

From: Gary Cooke, Cabinet Member for Corporate and Democratic Services
Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 24 May 2016

Subject: Business Service Centre Update

Classification: Non Exempt

Future Pathway of Paper: None

Electoral Division: N/A

Summary:

The Business Service Centre was established in April 2015. The Business Service Centre is an internal unit in Infrastructure which is commissioned by EODD, Finance and Infrastructure to provide HR, Finance and ICT services. This paper seeks to update members on the current performance of the Business Services Centre.

Recommendation(s):

The Policy and Resources Cabinet Committee are asked to note the report as part of establishing the future monitoring and reporting arrangements for this internally commissioned service.

1. Introduction

1.1 The Business Service Centre (BSC) was established in April 2015 alongside the Back Office Procurement Process and is an internally commissioned unit within the Infrastructure Division in Strategic and Corporate Services to deliver HR, Finance and IT transactional back office services.

2. Commissioning arrangements

2.1 The BSC is commissioned by client teams in EODD, Infrastructure and Finance to deliver services against agreed Service Level Agreements (SLA's) for each service. The SLA's have been established for each commissioning function and are based on an outcome specification approach.

2.2 The SLA contains Key Performance Indicators, Performance Indicators and Activity Indicators which are monitored by the client commissioning teams to ensure that the BSC service is delivered to the agreed standards. These are monitored, reported and reviewed on a monthly basis to the Client teams: for example, below is a sample of the performance indicators for the ICT service.

PI Ref	Description
ICT01	Tickets fixed at first point of contact
ICT02	Customer Feedback
ICT03	Average Telephone wait time to the service desk
ICT04	Average telephone call duration to the helpdesk
ICT05	Average time to fix incidents
ICT06	System availability to user

- 2.3 As part of the monthly review, trends in performance are discussed along with opportunities for further efficiencies or service improvement.
- 2.4 The Performance Indicators feed into the KPI's that are reported to the Policy and Resources Cabinet Committee as part of the Performance Dashboard with EODD, Infrastructure and Finance.
- 2.5 In line with the commissioning cycle, the performance of the BSC and the services that it provides are reviewed on an annual basis along with any changes to the SLA and commissioning budgets. It is proposed that moving forward, a bi annual performance report is considered by the Policy and Resources Cabinet Committee.
- 2.6 Performance over the last year overall has been consistent and met the required standards. The Business Service Centre has a detailed three year operational business plan to ensure that the service is able to drive forward more efficient operations as a result of bringing together the transactional services through the creation of multi-skilled teams and streamlined business processes whilst continuing to grow income opportunities.

3. Summary of Key Activities in 2015/16

- 3.1 The BSC is split into five functional units which provide support services for Kent County Council as well as a number of external customers; the key activities of each unit over the last year are summarised below:

3.2 Customer Support Services

- 3.2.1 Customer Support Services provide ICT support to internal KCC staff. The services provided include:

- the front line Service Desk team, who handle all incoming calls and emails from customers;
- the IT Shop;
- desktop support and installations;
- support to Projects such as office moves;
- support for over 5000 mobile devices;
- new user account creation and administration; and
- support to Members and senior officers.

3.2.2 During 2015/16, more than 8,700 telephone calls were answered and 71% of queries were fixed at first contact. Orders received through the IT Shop generated 4,427 supplier orders. The Service Desk holds a 4* accreditation rating from the Service Desk Institute. Kent was the first public sector organisation to achieve a 4* rating in 2012 and has maintained the standard for five consecutive annual audits.

3.2.3 The Service Desk has also project managed and delivered the replacement solution for the outgoing BlackBerry service. This has been a fast-track deployment of 1800 devices at 20 handover/training events at venues across the County.

3.3 Operational Services

3.3.1 Operational Services provides Finance and HR support to traded and non-traded services for the BSC. It delivers services to internal and external customers including schools, local councils, charities and private organisations across Kent and beyond. The function predominantly manages high volumes and has specific responsibility for a wide professional base including covering advice, support issues and resolution in complex areas of finance and HR. A key part of the function is leading on continual improvement of systems and processes which will lead to increased income and reduced costs. This allows the BSC to remain competitive in the market place, deliver best practice and maintain an excellent reputation for service quality and value which, in turn, will generate a reputation as a service provider of choice.

3.3.2 The BSC have undertaken a full business process review of the finance teams and as a result we have improved the "Quality Assurance" process. Debt cases are now exposed at a much earlier stage and intervention implemented quicker which has enabled us to recover debt more effectively. The BSC have also reduced the number of debt cases with Legal involvement from over 80 to 13 and the amount of outstanding debt.

3.3.3 Despite increases in the number of adult financial assessment referrals received, through team efficiencies there has been a 43% increase in the number of referrals managed per Assessment Officer compared to pre BSC. The percentage of assessments completed via telephone (as compared to face-to-face) has increased from 84% in April 2015 to 91% in February 2016. The Payments team entered over 107,000 invoices onto the systems during the year. On average, 93% of invoices were received on time and entered onto systems by the KCC due date. The HR connect team answered over 54,000 calls over the course of the year, with 98% of queries resolved at first point of contact. Over 775,000 assignments were processed across all payrolls, with September 2015 being the busiest month, with 71,852 assignments processed.

3.3.4 Bringing together the finance and HR teams has meant that staff are able to be multi-skilled, working across teams. This assists with managing resources during peak activities and improves the resilience of the service offer.

3.4 Business Development

- 3.4.1 Within the BSC, traded services have a proven track record of generating income from delivering services to a diverse customer base. The BSC currently have over 800 customers across the South East which include a mix of public, private and third sector organisations. The HR Business Centre currently supports over 212,000 end users.
- 3.4.2 Income growth has continued to be a key focus in the first year of operating, with a number of new contracts/customers being secured: for example, the Business Service Centre has recently reached a collaboration agreement with Oxford City Council for the joint provision of HR and payroll services. The consolidation of the business development team has meant that the BSC are able to align marketing activity and fully exploit the wider cross selling of services.

3.5 Technology Services

- 3.5.1 Technology Services unit provides the back-bone of the application and infrastructure support for KCC and its external customers. This is an across-the-board service not only supporting areas such as networks and infrastructure but also telephony, software, system security, hosting and supplier management. A key part of the function is to take advantage of emerging and developing technologies and to feed this back into the client teams to provide expertise about best products and solutions to get the most out of technology. This unit is made up of both traded and non-traded teams and has traded services which are provided to a wide customer base outside KCC that creates significant income for the BSC.
- 3.5.2 The team have delivered a range of initiatives to support the core ICT infrastructure and also to enhance and support the 450 plus line of business systems that operate across the council. Day to day service availability has been high across the services to KCC and other customers. The service continues to maintain its customer base, which has traditionally been in the schools sector, whilst also starting to move into new markets.

3.6 Professional Services

- 3.6.1 Professional Services have a broad role, providing advisory, change, development and specialist services to support the more complex aspects of operational delivery. Included within this function are:
- Client Financial Affairs and Benefits;
 - Providing advice to Social Care customers on benefits and supporting their claims;
 - Managing the finances of members of the public;
 - Cashiering and client billing;
 - Overseeing the incoming financial transactions to KCC.

The Learning and Development units within Professional Services support KCC in finding suitable training for the right price, and helping Organisational Development to make sure the authority is developing its staff in a way which best services the public and the organisation's aspirations.

- 3.6.2 This function includes the provision of a traded service covering Employee Relations, Head Teacher Recruitment, attracting teaching talent to Kent, and training (via face-to-face and e-learning) for schools and academies in Kent and beyond. The Programmes and Projects delivery unit also sit within Professional Services and is responsible for delivering, overseeing and guiding changes and projects, primarily in technology.

4. Financial Implications

- 4.1 The BSC has developed and delivered against detailed business plans to ensure that the services are delivered as effectively as possible and to maximise the opportunity to generate income. The target in the medium term financial plan for 2015/16 was to deliver a saving of £2,605,000. The final outturn position for the BSC exceeded this, with an under-spend of £1,163,302. Detailed action plans are in place to deliver the savings/income identified in the medium term financial plan.

5. Legal and Equalities Implications

- 5.1 Not applicable: the BSC ensures that KCC's services are delivered in line with statutory and legislative requirements

6. Conclusion and Next Steps

- 6.1 Since the formation of the BSC in April 2015, the BSC has continued to effectively deliver the services commissioned by KCC as well as progressing opportunities to generate income. The BSC has successfully met and has exceeded the savings/income targets in the MTFP for 2015/6.
- 6.2 It is recommended that on a bi annual basis a performance update is provided to the Policy and Resources Cabinet Committee in respect of the BSC and its performance.

7. Recommendation

Recommendation:

The Policy and Resources Cabinet Committee are asked to note the report as part of establishing the future monitoring and reporting arrangements for this internally commissioned service.

8. Background Documents

None

Contact details

Relevant Director

Rebecca Spore
Director of Infrastructure
03000 416716
Rebecca.spore@kent.gov.uk