

Public Sector Shared Services Programme Board Meeting Minutes			
Date:	5 th September 2018	Version:	FINAL
Time:	2.30pm		
Venue:	The Glass House, Stormont Estate		
Attendees:	Sue Gray Derek Baker Hugh Widdis Paul Wickens Liam McIvor Brett Hannam	DoF Permanent Secretary DE Permanent Secretary DoF ESS CEO BSO CEO Strategic Advisory Group Chair	
In Attendance:	Colm Doran Gordon McShane Clare Duffield Eugene Rooney Kathryn Hill Danny McConnell Alasdair Kilpatrick	Programme Director Programme Team Education Authority (for Gavin Boyd) DfE (for Noel Lavery) DfC (for Leo O'Reilly) Deloitte Deloitte	
Apologies:	David Sterling Gavin Boyd John Kelpie Richard Pengelly Leo O'Reilly Noel Lavery	Head of the Civil Service EA CEO SOLACE Representative (Observer) DoH Permanent Secretary DfC Permanent Secretary DfE Permanent Secretary	
Prepared by:	Gordon McShane	Programme Team	
TRIM Ref:		Container:	FI1-16-32100

Items Discussed

1. Welcome

- Sue Gray chaired the meeting in David Sterling's absence.
- All members were welcomed to the meeting and apologies noted.
- Attendees from Deloitte were welcomed to the meeting.

2. 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.

3. Update on Programme Progress and Risks

- The Programme Director delivered a verbal update on programme progress in support of the Programme Status Report provided in the papers.
- An overview of the four Sector Work Programme (SWP) workshops, which took place during August, was provided. These engagements helped to inform the level of benefits.

Action: PSSSP to draft letter to Sue Gray, Derek Baker, Richard Pengelly and Noel Lavery to sign off the respective SWPs for their sector.

Action: DfE to progress piece of work to assess potential VAT impediment for sharing services and share findings with PSSSP Board.

- The Board noted the encouraging progress made since the last meeting on 17th July.
- It was noted that the overall programme status remains at Amber.
- An update on the programme risk register and issue log was provided. It was noted that no red risks are on the risk register.
- Paul Wickens suggested a continuity risk around the next stages of the programme. The Programme Director noted a number of mitigating actions. The log will be updated in accordance with discussions.
- It was noted that BSO and EA staff still working on the team will need to have plans in place to move back to their sectors. The Programme Director commended their dedication, expertise and value added to the programme.

4. Governance and Support Paper

The Programme Director provided an overview of the Governance and Support paper issued in advance of the meeting and the feedback received from the Strategic Advisory Group on 20th August.

Alasdair Kilpatrick provided a verbal update on the need for Governance and Support in the NI Public Sector context and the definitions on the role of both governance and support.

Need for Overarching Governance

- Sharing identified by the programme includes the delivery of cross cutting shared services in the longer term. Overarching Governance needed to progress these opportunities.
- Baseline captured cost, efficiency and limited quality comparison. Need for consistent user experience and quality service.
- Need to minimise ERP instances and enable convergence in the longer term.
- Promoting increased Participation of NDPBs.
- The eight dimensions and the extent of governance was discussed.

Support

- The conclusion from the PSSSP analysis is the centralised support function sits largely in the middle tiers of the options, with the majority falling within the ‘Enabler’ role and some within the ‘Catalyst’ role.
- The decision to follow an in-sector approach to shared services has a strong influence over the level of central support required.
- In sector governance will still provide the catalyst and direction setting roles.
- The support activities needed may include:
 - Promoting best practice;
 - Research;
 - Continued benchmarking and Analysis;
 - Supporting delivery of cross-cutting shared services; and
 - Developing proofs of concept.
- Small scale team required.

In summary the following points were noted by the Board:

- Paper to reflect the phasing.
- Request for the support to be aligned to the dimensions.
- Benchmarking to form part of Governance and Support.
- Difficulties establishing and comparing the quality of service between sectors. Opportunity to define quality and measured in a consistent way.
- Indication of cost to remedy mistakes if quality is sub-standard;
- Need for re-benchmarking and robust use of external comparators.
- Need for practical descriptions in the paper.
- Options to form part of the OBC.
- Governance should not compromise delivery. Welcome the support of resources
- In sector governance referenced in the paper needs to specify who or what existing governance mechanism;
- Need to use existing governance, if already in place and fit for purpose

The need for overarching Governance and the level of support activities was endorsed by the Board.

5. Draft Outline Business Case

- The OBC Chapters included in the Board papers included the Strategic Context and the Assessment of Need.
- The Programme Director welcomed feedback from the SAG and Board. Plan to submit draft OBC to SAG in advance of meeting on 24th September.
- The tight timescale for SAG to review content was noted.
- Agreement of SWPs fundamental.
- Range of figures in addition to the averages provided would be useful.

- Board meeting at the end of October to be scheduled to allow for a period of consultation.
- Preparation of the OBC should not hold up in-flight work.

6. OBC Status Update

Following some discussion it was agreed that the PSSSP team would produce an Outline Business Case for consideration at the next meeting on 1st October. This will include any feedback received from SAG.

The programme Director sought views on the need for an overarching communications plan.

- The Board confirmed the need for consistent messaging to include key messages and the implications for people, technology and services.
- Programme to draft high level messaging which can be over laid with specific in-sector messaging.

7. AOB

- There was no other business

8. Next meeting

- The next meeting is planned for 1 October 2018. Venue to be changed to Clare House.

1. Summary of Action Points

Ref	Description	Owner & Date Required	Update	Status
01-05/09	PSSSP to draft letter to Sue Gray, Dereck Baker, Richard Pengelly and Noel Lavery to sign off SWPs.	Colm Doran	Letter issued on 12 September. Follow up letter issued on 21 September.	Open
02-05/09	DfE to progress piece of work to assess potential VAT impediment for sharing services and share findings with PSSSP Board.	Dfe		Open
02-17/07	Address known constraints per recommendation contained in NDPB Paper.	Colm Doran 30 September 2018	Meeting to be arranged with Sue Gay post OBC.	Ongoing
01-17/07	Provide response to Liam McIvor's comments in relation to the Transformation Partner PID and Plan.	Colm Doran 5 September 2018	Verbal update provided by Colm Doran.	Closed

03-05/06	Programme Director to forward potential savings figures to Programme Board members for their information.	Colm Doran 17 July 2018	Forwarded to Board members 6 th July.	Closed
02-05/06	Programme Director to refer procurement and logistics findings to the Procurement Board	Colm Doran 17 July 2018	Forwarded to CPD for referral to procurement board meeting	Closed
01-05/06	Programme Director to seek views from Crown Commercial Service on the system procurement principles.	Colm Doran 17 July 2018	System procurement principles forwarded to crown commercial services 7 th July. Response from Crown Commercial services endorsing the approach included within Board papers.	Closed
02-12/04	Programme Director to confirm status of benchmark data reporting to all participating organisations	Colm Doran 3 May 2018	Finalised IT reports to be issued May 2018 followed by letter from SRO to chief executives of all organisations closing off the data.	Closed
01-12/04	Programme Director to meet with Liam McIvor to discuss potential to provide high level indication of potential savings on the basis on the benchmark data.	Colm Doran 3 May 2018	Meeting held Friday 27 th April and approach agreed to provide board with indicative high level savings.	Closed

02-31/08	Seek Post Project Evaluations for existing shared services.	Kirstie Murray 29 Sept 17	<p>Post project evaluations have been obtained and a summary report developed and uploaded to SharePoint.</p> <p>Consideration of lessons and post project evaluations for projects that failed are ongoing.</p>	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