

Agenda Item 8

Executive Board Meeting
3 December 2014

Memo No 21/14

Status: OFFICIAL

UPDATE ON SHARED SERVICES ROADMAP

Purpose

1. This paper is to update the board on the publication of the shared services roadmap and the work required in the coming months to keep the change moving at pace.

Background/Introduction

2. The Business Strategy Working Group (BSWG) was established by the EB and met for the first time in November 2013. The group was originally conceived as a task and finish group with a number of key deliverable mandated to the group. One of the key functions of the group was to;

- Provide a focus for each customer to clarify their individual requirements and in partnership with other service users develop a strategic roadmap for the evolution and devolution of services ensuring appropriate transition plans are in place.

3. The BSWG began working on the Roadmap in February 2014 and had a first draft for review in May. The roadmap was then worked on over the summer undergoing a number of revisions. The Roadmap deliverables were included in the Business Planning meetings and discussed with the senior team as part of that process. The BSWG was refreshed as a result of the review of governance and is now reconstituted as the Business Strategy Group (BSG).

4. In agreement with the countries the Shared Services Roadmap was launched at a canteen meeting in Silvan House on Monday 10 November. This was supplemented with divisional meetings to discuss what this would mean for individual teams. A copy of the Roadmap can be found at Annex 1.

Detail of Roadmap

5. Included within the Roadmap is a set of high-level projects which the Group has identified as being of the highest priority for review. In addition there are three

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projects which pre-date the assessment process, but which nonetheless will support the future ability to devolve services:

No	Project	SRO
Roadmap Projects		
1	Scope out the potential to devolve HR Services.	Steve Meeks
2	Scope out the potential to devolve the operational aspects of Health, Safety and Environment functions.	Nicky Whitaker
3	Scope out the potential to devolve the Equality and Diversity functions	Nicky Whitaker
4	Develop a refreshed IT strategy for FC and subsequently consider the requirement for bespoke strategies for each part of the FC.	David Felstead
5	Devolve the central procurement service - consider the work involved in devolving the current procurement services provided by FAS as well as residual requirements of Central Services.	Steve Atkins
Supporting Projects		
6	Review the current model for delivering technical training	Colin Sobota
7	Reconfigure the accounting ledgers to give each country/business area their own standalone ledger and associated systems that interface to eFinancials; thereby making FAS systems better prepared for devolution so that other finance services such as Credit Management can be considered for decentralisation.	Steve Atkins
8	Accelerate the Forester on the web to provide greater business resilience to change	Peter Weston

6. The delivery of the projects will be led by nominated lead persons as indicated above and coordinated and supported by the Change Support Team¹. The diagram on page 16 of the Roadmap provides a representation of the relationships between the various board and groups, but at the moment there is still some work to be done to finalise the governance and management arrangements for the projects. Further clarity on this will come from the recommendations of the review of delivery being led by Nicol Sinclair as well as work on improving the management of projects across Central Services which is currently being started by Edward Shephard.
7. The diagram on page 16 of the Roadmap also highlights that the suite of documentation that has been developed over the last year (high-level principles, Shared Service Agreement, Change Protocol and Staffing Protocol) will also help to underpin how the work within the Roadmap will be delivered. Some of the eight projects/programmes listed above (such as Forester on the Web) are already underway and so their established governance will need to be accommodated into (or

¹ CST members are Nicol, Edward, Mike and Alice

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modified to fit) any new wider arrangements. Others are already being managed directly under the processes outlined in the Change Protocol and there is still some work to be done to embed the detail of protocol within the wider FC.

Resource Implications

8. The resources implications have yet to be fully assessed and each project will have its own unique challenges but it is clear from the three projects started so far (Business Sustainability, Procurement, HR Services), that country based staff are struggling to take on additional work and this will elongate the process if not addressed. The BSG has set up a sub-group to look at this in more detail and they met for the first time on 17 November. FCS has also had board level discussion on this issue.

Risk Assessment

9. There are two key risks that will affect the roadmap being driven at pace;
- i. A lack of resources in all parts of FC to deliver the proposed work.
 - ii. A retention and continuity issue. 50% of the shared service workforce is 50+ years old and there is a real danger of losing highly knowledgeable and skilled staff. Where vacancies do arise incoming staff have to be advised of the status of shared services and there is much greater staff churn as a result.

The group outlined in paragraph 8 will consider resources and Mike Cowan will be looking at skills mapping and workforce planning supplemented with a staff retention scheme to address the second key risk.

Equality Analysis

10. A high level screening process has been undertaken for the roadmap with each individual project needing to consider the issues in more detail. There is currently no actions or concerns to note although we will be looking at cumulative impacts.

Communications Issues

11. There is a fully integrated communication plan for the roadmap and there are currently no issues in this area.

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Recommendation

12. The EB are asked to note the contents of this paper.

Wilma Harper
Head of Corporate and Forestry Support
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