



SCRUTINY COMMISSION – 8 SEPTEMBER 2025

EAST MIDLANDS SHARED SERVICES **ANNUAL PERFORMANCE UPDATE**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Commission with a summary of the performance reported to the Joint Committee of East Midlands Shared Services for 2024/25 and an update on progress against strategic priorities in 2025.

Policy Framework and Previous Decisions

2. In 2010, Nottingham City Council (NCC) and Leicestershire County Council (LCC) formed a partnership to share their HR, Payroll and Finance IT system and jointly deliver HR administration, payroll and finance transactional services.
3. In September 2010, the County Council's Cabinet agreed to establish a Joint Committee to oversee the operation of the Shared Service comprising elected members from both Councils. At officer level, each Council has a Sponsor, which at Leicestershire County Council is the Assistant Director of Finance, Strategic Property and Commissioning. These arrangements remain in place.

Background

4. East Midlands Shared Services (EMSS) was created on 1 September 2012. The Employee Service Centre is based at County Hall in Leicestershire and the Finance Service Centre at Loxley House in Nottingham.
5. The Service operates on a shared IT platform. In 2018, the partner Councils procured a replacement system, Oracle Fusion, and commenced an implementation programme, 'Fit for the Future', across HR, Payroll, Finance and Procurement. The programme completed in March 2022 with the implementation of the new system across the two Councils and EMSS.
6. The Strategic Plan for EMSS is underpinned by three key themes: stabilisation, optimisation and development with the following priorities having been identified for EMSS:

- Deliver a great experience for all users, with systems and processes that are intuitive, easy to use, and digitally enabled. **(Customer)**
- Deliver quality, affordable services **(Operations)**
- A supportive and flexible work environment, encouraging creative problem solving, continuous professional development and career opportunities **(People)**
- Deliver value for money through improved systems, services and processes which support enhanced productivity and reduce overall costs. **(Finance)**
- Leveraging technology to deliver existing services securely and reliably and supporting improvement and growth within service areas. **(Technology)**
- Expand our customer and/or service portfolio. **(Growth)**

Performance Summary

Finance

7. The overall outturn position for EMSS on 31st March 2025 (period 12) was £5.17 million, which represents an underspend of £478,000 (or 8.5%) against the approved budget for the year. This is reflected in salary underspends below.
8. It should be noted that included in the outturn is the 2024/25 agreed local government pay award. This totalled £177,000 and represented a £63,000 underspend against the approved budget provision.
9. The outturn for each service is explained as follows:
 - Finance Service Centre (FSC) - £68,000 net underspend. Key variances were an underspend on staffing due to maternity cover at lower spinal point and other staffing changes (£88,000) and slippage on delivery of Dialler System Debt recovery (£6,000). This is offset by costs of the paperless Direct Debit implementation incl. web forms (£18,000) and printing and postage charges (£8,000).
 - Employee Service Centre (ESC) – £150,000 net underspend. Underspend on staffing (£143,000) and savings on Engage subscriptions (£10,000), combined with increased income for DBS (£55,000), emergency payments (£6,000) and recruitment (£11,000). This is offset by overspend DBS subscriptions (£7,000), postage (£27,000) and debt write-off in relation to an academy (£31,000) and other minor variations (totalling £10,000)
 - Management & Business Development – £57,000 underspend on staffing costs including recruitment to Head of EMSS position at a lower grade
 - ICT On-going - £201,000 net underspend. Underspend on staffing as a result of managed vacancies and reduced overtime (£16,000) together

with reduced MSP contract costs (£64,000) and software license costs (£121,000) – latter reflects late issue of prior year credit notes.

- In recognition of the overall underspend position each partner has received a reimbursement of £239,000.

Overall Summary

10. 2024/25 has been a year of significant change for EMSS. In August 2024 Elaine Simpson was appointed as the new Head of EMSS. Despite challenges in having only one permanent member of the senior management team in place the handover has been smooth, and performance maintained. In addition, many significant projects have been brought to a successful conclusion.
11. Suzana Lugonja was appointed to the role of Finance Service Centre (FSC) Manager and her previous post of Accounts Receivable Service Delivery Manager has also been successfully filled. The Employee Service Centre (ESC) has also delivered a consistent service despite significant vacancies in their management structure. Emma Sutton was confirmed as the new Employment Service Centre Manager and has also now completed her management team with two service delivery managers now in place. Despite some challenges the Team has continued to deliver a high-quality service as well as develop improved support for partners. The Business Development Team continues to deliver robust project and systems support to the service, without them many of the projects would not have been delivered; as well as ensuring that the core financial, HR and Payroll system is well managed for its users.
12. The EMSS 5-year strategic plan for 2025-2029 has been agreed by partners and can be seen in appendix A of this report. Within the plan is the Strategic Aim, projects, activities to support objectives, measures of success, timelines along with expected challenges and the required engagement from each partner. The plan demonstrates the services focus on continuous improvement and customer satisfaction.

Growth

13. Following the bringing in house of outsourced sundry debt collection services, this service, through adopting a proactive approach has continued to deliver a reduction in the level of past due debt and late payments. These are reported regularly to key stakeholders.
14. In alignment with the strategic plan, EMSS has successfully expanded the transactional service offering by transitioning all LCC Adult Social Care debt recovery and debt resolution functions, from a partially outsourced model to a fully integrated in-house structure within the FSC, for a more inclusive service delivery. This re-structure was completed in August 2025.
15. During 2024/25 EMSS has led and managed a significant number of priorities and projects. They have been varied in their focus, size and complexity; but

overall have delivered efficiencies in the operational performance of the services. These projects can be seen in the table provided at the end of this report.

Customers

16. The big development in customer service is the implementation of a new ticketing platform (Fresh-service) This went live in March 2025
17. Fresh-service is a cloud-based Software-as-a-Service (SaaS) IT Service Management solution that follows the ITIL guidelines and best practices with a simple user experience. It brings standard IT processes like Incident requests, Service Request, Problem, Project, Change and Release management together into one Service Desk. This will also allow the business to better manage service requests for the ESC and FSC. The system retains all the benefits of the old self-service access but also includes new functions such as project management.
18. It should be noted that in the year 2024-25 as a combined service the ESC & FSC processed just over 118,000 helpdesk tickets. It is really important to ensure that the systems in place can adequately filter, assign and manage the volume and variety of inbound queries received, in the most streamlined way possible.
19. Customer satisfaction rates remain difficult to measure, due to the low volume of feedback received. Currently all customers receive a request for feedback once their query has been resolved, however, less than 1% issue any feedback.
20. Customer satisfaction rates at the end of Q4 for 2024/25 was 64%. This represents customers who were happy or satisfied with how their query was resolved. Any unsatisfactory feedback is taken very seriously and investigated. The low customer satisfaction response rate does inflate the negative %.
21. Work to improve response rates has been ongoing, including simplifying the survey.
22. Of the small number in negative customer satisfaction responses received, these are predominantly the dislike of a self-serve culture being enforced on behalf of the Council
23. The service is able to manage such a high volume of inbound queries by ensuring the following is in place:
 - a. Ensuring guidance is in place for standard queries, with links to the guidance provided on all correspondence.
 - b. Increased canned responses creating a quick, accurate and uniform response for repetitive queries.
 - c. Automated redirection of queries to ensure specific subject headers are directed straight to the correct point of contact immediately.

- d. The availability of User Engagement sessions to ensure processes are demonstrated, as well as the impact of not following best practice being made visible. The opportunity to question any element of the process and gain a full understanding of what it requires is also encouraged.
- e. Query handling through the use of the Freshdesk system. Encouraging everyone to use the ticketed service where possible (to reduce general emails and phone calls)
- f. Establishment of Customer Boards for each service which examine in detail the performance of query management and target incremental month on month improvements.
- g. Full visibility of all stats and analysis that allows the service managers to understand where the success, demands and blockages are.
- h. Utilisation of technology to ensure resolutions are quick and automated where possible.

Technology

- 24. EMSS is a service heavily reliant on technology and therefore it forms a significant part of its work.
- 25. The review of the Oracle Support Service (which is an external provider) is complete. Overall, the performance is below adequate. However, there is currently not time or capacity to support a procurement exercise, so a contract extension has been agreed, after which, the commencement of a procurement exercise will begin in 2027. A lower fee uplift and additional services have been offered by the supplier as part of the extension as enhanced contract management arrangements also put in place.
- 26. As part of the review, a new role has been added to manage the relationship with Mastek, to ensure work and requests are being completed to time and to the required quality and oversee the quarterly update processes. This will free up the existing Oracle Support Manager, who has already delivered several system developments in house to focus more on the technical aspects of system design and development to reduce the reliance on Mastek.
- 27. Both Oracle Guided Learning (OGL) and Fusion Data Intelligence (FDI, formally known as Fusion Analytics Warehouse FAW) have been fully implemented. Each product offers significant opportunities for improvements.
- 28. The Oracle Cloud Infrastructure (OCI) health check was undertaken to ensure that the configuration of the core infrastructure of the Oracle system conformed to best practice and did not present any potential weaknesses. The latest review passed 977 of the 1000 tests with no issues. The integrated monitoring is now working and rates the current configuration as excellent. Despite the good news, work continues to ensure that the security of the system is always improving. To this end EMSS has been working with partner IT colleagues and Mastek to strengthen multi-factor authentication across all environments for all users.

29. The ESC has successfully completed the implementation of the seeded absence solution. This was fundamental to the stabilisation work and will lead to the move to seeded pensions for teachers.
30. The Redwood implementation continues. This is a new look and feel being rolled out by Oracle. Although colleagues have been working hard to meet Oracle's deadlines a significant GDPR issue arose within the new system.. Oracle are working on a fix but until this is delivered, implementation has been restricted to those areas unaffected by the issue.
31. The introduction of paperless direct debit set up is ongoing and due to be completed mid-2025, this project will allow for easy set up and is an opportunity to push forward with payments via direct debit, reducing the risk of late payment.
32. A new contract for supplier bank detail verification was agreed, significantly increasing the number of automated verifications.
33. A dialler system has now been implemented and will deliver additional payment options for customers as well as a more efficient dialling process.
34. An improved BACs system. Following a G Cloud exercise the existing provider will be retained. The new contract includes an upgrade to their new system which has improved functionality and security.

Employee Service Centre (ESC) - summary of performance

ESC Service	Details
Payroll Payments	Over 173,000 payments made for LCC; error rate of 0.26%
LCC Pension Payments	Over 380,000 payments to LCC pensioners
DBS Checks	Over 14,000 completed
Recruitment Adverts	2,203 adverts posted for all vacancies
Leavers Processed	Over 3,000
Employment Contracts	7,600 new and amended contracts for LCC
Inbound Service Queries	Over 38,000 resolved; 96.9% within SLA
Pay Award Implementation	New pay award implemented
Service Improvements	Multiple service improvement projects delivered

Finance Service Centre (FSC) - summary of performance

FSC Service	Details
Supplier Account Creation	3,740 new accounts for LCC; 91% set up within SLA
Trade Supplier Payments	159,000 payments made; total value £248 million
Invoice Payment Timeliness	93.5% paid within 30 days; 6.5% delayed due to coding delays or credit balances.
Debt Management	Debt ledger managed with a total value of £68 million
No PO No Pay Support	Support and rollout of council's configuration
Inbound Service Queries	Over 79,000 resolved; 89% within SLA
Service Improvements	Multiple service improvement projects delivered

Audit outcomes

35. Part of the partnership arrangement, NCC carry out the internal audit requirements across all EMSS processes. The NCC Internal Audit (NCCIA) service has experienced staffing challenges, including the long-term absence and subsequent resignation of the Head of Internal Audit, causing some delays with the Audit completion and agreement on future internal audits moving forward. These now look to be resolved, with the current 2024/25 audit now complete and an agreed timeline to complete the 2025/26 audit.
36. On the basis of audit work undertaken during the 2024/25 financial year, the Interim Head of Internal Audit at Nottingham City Council concludes that a *"moderate level of assurance"* can be given that internal control systems are operating effectively within EMSS and that no significant issues had been discovered. Whilst the direction of travel for the three audits, from 23/24 to 24/25 has varied, substantial improvement can be seen from the Payroll Audit. This opinion is based on the following recommendations being implemented:

Payroll completed recommendations

Topic	Status/Details
Monthly Payroll Control Accounts for NCC	Monthly reconciliation reports are now in place.
Agreement of Legacy Balances for NCC	Legacy balances have now been agreed.

Salary Overpayments – Process	The current process is not under question. ESC discusses root causes in each partner account meeting.
Salary Overpayments – Causes	Mainly attributed to managers not submitting employee leaver forms on time.
Salary Overpayments – Historic Issues	Historic overpayments are slow to clear, but progress is being made.
Salary Overpayments – Improvement Work	Work to improve the process is ongoing.

Accounts Payable Completed recommendations

Topic	Status/Details
Segregation of Duties – Bank Changes	The process now includes a clear segregation of duties and system access controls are in place.

Accounts Receivable completed recommendations

Topic	Status/Details
Collection Strategy / Compliance	The recent completion of the automated Dunning letters has resolved the issue.

37. The definition for moderate assurance is “*generally a sound system of internal control designed to achieve the organisation’s objectives with some exceptions and / or evidence of non-compliance with some controls that may put some of the system objectives at risk*”. It is worth noting that the recommendations made were low priority.






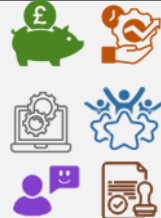

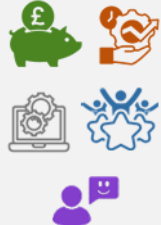
EMSS Work Programme / Business Plan Priorities 2024/25

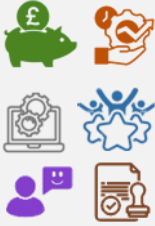


Benefits Key

Stat / Policy Requirement		Cost Savings		Process Improvement	
Customer Experience		Staff Welfare		Automation	

38. The table below details the projects that have been completed during 2024/25.
39. This includes training and development, process improvements and the business Continuity plan (B.C) For the B.C Plan, key processes have been dry

run tested, including remote access to Oracle Fusion outside of system servers, and a re-run of the previous months payroll. Critical reports such as supplier verified and active bank account detail for emergency use, will be securely stored in a dedicated space within Resilience Direct, along with action cards for each process within the B.C plan.

Project / Priority	Benefits	Description	Status
Technology - Oracle EBS archive		To transfer the data in EBS to an archive state	Complete
Technology - Oracle Analytics implementation		New functionality negotiated during the contract renewal. Providing additional data reports and analytics.	Complete
Technology – Oracle Guided Learning		A new system that will greatly improve the user experience of using Oracle. Implementation complete, now with a reliance on each service area to create content.	Complete
Technology - Oracle Cloud Infrastructure Health check		A health check highlighted a number of inadequacies with the set-up, however they were issues known to Oracle, and can be resolved with two factor authentication	Complete
Review of the Oracle Support Service		A review of the service to ensure it is meeting customer needs, with ongoing reviews.	Complete
Procurement of customer support system		The Freshdesk contract ended in Feb 25, a new procurement exercise has been completed and the new system implemented (Fresh Service)	Complete
FSC – Best Value Review		A full review of FSC services, performance and efficiency. To enable partners to assess the value for money delivered and opportunities for improvements. Review to take place in summer 2025.	Complete
FSC - Dialler system and SMS software		A new system to automate the contacting of customers about their debts either by text or by phoning.	Complete

Project / Priority	Benefits	Description	Status
ESC - HCM and Payroll Transformation.		Review, define, and re-establish the operating model for the Employee Service Centre (ESC). Phases 2&3 completed	Complete
ESC – Implementation of ‘seeded’ absence, LGPS fixes and seeded Teachers’ Pension Scheme		Required to move from custom to seeded absence scheme within payroll system. completed August 24.	Complete
ESC – Office move		Plans have been agreed to move the ESC and BD staff into the main Pen Lloyd building	Complete

Summary

40. Whilst it has not been without challenge, and there is still much work to do, overall, 2024/25 has been a successful year for the EMSS service provision. It continues to look forward. Ongoing projects focus on the use of technology and A.I to reduce time and improve customer experience and support growth.
41. The Commission is asked to note and comment on the report.

Background Papers

Shared Services with Nottingham City Council – Cabinet, 7 September 2010

<http://politics.leics.gov.uk/documents/s47156/E%20-%20Shared%20Services.pdf>

East Midlands Shared Services: Procurement of Managed Hosting Service – Cabinet, 26 July 2011

<http://politics.leics.gov.uk/documents/s55039/N%20east%20midlands%20shared%20services%20procurement.pdf>

East Midlands Shared Services: Consultancy Report – Cabinet, 13 September 2011

<http://politics.leics.gov.uk/documents/s56198/M%20%20East%20Mids%20Shared%20Servs%20consultancy%20support.pdf>

Circulation under the Local Issues Alert Procedure

None

Equality Implications

None

Human Rights Implications

None

Officers to Contact

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Appendix A**EMSS Strategic Plan 2025-2029****Strategic Aim**

- To ensure that EMSS are a centre of excellence able to provide advice as well as solid transactional services.
- To ensure that EMSS process and communications do not hinder the reputation of partner councils.
- To ensure that system support and system development is supported and managed accordingly.
- To grow and expand the service internally with existing partners and externally with potential new clients in the longer term.
- To maintain a drive for continuous improvement, demonstrate where possible EMSS can add value, streamline processes to deliver a professional service whilst delivering cost savings and efficiencies.
- Present Invest to save opportunities, that do not compromise the service quality.
- Develop a self-service culture that enhances customer, supplier and partner experience.
- Maintain a healthy and friendly team culture that sees everyone engaged and invested in the EMSS brand.

- To add value and provide visibility of performance via reporting and data analysis.

People:

- To ensure EMSS are a solid but fluid source of support with multi skilled workers, remove single points of failure.
- To develop the teams allowing them to grow and develop personally and professionally.
- Identify training needs and performance issues and ensure they are managed accordingly.
- Create a healthy succession plan for those looking to progress.
- Promote the use of apprenticeships and professional development
- Ensure that regular one to ones are conducted by line managers, not only to keep performance and morale on track but also identify potential skillsets or ambitions not being utilised, opening up the door for training and progression where possible. Frequency should be at least monthly but may be required more frequently where extra support or performance management is required.
- Ensure that sickness and absence levels are managed accordingly with support plans in place where required.
- Engage with Apprenticeship and Kickstart programs to employ and develop apprentices where appropriate.
- Promote and encourage use of the Learning hub for additional training across the teams.
- Promote contribution to new ideas from the EMSS team.
- Ensure expectation and accountability are clear.
- Promote the Councils policies on Equality and Diversity.

Activities to support Objectives:

- Regular updates to all staff ensuring they are fully aware of all current projects and future plans by means of daily Huddles, weekly management meetings, Staff briefings and quarterly project updates.
- Current projects have shown the value of ensuring the people who are close to the detail have a say in how EMSS can improve processes, as such, these people are involved in all relevant implementation projects.
- Encourage the team to contribute to our continuous drive for efficiency and improvement by creating an ideas board where they can be part of the bigger picture and feel included in the development and expansion of the service.
- Ensure that staff have an outlet to air suggestions and concerns and ensure that they are heard and responded to. As well as one to ones and daily team huddles where staff are encouraged to report any concerns regarding work or wellbeing.
- Ensure that team expectations are made clear and that performance is measurable, creating both accountability and increased job satisfaction.
- Utilising the FTE analysis to demonstrate the average and acceptable output levels required from each person and the service overall.

- Ensure all processes are clearly mapped with specifically defined guidance via Oracle Guided Learning to ensure all processes are followed in uniform. This also allows EMSS to identify any gaps in the process and demonstrate a clear end to end journey where risks and exposure can be satisfied on request.
- Regular meetings with team managers to ensure that the tone and expectation is consistent.
- Circulation of wellbeing services to ensure staff are aware of all support offered.
- Regular review of SLA and service performance, ensuring service is on track.
- Utilise reporting to understand blockages and or service success.
- Ensure processes are documented and change boards correctly record any changes.

Projects

In addition to ensuring that the EMSS service provision is stable, additional projects are what allow the service to move forward and future proof the service provision, keeping it relevant, efficient and fit for purpose.

Ongoing projects

- Improved Performance Reporting – KPI Packs via FDI.
- Caseware replacement (identifies duplicate and erroneous supplier payments)
- Paperless Direct debits. (replacing current print and post forms)
- In-House Debt Collection - Phase 4. (LCC ASC)
- Dialler system. (To aid collections efficiency)
- OGL content creation. (Oracle Guided Learning, on screen process guidance)
- Redesign of automated dunning letters. (Improve efficiency of automated reminder letters generated by Fusion)
- Review Best Value Review for FSC (Ensure all processes, volumes and efforts are accurately recorded to provide accurate cost to serve)
- Complete Best Value Report for ESC (Ensure all processes, volumes and efforts are accurately recorded to provide accurate cost to serve)
- Complete Redwood deadlines – (Oracle system update, look and feel)
- Customer self-serve Portal Review and business case. (Customers to obtain copy invoices, make payments and obtain statement of account via self serve)
- Electronic customer statements (Debt collection efficiency)
- Seeded Payroll & Pension reporting (maximising Fusion functionality)
- EBS Archiving – Cost effective data storage solution for both partners.
- Review of EMSS business continuity plan.

2025 – 2029

- Scope additional Debt recovery service provision within LCC
- Scope ASC and other debt recovery service provision within NCC
- Support NCC in completion of No PO no Pay roll out.
- Support the partnership with process improvements, compliance, and user engagement sessions.
- Explore Kefron functionality for supplier credit note processing.

- Reduce/remove FSC Phonenumber, move to online / self-service.
- Business Development Growth, expand internal knowledge and resource for in house system change delivery.
- OGL – Continue to create content. (Oracle Guided Learning)
- Develop end User Training library.
- Payment up front. Reducing customer debt levels.
- Additional lines of customer payment. Increase customer payment options.
- Extend HR triage to LCC – ESC
- Work to improve the leavers process and reduce salary overpayments.
- Review partner legacy systems and offer support for centralisation into Oracle Fusion where possible.
- Ensure that service delivery from external suppliers is on track with contractual expectations.
- Ensure service providers and contract renewals are completed following the correct procurement processes.
- Review Charging mechanism for emergency payroll requests.
- Agree renewed Strategic Partnership Agreement & KPI's

Customers:

- Ensure that professional guidance on all processes is readily available.
- Encourage self-serve culture by utilising tools available in Freshdesk such as the EMSS FAQ guidance portal.
- Ensure that the teams provide a professional standard of service.
- Ensure that regular account meetings are held with Partners to provide visibility of all relevant activities and performance.
- Ensure that Service Area relationships are developed and maintained to improve relevant processes and results.
- Ensure that KPI data provides a clear indication of performance, highlights areas that require service area escalation and demonstrates that EMSS are adding value as a service provider.

Technology:

- Ensure that Quarterly system updates are managed and have a finance representative for each area to ensure any changes created by systems update are captured and communicated.
- Ensure that there is a dedicated FOG representative.
- Utilise and build relationships with experts in the Business Support team to ensure systems expertise and reporting experts are utilised.
- Expand internal system support team to increase the number of change requests delivered in house.
- Ensure that MSP and Systems support is fit for purpose and relevant.

EMSS try to ensure that all projects include the use of technology where possible and relevant, so that each change can create efficiency. Current projects utilise the relevant technology ensuring that we do not simply swap one data processing process for another, but that we drive forward improvements with every change.

Finance

- Ensure that budget setting and monitoring processes are followed and kept up to date.
- Maintain and monitor costs and use budget overview to drive decisions on cost savings.
- Identify opportunities to take on more work which will help relieve Partner resources.
- Potential opportunities to obtain external clients to create an income in the longer term.

Challenges

- **System Downtime:** Occasional downtimes of the ERP and other critical systems can disrupt workflow and reduce overall productivity.
- **Resource Allocation:** Inefficient allocation of resources sometimes results in bottlenecks and delays in service delivery, particularly when there are competing priorities and or spikes in volume within EMSS and council service areas.
- **Change Management:** Resistance to change among staff can slow the adoption of new processes and technologies, impacting overall efficiency.
- **Financial Constraints:** Budget limitations can restrict the ability to invest in new technologies and training programs, which are essential for continuous improvement.
- **Compliance and Regulatory Requirements:** Keeping up with evolving legal and regulatory requirements, such as data protection laws and financial regulations, can be challenging and resource intensive. EMSS will utilise. Information Governance, procurement and legal departments to ensure all statutory and legal requirements are covered.
- **Stakeholder Expectations:** Meeting the high expectations of stakeholders for quality and value-for-money services requires continuous improvement and innovation is an expected, but constant pressure.
- **Market challenges:** Reacting to economic challenges that directly affect partner councils and service provision.
- **Technological Advancements:** Rapid advancements in technology necessitate ongoing investment and adaptation, which can be difficult to manage within existing budgets and resource constraints.
- **Data Security:** Ensuring the security and privacy of sensitive financial and personal data is a constant challenge, especially with increasing cyber

threats. Regular system health checks are in place as well as a review of the EMSS Business continuity plan.

- **Integration of Systems:** Achieving seamless integration between different financial and HR systems to ensure accurate and efficient data flow can be complex and time-consuming.

Expectation

- **System Integration:** Maximise core system functionality.
- **Enhanced Collaboration:** Strengthen partnerships with other local authorities and public sector organizations to share best practices and resources.
- **Technological Advancements:** Invest in cutting-edge technologies such as artificial intelligence and machine learning to further automate processes and enhance service delivery.
- **Expansion of Services:** Explore opportunities to expand the range of services offered to include additional transactional and advisory services.
- **Continuous Improvement:** maintain a culture of continuous improvement through regular training, feedback, and performance reviews to ensure high standards of service.
- **Automation:** continue to investigate opportunities for processes that can implement Robotic Process Automation (RPA) for routine financial tasks
- **Sustainability Initiatives:** Implement green practices and technologies to reduce the environmental impact of operations.
- **Training:** develop comprehensive training focussed on new technologies and process improvements to 'grow our own' experts reducing the reliance on external providers.
- **Change Management:** implement change through regular communication, training, and support to help staff adapt to new processes, policies and advancing technology.