

<b>Public Sector Shared Services Programme Board Meeting Minutes</b>			
Date:	22 <sup>nd</sup> March 2018	Version:	DRAFT
Time:	2.30pm		
Venue:	Glass House, Stormont		
Attendees:	Hugh Widdis Derek Baker Brett Hannam Liam Mclvor Leo O'Reilly Paul Wickens	DoF Permanent Secretary DE Permanent Secretary Strategic Advisory Group Chair BSO CEO DfC Permanent Secretary ESS CEO	
In Attendance:	Clare Duffield Colm Doran Patricia Maginnis Karen Cherrett Glenn McCauley	EA HR Director, Deputising for Gavin Boyd Programme Director Programme Team PA Consulting PA Consulting	
Apologies:	David Sterling Gavin Boyd Theresa Donaldson Richard Pengelly	Head of the Civil Service EA CEO SOLACE Representative (Observer) DoH Permanent Secretary	
Prepared by:	Patricia Maginnis	Programme Team	
TRIM Ref:	FI1/18/293711	Container:	FI1-16-32100

## Items Discussed

### 1. Welcome

- Hugh Widdis chaired the meeting in David Sterling's absence.
- All members were welcomed to the meeting and apologies noted.
- Attendees from PA Consulting were welcomed to the meeting.
- Hugh indicated a change to the agenda with the meeting commencing with the business case options development paper.

### 2. Business Case Options Development

- The Programme Director introduced the business case options development paper and the summary report from SAG in relation to the paper.

- Karen Cherrett provided an overview of the document and highlighted that the majority of opportunities fall into 2 of the 9 delivery approach options which are sector-based activity.
- Karen indicated there were polarised views from SAG members between those who see future ambition for cross sector but acknowledge need to take one stage at a time, and the level of work required now. Others see themselves as quite a bit along that journey and want to move further and faster. Karen suggested the starting point depends on where organisations are at that time.
- 127 opportunities have been identified, of which PA have discounted 59 in the short-term because of constraints (legal/contracts/). Remaining 68 opportunities fall into the four programmes.
- Karen also highlighted the four programmes included on page 8 of the document.
- Members discussed the level of ambition of the programme as indicated in the document. There was agreement that organisations/sectors are on different stages of the shared services journey and whilst there may be potential for the paper to be considered an improvement plan, there was an acknowledgement that the programmes are substantial pieces of work.
- Members discussed the need to set out the long-term vision of the programme together with articulating what phase two and three would include.
- Members discussed the prioritisation principles included on page 8 of the paper. It was agreed that the potential for benefit realisation should take priority over the level of commitment. It was also agreed that where uncertainty remains or there is insufficient information, decisions should be taken on the basis of the information available.
- Members were content that the constraints set out on page 13 were representative.
- There was an acknowledgement that a reporting and accountability mechanism would be necessary to ensure delivery of each phase.
- PA Consulting attendees left the meeting.

### **3. Review of minutes and action points**

- The previous meeting minutes were agreed as final.
- An update was provided on the Action Points from the previous meeting. See the Action Points table below for the current position.
- Action 04-20/02 was discussed. Members clarified that the action related more to the methodology used rather than the process followed.

### **4. Update on Programme Progress and Risks**

- An update on programme progress and risks was provided.
- It was noted that the overall programme status has moved to Red.
- An update on the programme risk register and issue log was provided.

- Issue I-02 was discussed. Members were advised that due to an irreconcilable difference of views, legal advice is now being sought.
- There was discussion on risk R-07 and a number of options were considered to address a resource gap including:
  - i. Set out proposal/strategy for shared services without an OBC or
  - ii. Seek other support/resource to look at how OBC can be delivered including potentially developing spec. talk to SIB. Education may have additional resource.

Action: Options to be considered and proposals submitted to the next Board meeting

Action: Risk register to be reviewed to ensure appropriate inclusion of the financial risk in relation to budget constraints for 2018/19.

#### **5. Gateway Review Action Plan Update**

- The Programme Director introduced the gateway review action plan update.
- Members were content with progress and agreed that action 6.5 is now complete.

#### **6. AOB**

- Brett Hannam advised that Prof. John Seddon had indicated a willingness to discuss his research in relation to failings of shared services. Given the current status of the programme, it was agreed that this may be considered at a later date.

#### **7. Next meeting**

- The next meeting is planned for 12 April 2018.

## 1. Summary of Action Points

Ref	Description	Owner & Date Required	Update	Status
02-22/03	Options to be considered and proposals submitted to the next Board meeting	Colm Doran 22 March 2018	OBC development options and options for transformation support included in Board papers	Complete
01-22/03	Risk register to be reviewed to ensure appropriate inclusion of the financial risk in relation to budget constraints for 2018/19.	Colm Doran 22 March 2018	Risk R-08 revised – register included in Board papers	Complete
04-20/02	Process for compilation of benchmarking data for all organisations to be circulated	Colm Doran 22 March 2018	Included in Board papers	Complete
02-31/08	Seek Post Project Evaluations for existing shared services.	Kirstie Murray 29 Sept 17	Post project evaluations have been obtained and a summary report developed and uploaded to SharePoint.  Consideration of lessons and post project evaluations for projects that failed are ongoing.	Ongoing

04-31/08	Seek Terms of Reference from TUS.	Colm Doran 29 Sept 17	Email following up on previous communication with TUS issued on 04 Sept. Programme Director engaged NIC-ICTU General Secretary on 13 September. PSSSP still awaiting TOR.	Ongoing
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