PROGRAMME ATHENA

'State of Readiness' Guide
for Local Authorities
June 2013

Supporting Document 13 (of 14) –

GO Partnership Business Case
(Part 2 of 2)

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

Table 3-2: Intended "Go-live" dates for each GO organisation

3.3. The key programme milestones are included at Annex D – GO Programme Milestones.

Risk management strategy

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

3.5. 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

3.6. In compiling the programme risk strategy there are some fundamental questions that have been 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

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

Benefits Realisation Plan (BRP)

3.8. The benefits realisation plan is indicative at this stage of the programme however, it will be compiled in order to track the realisation of benefits (outlined in paragraph 1.20 above) across the GO Programme as part of the implementation following the approval of this revised Business Case.

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

(a) the Benefits Realisation Plan will 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.

Shared Services Business Continuity Plan

3.10.   Once committed to this programme, any delay or failure during the implementation phase has the potential to threaten business continuity to one, or more, of the GO organisations,

3.11.   A Business Continuity 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 to cover possible ways of ensuring the continuity of business services in the interim period.

3.12.   The Business Continuity Plan for the ICT Support & Hosting Centre of Excellence is part of the implementation, and will be tested before the first GO partners are live.

3.13.   The full Business Continuity 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.

4. Annex A: Services in Scope for Shared Service

Transactional Services (Administrative experts) and Business Partners

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.

Working on the ground with services to deliver effective solutions to business problems, give advice and guidance, trouble shoot, effect on the ground improvements.

Finance and Procurement
Finance

1. **Accounts Payable**
   - Process invoices
   - Create payment batches from Creditors module and feeder systems such as: Housing Benefits, Council Tax, and National Non Domestic Rates as required.
   - Arrange for authorisation and submission of BACS payments.
   - Printing and dispatching cheques.
   - Manage enquiries from suppliers.
   - Printing and dispatching remittance advices (preferably e-remittances).
   - Cancelling out of date cheques
   - Produce management reports
2. **Purchase ordering**
   - Maintain Purchase Order module including closing down out of date orders
   - Produce management reports
3. **Accounts Receivable**
   - Raise debtor accounts, printing and posting invoices
   - Issue reminders
   - Apply income to debtor accounts
   - Negotiate and administer instalment arrangements
   - Liaise with service departments over recovery action
   - Pass non paid accounts to legal dept for recovery action
   - Manage queries from customers
   - Process cancellation and write offs
   - Production of management reports
   - Calculation of bad debt provision
4. **General ledger management**
   - Scoping of reports/changes to reports
   - Production of Trial Balance and confirming Ledger is in balance
   - Reconciliation of modules
   - Maintenance and balancing of management reporting budget views
5. **Cash and Bank input**
   - Import income files into ledger
   - Import cashed cheques into the ledger

- Manual cash posting
- Management of Local Cash Receipting Systems (including system administration)

6. **VAT**
   - Preparation and submission of monthly VAT returns
   - Calculation and submission of partial exemption return where necessary
   - Preparation of VAT guidance/VAT Manual
   - Liaise with external VAT advisor to provide specialist advice as required
   - Advice on changes to VAT regulations and how changes need to be implemented
   - Preparation of ad hoc (returns such as Isle of Wight claims)
   - Support for any VAT disputes including referrals to VAT Tribunal
   - Produce monthly and year-end VAT working papers

7. **Bank reconciliation**
   - Monthly reconciliation of bank accounts to ledger
   - Analyse and correcting discrepancies
   - Produce year-end working papers

8. **Cheltenham Box Office Reconciliation**
   - Monthly reconciliation of Cheltenham Town Hall box office system (Infx) to financial ledger, to include transfer of ticket sales to council promotions
   - Analyse and correcting discrepancies
   - Produce year end working papers

9. **Trust Funds**
   - Treasurer to trust funds, providing advice and support to Trustees, Members and Tenants
   - Production of annual Charity accounts and presentation at the Annual General Meeting
   - Produce year-end working papers

10. **Mortgages, Car Loans and Loans to Third Parties**
    - Maintain records of mortgages, car loans and other loans to third parties
    - Preparation of car loan documentation
    - Reconcile new advances to general ledger
    - Reconcile mortgage, car loan and other loan instalments to ledger – including payments made through third parties (e.g. LAAMAC)
    - Administration of salary sacrifice schemes
    - Produce year-end working papers

11. **Freedom of Information Requests (FOI)**
    - Maintain records of FOI requests received by GO Shared Services
    - Allocate to relevant Financial Services officer to action
    - Co-ordinate response and liaising with FOI officer as necessary

12. **Mayors / Chairmans Charity**
    - Provide financial support to officers for charity fundraising activities
    - Maintain records of income and expenditure
    - Prepare annual Charity accounts

13. **Leasing (Financial aspects) – Employee cars/pooled cars**
    - Advice to officers regarding obtaining quotations for and ordering leased cars (where the employee is entitled to a leased car)
    - Completion of leased car contract

- Arrange for the contract to be signed by the as applicable
- Pay invoices for leased cars
- Complete year end working papers for leased cars

14. Leasing – Other Leases

- Keep up to date with accounting regulations applicable to leases and advising on any changes to be implemented – including impact upon budgets
- Maintain a register of leases
- Contribute to the final accounts production plan
- Account for leases in accordance with IFRS
- Provide advice on the accounting treatment of new contracts/leases – including impact on budgets
- Produce year end working papers for leases including information for the Asset Register, Balance sheet, Comprehensive Income and Expenditure Account etc.

15. Support services costing

- Contribute to final accounts project plan and budget preparation plan
- Prepare budgets for support services recharges
- Prepare and entering journals for management accounting purposes
- Complete year end working papers and journals to allocate support services costs to services

16. Journals

- Administer journal requests
- Entry of all Finance generated journals
- Complete all necessary year end journal entries including accruals and prepayments

17. Statement of Accounts

- Provide advice on any proposed changes to the accounting regulations, with impact assessment which include changes which need to be incorporated at the respective GO organisation(s)
- Prepare project plan for production of statement of accounts
- Prepare guidance notes for budget managers and management teams preparation for year-end
- Collate returns (e.g. year end creditors or debtors, petty cash, stock values) to enable year-end transactions to be posted to each general ledger
- Prepare statement of accounts in accordance with the IFRS and CIPFA Code of Practice
- Provide weekly updates on statement of accounts progress including details of any returns which have not been provided by, or have not been correctly completed, by GO organisations
- Statements to be prepared before 30th June each year
- Prepare working papers in accordance with requirements from external auditors
- Liaise with external auditors during audit of the statements
- Incorporate any changes agreed with the external auditor into the financial statements ready for approval by 30th September each year
- Carry out a review of the final accounts process and recommend any changes to improve the process

18. Collection Fund Accounting

- Keep up to date with accounting requirements for production of the Collection Fund accounts
- Advise of the impact of any changes to the accounting regulations
- Report details of any projected Collection Fund surplus or deficit to partner authorities for submission to appropriate precepting authorities by 15th January
- Contribute to the final accounts project plan
- Prepare Collection Fund accounts in accordance with the final accounts project plan
- Prepare working paper for external auditor review
- Liaise with the external auditors
- Incorporate any changes resulting from the external audit review into the final accounts to be approved at the end of September

19. Fixed Asset accounting

- Maintaining the asset register module for new assets, asset disposals, depreciation, impairments etc.
- Advise of the implications of any change to asset accounting regulations
- Contribute to the production of the final accounts project plan
- Complete fixed asset accounting entries in accordance with the final accounts project plan
- Check that appropriate journal entries have been completed to enable production of statement of accounts
- Provide fixed asset notes to statement of accounts in accordance with the final accounts project plan
- Provide working papers to support the accounting entries and notes to the statements
- Liaise with external auditors during audit of financial statements
- Incorporate any changes from the external audit into the final statements to be approved by 30th September

20. Financial Strategy/Budget Preparation

- Assist with development of Medium Term Financial Strategy by providing details of forecast interest and inflation rates and projected investment returns
- Prepare guidance notes for the update of the MTFS and Budget Preparation Process
- Prepare a project plan for budget setting
- Prepare returns (capital and revenue) for budget managers to complete and to assist with the development of the MTFS
- Collate returns from budget managers to assist with update of the MTFS
- Provide data to support the MTFS report
- Use data from update of the MTFS to prepare budgets for the next financial year.
- Prepare salary estimates and salary allocations
- Prepare budget book in electronic format by end of February each year

21. Business Partnering

- Assist budget holders and other officers with the development of business cases for changes to services
- Review reports for financial implications and advise report author accordingly
- Advise budget holders of changes to regulations that have a financial impact upon

budget
- Work with budget holders to review consultation documents to understand the financial implications of proposals and provide feedback to s.151 officer where there is a significant financial impact
- Prepare monthly management reports for budget holders
- Produce monthly Key Variance Report for Portfolio Holders
- Produce quarterly financial performance data for performance report to Cabinet
- Produce forecasts of budget outturn
- Provide assistance with budget monitoring, preparation of budget forecasts etc.
- Support budget holders with the process to be followed where budgetary pressure needs to be address – assist with finding solutions or escalate as per Financial Rules
- Support to budget holders and other officers for one off projects / capital schemes
- Support to third parties for ad-hoc requests
- Client financial support to third parties

22. **Cheltenham Borough Homes Ltd**
- Maintain the Cheltenham Borough Homes Ltd (CBH) holding account, held with Cheltenham's general ledger
- Raise of invoices between CBH and CBC
- Reconciliation of holding account
- Produce year-end working papers

23. **Gloucestershire Airport**
- Support Runway Safety Project in capacity of shareholder (e.g. attendance of monthly project boards, arranging for the release of funds, ad hoc queries etc.)
- Analysis of monthly management accounts and reporting back to Strategic Director.

24. **Government returns – RO, RA,QRO, CO. etc.**
- Complete statutory government returns in accordance with statutory timescales for approval by each GO organisation

25. **Technical Accounting support**
- To keep up to date with accounting regulations as they apply to local authority ALMO, company, charity, trust fund, joint committee etc. accounts
- Advise on any proposed changes to accounting regulations, including implications to enable each GO organisation to respond to consultation as appropriate
- Provide advice on all technical accounting issues as required including the development of policy
- Provide support to service managers upon s.106 developer contributions

26. **Council Tax insert note**
- Prepare the financial tables and narrative detail for inclusion within the council tax leaflet for approval by each GO partner council

27. **Benchmarking**
- Provide data to enable benchmarking of services
- Provide data to support the reporting of performance indicators in accordance with each GO organisation's requirement. Performance indicator data requirements to be submitted to the shared service before the end of March each year
- Liaise with auditors over the production of the performance indicator data as necessary

28. Statistical reporting
- Assist with the completion of statistical returns such as "CIPFA stats" or VFM data as required by each GO organisation

29. Treasury Management
- Keep up to date with the latest Treasury Management Rules and Regulations
- Advise GO organisations on any proposed changes to rules and regulations together with impact assessments
- Carry out competitive procurement exercises for external Treasury Management advice on behalf of the GO organisations, as required.
- Work with any external advisor to develop the annual Treasury Management Strategy including Prudential Indicators and Minimum Revenue Provision policy
- Maintain a cash-flow forecast for each GO organisation, to feed into budget setting process
- Carry out daily cash management
- Negotiate investment in accordance with the appropriate Treasury Management Strategy
- Arrange borrowing in accordance with the appropriate Treasury Management Strategy
- Ensure that each GO partner council maintains bank balances in accordance with its Treasury Management Strategy and Financial Rules
- Produce quarterly Treasury Management Performance Reports
- Monitor new investment opportunities and advise each GO organisation on the risks, opportunities and legality of entering into such investments
- Provide support to Treasury Management Panels (or similar Member groups) at each GO partner council as required
- Maintain Treasury Management Practices and Policies
- Produce statutory reports as required for each GO organisation.

30. Insurance support and advice
- Collate information for tendering of insurance services, as required
- Prepare tender documentation for approval by GO organisations, as required
- Advertise the tender in accordance with Procurement Rules
- Agree evaluation criteria with GO organisation
- Carrying out evaluation of responses
- Make recommendation on supplier
- Post tender work – notifying successful/unsuccessful bidders
- Claims processing
- Preparation of insurance budgets for each GO organisation
- Allocation of insurance premium charges within finance system for each GO organisation
- Insurance and risk management advice to service managers for each GO organisation

31. Collate Precept data from Parish Council, Upper Tier Authorities, Police Authorities
- Obtain council tax base data per parish and for district as a whole
- Write to all Parish Council to request details of the value of the parish precept and banking details for the following financial year

- Collate feedback from Parish Councils
- Collate precept data from upper tier authorities, police authorities, as appropriate
- Ensure all Parish Councils have submitted precept requests
- Provide details of all Parish Council and other precepts to each GO partner council by the end of the first week of February

Procurement

1. **Common Procurement Strategy, reflecting local flexibility**
   - Write GO Procurement Strategy, incorporating agreed local information
2. **Common Contract Rules**
   - Write GO Contract Rules, incorporating agreed local information
3. **Common suite of Standard Documentation**
   - Write GO Standard Procurement Documentation, incorporating agreed local information
4. **Standardised procurement web pages**
   - Facilitate GO Website
5. **Common Contract Register**
   - Responsibility for maintaining contract register
   - Include all current contracts
6. **Full tender / quotation process**
   - Research Suppliers/collaborative opportunities/frameworks. Undertake Internet Research
   - Provide incumbent supplier details
   - Develop advertisements
   - Advertising (GO website/e-portal/supply2gov/OJEU): Publish Advertisement on website and through e-portal
   - Legal: Send Instruction Memo to appropriate legal team. Sending 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 Shared Service): 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, deciding on outcome of report
   - Supplier presentations: Facilitate the process. Providing 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, provide all necessary documentation and clauses specific to this contract, relevant legal team to provide closing memo for entry in the contract register
7. **Contract Management**
   - Provide advice to GO partner councils if any issues arise

- Day to day contract monitoring will be undertaken on a GO partner council basis
- Report for all contracts placed by Shared Service (current contracts placed by authorities will be reported locally)

8. **Contract Monitoring**
   - Overview of all contracts will be a role for the Shared Service. Collating feedback and end of contract report before starting the process again
   - Liaise with Procurement if there are any specific issues that need raising
   - Report for all contracts placed by Shared Service (current contracts placed by GO partner council will be reported locally)

9. **Spend Analysis, Reporting and identification of procurement savings**
   - Provide current spend data and supplier information as requested

10. **Common Work plan**
   - Developing work plan from contract register and authority requirements

11. **Supplier Adoption on E-portal, where in use**
   - Maintain the e-portal

12. **Category Management**
   - Collate individual contract information from each GO partner council 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 Shared Service**

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
   - Cabinet/Committee reports & workforce planning
   - Analysis and recommendation for performance monitoring, responding to request, benchmarking, etc

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
   - 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
- Advice and guidance on resourcing and recruitment
- Interview support and Interview testing

3. **Leavers**
   - Termination form, including leave calculations
   - Exit questionnaires (if not line manager function)
   - Exit Interviews (by phone or in person) and any follow up actions
   - 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 Safeguarding 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
   - 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

7. **Grievance, Disciplinary & Capability**
   - Admin (Prepare Evidence Pack, Letters etc)
   - Note taking at meetings (if required)
   - Updating ERP system
   - Advice and guidance
   - Train / coach managers & employees
   - Advice on investigations
   - Support and advice at Hearings / Appeals
   - Absence Management
   - Train / coach managers & employees
   - Advice and guidance

- Support and advice at Hearings / Appeals
- Home Visits (Visit and note production) and follow up

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
   - Advice and guidance
   - Train / coach managers & employees
   - Advice and guidance on restructures
   - Consultation Support

10. **Redundancy**
    - Admin support (e.g. letter production and distribution) as required
    - Redundancy calculations
    - Advice and guidance
    - Train / coach managers & employees
    - Consultation Support

11. **Job Evaluation**
    - Admin support (e.g. letter production and distribution) as required
    - Updating ERP employee file
    - Advice and guidance
    - Train / coach managers & employees
    - Grading Panels
    - Any required board approvals

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 Shared Service.
    - Publish all approved HR/Payroll Policies and Procedures
    - Research, write, consult and agree (including committee approval) HR policies
    - Train / coach managers & employees

13. **Health, Fire and Safety**
    - Develop, update and implement H&S policy, fire risk assessments, ensuring compliance with H&S legislation, Construction Design Management, regulations compliance, Legionella assessment, input to H&S aspects of contracts and procurement, working with buildings managers re health and safety issues, H&S communications and updates, advice to managers on public health and safety (events management).
    - 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
- Advice and guidance
- Review of accident, incident and near miss reports and RIDDOR reporting to HSE
- Investigation support into accidents, incidents and near misses, and investigations where needed, and HSE liason
- 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
- Advising manager re any issues identified as part of VDU/Workplace assessment

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
- Advice and guidance
- Train / coach managers & employees
- Maternity interviews

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 (including 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
- Advice and guidance
- Train / coach managers & employees

20. **Death in Service**
- Pension information
- Record details on ERP system
- Advice and guidance
- Support to line manager, family, employees

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
- Advice and guidance
- Training and coaching appraisal process (where appropriate and required)
- Monitor and update the appraisal process and documents
- Retain Investors in People (where appropriate and required)
- Design and develop, review and update competency frameworks
- Monitor appraisal statistics, reports to management

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

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

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. **Organisational HR Strategy**
- Advice and guidance

- Research, consult, develop strategy
- Agree and deliver strategy, monitor, review and report on outcomes

28. **Learning & organisational development, learning skills, knowledge, behaviours**
- Learning management system and e- learning
- Training needs analysis
- Design and delivery
- Evaluation
- Monitoring of expenditure
- Commissioning external training providers
- Facilitation of events (where appropriate/required)
- Team building away days, focus groups Professional development
- Leadership skills and knowledge development
- Elected Member development (where appropriate and required)
- Talent management - any programmes to support development of talent
- Succession management and planning

(NB recording of completed training on ERP system and Induction, CRB, first aider, eye testing and VDU/Workplace assessment are covered by transactional service)

29. **Other**
- Government Employment Statistical 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
- Advice and guidance
- Management information and reporting
- Research, develop and implement improvements

Services Not In Scope for Shared Service

Strategic Partner

Aligning business and strategy, a change agent role working to improve, transform and develop the organisation.

The finance roles are anticipated to be carried out by the Section 151 Officer or designated deputy.

Finance & Procurement
Finance
1. Approve and submit statutory government returns, where statutory section 151 officer (or designated deputy) approval is required
2. Approve budget table and narrative for inclusion within council tax leaflets
3. Use advice from shared service to communicate to Members and develop responses to consultation documents
4. Support strategic programme management (e.g. Briding the Gap at CBC, One Team at CDC
5. Liaison with actuary on pensions including negotiations in respect of triennial revaluation / revised pension contribution rates and development of pension fund strategy
6. Client role in relation to Housing Revenue Account/Cheltenham Borough Homes
7. Approve award of insurance contracts
8. Approve award of contracts for advisory services (Treasury Management, VAT/Tax etc.)
9. Receive the proposed Treasury Management Strategy from the shared service, review draft and present to Council for approval
10. Production and presentation of the Medium Term Financial Strategy report and Budget Strategy for approval by Council
11. Presenting the Council Tax setting report to Council for approval.
12. Development of Corporate Plan, Corporate Performance Indicators
13. Section 151 (or designated deputy) statutory, strategic and performance roles including:
• Attendance at Senior Management Team (or equivalent) meetings

- Attendance at Treasury Management Panel meetings (or equivalent) and liaison with Members on treasury matters
- Attendance at informal cabinet/portfolio holder or other Member briefings

Procurement

1. **Full tender / quotation process**
   - Specification. Provide authority specific detail to complete the specification
   - Evaluation Documentation. To be populated by individual GO partner councils.
   - Evaluation Criteria. To be agreed between procurement and individual GO partner councils
   - Tender Evaluation. Nominated officers from individual GO partner councils undertake actual evaluation process. Scoring etc.
   - Supplier presentations. Attendees required from individual GO partner councils. Complete scoring, as necessary.
   - Site visits. Attend site visits if required. Complete scoring, as necessary.
2. **Contract Management**
   - Report for contracts placed by GO partner councils prior to creation of Shared Service
3. **Contract Monitoring**
   - Report for contracts placed by GO partner councils prior to creation of Shared Service
4. **Purchase Cards**
   - With appropriate GO partner councils
5. **Purchase Order Management**
   - Requisitioners at each authority responsible for day to day raising of orders and receipting.

HR and Payroll

Human Resources (HR)

1. **Member Development**
2. **ICT training**

5.   Annex B – Governance Models

Phase 1 – Stage A (Up to 1st GO Organisation "live")

GO ERP Shared Services Programme (Phase 1)

Proposed Programme Structure
Implementation Period (Stage A)

(1st Nov 2010 – Up to 1st authority live)

Member

Reporting

GO Strategic
Partnership Management
Board
(SPMB)

Membership
3 x Chief Executives
4 x Members (preferably Cabinet Member)
SRO (non-voting)
Programme Manager (non-voting)

Formal Progress Reporting
Strategic Guidance

Elected Members – Cheltenham Borough Council

Elected Members – West Oxfordshire District Council

Elected Members – Cotswold District Council

Elected Members – Forest of Dean District Council

Formal

Decisions

GO Programme Board
(PB)

Membership
SRO (non voting)
4 x Finance / Procurement leads (151 or deputy 151)
4 x HR / Payroll Leads (Head of service / senior officer)
1 x Officer with audit portfolio (non voting)
PMO (non-voting)
Others as required by specific agenda items (non-voting)

Programme Management
Office
(PMO)

GO Workstream Project A

GO Workstream Project B

GO Workstream Project X

ERP Supplier Relationship

Support & Hosting

Centre of Excellence

Figure 5-1: Programme Structure – Development of business case

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Phase 1 – Stage B (1st GO Organisation "live" to last GO Organisation "live")

Figure 5-2: Programme Structure – Implementation

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Phase 1 – Stage C (After all GO Organisations "live")

GO ERP Shared Services Programme (Phase 1)

Proposed Programme Structure (Phase 1)
Post Implementation Period (Stage C)

(After all partners live)

Membership
4 x Senior Officers (preferably at least Director level)
4 x Members (preferably Cabinet Member)
COG representatives (non-voting)
Head of Shared Service, or representative (non-voting)
Head of Support & Hosting CoE, or representative (non-voting)

GO Joint Monitoring and Liaison Group (JMLG)

Programme Management Office (PMO) (Programme Closure)

Elected Members – Cheltenham Borough Council

Elected Members – West Oxfordshire District Council

Elected Members – Cotswold District Council

Elected Members – Forest of Dean District Council

Strategic, Contractual & Section 101 Responsibilities

Membership
4 x Client Officers
1 x Officer from CBH Ltd
1 x Officer with audit portfolio (non-voting)
Head of Shared Service (non-voting)
Head of Support & Hosting CoE (non-voting)

GO Client Officer Group (COG)

Developmental & Operational Matters; Performance Monitoring

Head of Shared Services

Contractual & Strategic Relationship

It is recognised that there will need to be close and regular communication between the Head of Shared Services and the Support & Hosting Centre of Excellence.
It is anticipated that this will take the form of monthly meetings or similar

ERP Supplier

Day to Day Operational Relationship

Support & Hosting Centre of Excellence

GO Shared Services

– – – – Contractual & S101 Responsibilities

——— Operational Responsibilities

Figure 5-3: Programme Structure – Operations

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Programme Governance – Organisation Roles

GO Strategic Partnership Management Board (SPMB)

- Receive monthly (and major exception) reporting for the Programme.
- Take responsibility for any further periodic dissemination of reporting to other elected members (i.e. cabinet or scrutiny) or directors (i.e. council leadership teams). The Programme Board via the Programme Management Office will retain responsibility for specific operational or exception communications.
- Act as an important (but informal) strategic source of advice and guidance relating to major decisions, issues or disputes.

Programme Board (PB)

- Responsible for the delivery of the Programme to the agreed business case (timescales, costs and performance).
- Responsible for the monitoring of Programme risks and issues
- Responsible for day to day decisions with the limits of its delegated authority
- Responsible for escalation of key decisions to the Cabinet committees of the GO partner councils.

GO Joint Monitoring and Liaison Group (JMLG)

- Responsible for the ongoing strategic delivery and governance of the GO Shared Services to the required standards
- Responsible for decisions within the limits of its delegated authority
- Responsible for monitoring risks & issues
- Responsible for the ongoing enhancement of the system and shared service arrangements, including the identification of new partnership opportunities

GO Client Officer Group (COG)

- Responsible for performance monitoring of the GO Shared Services with regards to target service levels and customer satisfaction. Provide periodic (and exception) key performance summaries to JMLG
- Discuss operational issues and escalate to the JMLG for any key decisions (i.e. those with a legal, cost or significant performance impact)
- Identify opportunities for improvement of the system or service to JMLG

6. Annex C – GO Programme Costs and Savings

Revised Business Case (4) Summary	Year Financial Year Classification	0 10/11	1 11/12	2 12/13	3 13/14	4 14/15	5 15/16	6 16/17	7 17/18	8 18/19	9 19/20	10 20/21
Total Capital Investment		£649,235	£684,412	£0	£0	£0	£0	£0	£0	£0	£0	£0
Centres of Excellence Project Team	Revenue	£0	£60,000									
Advice (Legal etc)	Revenue	£3,225	£21,775									
Total Revenue Investment		£3,225	£81,775	£0	£0	£0	£0	£0	£0	£0	£0	£0
Internal Hosting - Maintenance	Revenue		£35,092	£35,092	£35,092	£35,092	£35,092	£35,092	£35,092	£35,092	£35,092	£35,092
Support Centre of Excellence	Revenue	£12,267	£95,091	£106,299	£106,299	£106,299	£106,299	£106,299	£106,299	£106,299	£106,299	£106,299
Data Communications / Network Connectivity	Revenue	£0	£66,975	£66,975	£66,975	£66,975	£66,975	£66,975	£66,975	£66,975	£66,975	£66,975
Software Lic 3rd Party - Quick Address&Org	Revenue	£2,960	£4,500	£4,500	£4,500	£4,500	£4,500	£4,500	£4,500	£4,500	£4,500	£4,500
Licence / IT savings	Revenue			-£68,907	-£68,907	-£68,907	-£68,907	-£68,907	-£68,907	-£68,907	-£68,907	-£68,907
One-off employment costs	Capital / Revenue			£191,184	£0	£0	£0	£0	£0	£0	£0	£0
Procurement Savings	Revenue		£0	-£77,668	-£77,668	-£77,668	-£77,668	-£77,668	-£77,668	-£77,668	-£77,668	-£77,668
Indirect savings from service sharing	Revenue				-£120,000	-£120,000	-£120,000	-£120,000	-£120,000	-£120,000	-£120,000	-£120,000
Total savings from service sharing	Revenue		£0	-£309,521	-£619,042	-£619,042	-£619,042	-£619,042	-£619,042	-£619,042	-£619,042	-£619,042
Total Revenue Impact (saving)		£15,227	£201,657	-£52,046	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752
Cumulative impact												
Cumulative investment	Capital	£649,235	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647	£1,333,647
Cumulative investment	Revenue	£3,225	£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£85,000	£85,000
Total cumulative investment		£652,460	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647	£1,418,647
Cumulative savings	Revenue	£15,227	£216,884	£164,838	-£507,914	-£1,180,665	-£1,853,417	-£2,526,169	-£3,198,920	-£3,871,672	-£4,544,424	-£5,217,176
Net Cumulative Total		£667,687	£1,635,531	£1,583,485	£910,733	£237,982	-£434,770	-£1,107,522	-£1,780,273	-£2,453,025	-£3,125,777	-£3,798,529
Payback												
ROI	267.76%											
NPV 5%	-£2,287,288											
Net Cost / (Saving)		£667,687	£967,844	-£52,046	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752	-£672,752

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7.   Annex D – GO Programme Milestones

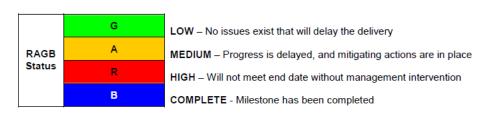| M/S ID Mxxx	Milestone Name	Project / Workstream	Notes	Due Date	Expected Date	RAGB
M001	ABW Software Installed	GOPC		16/03/2011	16/03/2011	B
M002	ABW SD Sign Off (Finance)	GOPD	Finance SDDs signed off.	28/03/2011	18/04/2011	B
M003	ABW SD Sign Off (Procurement)	GOPG	Procurement SDDs signed off.	28/03/2011	18/04/2011	B
M004	ABW SD Sign Off (HR)	GOPE	HR SDDs signed off.	05/04/2011	17/05/2011	A
M005	ABW SD Sign Off (Payroll)	GOPF	Payroll SDDs signed off.	04/05/2011	27/05/2011	B
M006	Process / Regulation Gap & Impact Analysis (Finance)	GOPD	Agreed revised milestone date	04/05/2011	13/05/2011	B
M007	Process / Regulation Gap & Impact Analysis (HR)	GOPE	Agreed revised milestone date	04/05/2011	13/05/2011	B
M008	Process / Regulation Gap & Impact Analysis (Payroll)	GOPF	Agreed revised milestone date	04/05/2011	13/05/2011	B
M009	Process / Regulation Gap & Impact Analysis (Procurement)	GOPG	Agreed revised milestone date	04/05/2011	13/05/2011	B
M010	Shared Service Paper (Fin & Proc elements)	GOPA	Agreed revised milestone date	12/05/2011	25/05/2011	G
M011	Shared Service Paper (HR & Payroll elements)	GOPB	Agreed revised milestone date	12/05/2011	25/05/2011	G
M012	Regulation & Policy chages paper complete (FoD)	GOPH		30/05/2011		G
M013	Regulation & Policy chages paper complete (WO)	GOPI		30/05/2011		G
M014	Regulation & Policy chages paper complete (CDC)	GOPJ		30/05/2011		G
M015	Regulation & Policy chages paper complete (CBC)	GOPK		30/05/2011		G

M/S ID Mxxx	Milestone Name	Project / Workstream	Notes	Due Date	Expected Date	RAGB
M016	Regulation & Policy chages paper complete (CBH)	GOPL		30/05/2011		G
M017	Solution Build Sign Off	GOPC		27/06/2011	04/07/2011	A
M018	User data collection complete (FoD)	GOPH		29/06/2011		G
M019	User data collection complete (WO)	GOPI		29/06/2011		G
M020	Network Installation Complete	GOPC	Delays in procurement	04/07/2011		A
M021	IST Phase 1 Sign Off	GOPC		22/07/2011		G
M022	Data migration specification complete (FoD)	GOPH		25/07/2011		G
M023	Data migration specification complete (WO)	GOPI		25/07/2011		G
M024	BC Test Sign Off	GOPC		02/08/2011		G
M025	Deployment plan sign off (FoD)	GOPH		25/08/2011		G
M026	Deployment plan sign off (WO)	GOPI		25/08/2011		G
M027	IST Phase 2a Complete (FoD)	GOPC		26/08/2011		G
M028	IST Phase 2a Complete (WO)	GOPC		26/08/2011		G
M029	User data collection complete (CDC)	GOPJ		30/09/2011		G
M030	User data collection complete (CBC)	GOPK		30/09/2011		G
M031	User data collection complete (CBH)	GOPL		30/09/2011		G
M032	UAT sign off (FoD)	GOPH		04/10/2011		G
M033	UAT sign off (WO)	GOPI		04/10/2011		G
M034	Go Live (FoD)	GOPH		01/11/2011		G
M035	Go Live (WO)	GOPI		01/11/2011		G
M036	Data migration specification complete (CDC)	GOPJ		28/11/2011		G
M037	Data migration specification complete (CBC)	GOPK		28/11/2011		G

M/S ID Mxxx	Milestone Name	Project / Workstream	Notes	Due Date	Expected Date	RAGB
M038	Data migration specification complete (CBH)	GOPL		28/11/2011		G
M039	Deployment plan sign off (CDC)	GOPJ		20/12/2011		G
M040	Deployment plan sign off (CBC)	GOPK		20/12/2011		G
M041	Deployment plan sign off (CBH)	GOPL		20/12/2011		G
M042	IST Phase 2b Complete (CBC)	GOPC		23/01/2012		G
M043	IST Phase 2b Complete (CDC)	GOPC		23/01/2012		G
M044	IST Phase 2b Complete (CBH)	GOPC		23/01/2012		G
M045	UAT sign off (CDC)	GOPJ		14/03/2012		G
M046	UAT sign off (CBC)	GOPK		14/03/2012		G
M047	UAT sign off (CBH)	GOPL		14/03/2012		G
M048	Go Live (CDC)	GOPJ		02/04/2012		G
M049	Go Live (CBC)	GOPK		02/04/2012		G
M050	Go Live (CBH)	GOPL		02/04/2012		G
M051	Shared Service Benefits Realisation	Programme / All		01/10/2012		G

RAGB Status		
	G	LOW – No issues exist that will delay the delivery
	A	MEDIUM – Progress is delayed, and mitigating actions are in place
	R	HIGH – Will not meet end date without management intervention
	B	COMPLETE - Milestone has been completed

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