GO Shared Services Programme Report

Appendix A

GO Programme Business Case (v3.00)

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DOCUMENT COVER SHEET

Programme	:	GO Shared Services Programme
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Name	Role	Signature
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0-02	29-Sep-2009	Additional sections completed and comments incorporated
0-03	30-Sep-2009	Final sections completed and comments incorporated
0-04	02-Oct-2009	Incorporate review comments from Project Board
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1-01	13-Aug-2010	Updated to reflect changes to partner councils
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3-00	26-Aug-2010	Correction of implementation dates

Distribution List

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Changes Planned

Changes in next issue will incorporate comments from review of this issue.

References

None.

Contents

1.   Strategic fit

Business need

1.1.   All Councils nationally have faced and continue to face relentless budget pressures. The impact on the Government spending plans over the coming years as a result of the worst economic global crisis in many decades will have a significant impact on Local Government finances for many years to come.

1.2.   The Government is responding to the 2008-2010 recession with an unprecedented 20-30% reduction in public sector funding. The proposal is set out in the Queen's speech of 25 May 2010, stating the Government will implement '*A significantly accelerated reduction in the structural deficit over the course of a parliament, with the main burden of deficit reduction borne by reduced spending rather than increased taxes*'.

1.3.   With the stated commitments to ring-fence health and education, town hall spending will bear the larger proportion of cuts, with estimates ranging toward 40% over this and the next 3 years.

1.4.   The challenge facing all Councils is how to continue to provide good quality services to customers with ever decreasing resources. In this respect, it is well acknowledged that back office efficiencies can significantly reduce operational costs for frontline services.

1.5.   In October 2006 the Government White Paper "*Strong and Prosperous Communities*" set out a new relationship for local government to work together to improve public services. This has now been enacted by the *Local Government and Public Involvement in Health Act 2007*. The government also stated that it would be looking for councils within two-tier areas, such as Gloucestershire, to operate at a financial level equivalent to that of unitary authorities.

1.6.   The government stressed the importance of implementing effective working arrangements to deliver increased efficiencies and improved outcomes, and set as one of the goals for continuing two-tier areas "*to achieve shared back office functions and integrated service delivery mechanisms*".

1.7.   Launched in April 2009, *Total Place* is a new Government initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It forms part of the Operational Efficiency Programme and seeks to increase efficiency and realise significant savings across the public sector whilst improving local services. Under the initiative the flow of public spending is calculated and mapped in an effort to identify overlaps and duplication.

GO Programme

1.8.   The GO Programme originated with the Chief Finance Officers from the six Gloucestershire district councils, and also West Oxfordshire (who share a Chief Executive with Cotswold). They have been leading a programme called GO (Gloucestershire and West Oxfordshire) which is looking at how they all might share one Enterprise Resource Planning (ERP) system. In addition to finance the ERP system would also include HR, Payroll and procurement. They have expressed a common goal to share not just computer systems but also services in the future and this has the potential to produce significant cashable savings to all the councils involved as well as improving service resilience, capacity and increasing opportunities for staff.

1.9.   Since its inception, three partners (Gloucester City Council, Stroud District Council and Tewkesbury Borough Council) have left the GO partnership.

1.10.   Tewkesbury Borough Council reviewed their position within the partnership taking into account their need to urgently replace their existing financial management

system as it will shortly no longer be supported and maintained. The council considered a number of possible options but decided to upgrade their existing system and withdraw from the partnership.

As part of its ongoing review of how it provides back office and transactional services, Gloucester City Council has been considering a range of options for the future - of which GO was one. The City Council has recently concluded that they would prefer to explore other options at this stage and withdrew from the partnership.

The withdrawal of these two authorities resulted in Stroud District Council reviewing its own business case. Stroud District Council did not intend implementing the full ERP system – they would not be using the HR and payroll modules – and concluded that the revised GO business case was no longer valid for them and also withdrew from the GO partnership.

1.11. Gloucester City Council, Stroud District Council and Tewkesbury Borough Council will however maintain a 'watching brief' on the programme and support the continuation of the partnership.

1.12. The GO partner councils (Cheltenham Borough Council, Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council) all support the business case and the GO vision and remain strong in their commitment to the programme. The GO partnership is also keen to utilise the skills and experience gained during this programme to include other shared services and additional partners after the completion of this programme.

1.13. The work of the GO Programme is critical because of the potential to benefit from cost savings through working together – benefiting from economies of scale that one council could not achieve alone. GO has the potential to provide better value for money for local council tax payers.

1.14. The concept of sharing services is not new to Local Government. There are many examples around the country of Councils working together to provide more efficient services. Recently the Lincolnshire Shared Services Partnership (LSSP) announced the launch of new shared services including Procurement Lincolnshire, Legal Services Lincolnshire, ICT projects and customer service training. Further examples are provided later in Section 4 - Achievability.

1.15. Sharing of resources, particularly amongst support services will produce efficiencies and whilst more and more projects are coming together, successful partnership working has proved to be challenging.

1.16. The potential benefits identified for sharing services include:

(a) achieve cost savings

(b) deliver more efficient and resilient services

(c) provide improved, user-friendly IT systems

Strategic Drivers

1.17.   The main strategic drivers for the GO Programme are summarised in the table below:

Name	Effect
Gershon Government White Paper *Strong and Prosperous Communities*	Sharper focus required from all services in the delivery of cost efficiencies, whilst maintaining service needs and standards required by customers. The increased need to move resources away from management and support into front line service delivery.

Name	Effect
Changing role of Local Government	Moving from service provision to one of service facilitation and monitoring. Becoming more of a broker for community governance, and the provision of purely 'core' services.
Transformational and E-Gov agenda(s)	Requiring services to re-appraise the electronic systems and resources used in service delivery and how these can be further leveraged for customer and cost advantage. The more for less scenario, using ICT as the integrating capability. Allowing greater flexibility in work-life issues, home working whilst maintaining data security.

Table 1-1: Summary of drivers for change

1.18.   The shared local drivers are:

(a)   Efficiency and revenue savings

(b)   Sharing scarce resources (people and money)

(c)   Improved resilience

(d)   Systems need improvement or upgrade

(e)   Improved end user experience (i.e. for all managers and staff)

(f)   Avoiding duplication of effort

Strategic Outcomes

1.19.   The strategic outcomes are:

(a)   Cost savings

(b)   Efficient and resilient service

(c)   Improved, user-friendly systems

1.20.   The ultimate vision has 4 levels as illustrated in the diagram below.

(a)   **Level 1** refers to all partners coming together to purchase an ERP system and so benefit from economies of scale.

(b)   **Level 2** refers to the sharing of the system i.e. one authority hosting the hardware and software, having one database and one Chart of Accounts. This will allow for more streamlined system administration and standardisation of reporting and auditing.

(c)   **Level 3** refers to the sharing of data processing capabilities such as paying invoices, collecting debts, processing payroll and shared HR and purchasing. For example, this might mean one authority paying all the invoices instead of having a payments team at each of the 4 authorities.

(d)   **Level 4** is what the GO Programme team aspire to depending on the success of the first 3 phases. This refers to the sharing of all accountancy and HR services including advice although it is recognised that in practical terms this may not be 100% achievable due to the size of the partnership and the more local requirements of each of the councils
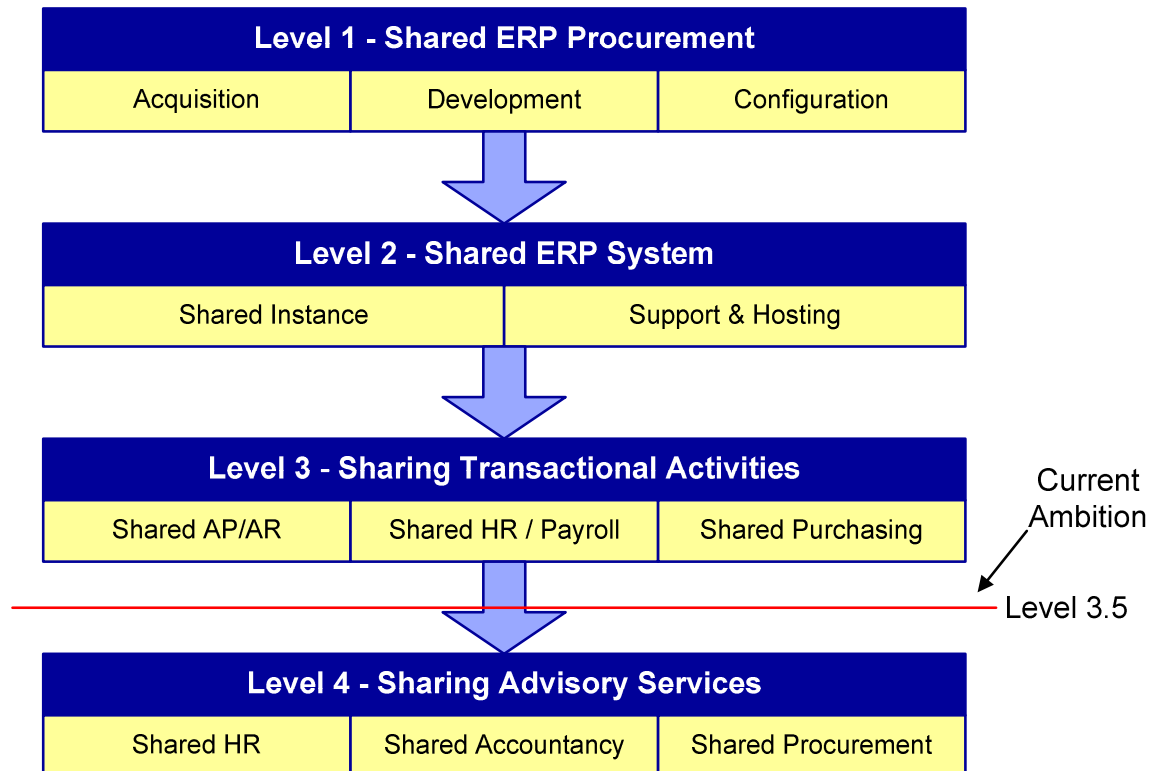
Figure 1-1: Level of Shared Services

1.21.   In conclusion, the ambition for the partnership is level 3.5, that is to go beyond just sharing transactional functions but recognising there may be limitations to a full Accountancy and HR shared service solution.

1.22.   The stated intention for the GO Programme is to develop Centres of Excellence as the shared system is implemented. The Centres of Excellence will have responsibility for all transactional activities.

1.23.   Three Centres of Excellence have been identified:

(a)   Finance (comprises General Ledger, Accounts Payable and Accounts Receivable) and Procurement

(b)   HR – comprises HR and Payroll
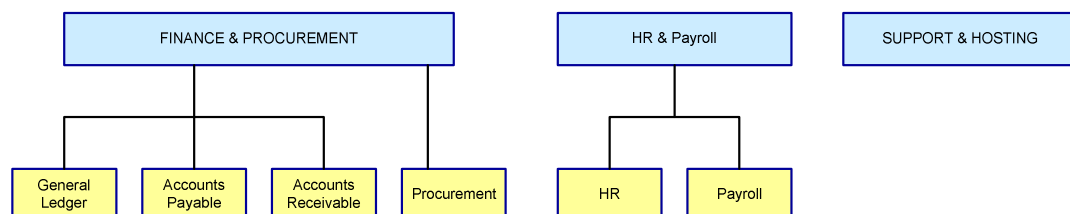
(c)   Support and Hosting

Figure 1-2: Level of Shared Services

1.24.   The transactional activities that will be the responsibility of these Centres of Excellence are detailed in Annex A: Services in Scope for Centres of Excellence. The same appendix also details the professional services which will remain as delivered within each partner authority.

Contribution to key objectives

1.25.   The key objectives for the GO Programme are as follows:

(a)   **Cashable savings** – All GO authorities have within their strategic aims and ambitions, the need to find solutions to budgetary pressures

(b)   **Staff retention and opportunities** – It is essential to retain good staff in local government to meet the challenges currently being faced by councils

(c)   **Service efficiencies** – All councils undertake similar work, thus creating duplication of effort and resources. Joint training, single sourcing and standardised documentation also provide opportunities for service efficiencies

(d)   **Service resilience** – All councils lack capacity and resilience to respond to peaks in demand or absence of staff. The lack of capacity also leads to buying in external expertise which can be expensive

(e)   **Enhanced reputation** – At a strategic level, the implementation of a shared ERP application and service across Gloucestershire and West Oxfordshire may provide a catalyst for future shared services. If the approach can deliver successful outcomes then it may well serve as a proof of concept that other potential shared services could adopt

Stakeholders

1.26.   Work has been undertaken to establish the identity and basis of each stakeholder interest in the shared services. These stakeholders are key to the success of the Programme. Without continued consultation and their support the Programme will not succeed.

Name	Effect
Elected Members	Have the authority to approve, reject or modify the shared services proposal. Elected members from all of the GO partner authorities will have a leading and supporting role in the Programme and will be asked to approve the recommendations for the shared services. They will be required to contribute to the governance arrangements that will need to be in place to report on the potential impact on staff.
Chief Executives, Board of Directors and senior management	Will need to promote the vision of the GO Programme and its implementation within their authority. Will need to make resources available to form the Programme team and backfill positions where necessary. Will be keen to obtain cost efficiencies and improved service resilience and service innovation.

Name	Effect
Employees (in scope of Programme)	Will form the new shared services. Must be satisfied that their hopes, fears and ideas are being listened to and acted upon. Opportunity for wider skill use and development.
Employees; ALMO[1] / agencies (service users)	The departments, and third parties, within the GO partner authorities that use the finance, HR and procurement services. They will need to be satisfied that the new shared service is effective and affordable. They will also be concerned about any adverse effects to service during the transition period. Will also be keen to understand changes to them, for example the use of self-service tools and record keeping.
Unions	Concerned for the welfare of staff throughout the transition to the new service.
Press / Media	Due to the scope and scale of this Programme there is expected to be strong interest from the trade press. Local media will be interested to report an initiative that delivers better value for money for council taxpayers across Gloucestershire and West Oxfordshire. The press will also be keen to report on the potential impact on staff resulting from this Programme.
Suppliers	Relationships will need to be maintained with suppliers of existing business applications for availability of historic data, or for the development of interfaces with the ERP system. Any changes made to the way suppliers are paid must be to the benefit of this stakeholder group (e.g. electronic invoicing may be good for larger companies but must ensure the smaller businesses are not excluded).
Public	Will be interested in cutting down bureaucracy and keeping Council Tax as low as possible through cashable savings and efficiencies. Again, need to ensure payments made to the public, whilst made efficiently do not exclude any particular groups of people.

Table 1-2: Stakeholder Analysis

Existing arrangements

1.27.   Details on the current business applications that will be replaced by the implementation of an ERP application are detailed in Annex B – Current Business Applications

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[1] ALMO – Arms Length Management Organisation

Scope: minimum, desirable, and optional

1.28. The initial focus of the GO Programme was around a financial management system. This included general ledger; accounts payable; accounts receivable; bank reconciliation; purchase order processing and asset accounting.

1.29. The scope now also includes integrated HR, payroll and procurement systems, shared systems administration and for the system to be hosted at one of the authorities.

1.30. Included within the first phase of the Programme are:

   (a)   The joint procurement of an ERP system;

   (b)   The installation of a single ERP system which is shared by all four authorities;

   (c)   The sharing of transactional services across all authorities; and

   (d)   The creation of centres of excellence for providing those transactional services

Constraints

1.31. Some members of the GO partnership need to replace their existing applications and comply with changing financial reporting requirements.

Strategic benefits

1.32. Benefits can be identified from two different aspects of this Programme:

   (a)   The implementation of a new, modern integrated system

   (b)   Sharing services across the partnership

1.33. Implementation of a modern Enterprise Resource Planning (ERP) system will:

   (a)   Improve decision making by giving online access to up to date data.

   (b)   Save time by supporting e-enabled processes for day to day tasks such as ordering goods, claiming expenses and requesting annual leave.

   (c)   Allow the council to respond quickly to changes by bringing together all the data concerning human resources, finance and assets and supporting improved modelling and forecasting.

   (d)   Through co-ordinated procurement ensure the right goods and services are provided at the best possible cost. It will also play a role in stimulating and maintaining local economies.

   (e)   Allow managers to control and take direct ownership of their service costs removing the reliance on centralised corporate control.

1.34. Sharing services will:

   (a)   Produce cashable savings from shared Programme and procurement costs, shared implementation and support costs, and shared transactional processing. These savings could be used to protect frontline services.

   (b)   Improve capacity by bringing together staff resources from all the partners.

   (c)   Deliver increased resilience by standardising processes across all partners and creating skilled teams which can support all the partners.

   (d)   Provide the opportunity for further partnership working supported by the shared data stored on the system, for example identifying shared procurement opportunities; streamlining policies and procedures which will generate further efficiency gains.

1.35. Benefits will be gained from:

   Shared ERP:

   (a)   Implementing integrated modules rather than a number of separate systems

   (b)   Installing a single ICT solution rather than 4 different ICT solutions

(c)   Simplify the number of interfaces required, thereby potentially reducing costs

(d)   Using a single set of resources to administer systems

(e)   New systems are more flexible to:

     (i)   Configure initially, and

     (ii)   To amend in line with both legislative changes, and

     (iii)   Organisational development (the cost of change)

(f)   Overall administration can benefit from economies of scale

Shared Finance:

(a)   Centralising and standardising Accounts Receivable (AR) and Accounts Payable (AP) and payroll transaction processing to reduce administration costs

(b)   Financial management can be decentralised and delegated to service managers

Shared Human Resources:

(a)   Human Resource (HR) management and record keeping can be delegated to individuals themselves

(b)   Efficiencies can be improved by moving progressively to a self-service regime for budget management, procurement management, HR and payroll.

Shared Procurement:

(a)   Sharing procurement information to improve procurement strategies and enable further efficiency savings to be delivered

(b)   Aggregating spend to achieve better prices

(c)   Rationalising suppliers to reduce the cost of procurement administration

(d)   Standardising specifications to help simplify purchasing aggregation

(e)   Reducing/eliminating rogue purchasing to help purchasing aggregation

Strategic risks

1.36.   The key strategic risks associated with this Programme can be grouped into three areas:

(a)   Risks associated with the partnership

(b)   Risks associated with the critical nature of an ERP system

(c)   Risks associated with the level of change required by the Programme

1.37.   Risks associated with the partnership arise principally from the fact that the Programme benefits are derived from aggregations of scale; any failure or reduction of the partnership would result in the benefits being reduced or, in the worst case, being lost. While all partners are fully committed at the start of the Programme, the main benefits, particularly the cashable savings, will require a number of years of shared working before they materialise. Keeping the partnership together over a number of years will require significant commitment at a senior level in each partner council. Failure to keep the partnership together will at best result in reduced benefits and at worst create an atmosphere which will make it difficult for the councils to work together in other areas.

1.38.   Risks associated with the critical nature of an ERP system arise from the importance of finance and HR services to the councils. Any failure of the systems managing these resources, or of the processes associated with them, could have severe consequences for the councils concerned which will result at least in loss of money and effectiveness, or in the worst case loss of reputation and legal action.

1.39.   Risks associated with the level of change required by the programme arise if the councils cannot realise the benefits identified above because stakeholders are

unwilling or unable to change the way in which they work. Implementation of the ERP will require nearly every member of staff to change the way they work, and will also affect suppliers, debtors and other members of the public.

Critical success factors

1.40.   The factors critical to the success of this programme are:

(a)   The commitment of all 4 partners to the programme

(b)   The successful implementation of the ERP system to support the efficiency gains envisaged in this business case

(c)   The successful realisation of the benefits of shared working to a level envisaged in the vision of the programme.

(b) and (c) are both sensitive to benefits being eroded because new ways of working are not embraced. If staff do not fully embrace the new ways of working this could result in a range of problems from duplicated effort through to the accuracy of the system being compromised because data is being held elsewhere. This will have the effect of reducing the cashable benefits envisaged in the business case, but will also make moving to centres of excellence more difficult as these need to be based on standard business processes developed by all the partners.

1.41.   If one or more of the current partners withdrew from the programme this would:

(a)   Increase the costs to the other partners, as most of the implementation costs are divided between the partners.

(b)   Potentially decrease the benefits of sharing because greater benefits are achieved from aggregations of scale.

2.   Options appraisal

Long and short list of options

2.1.   Before establishing the GO programme, each partner authority considered the options available to them as regards to their existing business applications. A number of the partners faced the need to upgrade or replace some or all of those applications. Each council therefore considered:

(a)   Remaining with existing systems (the "do nothing" option)

(b)   Upgrades to the existing system

(c)   Replacing their existing systems

(d)   Combining together to procure an Enterprise Resource Planning (ERP) system and share services.

2.2.   The recommendation from this exercise was that due to the ability to share costs and resources and achieve cashable savings and efficiencies, the GO partnership should be formed for the joint procurement of an ERP system.

Enterprise Resource Planning (ERP) System

2.3.   Enterprise resource planning (ERP) is a company-wide computer software system used to manage and coordinate all the resources, information, and functions of a business.

2.4.   ERP systems usually cover:

(a)   Finance including General Ledger, Treasury Management, Accounts Payable and Receivable, Bank Reconciliation etc.

(b)   Human Resources including Employee records, training, leave and sickness records, recruitment, appraisal management etc

(c)   Procurement including e-ordering, supplier management etc

(d)   Payroll

(e)   Extensive reporting facilities

(f)   Workflow management

What does an ERP System replace?

2.5.   In implementing a single, integrated application it avoids the need for:

(a)   Separate systems with complex integration

(b)   Duplication

(c)   Paper based processes

(d)   Data stored on spreadsheets and databases across the organisation – no single version of the truth

(e)   Managers unable to access up to date resource information on line

What is the impact of an ERP system?

2.6.   In implementing an integrated system, which does provide enhanced features such as self-service, it is important to realise that there will be an impact on staff across each authority and not just those directly involved in either the programme teams or the service areas affected.

(a)   Staff will be expected to input their own information such as annual leave, training, expenses etc.

(b)   The system will enforce standards such as buying on contract, raising orders electronically etc

(c)   Some staff will need significant training to use the system effectively

(d) Automated workflow will require managers to use the system regularly

(e) The ERP will be the primary data source – it should replace local spreadsheets, databases etc.

(f) Facilitates further shared working

Opportunities for innovation and/or collaboration with others

2.7. The scale and size of the GO programme is already an innovative solution for collaborative working and shared services.

2.8. Although it is not intended to increase the size of GO to include other local authorities this is something that could be considered once the GO programme has been completed.

Service delivery options – who will deliver the programme?

2.9. Currently the programme is being governed as a partnership supported by a Memorandum of Agreement.

2.10. However if the business case is approved, and the future ambitions realised, a more robust governance structure will be required.

2.11. During the implementation phase, the GO partners will be incurring significant financial liabilities and contributing significant officer time. However the contractual relationships are clear and will have been developed via open procurement processes and until the system is operational risk is limited to loss of finance.

2.12. Once the ERP system has been implemented and is operational it will become a critical part of each council's working and therefore each partner will need to ensure it is managed and monitored carefully and it is robust and resilient. A shared system also requires the partners to align their working practices and agree on a number of issues from business processes, through to changes and developments on the system and the governance structure will need to be flexible enough to support swift decision making on priorities in circumstances where there are urgent issues to be resolved. Each partner will have signed a contract for maintenance of the system with the chosen supplier.

2.13. The options for the organisation structure to manage the GO programme into the future, have been reviewed and are detailed in Annex C – Governance Models.

Risk quantification

2.14. The attached risk log (Annex D – Risk Log) analyses all the risks currently identified by the programme board. There are currently no residual risks scored as 7 or above (red) and requiring quantification. Risks with a residual score of 4 through 6 (amber) will be closely monitored and steps taken to further reduce the risk as opportunities arise.

3.   Financial assessment

3.1.   The following summarises the *overall* financial business case for the implementation of a shared ERP system and the creation of a shared service for the partnership based on the aspiration for sharing at level 3.5.

Set up / Implementation principles

3.2.   The partnership has agreed that the implementation of an ERP system needs to maximise the operational and financial benefits from sharing. Whilst transactions and ledgers for individual authorities will need to be maintained, the ability to look across the database for all 4 authorities must be allowed for in the building of the system. This will facilitate the creation of an individual authority's set of financial ledgers for accounting purposes (budgeting and Statement of Accounts) and for reporting across all 4 councils e.g. reporting total spend on supplies or by supplier which could lead to a more collaborative approach to procurement of supplies and services across all 4 councils and further collaborative procurement savings. This *unique* approach to the implementation of an ERP system has been agreed between the councils and, based upon soft market testing, is likely to be the most economic option for all councils involved since it avoids the cost of the replication of the system build process in 4 councils.

3.3.   The maximisation of the savings derives from sharing at the desired level of 3.5 (refer to Figure 1-1: Level of Shared Services) i.e. sharing of transactional processing. In order to achieve this, it is critical that a standard approach to processing is agreed amongst all 4 partners. As such, a common coding structure (allowing for local needs), standard chart of accounts, and procurement will be critical to ensuring that the reporting and analysis opportunities are maximised. The ambition is to enable each authority to produce its own management accounts using standard reports but also to automate the production of the Statement of Accounts, VAT returns, Government statistical returns, etc.

3.4.   The business case financial projections, based on the Sprint ii market testing of costs over a 10 year period (typical life expectancy of an ERP system) are at Annex E – GO Programme Costs and Savings to this report.

3.5.   In developing the business case, the councils have agreed the principles of sharing both costs and the savings generated from an ERP system which form the basis of the business plan financial projections. The allocation of cost is based upon the assumption that all 4 authorities jointly procure a single system and share the costs and savings. The basis for the apportionment of the costs in the final business case has been re-visited and the business case model modified to allow for the additional benefit gained by Cheltenham for their Housing Revenue Account and Cheltenham Borough Homes.

Implementation costs

3.6.   The cost of implementing a shared ERP, based on an approach which realises the above aspiration for sharing of system and services includes the following components:

(a)   One off hardware costs: The proposal is for one council to host the system on behalf of all 4 councils. This requires an investment in infrastructure, including network connectivity, the requirement for additional servers and improvement to bandwidth to ensure adequate connectivity for users of the system. These costs will be shared equally amongst all 4 councils.

(b)   One off licence costs: The apportionment of this reflects the current users of the proposed system.

(c)   Implementation team: In order to realise the benefits and maximise savings from sharing, all councils will work collectively on building the system. A core, multi specialist, implementation team will be created drawing individuals from the 4 councils which will implement the system in all 4 councils ensuring that the consistency in approach is maintained. The principle of gifting implementation team resource to the project was agreed in order to keep the project costs to an affordable level. A mechanism for equalising the gifting arrangement has been agreed should there be an imbalance of gifting resource arising once the recruitment process has been completed.

(d)   The aim of the programme is the implementation of a shared ERP system and the creation of shared centres of excellence for transaction processing (general ledger, accounts payable and receivable, HR and payroll) and system administration / hosting. This will require some initial set up costs which will be shared equally amongst all 4 councils.

(e)   The creation of the centres of excellence for transaction processing should ultimately reduce the number of people required to process and manage transaction processing. This is supported by the benchmarking undertaken to support the business case. Although no detail of the proposed structures of the Finance & Procurement or HR & Payroll Centres of Excellence or the impact on the residual services has been undertaken, a provisional sum has been allowed for to finance any 'one off' staffing costs including the cost of the potential staff reductions across the 4 councils. By collaborating now, the councils are working together to manage vacancies in order to ensure that these costs are kept to an absolute minimum. The partnership has agreed that the fairest apportionment of these costs is pro rata to the savings generated for each authority. These costs have been netted off against savings generated in the earlier years of the programme in the financial projections but the phasing and amounts may change.

(f)   A provisional sum has been assumed for the writing of interfaces with residual systems into an ERP e.g. bank files or retained systems. However, the intention is to minimise the number required since this removes the need for systems support and reconciliation work. This should ultimately lead to less ICT support, although this has yet to be quantified.

Savings

3.7.   The collective procurement of an ERP system by 4 councils is the most cost effective way of the councils acquiring a modern ERP system. The cost for each authority individually procuring its own acquisition of an ERP would be more expensive and would not enable the partners to access the operational efficiency saving which the business case identifies.

3.8.   In estimating the savings resulting from the implementation of an ERP system, the partnership has compared its costs with other councils and external organisations with ERP systems. Performance and costs for the individual and collective councils were compared to the Chartered Institute of Public Finance and Accountancy (CIPFA) average and upper quartile and with private sector companies with benchmarking representing average and world class services. The financial modelling is based on a conservative assessment of savings over a 10 year period which can be used as indicative figures for forward planning in the individual councils Medium Term Financial Strategies.

3.9.   The business case for GO (included at Annex E – GO Programme Costs and Savings) indicates that the overall investment required for the programme is £1,418,647. This is projected to generate annual savings of £52,046 by 2012/13 rising to annual saving of £448,166 by 2013/14 across all 4 authorities. *Overall,* the gross programme savings are estimated to be £3.4m with savings, net of the

investment, of £2.0m across all 4 authorities over a 10 year period. This is based on the assumption that the partnership will achieve CIPFA average benchmark savings as result of the implementation of an ERP system and the establishment of centres of excellence. However, the councils aspire to a target level of savings based upon CIPFA upper quartile benchmarks by 2014/15 which may increase the overall level of net savings for the programme over a 10 year period. For each council, the potential for delivering savings will vary depending on the current cost of annual licences, ERP modules being used and associated projects which are enabled as a result of the potential sharing of an ERP

3.10.   The costs and savings projections of GO are indicative only but are based on the result of the procurement process, the bidding process for the centre of excellence for systems hosting and support and an assumption that all 4 councils will ultimately agree to the purchase and sharing of an ERP system.

3.11.   Given the complexity of the programme, the timing of savings may also vary from the projections but the overall aspirational level of savings through the purchase of the ERP and the creation of centres of excellence for the processing of transactions are considered achievable.

3.12.   Savings are likely to arise from 2 areas. The first being the anticipated saving in licence costs resulting from the replacement of many individual interfaced systems in individual councils e.g. Finance, Accounts Receivable, Payroll and HR with one integrated package for all 4 councils. The other area is in back office staff for services within the scope of the ERP i.e. Finance, HR and payroll as a result of the creation of centres of excellence with fewer overall staff. No detail of future structures or staff numbers has been worked up at this stage.

3.13.   There are likely to be further savings across the organisation resulting from introducing new processes and procedures which are typically available in a modern ERP system e.g. electronic ordering and payment for goods and services. These are likely to have a significant impact across all 4 councils. The final business case assumes that each council will save one administrative post beyond those identified in the centre of excellence as a result of streamlined processes. In reality, it is anticipated that these savings may be greater.

3.14.   The implementation and sharing of an ERP system is likely to lead to a closer collaboration between the councils which may ultimately drive out more savings beyond the existing parameters of the programme (e.g. combined banking contracts, insurance tenders, reduction in need for individual duplication of core Financial and Human Resources systems audit work etc.)

3.15.   The financial projections do not currently assume any savings in residual ICT departments as a result of no longer having to manage several independent systems or the hosting and management of a single ERP system moving to a single council. It is likely that each authority will manage the access to the shared ERP for individual users up to the respective fire walls but that system management (e.g. upgrades and data base management) and administration (authorisation levels, access to ledgers etc.) will be managed in the centres of excellence. The business case assumes additional staff and on-going revenue cost in the systems hosting and admin centre of excellence to manage the systems on behalf of all 4 authorities but there is no assumption of savings elsewhere to offset these costs. However, there is an expectation that future savings could be generated as a result of residual ICT departments or finance and HR departments no longer having to manage these key financial and HR systems.

Investment Payback Period

3.16.   The financial projections are based on these costs and savings and project cumulative savings over a 10 year period of £3.4m and indicate an overall project payback of 5.53 years. The payback period is considerably earlier than would

normally be expected from the implementation of an ERP system (typically 10 years) as a result of the sharing of costs amongst 4 authorities. The individual authority payback period is likely to vary depending upon the starting position (i.e. the cost of annual licences and the age and quality of the existing Financial Management Systems and payroll systems).

Funding

3.17.   The method of financing of the share of the overall programme cost is a matter for individual authorities and is set out in the individual authority's covering report to the business case. Each authority may take a different approach to financing costs i.e. up-front or over the lifetime of the programme. This will impact on when each council can assume and build in the annual net savings into their respective Medium Term Financial Strategies.

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4.   Achievability

Evidence of similar projects, where available

4.1.   Private sector companies have been sharing services for a number of years and delivered significant benefits in terms of cost savings and efficient processes. Development of shared services in the public sector is more recent but the following examples show where projects have achieved excellent results:

(a)   Her Majesty's Prison Service has implemented a shared service operation across the 130 establishments and 50,000 employees. The Shared Service delivers HR, Finance and Purchase to Pay Services based on a shared Oracle ERP system. The project has exceeded its savings targets by 10% as well as improving performance on most transactions to industry best practice standards.

(b)   Cambridgeshire and Northamptonshire County Councils share a single ERP system for finance, HR and procurement. Cambridgeshire, who already used Oracle ERP, saved on support and development costs and were able to move the system to a new, more resilient, platform as part of the project. Northamptonshire saved significant sums by sharing Cambridgeshire's design and set-up and the two councils are now planning a number of joint developments.

(c)   The Anglia Revenues Partnership is a shared service between three district councils (Breckland, Forest Heath and East Cambridgeshire) in East Anglia who jointly serve a population of 260,000. Started in 2003 the partnership has delivered costs, savings and performance improvements. Time to process new claims is down to 12 days in 2007 from 119 days in Breckland and 64 in Forest Heath in 2002 and the partnership has delivered Annual savings of £1m for the three authorities.

Procurement strategy

4.2.   In order to run shared ERP the GO authorities need to procure the following goods and services:

(a)   Licences, including database and operating system where applicable.

(b)   Implementation support including training

(c)   Ongoing support and maintenance; and

(d)   Additional hardware and communications equipment for the hosting of the ERP system

4.3.   The whole life cost of the system will include ongoing support and maintenance costs for at least 5 years, and would place the cost for each partner over the OJEU procurement threshold.

4.4.   The decision was made by GO Programme Board to use the Sprint ii framework agreement. This is a framework contract through buying. Solutions and Her Majesty's Revenue and Customs (HMRC) to provide a single supplier one-stop-shop for a wide range of ICT products and services.

4.5.   SCC invited 8 suppliers to complete a Capability Assessment (CA) and indicative pricing model for the provision of a fully integrated Enterprise Resource Planning System to the GO partners.

4.6.   SCC received two responses to the CA. SCC compared the responses and after further clarifications, recommended that the GO Programme proceed with Unit 4 as the provider for the requirements for the GO programme.

Programme plan

4.7. The table below details the key dates for the programme.

Date	Activity
August 2010	Business Case approved by Programme Board
Sep 2010 – Oct 2010	Programme approved by GO partner authorities
November 2010	Start of implementation
Nov 2010 – Aug 2011	Establish Support & Hosting Centre of Excellence
Nov 2010 – Sep 2011	Installation, implementation and configuration of ERP application
October 2011	First GO partners "live" on ERP application
Oct 2011 – Apr 2012	Rollout to other GO partners (see Table 4-2: Intended "Go-live" dates for each GO partner) below)
April 2012	All GO partners "live" on ERP application

Table 4-1: Implementation Plan – Key dates

Go-Live Date	Module		
	Finance	**HR/Payroll**	**Procurement**
October 2011	Forest of Dean West Oxfordshire	Forest of Dean West Oxfordshire	Forest of Dean West Oxfordshire
April 2012	Cheltenham Cotswold	Cheltenham Cotswold	Cheltenham Cotswold

Table 4-2: Intended "Go-live" dates for each GO partner

4.8. The programme plan is included at Annex F – GO Programme Plan.

Risk management strategy

4.9. Clearly a programme of this scale and nature will carry a number of significant risks and a comprehensive risk register will need to be developed along with accompanying risk strategy. These documents will be developed in compliance with a standard Risk management approach (PRINCE2 / Managing Successful Programmes (MSP)) for assessing and managing risk.

4.10. There are two main types of risk faced by the implementation of this programme:

(a)   risk involving the development and implementation of the GO partnership, and

(b)   risk of the subsequent failure of the GO partnership

4.11. In compiling the programme risk strategy there are some fundamental questions that will need to be addressed, including:

(a)   what risks are to be managed

(b)   how much risk is acceptable

(c)   who is responsible for the risk management activities

(d)   what relative significance time, cost, benefits, quality, stakeholders have in the management of risks

4.12. Possible risks to the success of the programme in meeting its time, cost and scope targets will be identified, assessed and managed. A risk log (Annex D – Risk Log)

has been generated to register and track the programme risks in a simple and pragmatic way.

Benefits realisation plan (BRP)

4.13.   The benefits realisation plan is indicative at this stage of the programme however, it needs to be compiled in order to track the realisation of benefits across the GO Programme. It will be developed during the procurement process.

4.14.   The outline arrangements for benefits management that should be applied to this programme are summarised below:

(a)   the Benefits Realisation Plan should clearly show what will happen, where and when the benefits will occur and who will be responsible for their delivery

(b)   the plan for benefits needs to be integrated into, or co-ordinated with, the project plan and should be very clear about handover and responsibilities for ongoing operations in the changed state (where the benefits will actually accrue)

(c)   there should also be a tracking process which monitors achievement of benefits against expectations and targets. The tracking process must be capable of tracking both 'hard' (e.g. cost) and 'soft' (e.g. reputation) benefits and operates alongside the changed operation

(d)   in addition, there should be evidence of realisation of actual benefits (through the tracking process). The benefits claimed should be defensible against independent (third party) scrutiny.

Contingency plan

4.15.   Once committed to this programme, any delay or failure during the procurement or implementation phases has the potential to threaten service continuity to one, or more, of the partner authorities.

4.16.   A Contingency Plan will be essential to summarise the outline arrangements for managing unexpected events, including a fallback position if the GO programme is delayed for any reason. It will be necessary cover possible ways of ensuring the continuity of business services in the interim period.

4.17.   The full Contingency Plan will be developed for the GO partnership during the next stage of the programme. This Business Case will be reviewed and revised, as appropriate, during the duration of the programme.

5. Annex A: Services in Scope for Centres of Excellence

Category 1: Services in Scope for Centres of Excellence

Transactional Services (Administrative experts)

5.1. Keeping the business running day to day, creating an efficient administrative infrastructure, with effective and efficient processes, re-engineering processes and where needed, providing shared services.

Finance and Procurement
Finance
1. Accounts Payable
2. Purchase order matching
3. Accounts Receivable
4. General ledger management
5. Cash and Bank input
6. VAT
7. Bank reconciliation
8. Mortgages and Car Loans
9. Leasing (Financial aspects)
10. Support services costing
11. Journals
12. Statement of Accounts
13. Collection Fund Accounting
14. Fixed Asset accounting / asset performance measurement
15. Budget book
16. Government returns – RO, RA, CO. etc.
17. Technical Accounting support
18. Rates insert note
19. Policy development
20. Responding to consultation
21. Benchmarking, e.g. services / NI179
22. Statistical reporting
23. Insurance support and advice
Procurement
1. Common Procurement Strategy, reflecting local flexibility
• Write GO Procurement Strategy
2. Common Contract Rules
• Write GO Contract Rules
3. Common suite of Standard Documentation
• Write GO Standard Procurement Documentation
4. Standardised procurement web pages
• Facilitate GO Website
5. Common Contract Register
• Responsibility for maintaining contract register
6. Full tender / quotation process
• Research Suppliers/collaborative opportunities/frameworks. Undertake Internet Research,
• Advertise (GO website/e-portal/supply2gov/OJEU). Publish Advertisement on websites and through e-portal
• Legal. Send Instruction Memo to appropriate legal team. Send regular updates.
• Draft Invitation To Tender. Use common standard documents for ITT

- Specification. Provide common outline template, advice and guidance
- Evaluation documentation. Provide common outline template, advice and guidance
- Evaluation Criteria.Provide common outline template, advice and guidance
- Tender Returns (all tenders to be returned to CoE). Undertake formal receipting process
- Tender evaluations. Facilitate evaluation meetings/scorings from a compliance view.
- Supplier References/Due Diligence reports. Apply for appropriate references/undertake snapshot financial checks/facilitate due diligence checks
- Supplier presentations. Facilitate the process. Provide advice and guidance
- Site visits. Facilitate the process, provide common template, advice and guidance
- Contract Award process. Inform winning supplier/s. Debrief losing suppliers
- Legal Terms & Conditions. Liaise with appropriate legal team to formulate the contract. Providing all necessary documentation and clauses specific to this contract

7. Contract Management
   - Provide advice to authorities if any issues arise
8. Contract Monitoring
   - Overview of all contracts will be a role for the CoE. Collating feedback and end of contract report before starting the process again
9. Spend Analysis, Reporting and identification of procurement savings
   - Full responsibility with CoE
10. Common Work plan
    - Formalise work plan for GO programme
11. Supplier Adoption on E-portal, where in use
    - Maintain the e-portal
12. Category Management
    - Collate individual contract information from each authority to enable category management technique to be utilised.
13. Purchase Order Management
    - Monitoring of Purchase Order process
14. Purchase Cards
    - Administration
15. Procurement Training provided by CoE

Table 5-1: Finance & Procurement – Transactional services

HR and Payroll
Human Resources (HR)

1. Workforce Intelligence
   - Production of workforce intelligence reports direct from system, downloaded to relevant media: e.g. word/excel
   - Analysis of information and conversion into formats for publication: e.g. reports/intranet, etc.
   - Standard monthly/quarterly reports
2. Recruitment
   - Recruitment approval form and check that it is an established vacant post
   - Advert , JD and person spec – post advert on intranet – external advertising if applicable

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- Online applications forms or paper – receive applications – record equal opportunities monitoring stats
- Short-listing for interview (Admin process), invite to interview letters, receipt and storage of interview notes / test results, reject letters
- Authorisation to appoint form and offer letter for successful person
- Clearances to include: proof of right to work; CRB if applicable; references; medical; qualifications; benefit check
- Update establishment list
- Terms and conditions document (contract) and other welcome paperwork
- Signed paperwork received back and bank details etc
- Advise relevant parties of new starter e.g. training and ICT

3. Leavers
- Termination form, including leave calculations
- Exit questionnaires (if not line manager function)
- Analysis of Exit interviews/questionnaires
- References

4. Induction
- Paper
- Health & Safety
- Government Connect Training
- Corporate Induction
- Arranging Security Pass

5. CRB, Vetting and Barring Scheme, Independent Safeguard Authority
- Train / Coach Managers & employees
- Send out paperwork to new employee
- Monitor ERP system and send out renewal reminders & paperwork to existing employee
- Receive completed CRB form & check against original ID documents – (If check not done at interview by local advisory "Level 4" professional)
- Add info to ERP system
- Pass completed form to counter signatory for approval
- Liaise with third parties and Umbrella organisations

6. Employee Relations/Case work
- To be the first point of contact to provide basic advice to managers and staff about conditions of employment, HR policies and HR systems, employee relations, employee welfare.

7. Grievance, Disciplinary & Capability
- Admin (Prepare Evidence Pack, Letters etc)
- Note taking at meetings (if required)
- Updating ERP system

8. Absence Management
- Monitoring trigger points
- Admin (Prepare Evidence Pack, Letters etc)
- Note taking at meetings (if required)
- Updating ERP employee file
- Occupational Health referrals (all admin)
- Home Visits (Letter production)

9. Change Management
- Admin support (e.g. letter production and distribution) as required

10. Redundancy

- Admin support (e.g. letter production and distribution) as required
- Redundancy calculations

11. Job Evaluation
    - Admin support (e.g. letter production and distribution) as required
    - Updating ERP employee file

12. HR Procedure & Policy Development
    - Research, write, consult, agree and publish operational procedures whose content solely relates to the transactional workings of the HR/Payroll CoE.
    - Publish all approved HR/Payroll Policies and Procedures

13. Health, Fire and Safety
    - Accident, incident and near miss reports entered into ERP
    - Maintain fire warden list on ERP system
    - Maintain First Aid list
    - Manage and administer first aider training arrangements. Process on ERP system
    - Manage and administer eye testing arrangements. Process on ERP system
    - Manage and administer VDU/Workplace assessment arrangements. Process on ERP system. Co-ordinate Annual review & returns.
    - Publish information relating to above items

14. Benefits
    - Manage and administer Nursery vouchers/Childcare scheme
    - Manage and administer Cycle scheme
    - Manage and administer Staff Loans

15. Employee Job Cycle
    - Address Change
    - Name Change
    - Changes to grade of post
    - Changes to line manager reporting
    - Changes to where post sits in organisation
    - Changes to hours worked
    - Changes to days worked
    - Changes to car mileage allowances
    - Changes to Rota

16. Maternity / Paternity
    - Pay calculations
    - Record details on ERP system

17. Pensions
    - Management of employee records in respect of LGPS membership: joiners/leavers/ hour changes
    - Completion of associated forms/paperwork for joiners/leaver/changes
    - Annual Banding of employees contributions
    - Periodic re-banding of employee contributions following salary changes
    - Maintenance of employers contributions following changes/re-valuations of the scheme
    - Provision of estimates in respect of retirement/redundancy (inc associated employers costs)

18. Long Service Awards
    - Administration / Letters
    - Award ceremony organisation (in conjunction with local advisory "Level 4" professionals)
    - Gift purchase

19. Retirements & Flexible Retirements
- Calculations
- Record details on ERP system

20. Death in Service
- Pension info
- Record details on ERP system

21. Annual Leave & Flexi Leave
- Monitor & process on ERP system (where not a self service function)
- Process and forward for approval by line management requests to Buy and Sell leave
- Calculations of leave entitlement

22. Performance & appraisals
- Record details on ERP system

23. Reward & recognition
- Recording details on ERP system and processing of any payments/gifts

24. Apprenticeships, future jobs fund, backing young Britain
- Undertake scheme administration activities

25. Structure Charts
- Preparation
- Distribution

26. Periodic staff communications
- Collation and distribution of internal communications (e.g vacancies, newsletters), with input from local advisory "Level 4" professionals
- Ensure communications are maintained to individuals on long term sickness or maternity leave.

27. Other
- Government Employment Stat Returns
- Work Experience Co-ordinator
- Work Experience Paperwork/H&S
- Maintain Casual register

Payroll

1. Payroll Function
- Maintenance of employee records: New starters, transfers, post amendments, hours/grade changes, fixed allowances & leavers
- Maintenance of employee records and dealing with enquiries in respect of Tax & NI: e.g. P45/P46/P38(S)
- Maintenance of employee records in respect of car users (casual, regular & essential) and vehicle information. Generation and electronic submission of forms
- Input of temporary pay information: Overtime claims, expenses, temporary allowances, car mileage payments
- Manage allowances (Mileage Allowances, Evening Meeting Allowances, Overtime, Casual hours, Unpaid leave, First Aid Payments)
- Maintenance of records and calculation of entitlements for occupational and statutory sick pay, maternity, paternity and adoption leave
- Calculation of pay for both monthly and weekly payrolls: Including calculation of gross & pensionable pay and the deduction of Tax, NI, Pension Contributions and other deductions
- Reconciliation of costing information and transfer to FMS systems
- Reconciliation of deductions from payroll and the payment and distribution of monies to 3rd parties: HMRC, Pensions, Trade Unions and other internal accounts
- Generation and distribution of relevant tax forms to employees and transfer of

periodic returns to HMRC

- Year end reconciliations and transfer of appropriate returns/forms to HMRC & employees: e.g. P35, P14, P60 & P11D
- Ad-hoc reporting
- Completion of periodic questionnaires, statistical returns and correspondence from employees and others. e.g.: Mortgage applications & insurance claims
- Salary sacrifice advice and scheme maintenance
- Processing pay awards, calculating backpay and updating tables
- BACS processing (Physical file transmission may need to remain a local function)
- Set up and maintenance of new elements/schemes

Table 5-2: HR & Payroll– Transactional services

Systems Administration and Support Provision

5.2.   Providing an ERP systems administration, support and hosting service.

Support and Hosting
General
1. Service Desk provision
2. User creation and maintenance
3. Responsibility allocation
4. Providing controlled environment (Change, release and test management)
5. Control, management and monitoring of relevant routine system operational processes (e.g. period-end & payroll processes, scheduling and monitoring successful completion of overnight batch processes etc).
6. System reconciliation and integrity checking
7. Licence Management
8. Maintain day to day operational relationship with ERP system supplier
9. Patch and upgrade testing and coordination
10. Interface management and control
11. Period end management
12. Control and maintenance of system configuration and controlled business (standing) data (e.g. general ledger codes, suppliers, customers and other ERP tables and information)
13. Support escalation and liaison
14. Management of workflow functionality
15. ERP system and service enhancement
16. Managing change requests for areas in scope
17. Data archiving and retrieval
18. Report development, roll out and tool management
19. New interface development
20. User ERP Training & Training materials
Hosting
1. Provision of secure and environmentally managed server room
2. Management of servers and communication equipment
3. Management of removable media and/or remote backup (or provision of alternative server and accommodation in event of disaster)
4. Support for of backup and restores
Infrastructure Support
1. Backups and restores.
2. Applying fixes, patches and upgrades
3. Maintenance, including database reorganisations, etc
4. Monitoring disk space, server capacity and response times

5.	Liaising with third party support providers (hardware, comms etc) and managing their response
6.	Any other technical problem fixing.
7.	Business continuity testing

Table 5-3: Support & Hosting – Transactional services

Category 2: Services Not In Scope for Centres of Excellence

Business Partner / Transformational (Strategic partner)

5.3. Working on the ground with business to deliver effective solutions to business problems, give advice and guidance, trouble shoot, effect on the ground improvement. Aligning business and strategy, a change agent role working to improve, transform and develop the organisation.

Finance & Procurement
Finance
1. Financial management – budgeting, MTFS, treasury management, treasury daily cash flow
2. Strategic and operational (elements not covered by CoE) financial support and advice to the organisation (officers and members)
3. Other operational activities including insurance, trust fund management
4. Financial Strategy / Business Plan
5. Section 151 and other statutory, strategic and performance roles
Procurement
1. Common Procurement Strategy, reflecting local flexibility • Provide local information to be incorporated. Final Approval
2. Common Contract Rules • Provide Local information to be incorporated. Final Approval
3. Common suite of Standard Documentation • Provide local information to be incorporated. Final Approval
4. Common Contract Register • Provide current details of contracts held
5. Full tender / quotation process • Research Suppliers/collaborative opportunities/frameworks. Provide incumbent supplier details • Advertise (GO website/e-portal/supply2gov/OJEU. Approval of advert • Specification. Provide authority specific detail to complete the specification • Evaluation Documentation. To be populated by individual authorities. • Evaluation Criteria. To be agreed between procurement and individual authorities • Tender Evaluation. Nominated officers from individual authorities undertake actual evaluation process. Scoring etc. • Supplier References/Due Diligence reports. Decision on outcome of report. • Supplier presentations. Attendees required from individual authorities. Complete scoring, as necessary. • Site visits. Attend site visits if required. Complete scoring, as necessary • Legal Terms and Conditions . Relevant legal team to provide closing memo for entry on to the contract register .
6. Contract Management • Day to day contract monitoring will be undertaken on an authority basis.   Reporting
7. Contract Monitoring • Liaising with Procurement if there are any specific issues that need raising. Reporting.
8. Spend Analysis, Reporting and identification of procurement savings • Provide current spend and supplier information as requested by CoE
9. Common Work plan • Provide information to CoE
10. Purchase Cards

- With appropriate authorities
11. Purchase Order Management
   - Requisitioners at each authority responsible for day to day raising of orders and receipting.

Table 5-4: Finance & Procurement – Professional services

HR and Payroll
Human Resources (HR)

1. Workforce Intelligence
    - Cabinet/Committee reports & workforce planning
    - Analysis and recommendation for performance monitoring, responding to request, benchmarking, etc
2. Recruitment
    - Interview support and Interview testing
3. Leavers
    - Exit Interviews (by phone or in person)
4. Employee Relations/Case work
    - Detailed advice to managers and staff about conditions of employment, HR policies and HR systems, employee relations, employee welfare and restructures including attending meetings and briefing managers
5. Grievance, Disciplinary & Capability
    - Train / coach managers & employees
    - Investigations (where not a line manager responsibility)
    - Attendance & Assessment at Hearings
    - Attendance & Assessment at Appeals
6. Absence Management
    - Train / coach managers & employees
    - Investigations (where not a line manager responsibility)
    - Attendance & Assessment at Hearings
    - Attendance & Assessment at Appeals
    - Home Visits (Visit and note production)
7. Change Management
    - Train / coach managers & employees
    - Restructures
    - Consultation Support
8. Redundancy
    - Train / coach managers & employees
    - Consultation Support
9. Job Evaluation
    - Train / coach managers & employees
    - Grading Panels
    - Any required board approvals
10. HR Procedure & Policy Development
    - Research, write, consult and agree (inc committee approval) HR policies
    - Train / coach managers & employees
11. Health, Fire and Safety
    - Review of accident, incident and near miss reports and RIDDOR reported
    - Investigations into accidents, incidents and near misses
    - Health, Fire and Safety audits and monitoring

- Train / Coach managers and employees in all Health, Fire and Safety matters (**except** First Aid, Eye Testing and VDU/Workplace safety)
- Risk management and assessment
- Fire Evacuations & Fire Marshall training
- Violent Persons Register
- Support CoE with issues identified as part of VDU/Workplace assessment

12. Maternity / Paternity
- Train / coach managers & employees
- Maternity interviews

13. Retirements & Flexible Retirements
- Train / coach managers & employees

14. Death in Service
- Support to line manager
- Support to family
- Support to employees

15. Organisational HR Strategy

16. Learning & organisational development / Learning skills, knowledge, behaviours
- All functions except recording of completed training on ERP system and the following specific training which is the responsibility of the CoE (Induction, CRB, first aider, eye testing and VDU/Workplace assessment)

17. Team building away days, focus groups

18. Performance & appraisals
- Train and coach employees and managers in appraisal process
- Encourage the use of manager's capabilities questionnaires and process the results
- Monitor and update the appraisal process and documents
- Retain Investors in People
- Review and update competency framework
- Monitor appraisal statistics, reports to SLT

19. Professional development

20. Organisational Development

21. Leadership development

22. Member development

23. Reward & recognition
- All functions except recording details on ERP system and processing of any payments/gifts

24. Apprenticeships, future jobs fund, backing young Britain
- Promote schemes and benefits
- Acquire & maintain funding for schemes
- Mentor and monitor apprentices progress and development

25. Talent management - rising stars programme

26. Succession planning

27. Other
- Employment status advice

Table 5-5: HR & Payroll – Professional services

Support and Hosting
1. PC hardware
2. PC operating system or other local O/S configuration issues such as Windows profile, browser configuration, Citrix client configuration etc
3. Onsite LAN networking
4. Routing and WAN networking will be the responsibility of the Local ICT team (with the assistance of the Support CoE) until investigations prove otherwise
5. Local ICT Service desk should take all initial support calls for "faults" relating to an inability to access the ERP application (escalating to support CoE if appropriate). All calls relating to issues within the ERP solution itself and service requests (such as new users) should be handled by Support CoE

Table 5-6: Support & Hosting – Professional services

6. Annex B – Current Business Applications

	Finance	Accounts Payable	Accounts Receivable	HR	Payroll	Cash receipting	BACS / Cheques	Capital Accounting	Income Allocation
Cheltenham	Aptos	Aptos	Glos Ash	Chris	Chris	Civica	Albany/Kala mazoo		
Cotswold	Agresso	Agresso	Agresso	Chris	Chris	Capita	Albany	-	Civica
Forest	IBSolutions	IBSolutions	CIVICA	Midland	Midland	Capita	BottomLine	IPF	
West Oxford	Anite FMS	Anite FMS	Anite FMS	Midland (Trent)	Midland (Trent)	Northgate (PARIS)	Bottomline / Wentworths		

Table 6-1: Current business applications