enhance this process, further capturing any payroll issues before they occur.

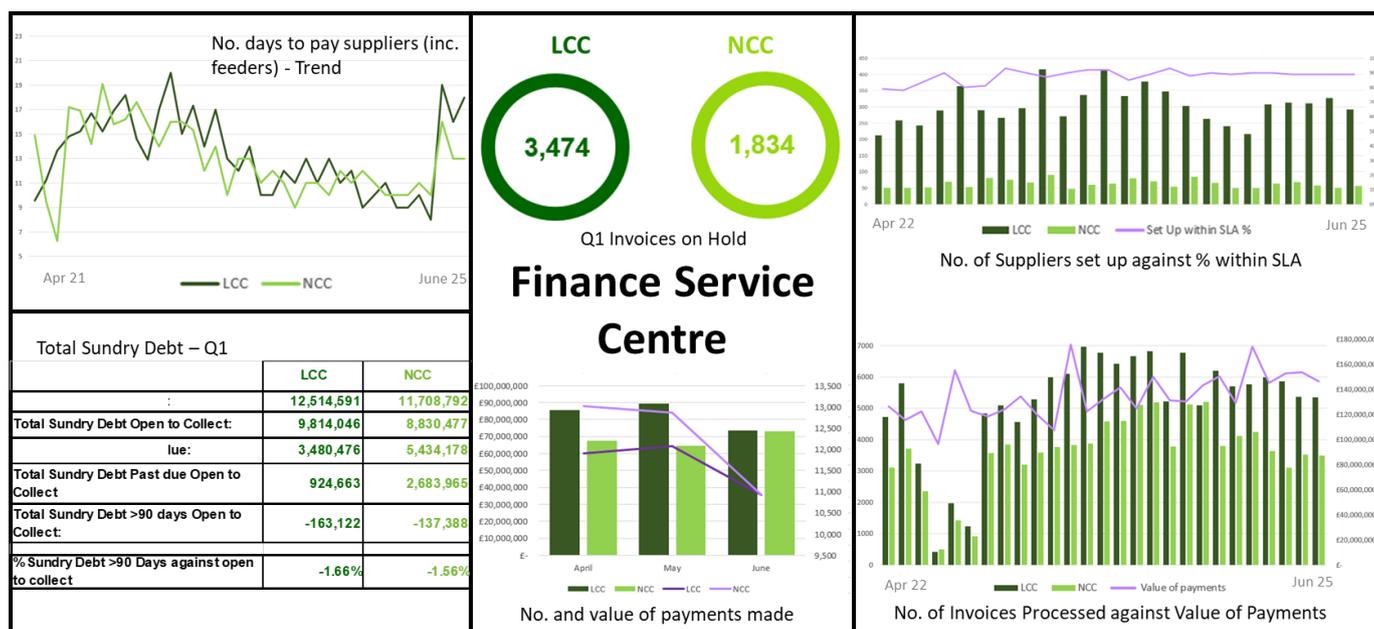
- 8.8 The ESC is now monitoring overpayments closely each month to ensure that debts are pursued immediately either by issuing an invoice or negotiating agreements for recovery via payroll. Work is ongoing with partners to try and reduce some of the common errors/issues which create overpayments. In Q1, work has been completed to improve the guidance for both partners on processing leavers and in LCC, Emma Sutton attended a Senior Manager briefing to discuss the issue of late leavers. In addition, posters detailing the true cost of late leavers have been commissioned. Information on the payment of leavers overpayments invoices, is also shared with the partners through the account meetings, this information shows a worrying trend that people do not tend to want to pay any overpayments back. The number of overpayments in LCC have fallen by 36% in Q1 compared to Q4 and have remained static in NCC.
- 8.9 In Q1, HR Admin colleagues produced, 2,031 contracts and letters for LCC and 2,216 for NCC. Work is ongoing to ensure that this team has visibility of all transactions that are completed through Manager Self Service (MSS), with error rates monitored. Work has been done with each partner organisation to identify the correct way for these transactions to come into the ESC to help give clarity to managers and the supporting HR teams.
- 8.10 The total number of DBS checks completed in Q1 was 4,599, which is 23% more than last quarter.
- 8.11 The recruitment team processed 602 adverts in Q1, it is of note that the ESC posted considerably more adverts for LCC during this time than NCC. The number of new appointments processed was 721. Becoming a more prominent issue is the requirement of the ESC recruitment team to add manual applications. The trend of having to add applications is on the rise and the number of manual applications increased in Q1 with 97 applicants. There is ongoing work with Mastek to look at why people are having issues submitting their applications.
- 8.12 The Development Team in the ESC concluded the work to 'back out' the customised absence scheme that the partnership had to put in place during the implementation of Oracle in 2020-22.
- 8.13 Alongside the absence project, the Development Team are also updating some of the LGPS functionality, again to back out customisations that were previously required as Oracle did not have the necessary capability.

8.14 Due to the issues faced by the payroll control team in reconciling the Teachers' Pension contributions, the decision has been made to delay the implementation of Teachers' Pensions and MCR (Monthly Contributions Reconciliation)

8.15 In addition, during Q1, the Development Team worked on the following:

- Implementing EPM/ Assure programme- this will support the delivery of more accurate payrolls. Assure is a programme that interrogates the Gross to Net payroll run and helps identify issues so that any issues can be resolved before the final payroll run is completed.
- Delivering accurate KPI's to support the account meetings and the operational delivery within the ESC.
- Investigated how to increase the use of Oracle Fusion
- Ongoing work was completed on the legacy issue of reducing balance elements
- Working closely with the business development team, any historic school/NCH personalisation's were removed from the Managers Self Service screens.

## 9 Service Performance - Finance Service Centre (FSC)



9.1 **Payments:** In Q1 the FSC processed a total of 72,000 payments totalling £454 million. The average days to pay trade suppliers was 17.67 days for LCC and 14 days for NCC. This is well within the statutory requirement to pay all trade suppliers within 30 days of a valid invoice.

9.2 **Invoices:** The FSC processed a total of 26,676 invoices in Q1 (16,572 for LCC and 10,124 for NCC) with a total value of £176 million (£70million for NCC and £106million for LCC).

9.3 At the end of Q1 there were a total of 5,721 Supplier Invoices on hold (3,474 for LCC totalling £14.3 million and 2,247 for NCC to a value of £9.4 million) Invoices on hold include genuine disputes and invoices that require approval. The table below shows the value and volume for both NCC & LCC at the end of Q1. It should be noted that apart from reminding service areas that these holds need to be addressed and escalating them with partner contacts, there is little the FSC can do to influence these values as resolution sits with the service area directly.

Hold Type LCC	Invoice Value	Invoice Volume	Hold Type NCC	Invoice Value	Invoice Volume
Awaiting Approval	6,191,072	2,428	Awaiting approval	3,790,448	1,174
Disputed	8,114,071	1,046	Disputed	5,633,825	1,073
Grand Total	14,305,144	3,474	Grand Total	9,424,273	2,247

9.4 **Supplier set ups:** The FSC set up a total of 1,096 new suppliers in Q1 (930 for LCC and 166 for NCC). It is noted that NCC are still using the one-time payment process at a much higher rate than LCC, potentially accounting for the lower number of supplier set up requests. Discussions are ongoing with Nottingham colleagues to ensure the best outcomes for the Council.

9.5 89% of Supplier set ups were completed within SLA for LCC and 88% for NCC. The main delay with some registrations is the absence of the required information, this has to be queried and usually results in some toing and froing between EMSS, the

service department and new supplier. Clearly this results in delays and the SLA not being met.

- 9.6 **Debt:** The benchmark for open to collect debt >90 days is 1%, this target was surpassed in Q1 with LCC sitting at -1.56% and LCC sitting at -1.66%. Debt collection has gone from strength to strength since bringing it in house from an external contractor. Past due debt continues to fall. The final phase of the in-sourcing (individuals) was completed in May 2024, this is the latest and final phase, completing the project to bring the collection of all sundry debt in house.
- 9.7 User engagement sessions have been offered to both LCC and NCC services areas to help them understand the importance of dispute resolution, which has been positively received.

### **Current Focus**

- 9.8 A review of additional collection services EMSS can offer, is underway.
- 9.9 The FSC is also working on a current project to introduce paperless direct debit setup, not only will this ensure that all bank details are electronically verified, it removes the manual keying element. The new process will allow direct debit to be set up in minutes which will be a key driver for improving the customers' experience and will help reduce the risk of non-payment. The business case for this project has been approved by LCC, but still requires approval from NCC.
- 9.10 The FSC continues to support LCC following the rollout of no PO no Pay.

## **10 Procurement Update**

- 10.1 There are two ongoing procurement projects. The first is for the paperless direct debit system. This has been completed via G-Cloud which has identified Bottomline as the preferred supplier. This project is now awaiting approval of the business case to complete the project.
- 10.2 The project is the replacement for the current Freshdesk system. The existing contract will come to an end in February 2025. Again, the approach has focused on using G-Cloud where a number of alternative systems have been identified. Work is underway to evaluate all the options but thus far it is possible to find systems with more functionality at a reduced cost.
- 10.3 Other planned activity includes some market testing on a bacs system. This is a long-standing contract with a low value. There are only four suppliers that provide bacs accredited systems with the functionality required so advice is being sought from Procurement colleagues on the best way to proceed.

## **11 Risk Register**

- 11.1 From time-to-time EMSS brings its risk register to Joint Committee to demonstrate the business maintains a robust approach to the management of threats to delivering services. Since the last presentation in March 23 the register has moved from being

a spreadsheet to a Microsoft list format. The screen shot below shows this new system. This new register is easy to maintain as well as being easier to identify significant risks. The image below shows the format of the new register, the content included, can be seen in appendix A.

ID	Risk description & impact	Service	Date raised	Raised by	Status	Risk Owner	Current L...	Current L...	Curren... ↓	Initial Lik...	Initial Im...	Initial Ris...	Risk Response
11	Ability to manage overages on Universal credits is threatened if the PAAS functionality is not stabilised, as the process relies heavily on it.	ALL	25/08/2022	JT	Open	Jill Turner	3	4	12	3	4	12	This is under review. Work is underway to move to should further reduce consumption
14	Loss of PTX	ALL	22/07/2002	JT	Open	Jill Turner	2	5	10	2	5	10	This has proved a stable system and although some workarounds are in place for other payments its loss result in severe issues
3	Payroll errors (especially over payments),	ALL	25/08/2022	LL	Open	Lucy Littfeair	3	3	9	3	3	9	

11.2 Risks are regularly reviewed to ensure that the business has effective options to maintain services. The risks are reviewed by the extended Management Team from time to time to ensure they remain up to date and correlate with the Business Continuity Plan. For example in light of some recent absences the risks around single points of failure decreased but the risks around the Apprenticeship Programme increased.

11.3 The current risk register is included at Appendix A.

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

12.1 In compiling this report discussions have taken place with the Head of EMSS – Elaine Simpson, EMSS Sponsors - Shabana Kausar and Simone Hines, and Susan Baum Finance Business Partner for EMSS.

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

13.1 None

13.2 There are no Crime and Disorder Act implications considered to arise directly from this report.

## 14 Social value considerations

14.1 None

## 15 Equality Impact Assessment (EIA)

15.1 Has the equality impact of the proposals in this report been assessed?

An EIA is not required because the report does not involve changes to staffing or services.

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

16.1 None

17 **Published documents referred to in this report**

17.1 None

## Appendix A – EMSS risk Register:

ID	Risk description & impact	Service	Risk Owner	Current Likelihood	Current Impact	Current Risk Score	Initial Likelihood	Initial Impact	Initial Risk Score	Risk Response
2	Our ability to deliver efficiencies and budget savings may require re-prioritisation of certain projects/work and impact service delivery.	ALL	Lucy Littlefair	3	4	12	4	4	16	The transformation programme is regularly monitored via the service boards to ensure resources remain available for key business priorities
3	Payroll errors (especially over payments), made by Customers or ESC users, create anxiety, a lack of confidence and frustration in Users and can often be difficult to recover and may lead to a significant negative impact on Users ability to pay bills and on EMSS' reputation.	ALL	Lucy Littlefair	2	3	6	3	3	9	Payroll errors are reducing with the improvement works on the system and development of the payroll teams
4	HCM stabilisation work will be at risk if the required access to the necessary resources / staff is not available, reducing the ESC's ability to deliver efficient processes, negatively impacting staff morale, confidence in the system and EMSS' reputation.	ESC	Lucy Littlefair	3	3	9	4	4	16	This risk is reducing as we resolve the main issues with the system. Recent absences has demonstrated there is resilience

ID	Risk description & impact	Service	Risk Owner	Current Likelihood	Current Impact	Current Risk Score	Initial Likelihood	Initial Impact	Initial Risk Score	Risk Response
7	Loss of staff - temporary or permanent loss of key staff may threaten the delivery of services, or a significant drop in staff numbers e.g. COVID pandemic.	ALL	Relevant SMT member	3	3	9	3	3	9	1. Identify any single points of failure. 2. Train at least 3x staff to do any processes.
8	A lack of capacity to respond to new major programmes that we are required to participate in may lead to operational performance suffering reducing EMSS' reputation and negatively impacting staff morale.	ALL	Lucy Littlefair	3	3	9	3	3	9	This remains a challenge we must allocate staff in line with our priorities
9	Loss of the Kefron Invoice Processing system would result in the delay of paying Suppliers leading to reputational damage.	ALL	Elaine Simpson	2	4	8	2	4	8	The platform has proven stable however in the event of an outage the business would need to revert to manual input. This would only be sustainable in the short-term.
10	Losing key staff from an aging workforce profile and impending staff retirements may impact our ability to deliver services efficiently loss of knowledge causing additional pressure on staff, negatively impacting staff morale, increasing the possibility of errors and reducing EMSS' reputation.	ALL	Lucy Littlefair	2	2	4	3	2	6	The major changes in the ESC last year has demonstrated more resilience than previously thought. This risk is reducing

ID	Risk description & impact	Service	Risk Owner	Current Likelihood	Current Impact	Current Risk Score	Initial Likelihood	Initial Impact	Initial Risk Score	Risk Response
11	Ability to manage overages on Universal credits is threatened if the PAAS functionality is not stabilised, as the process relies heavily on it.	ALL	Jill Turner	3	4	12	3	4	12	This is under review. Work is underway to move to Gen 3 that should further reduce consumption
12	Cyber threat - be aware of the threat to systems and work with IT colleagues, Mastek and Oracle to minimise the risks to Oracle	ALL	Jill Turner	3	5	15	2	5	10	Work is on-going to improve the governance around cyber threat. This includes MFA for any access to Oracle outside of SSO.
13	Loss of critical data - Loss to key process such as financials, payroll, HR data or DBS	ALL	Relevant SMT member	2	4	8	2	4	8	All key systems are back-up. Worst case scenario for loss of data from Oracle is 4 hours
14	Loss of PTX	ALL	Jill Turner	2	5	10	2	5	10	This has proved a stable system and although some workarounds are in place for other payments its loss would result in severe issues
15	Loss of Oracle Fusion	ALL	Jill Turner	3	5	15	2	5	10	The BCP covers this in detail but there are workarounds for critical functions

ID	Risk description & impact	Service	Risk Owner	Current Likelihood	Current Impact	Current Risk Score	Initial Likelihood	Initial Impact	Initial Risk Score	Risk Response
17	Unable to retain or recruit staff. Limit ability to deliver services, the business has seen a steep rise in staff turn over	ALL	Lucy Littlefair	2	3	6	2	4	8	This is also reducing as turnover stabilises
18	Loss of MSP	ALL	Jill Turner	2	4	8	2	4	8	Although unlikely this could have major impact. Ultimately there are other providers and we do have significantly knowledge and some limited capacity in-house. However to engage additional capacity at short notice will be expensive
19	Loss of FreshDesk (inc. MSP, Service Desks, internal Payroll and FSC portals etc.)	ALL	Jill Turner	2	3	6	3	3	9	Impact mainly in the ESC where we could reopen email and phone queries until the system was available
20	Loss of communication (inc. telephony & email); Loss of IT networks, e-mail, Teams, intranet, internet, Share Point, Shared Drives; Loss of Teams / telecommunications and the ability for customers to contact EMSS e.g. through cyber attack or Data Centre.	ALL	Jill Turner	2	3	6	2	5	10	Loss of all systems would bring EMSS services to a halt, as they would all services. Most systems have some back-up options or workarounds - thus far the business has worked through a number of outages without major disruption

ID	Risk description & impact	Service	Risk Owner	Current Likelihood	Current Impact	Current Risk Score	Initial Likelihood	Initial Impact	Initial Risk Score	Risk Response
21	Loss of Velocity - Loss of hosting ebs platform could breach security and incur loss of data	ALL	Jill Turner	2	2	4	3	3	9	This would be more of an issue for NCC who are still using EBS. All data is backed up and any outage should be fairly short
22	High sickness absence rates may impact our ability to deliver services and putting additional pressure on remaining staff, reducing our service effectiveness and negatively impacting staff morale and EMSS' reputation.	ALL	Lucy Littlefair	2	2	4	3	4	12	Post-pandemic absence levels have greatly reduced
23	Risk of duplicate payment - Supplier being paid twice for the same invoice	FSC	Elaine Simpson	2	3	6	2	3	6	There are systems and processes in place and work is underway to find an improved system
27	If one of the partners triggers the EMSS Partnership termination clause, this may lead to redundancies, impact staff morale and reduce the effective and reputation of EMSS.	ALL	Lucy Littlefair	2	4	8	2	4	8	We would respond as appropriate is this was to happen

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28	EMSS Apprenticeship Programme. This is very dependent on a small number of staff. There could be legal complications is we were not able to deliver	ESC	Lucy Littlefair	3	4	12	1	3	3	Work is underway to reduce the risks. Significant staff absence has increased this risk. Work is ongoing to decide how best to respond
29	Loss of Building (Eastern Annex) - Loss of access to premises to carry out EMSS operations.	ESC	Lucy Littlefair	2	2	4	2	4	8	Post-pandemic the reliance on office space is low
30	Loss of Building (Loxley House)	FSC	Elaine Simpson	1	2	2	2	4	8	Post-pandemic loss of buildings is less of an issue. For Loxley there is still a need for access for printing but this will cease once the print room closes
31	Loss of utilities water, electricity, air conditioning - Temporary loss of building, key operations and access to telephony, IT and operating systems.	ALL		1	2	2	3	5	15	With few staff working from the offices this is greatly reduced